

A Review of Farmland Trusts Communities Supporting Farmland, Farming, and Farmers

Community Farms Program



Published by The Land Conservancy of British Columbia
April 2010

© 2010 by The Land Conservancy of British Columbia

All Rights Reserved

We encourage use of this information and request *TLC* be credited.

Publisher contact information:

301-1195 Esquimalt Road
Victoria, BC
250-4790-8053
www.conservancy.bc.ca

The Land Conservancy (*TLC*) is a non-profit, charitable land trust protecting natural areas, heritage landmarks, and agricultural lands throughout British Columbia. *TLC's* agricultural mandate is to protect farmland for sustainable, local food production. We own title or hold covenants on farmland, arrange long-term farm leases for new farmers, and provide information and education to farmers, local food groups, and communities.

FarmFolk/CityFolk Society is a non-profit society that works with farm and city to cultivate a local, sustainable food system. We develop and operate projects that provide access to and protection of foodlands; support local, small scale growers and producers; and educate, communicate, and celebrate with local food communities.

A Review of Farmland Trusts Communities Supporting Farmland, Farming, and Farmers

April 2010

Prepared by

Wanda Gorsuch BSc, MA, A.Ag.

and

Ramona Scott, Manager Agricultural Programs

for

The Land Conservancy of BC

and

FarmFolk/City Folk



This project is funded by



FarmFolk/CityFolk and The Land Conservancy of British Columbia Community Farms Program

The Community Farms Program brings together landowners, farmers, local communities, and resources to develop and support community farms in BC.

Acknowledgements

The Community Farms Program is supported by program partners FarmFolk/CityFolk and The Land Conservancy of British Columbia.

We thank The Law Foundation of BC, Notaries Foundation of BC, Organic Sector Development Program, Real Estate Foundation of BC, Vancity Community Foundation, Vancouver Foundation, and West Coast Environmental Law Society for funding projects under this Program.

This project was made possible through grants from **The Law Foundation of BC**, the **Notaries Foundation of BC**, and the **Real Estate Foundation of BC**.

Thanks to Dr. Hannah Wittman, Assistant Professor, Department of Sociology and Anthropology, Simon Fraser University, who collaborated with us to undertake this study.

Thank you to *TLC* volunteers Kristen Voghell and Kim Dillon, who helped by phoning and emailing selected land trusts to complete the detailed survey questions.

We gratefully acknowledge the staff of land trusts who so kindly and patiently responded to our survey questions, persistent emails, and phone calls. See Appendix C for land trusts that generously gave of their time to participate in this research project.

Editing and layout was provided by Barbara Joughin, AAA WordSmith

About the authors:

Wanda Gorsuch is a private contractor providing research and writing skills to projects that support sustainable agriculture in BC.

Ramona Scott, Manager of *TLC* Agricultural Programs until January, 2010, is a private contractor providing expertise in research and policy to support farmland protection, affordable land access by farmers, and sustainable agriculture practices in BC.

Cover photos: Horse Lake Community Farm Co-op (Ramona Scott)
Burgoyne Land, Saltspring Island (*TLC*)
Madrona Farm (David Chambers)

Table of Contents

Glossary	iii
Executive Summary	vi
1. Introduction	1
1.1 Agricultural context for land trusts	1
1.2 Farmland preservation in North America	2
1.3 Project scope and purpose	4
1.4 Research methodology	5
2. About Farmland Trusts	6
2.1 Emerging role of farmland trusts	7
2.2 What is a farmland trust?	7
2.3 Advantages and challenges of farmland trusts	9
2.4 Other farmland protection structures	10
3. Farmland Trust Activities	13
3.1 Farm succession	14
3.2 Covenants	17
3.3 Establishing priorities	20
3.4 Land ownership and farm operation	21
3.5 Land ownership and rental	22
3.6 Other land-related activities	23
3.7 Education and community outreach	25
3.8 Linking land and farmers	26
3.9 Research and related activities	27
3.10 Services	29
3.11 Partnerships	30
3.12 Specialized activities	32
3.13 Conclusions	33
4. Structure and Governance	37
4.1 Legal Status	37
4.2 Land trust governance	40
4.3 Conclusions	43
5. Strategic Planning	44
5.1 Vision, mission, and values	44
5.2 Inventory and evaluation	45
5.3 Goals and objectives	46
5.4 Conclusions	47
6. Financial Sustainability	48
6.1 Member fees	48
6.2 Grants	49
6.3 Fundraising campaigns	49
6.4 Donations and bequests	50
6.5 Events	50
6.6 Endowments	50
6.7 Corporate sponsorships	52
6.8 Fees for services	52
6.9 Sample budgets	52
6.10 Conclusions	54

7.Final Conclusions and Recommendations	55
8.Resources	60
Appendix A: Farmland Trusts, Community Land Trusts, & Other Organizations.	73
1. Canada	73
2. United States	74
3. United Kingdom	78
Appendix B: Questionnaire.....	79
Appendix C: Selected Trusts	83
Colorado Cattlemen’s Agricultural Land Trust.....	84
Connecticut Farmland Trust.....	87
Genesis Land Conservancy.....	90
Glynwood	93
Lancaster Farmland Trust	96
Maine Farmland Trust.....	99
Ontario Farmland Trust.....	102
PCC Farmland Trust	104
Troy Gardens Project.....	107
Vermont Land Trust	112

Glossary

Agricultural covenant

A conservation covenant that protects farmland, encourages good soil management, and protects ecosystems. An agricultural covenant can also ensure the land remains actively farmed, and ensure an affordable resale price. Additionally, agricultural covenants can regulate and control activities on the land that may be detrimental to current or future farm use of the land or ecosystems on the farm. Some covenants may require organic farming practices.

Community farm land trust

A type of community land trust that provides a mechanism for democratic community ownership of farmland and related assets; ensures permanent, affordable land access to farmers; retains farmland for farming and related enterprises; and allows community access to farmland and related benefits.¹

Community farm

A farm where the land is held “in trust” (but not necessarily owned or covenanted by a land trust) for and by the community. A community co-operative, society, or other group governs the land use agreements. Agricultural uses of the land are shared by a community of farmers. The primary focus of a community farm is local food production using sustainable agricultural practices. Land holders, land managers, and farmers work together by mutual agreement. Farmers are housed on or near the land.²

Community land trust (CLT)

A form of common land ownership with a charter based on principles of sustainable and ecologically-sound stewardship and use. The land in a CLT is held in trust by a democratically-governed, non-profit corporation. Through an inheritable and renewable long-term lease, the trust removes land from the speculative market and facilitates multiple uses such as affordable housing, village improvement, commercial space, agriculture, recreation, and open space preservation. Individual leaseholders own the buildings and other improvements on the land created by their labor and investment, but do not own the land itself. Resale agreements on the buildings ensure that the land value of a site is not included in future sales, but rather held in perpetuity on behalf of the regional community.³

Conservation covenant

In British Columbia, a voluntary, written agreement between a landowner and the Crown, a Crown corporation or agency, a municipality, a regional district, the South Coast British Columbia Transportation Authority, a local trust committee under the Islands Trust Act, or a designated non-profit organization. The landowner promises to protect the land in specified ways. Wording in a covenant can be negative and define what cannot be done (e.g. subdivision, cutting down a stand of trees), or positive (e.g. parts of the land must be kept in farm production). The covenant is filed in the BC Land Title Office on the property title. Once registered on title, all future owners of the land are bound by the covenant. Covenants are intended to last forever. A covenant can cover all or just a portion of the landowner’s property.⁴

Development rights

See Purchase of development rights (PDR).

1. Stroud Common Wealth Ltd. 2007. *Community Farm Land Trusts: Final report*.

2. Community Farms Program. <http://www.communityfarms.ca/>

3. E.F. Schumacher Society web site. <http://www.smallisbeautiful.org/clts.html>

4. Land Title Act R.S.B.C. 1996. http://www.bclaws.ca/Recon/document/freeside/--%201%20--/land%20title%20act%20rsbc%201996%20c.%20250/00_act/96250_00.htm

Community Farms Program

Easement

Used interchangeably with the term ‘covenant’ and more correctly termed conservation easement or conservation agreement. Conservation easements are not the same as an easement that provides a right-of-way over adjoining land. Conservation easement is the term used in the US and elsewhere in Canada, and the term conservation covenant is used in British Columbia. Like covenants, easements are voluntary legal agreements used to protect land by allowing the owner to give up certain rights (e.g. the right to develop). The landowner retains ownership and can continue to use the land as in the past (e.g. farming). The easement runs with the land, so future landowners also are required to uphold the terms of the agreement.

Ecogift

An ecogift is a donation of land or an interest in land – such as a conservation easement, covenant or servitude – that has been certified as “ecologically sensitive” according to specific national and provincial criteria.⁵ The *Income Tax Act* provides favourable income tax treatment for gifts of ecologically sensitive land and interests in ecologically sensitive land. There is no similar program for donations of agriculturally significant land. The Land Conservancy supports the advocacy work of the Ontario Farmland Trust to improve government policy in this area so that donations of covenants to protect productive farmland may be eligible for income tax benefits.

Farmland preservation⁶

Voluntary action involving the sale or donation of a perpetual conservation covenant (or easement) by a willing landowner to a government agency or to a qualified private, non-profit land trust. Farmland preservation relies on a contract to ‘preserve’ land for farming uses. The covenant is registered on title and runs with the land so that the land use restrictions apply to all future landowners. Outright donation or bequest of land to a land trust for the purpose of preservation is also an effective method.

Farmland protection

Techniques which play a complementary role in farmland preservation but are not permanent, including agricultural zoning, urban containment boundaries, right-to-farm laws, lower taxation on farmland, agriculture area plans, and various other land use planning tools.

Farmland trust

A type of land trust that focuses specifically on preservation of agricultural land.

Food sovereignty

The right of peoples, communities, and countries to define their own agricultural, labour, fishing, food, and land policies which are ecologically, socially, economically, and culturally appropriate to their unique circumstances. It includes the true right to food and to produce food, which means that all people have the right to safe, nutritious, and culturally appropriate food and to food-producing resources and the ability to sustain themselves and their societies.⁷

Land trust

Not to be confused with the idea of ‘putting land in trust’, a land trust is a non-profit, non-governmental organization, usually with charitable status, that focuses specifically on land preservation.

5. Environment Canada, Canadian Wildlife Service. Ecological Gifts Program web site: <http://www.ec.gc.ca/default.asp?lang=En&xml=19CAC237-1339-42FF-B80A-605AE1A930A5>

6. Discussion of the distinction between farmland preservation and farmland protection in *Farmland Preservation Policies in the US*, by Tom Daniels, pg 307-332 in *Farmland Preservation Land for Future Generations*. 2007. Wayne Caldwell, Stew Hilt, Bronwynne Wilton, Editors.

7. Food First: Institute for food and development policy. 2002. <http://www.foodfirst.org/progs/global/food/finaldeclaration.html>

Purchase of development rights (PDR)⁸

As an alternative to protecting land through fee-simple acquisition, an increasing number of American public agencies are now purchasing conservation easements (covenants) from farmers and ranchers to protect critical lands from encroaching development and to establish core agricultural areas. Though such programs have not been formally established in Canada, they have found considerable popularity in the United States, and provide food for thought for Canadian agencies and municipalities. What makes this approach appealing is that it keeps the land in private ownership, safeguards its agricultural and conservation values, and provides financial benefits for extinguishing the development rights.

8. Discussion of development rights in Development of the Ontario Farmland Trust, pg 295-296 in Farmland Preservation Land for Future Generations. 2007. Wayne Caldwell, Stew Hiltz, Bronwynne Wilton, Editors.

Executive Summary

Many communities in British Columbia are concerned about farmland preservation, farm viability, and local food sovereignty. This report discusses the role that farmland trusts can play in addressing these concerns.

Farmland trusts are independent non-profit organizations that protect and preserve farmland. They do this by owning and managing farmland, holding covenants, and/ or providing information and support for farmland protection and farming.

Since 2007, the Community Farms Program (a joint initiative of The Land Conservancy of BC and FarmFolk/CityFolk Society) has received many community requests for ways to preserve farms and ranches, make them available to farmers for food production, and ensure good land stewardship.

The Land Conservancy of BC – a provincial land trust with a broad mandate to conserve nature, heritage, agriculture, scenery, and recreation – is currently the only organization which claims a goal of ‘protecting farmland for farming’. Since 2007, *TLC* has presented itself as BC’s farmland trust. This function requires further definition and development within the context of provincial and regional strategies for farmland preservation and sustainable food production.

A Review of Farmland Trusts: Communities Supporting Farmland, Farming, and Farmers offers information to help you form a farmland trust or adapt your current land trust mandate to include preservation of agricultural land. It describes farmland trusts and why they are important (Sections 1 and 2), and includes information about:

- Structure and Governance (Section 3)
- Strategic Planning (Section 4)
- Farmland Trust Activities (Section 5)
- Financial Sustainability (Section 6)

Farmland trust examples are provided to support each discussion. Every section closes with a set of conclusions specific to the topic.

Section 7, Final Conclusions and Recommendations offers overall conclusions and recommendations to establish provincial, regional, or local farmland trusts. Section 8, Resources lists annotated sources of information and ideas for further exploration.

Through web site search, we identified and scanned thirty-one farmland trusts and related organizations (see Appendix A) to find the most relevant and helpful information for our research. From this initial list, we selected 10 farmland trusts to study in more depth (see Appendix C).

We developed and followed a detailed questionnaire to gather information from our study group (see Appendix B). We compiled and analyzed information on the structure, activities, and financial bases of selected farmland trusts in Canada,

United States, and United Kingdom.

The primary purpose of a farmland trust is the preservation of farmland and associated ecological and heritage values. Usually, a farmland trust focuses on two or three of the following activities:

- Promote planned giving options for donations of land and cash
- Hold conservation covenants to restrict land use and preserve desired features of private land
- Acquire land (through donation or purchase) and manage the land, rent the land to farmers, pass the land on to other agencies to own or manage, apply a conservation covenant, and re-sell the land
- Provide education to landowners, farmers, and the public
- Offer services to farmers (e.g. whole farm planning, farm business planning, farm succession resources)
- Provide information, training and other support to organizations with related mandates (with fee for service)

We wanted to explore the role for land trusts to serve community needs for farmland preservation and local food production in British Columbia.

We learned that the fundamental benefit of farmland trusts is to help to permanently secure land for agricultural use and public benefit. They usually rely on partnerships with several agencies and organizations to accomplish their work. These organizations enjoy a high degree of public trust, and rely on financial and volunteer support from the public.

Farmland trusts can be part of a landowner's succession plan for protecting their land for future farming. Land trusts promote opportunities for planned giving, are recipients of charitable donations of land and cash, and direct people to resources for estate planning.

We think the provincial government should support and facilitate the creation of one or more BC provincial farmland trusts as non-profit, charitable organizations. The primary role of a provincial farmland trust should be to promote, receive, and manage funds, donations, and bequests for agricultural purposes, and disburse them to provincial and regional land trusts and other non-profit community farm cooperatives and societies. Local and regional farmland trusts can be very effective in meeting community interests in a region or a specific local farm.

Local governments (regional districts and municipalities) have the means and authority to encourage farming in their respective jurisdictions, and can facilitate and support creation of community-initiated farmland trusts. To further the benefit of current and future generations, they can set aside money for farmland preservation, and partner public funds with regional farmland trust private donations to raise money for land acquisitions.

Community Farms Program



Horse Lake Community Farm, South Cariboo (Brian Harris)



Keating Community Farm, Duncan, Vancouver Island (Josh McCulloch)

1. Introduction

With rapidly increasing public interest in local food and food sovereignty, many communities are concerned about loss of farmland, declining availability of locally produced food, loss of farmers, high farmland prices, and the general lack of profit in farming. Each of these concerns poses a challenge in itself, but it is generally agreed that without farmland there will be no farming or farmers or food.

British Columbia has benefited from the government foresight that created the Agricultural Land Reserve (ALR). Since its formation in 1973, it has reduced significantly the conversion of BC's farmland to urban and other non-farm uses.⁹ However, with increasing pressure on the ALR, the provincial government needs to show its commitment to stop the erosion of our agricultural land base.

The mission of the Agricultural Land Commission (ALC) is to protect agricultural land and encourage and enable farm businesses throughout British Columbia.¹⁰ To meet their mission, the ALC uses the ALR to protect land.

As the ALR is only a type of zoning, farms and ranches may not be permanently protected. As urban development pressures increase, land can be removed from the protection of the ALR through an application process. As a result, agricultural land prices near urban areas are escalating beyond what is affordable for farming.

The ALC also does not act directly to keep farmland in production, ensure new farmers are trained and have affordable access to land, or protect ecosystem integrity and heritage values.

Consequently, some communities¹¹ are looking to land trusts to help provide permanent preservation for locally significant farms or ranches which are threatened to be subdivided, developed, or sold to buyers who may not keep the land in food production or maintain good land stewardship practices.

1.1 Agricultural context for land trusts

Only approximately 5% of BC's land base is considered suitable for agriculture. Of that 5%, only 1% has high quality soil.¹² Despite this small land base, BC's varied geography and climate makes it possible for our farmers to produce over 250 different agricultural products for domestic consumption and export.¹³ For

9. Barry Smith. *A Work in Progress – The British Columbia Farmland Preservation Program*, pg 158 in *Farmland Preservation Land for Future Generations*. 2007. University of Guelph.

10. <http://www.alc.gov.bc.ca/>

11. Salt Spring Island, BC, focused on options to establish a 'farm trust' to accept donations of land and manage them for the long term benefit of the community. Growing Green, a project of West Coast Environmental Law Society, first explored the concept in 2004. Derek Masselink further focused the concept in 2005 in a draft paper, *A New Lease for Farmland? Land Trusts and Working Farms in British Columbia's Gulf Islands*, in which he made the case for a Community Farm Land Trust. Work is ongoing to establish a Salt Spring Island farmland trust.

12. <http://www.smartgrowth.bc.ca/AboutUs/Issues/AgriculturalLand/tabid/111/Default.aspx>

13. Policy and Economics Branch. 2004. *The importance of agriculture and agri-food to British Columbia*. BC Ministry of Agriculture, Food and Fisheries.

example, BC farms and ranches produce cattle, grain, turkeys, chickens, pork, lamb, tree fruits, honey, berries, grapes, vegetables, milk, and eggs. A study in 2006 by the Ministry of Agriculture and Lands estimates that BC farmers produce 48% of all the types of foods consumed in BC.¹⁴

Another significant factor is that BC's prime agricultural land co-exists with areas of highest ecosystem biodiversity and pressing urban development. Land trusts are challenged to create new ways to conserve both natural habitat and farmland for farming.

Farmland trusts can help provide long-term protection for farmland in BC, encourage on-going food production on the land, ensure good stewardship practices, and retain heritage values.

1.2 Farmland preservation in North America

Farmland preservation is strictly voluntary, involving the sale or donation of property or a perpetual conservation covenant by a willing landowner to a government agency or a qualified private, non-profit land trust. Farmland preservation relies on a legally binding contract ... to 'preserve' land for farming uses. [The contract (ie a covenant on title) runs with the land, so that the land restrictions apply to all future landowners.

Farmland protection techniques are not permanent but can play an important complementary role to farmland preservation. Farmland protection techniques include use-value property taxation of farming, low-density agricultural zoning, urban growth boundaries, right-to-farm laws, agricultural districts, . . . and [agricultural area planning]. They are political decisions and hence are vulnerable to changes in office holders and policy makers.¹⁵

Tom Daniels

In a 2001 survey,¹⁶ results show that over 47,000 hectares are owned by more than 80 land trusts in Canada and over 3,200 hectares are held in trust as conservation easements. This summary excludes data on the Nature Conservancy of Canada because it owns more land than all of the local and regional trusts combined. Information about how much farmland is protected by land trusts in Canada is not readily available.

The US National Land Trust Census (2005) reports conservation of 14,973,369 hectares of land by over 1,600 land trusts. This includes 2,509,051 hectares under easements. Of this land, approximately 7% or about 1.2 million hectares are attributed to farms and urban gardens.¹⁷ In the United Kingdom, more than 200,000 hectares of land owned by the National Trust are used by 1,500 tenant

14. Ministry of Agriculture and Lands. 2006. *BC's food self-reliance: Can BC's farmers feed our growing population?*

15. Tom Daniels. *Farmland Preservation Policies in the United States – Successes and Shortcomings*, pg 310-312 in *Farmland Preservation Land for Future Generations*. 2007. University of Guelph.

16. Melissa Watkins and Stew Hilts. *Land Trusts Emerge as an Important Conservation Force in Canada - A Summary of the Land Protected by Land Trusts and the Current Issues and Challenges Facing the Growing Land Trust Movement in Canada*. 2001. Guelph University and Ontario Farmland Trust.

17. Aldrich, R., and J. Wyerman. *2005 National Land Trust Census Report*. 2006. Washington, DC: Land Trust Alliance.

farmers to produce food and protect conservation values.¹⁸

According to the Land Trust Alliance of BC, there are approximately 30 provincial and regional land trusts in BC.¹⁹

To date, The Land Conservancy of British Columbia (*TLC*) is the only provincial land trust with a stated mission of preserving agricultural land for farming and ranching. Other provincial land trusts in BC (Nature Conservancy of Canada, Nature Trust of BC, Ducks Unlimited) and local/ regional land trusts may protect land that is agricultural but not for the primary purpose of ensuring continued food production.

These organizations focus on nature conservation and the heritage aspects of the land while sometimes permitting continued agricultural use in association with conservation goals. Regionally, new farmland trusts are forming in BC to protect farmland for farming (e.g. The Farmlands Trust²⁰ in Capital Regional District).

In addition, the Area Farm Plan for Salt Spring Island recommends a community farmland trust be formed to acquire and manage land, arrange leasehold agreements, and ensure that farmland held by the trust is actively farmed in an environmentally and socially sustainable manner.²¹

TLC, established in 1997, is a charitable conservation organization with diverse skills and resources (e.g. land acquisition, covenants, fundraising, community engagement experience). As such, *TLC* is well-placed to serve as BC's provincial farmland trust. In 2006, *TLC*'s Board of Directors discussed expanding *TLC*'s role to preserve farmland for farming. This discussion gave staff permission to:

- preserve and rent farmland (e.g. Madrona Farm, Lohbrunner Farm);
- develop the Community Farms Program;²²
- develop and publish documents such as *Guide to Farmland Access Agreements*, *Whole Farm Plan Guide*, and *BC's Farming and Food Future: Local Government Toolkit for Sustainable Food Production*;²³
- share information and give public presentations about farmland protection, support for farmers and ranchers, and local food.

There remains a need for land trusts whose purpose is to preserve farmland for sustainable local food production, especially at the regional level.

To explore *TLC*'s (or other organizations') farmland trust role and to provide resource information for communities wanting to preserve farmland and support farming, we compiled and analyzed information on the operation of farmland trusts throughout Canada, the US, and United Kingdom. This information is

18. The National Trust. *Appetite for change*. 2009.

19. <http://www.landtrustalliance.bc.ca/members.html>

20. <http://www.farmlandtrust.ca/index.html>

21. *Plan to Farm: An Area Farm Plan for Salt Spring Island*. January, 2008. http://www.bitsandbytes.ca/resources/SSI_FarmPlan_Booklet_Jan08.pdf

22. <http://www.communityfarms.ca/>

23. http://ffcf.bc.ca/programs/farm/community_farms.html

intended to inform *TLC* and others on farmland trust goals, activities, governance, and financial structure.

1.3 Project scope and purpose

The purpose of this Review of Farmland Trusts project is to research, analyze, and summarize information from farmland trusts in Canada, the US, United Kingdom, and other sources to aid development of farmland trusts in British Columbia.

Outcomes of this project:

1. Provide recommendations on development of a provincial farmland trust;
2. Provide resources and recommendations to existing land trusts that wish to serve as a farmland trust;
3. Provide resources and recommendations to groups starting new regional or local farmland trusts.

Key questions

While undertaking this research and organizing the information and conclusions, we considered a number of questions which prospective farmland trusts might ask. Building a farmland trust is an evolving process.

Should we form a farmland trust? Should we expand our existing mandate to include protection of agricultural lands?

1. Is there community interest and a need to protect farmland?
2. Are there other organizations filling this need in your community? What do you think is missing from their work? Can your group fill these gaps?
3. Are there other organizational models that would more effectively meet your community's interest and needs (e.g. cooperative, society, incorporated business)?
4. Are there strategic partnerships which could be formed to meet your needs (e.g. conservation land trust to hold the land, community farm land trust to manage the property, a cooperative to farm the land)?

How will our farmland trust be structured, governed, and operated?

5. Will you incorporate as a society?
6. If you are a society, will you apply for charitable status?
7. Will you apply for membership with the Land Trust Alliance?
8. What type of Board governance and staffing structure will you have?
9. What will be the roles and responsibilities of your Board?
10. How many staff will you need?
11. How will Board and staff work together?

What is our Strategic Plan?

12. What does your community want to accomplish? What is your vision?
13. What will you do to meet your goals?
14. What resources do you have?
15. Who can you partner with to meet your goals?

What will be our core activities?

16. What will be your core activities? (e.g. land purchase, land management and rental, holding covenants, research, education and outreach)
17. How will they be carried out?

How will our farmland trust be financed?

18. How much money do you require to meet your goals? To sustain your operations?
19. What will be your sources of revenue?
20. Are they sustainable?

To address these questions, it helps to use good communication, and to have a clear understanding of what your community wants and needs. The results of investing your time, passion, and money will be a stable organization that meets your community's needs and benefits farming now and in the future.

1.4 Research methodology

Using a web site search, we identified thirty farmland trusts and related organizations (Appendix A) and determined which offered the most relevant and helpful information for our purposes.

From this initial list we selected 10 farmland trusts to study in more depth (Appendix C). We developed and followed a detailed questionnaire (Appendix B) to gather information from our study group.

Two *TLC* volunteers contacted each farmland trust by phone and email to complete the questionnaire. Additional phone calls and emails were made by the project manager to clarify and obtain more information. Results for each farmland trust are contained in Appendix C. In addition, other resource material on farmland trusts and associated organizations were compiled.

The final report was developed from the questionnaire responses, phone interviews, and resource materials. Conclusions and recommendations are presented at the end of Sections 2-7.

An annotated list of resources is also provided.

2. About Farmland Trusts

This section helps you evaluate whether a farmland trust is the most effective use of your community's energy. It:

- describes farmland trusts and discusses their advantages and disadvantages;
- suggests other organizational structures that can be used to protect farmland and support farming and farmers.

Land trusts are relatively new to the Canadian conservation scene. The Canadian Land Trust Alliance defines land trusts as charitable organizations committed to the permanent protection of lands with natural, recreational, scenic, historical, or agricultural value. Regardless of their mandate, land trusts all hold land or interests in land 'in trust' for future generations.

Land trusts usually promote opportunities for planned giving, direct people to resources for estate planning, and receive charitable land and cash donations. They can have a local, regional or provincial area of focus, and are generally created and operated locally. The 1990s saw a surge in the development of local and regional land trusts throughout Canada.²⁴ By 2001, there were over 80 land trusts operating in Canada. In the US, land trusts have existed for over 100 years, and there are currently over 1200 land trusts operating in that country.²⁵

Farmers and ranchers face three main challenges:

- profitability;
- passing the farm to the next generation;
- not selling their land for development²⁶

Farmland trusts are one way for communities to preserve farmland, assist farmers with affordable land access, and keep farmland in ecologically-sustainable local food production.

To protect land for its agricultural values, farmland trusts:

- own and manage farms and ranches;
- lease to tenant farmers;
- hold covenants and easements;
- provide information and education about agriculture.

24. M. Watkins and Stew Hilts. 2001. *Land Trusts Emerge as an Important Conservation Force in Canada*. www.uoguelph.ca/~claws/conference/landtrustsincanada.doc

25. Southern Alberta Land Trust Society. *What is a land trust?*
http://www.salts-landtrust.org/who_3_whylandtrust.html#3

26. This is especially critical in metropolitan regions where the value of farmland for raising crops and livestock is far less than the value of the land for residential lots and commercial sites.

2.1 Emerging role of farmland trusts

Farmland trusts in North America have emerged in response to rapid loss of agricultural land. British Columbia's Agricultural Land Reserve (ALR) has been the envy of other Canadian provinces and the US. No other such mechanism for farmland protection exists in North America. In 1973, BC's arable land (as defined by the Canada Land Inventory) was designated as ALR – a zoning restriction which in theory was intended to be perpetual but in practice may be removed upon successful application by the landowner.

While it is not easy to remove a property from the ALR, it has been occurring with increasing frequency over the last few years, especially in the lower Fraser Valley, Vancouver Island, and the Okanagan region where demand for residential development is strong. This can create a speculative value for properties, especially in the urban fringe. Communities are increasingly expressing concern about the risk of subdivision, prohibitive cost of land for farming, and loss of farmland.

Farmland trusts are widespread in the United States. Most farmland trusts reviewed in this study were founded in the 1990s (see Appendix A and Appendix C). There are few farmland trusts in Canada. The Land Conservancy (*TLC*) has served as BC's provincial farmland trust since 2007. The Ontario Farmland Trust is the only other provincial farmland trust in Canada.

In 2007, *TLC* and FarmFolk/CityFolk initiated the Community Farms Program. Since then, both organizations have received many requests for assistance and advice from community groups who want to secure agricultural properties and make them available to new farmers and ranchers. Farmland trusts are one way communities can preserve farmland and support farming in their regions.

2.2 What is a farmland trust?

Farmland trusts are private, non-profit organizations that preserve farms and ranches.

Farmland trust activities can help:

- increase local, sustainable food production;
- increase regional food sovereignty;
- provide ecosystem service²⁷;
- preserve community heritage,
- support a more resilient regional economy;
- strengthen communities.

Farmland trust activities are land-focused and:

- receive farmland (if a registered charity) through charitable donations or fee simple purchase, and hold it in trust;
- maintain food production on farmland by renting trust-owned land to farmers.

27. e.g. flood control, wildlife habitat, pollination, erosion control

Community Farm Land Trust

A community farm land trust¹ is a type of community land trust. It is a democratically governed, member-based, non-profit organization created to acquire and hold farmland for community benefit. These trusts provide long-term leases for secure tenure of farmland and housing. Like other farmland trusts, they can use rental agreements to promote ecologically-sound farming methods. Examples of community farmland trusts include Fordhall Farm² in the United Kingdom, and South of the Sound³ in Washington State, US.

Community Farm Land Trusts:

- provide a mechanism for the democratic ownership of farm land and associated assets by the community;
- ensure permanently affordable access to farms for farmers;
- retain farmland for farming, horticulture and related enterprises;
- allow community access and a range of benefits.⁴

1. See Section 8, Resources. Institute for Community Economics.

<http://www.iceclt.org/clt/cltmodel.html>

2. <http://www.fordhallfarm.com/>

3. <http://communityfarmlandtrust.org/>

4. Stroud Common Wealth Ltd. *Community Farm Land Trusts: Final report*. 2007.



Keating Farm (TLC)

(e.g. The Land Conservancy of BC²⁸, the U.K. National Trust²⁹, Genesis Land Conservancy, Saskatchewan³⁰);

- hold agricultural conservation covenants³¹ to protect the land for farming and associated conservation values (e.g. Lancaster Farmland Trust³²);
- provide public education and resource information on farmland protection tools and agro-ecological practices to support retention of farmland and farmers (e.g. American Farmland Trust³³);
- offer education programs for the general public and/ or farmers (e.g. Troy Gardens³⁴).

Farmland trusts operate at local, provincial, and national scales. There are different benefits at different scales of operation. Local and regional farmland trusts give community control and involvement in managing land and resources. Local farmland trusts have familiarity with local landowners, land, and community interests.

Provincial and national farmland trusts call on a wide base of resources. They can impact a large area through access to media and communications, support smaller trusts, and can influence policies, legislation, and regulations.

See Section 3, Farmland Trust Activities for more activities, descriptions, and examples.

2.3 Advantages and challenges of farmland trusts

Advantages

Farmland trusts provide long-term preservation of farmland (e.g. own the land, hold covenants).³⁵ This level of protection is not immediately subject to changing political influences and government policies. They can tailor their efforts to the local situation and local concerns and preserve land while other organizations focus on supplementary, food-related issues.

Focused and small-scale farmland trusts are able to operate more efficiently and at less cost than other agencies. They can better involve and empower local people to participate in the farmland preservation solutions in their area.

28. <http://www.conservancy.bc.ca>

29. <http://www.nationaltrust.org.uk>

30. <http://www.earthcare.sk.ca/genesis/about.html>

31. In other parts of Canada and in the United States, easements are similar to conservation covenants in BC.

32. <http://www.lancasterfarmlandtrust.org>

33. <http://www.farmland.org/>

34. <http://www.troygardens.org/>

35. *A Bright Future for Farming – agricultural easements are an increasingly popular way of saving endangered farmland for future generations.*
<http://www.cookinglight.com/healthy-living/green-living/bright-future-farming-conservation-easements-00400000044470/>

Challenges

As you evaluate whether your community group should incorporate as a new farmland trust, be aware of potential obstacles.

Farmers may not want to enter into a relationship with a farmland trust.

Initial set-up time and costs to become a legal entity can seem overwhelming. For example, application for charitable status can take six months to two years or more.

Land preservation responsibilities such as covenants and land ownership are long-term (in perpetuity). Farmland trusts need to remain functioning and financially-sustainable in the long-term to fulfill these responsibilities.

There are usually short time frames for acquiring covenants or properties, which is a challenge for fund raising. In addition, raising revenue to support operations can take time away from land preservation efforts and compete with other local organizations.

Local farmland trusts manage unique projects without benefit of the experience and wider support network of national or provincial land trusts.

2.4 Other farmland protection structures

Carefully assess your community's needs and wants before deciding to form a farmland trust. Understanding your community's situation will help you:

- direct your community energies towards gaps that need to be filled;
- determine the level of financial and volunteer support available;
- identify potential partnerships with other land trusts and organizations.

Your community may be better served with a different organizational structure or approach. For example, you may consider forming a cooperative, society, or corporation to partner with an existing land trust. You may form a society or cooperative to manage farmland held in trust, or be a fundraising organization for land purchases/ covenant purchases by a land trust.

Cooperative

The structure of cooperatives distinguishes them from most other forms of societies and businesses. Cooperative members own part of the company, and have direct say in how the cooperative develops, and its activities. Unlike corporations, in a cooperative each member has one vote, regardless of how many shares they hold. Non-profit cooperatives can incorporate as "Community Service Cooperatives", which have the same status in law as non-profit societies including eligibility for charitable status (where applicable). For more information on cooperatives, visit the BC Cooperative Association web site³⁶.

There are examples of cooperatives in BC protecting farmland and supporting farming. Community members protect a farm by purchasing shares to become

36. <http://bccacoop>

shareholders in what becomes a community-owned farm. A Board is elected, and the land title can be held by the cooperative or in perpetuity by a land trust. Farm operations and management are directed by the cooperative's Board and its members.

- Glen Valley Organic Farm Cooperative³⁷ (Abbotsford, BC) – a land cooperative leasing to farm businesses
- Fraser Common Farm (Aldergrove, BC) – a land cooperative leasing to a farm cooperative
- Keating Community Farm Cooperative³⁸ (Duncan, BC) – a land trust leasing to a farm cooperative which sub-leases to farm businesses
- Horse Lake Community Farm Cooperative³⁹ (100 Mile House, BC) – land cooperative leasing to farm society

Society

To hold covenants in BC, a farmland trust must be incorporated as a society. However, you can be a society, not be a farmland trust, and still work to support farming. BC has many societies supporting farmland and farming in different ways:

- FarmFolk/CityFolk (BC)⁴⁰
FarmFolk/CityFolk Society is a non-profit society that works with farm and city to cultivate a local, sustainable food system. It develops and operates projects that provide access to and protection of foodlands, support local growers and producers, and educate, communicate and celebrate with local food communities.
- Haliburton Community Organic Farm Society⁴¹ (Saanich, BC)
Haliburton Community Organic Farm Society is a non-profit organization with charitable status. They lease land from the District of Saanich, and in turn rent this land to three farm businesses. They also provide community education opportunities. Their vision is to be a leading model of community-supported, small-scale sustainable organic agriculture carried out in harmony with local ecosystems.
- Linnaea Farm Society⁴² (Cortez Island, BC)
Linnaea Farm Society oversees the management of the projects and activities taking place on Linnaea Farm lands. Projects include organic farming activities and educational programmes. *TLC* holds a conservation covenant on Linnaea Farm land.

37. <http://www.glenvalleyorganicfarm.org>

38. <http://keatingfarmco-op.org/Joomla/>

39. <http://www.horselakefarmcoop.ca>

40. <http://www.ffcf.bc.ca>

41. <http://www.haliburtonfarm.org>

42. <http://www.linnaefarm.org>

Community Farms Program

Corporation

Corporations are another means of protecting farmland.

- FARM LLC⁴³ (Washington State, USA)
FARM LLC report that investors in a limited liability company expect a monetary return on investment. They found it difficult to meet this expectation as many returns from investing in farmland do not have direct monetary value (e.g. food sovereignty, healthy environment, community connections).

Conclusions

1. Involve your community from the start through information sessions, public meetings, working groups, focus groups, and other communication tools. This is necessary because you will depend on your community for public input, financial support, and volunteers. Members of your community must find your organization valuable (meets their interests) or they will not support you, no matter how good you believe your ideas are.
2. If a land trust, government, or other organization owns the land you are focusing on, use your resources and community energies to form a partner society or cooperative to keep the land in production (e.g. Haliburton Community Organic Farm Society rents land owned by the District of Saanich).
3. If your community is concerned about protecting one farm, wants the land in production, and wants to support farmers, consider forming a community farm land trust or a cooperative.

43. <http://www.farmllc.com>



Lohbrunner Farm, Langford, Vancouver Island (R. Scott)

3. Farmland Trust Activities

This section describes main activities of farmland trusts in Canada, the US, and the United Kingdom. It also highlights activities unique to some farmland trusts that other trusts may consider. This information may help you identify and select the most effective activities for your farmland trust to undertake. No one farmland trust undertakes all these activities, but each focuses on activities that best meet the needs of their communities.

Farmland trusts undertake a variety of activities to meet their mission to preserve land and support farming. They:

- promote planned giving options for donations of land and cash;
- hold conservation covenants⁴⁴ to restrict land use and preserve desired features of private land;
- acquire land through donation or purchase and:
 - manage the land;
 - rent the land to farmers;
 - pass the land on to other agencies to own or manage;
 - apply a conservation covenant and re-sell the land;
- evaluate land use to determine priorities for conservation of agriculture and ecosystems;
- link land and farmers;
- provide education to landowners, farmers and the public;
- offer services to farmers (e.g. whole farm planning, farm business planning, farm succession resources);
- develop and implement community projects;
- develop and implement land stewardship programs with private landowners;
- provide information, training, and other support to organizations with related mandates (fee for service);
- advocate land protection policies and priorities;
- engage volunteers;
- raise funds through private donations, granting organizations, and government funding opportunities.

44. Outside BC and in the US, conservation covenants are analogous to easements or conservation easements.

Farmland trusts invest their time and resources in different activities:

Farmland Trust	Activities
Colorado Cattlemen's Agricultural Land Trust	90% easements, 8% outreach and education, and 2% other services
Connecticut Farmland Trust	40% project negotiation, 25% fundraising, 10% administration, 25% outreach and education with farmland issues. CFT's primary activity is to act as a state-wide resource that helps farmers protect their land, map out a plan, and access resources.
Lancaster Farmland Trust	80% land preservation, 20% outreach and education to farmers, supporters, and the general community
Maine Farmland Trust	30% easements, 30% BuyProtectSell program (purchase farms, protect with easements, resell to farmers), 30% FarmLink program (linking farmers and landowners), 10% education and outreach, including presentations, programs, newsletter, web site
Ontario Farmland Trust	50% easements, 50% supporting farmers and the viability of farming
Vermont Land Trust	75% easements, 5% education, 20% services, largely farmland access to first time owners

3.1 Farm succession

Farmland trusts often are part of a landowner's plan for protecting their land for future farmers. Land trusts usually promote opportunities for planned giving, are recipients of charitable land and cash donations, and direct landowners to resources for estate (succession) planning.

Preserving land for farming is essential and is one of the main drivers creating the need for farmland trusts. Farmland trusts can also play a role in ensuring new, trained farmers have access to protected farmland. BC's farmers are aging, there is an unprecedented lack of younger farmers, and few farms are being passed down through families. Farming has lost its attraction as a career for both economic and cultural reasons. Farmland trusts can help new farmers access land, especially in near-urban areas where land prices are greater than what can be returned from farming (see 3.8, Linking land and farmers).

Farm succession involves deciding how to transfer farmland and associated capital and labour to immediate family, extended family, a new farm owner, or a cooperative, society, or land trust. This transfer can occur at any time, and can be immediate or phased.

Succession requires planning and forethought (see Section 8, Resources). It usually requires the services of estate and financial planners, lawyers, notaries, accountants, and insurance professionals. It can involve farmland trusts through land donation, life estate, charitable or property tax benefits, and capital gain tax exemptions.

The most important task for the farm landowner is to clearly articulate their vision of what they want to happen with their land and farming operation once they retire or die.

Farmland owners can donate their land or a covenant on the land to a land trust. Tax benefits may accrue. Alternatively, a land trust may negotiate purchase of the farm at a reduced price or pay for a covenant on the land, thereby providing some needed cash to the retiring farmer while continuing to meet the farmer's vision for protecting the land.

Genesis Land Conservancy

GLC's *Legacy of Hope* brochure⁴⁵ promotes planned giving options for farmland owners, and outlines how farmland trusts can protect farmland as part of a landowner's succession plan:

- Accept charitable gifts of land or cash:
According to the wishes of the donor, gifts of land can be owned in trust by the farmland trust, or have a covenant placed on the land and resold to farmers. Cash gifts can be directed to land purchase or other farmland trust activities as directed by the donor.
- Offer life estates:
Life estates transfer ownership of the land to the farmland trust. The farmer lives on the land for their lifetime, and can continue to operate the farm or mentor farmers who lease the land from the farmland trust (see following side box for an example).
- Enter into joint ownership:
The landowner and the farmland trust are both legal owners of the land. The farmer continues to manage the land and receive any income generated from their business. Under the right of survivorship, the land will not be included in the estate but will be directly transferred to the farmland trust when the landowner passes away.
- Accept bequests:
Landowners may leave farmland trusts land, cash, or other items related to protecting farmland in their will.

Potential benefits to donors may include:

- Tax receipt for the value of the land or cash donation (farmland trust must have charitable status)
- Continued right to live on the land or to continue to manage the land and hold the income produced
- Donor may no longer bear the responsibility and expense of land management
- The land is no longer applicable to the donor's taxable estate or property taxes
- Land continues to be used for sustainable agriculture and protected for future generations of farmers

45. <http://www.earthcare.ca/genesis/finalearth.pdf>

Life Estate

Joseph Lohbrunner Wild Bird Sanctuary and Farm

At the end of Lippincott Rd in Langford, BC is a long country driveway. Follow it to a small white farmhouse, with farmland to the right and a forest rising up behind. This is Norma Lohbrunner's 16-hectare property that she donated to The Land Conservancy of BC in 2007.

When Norma married Joseph Lohbrunner in 1945, he already owned the land.

Many years ago when times were tough, a man in a big shiny car drove down their driveway, and offered them a substantial sum of money for the farm. Joseph let the man know in no uncertain terms that the farm was not for sale, and that the land was never to be developed.

"This is something we always told our children," maintains Norma. "They grew up knowing that this home was worth something more than money could buy."

After Joseph passed away in 1968, Norma wanted to uphold his wishes. With the encouragement and support of her granddaughter, Norma explored how to protect the land for future generations. A bequest was out of the question because Norma wanted to see the land protected in her lifetime, and wanted to be a part of planning the future of the farm. She looked into the tax benefits of the federal Ecological Gifts program, but her income did not warrant the expense of the appraisal process.

In the end, Norma gave her property to *TLC* using a legal agreement called a life estate. A life estate means that she will live in her home for the rest of her life. *TLC* holds title to the property and assumes responsibility for land taxes, maintenance of the exterior of the house, and management of the land.

The farm is now officially called the Joseph Lohbrunner Wild Bird Sanctuary and Farm. Birds in the region will always find refuge in the forest, and the farmland is returning to production with a young couple who have the energy and desire to farm. With a long-term lease from *TLC*, they are able to invest in their farm business to fulfil their own dream of producing local fresh food.

By bringing the land back into production, they are breathing new life into the place and fulfilling Norma's dream. The farm is alive and productive, and the forest is an oasis of calm for birds and wildlife.

Happily, Norma has secured her dream of protecting the family farm in the memory of her late husband Joseph Lohbrunner. This land will not be developed.

3.2 Covenants⁴⁶

A covenant is a voluntary agreement between a land owner and a designated agency or qualified organization (such as a land trust) to permanently preserve land and/ or related features. Covenants are registered on the land title and are legally binding for all future owners of the land. Covenants are commonly used by land trusts to protect land. In the US, “among all techniques for protecting farmland in urbanizing communities, easements hold the most promise – considering their perpetuity, voluntary participation by landowners, and the matching of public purposes and farmer interests.”⁴⁷

Farmland trusts may receive covenants as donations or by purchase. There may be tax benefits for the landowner who places a conservation covenant on their land, especially if it qualifies as an ecogift (for more information, see Glossary).

In the US, purchase of development rights (PDR), especially on ranchlands⁴⁸ is a common method to keep agricultural land from development (for more information, see Glossary). In Canada, our constitution does not legally vest development rights with private landowners, and it is not necessary to purchase development rights to protect farmland.

Land trusts have flexibility to explore different ways to pay landowners for conservation covenants. We need case studies of appraisals, especially for near-urban farms, to determine whether there is a difference in value of ALR property, pre- and post-covenants, in order to determine whether such a value can amount to the purchase price for a covenant. For farmers, this may offer a good way to gain cash from their equity while continuing to own their land and farm.

Additional legal information about use of Covenants on Agricultural Land in BC is provided in Section 4, Structure and Governance, and a selection of references is provided in Section 8, Resources.

Covenants in BC can contain negative (restrictive) or positive (affirmative) language.⁴⁹ It is far more common for covenants to put restrictions on the land because it is much easier to monitor compliance for what one is not permitted to do than for what one is required to do.

For example, a covenant can require:

- the land not be subdivided;

46. Covenant and easement are terms used interchangeably. Covenants are generally equivalent to easements in other parts of Canada and in the US. See the Land Title and Survey Authority of BC for more information about what covenants are, who can hold them, and what they do. <http://www.ltsa.ca/surveyor-general/covenants>

47. Alvin D. Sokolow. Quoted on American Farmland Trust web site. Retrieved Feb 4, 2010. <http://www.farmland.org/resources/national-view/default.asp>

48. When placing a conservation easement, you may sell or donate development rights on your property for purposes of conservation. These development rights are generally held by a qualified non-profit land trust such as CCALT. Colorado Cattlemen’s Agricultural Land Trust, *Crossroads in Conservation*. 2004. Email to request information: info@ccalt.org.

49. *Land Title Act*. RSBC 1996. http://www.bclaws.ca/Recon/document/freeside/--%20l%20--/land%20title%20act%20rsbc%201996%20c.%20250/00_act/96250_02.xml

Community Farms Program

- areas of natural habitat not be altered or destroyed;
- specified uses not be permitted;
- building size and placement be restricted.

Examples of positive statements could specify that land is to be used for agricultural purposes, that the land is to be kept in production, and that organic or sustainable practices be applied.

The Land Conservancy of BC (*TLC*) has retained a lawyer to help develop a ‘Model Agricultural Conservation Covenant’ with funding from West Coast Environmental Law Society’s Environmental Dispute Resolution Fund. *TLC*’s purpose is to develop a covenant template that can be adapted to deal with the various situations in which a landowner may wish to secure their land for agriculture in perpetuity.

This work focuses on:

- provisions for restricting subdivision and development;
- keeping the land in agricultural production;
- ensuring good land stewardship practices;
- keeping the land affordable for farmers.

The model covenant may include ‘affirmative’ statements to require the land to be in agricultural production, and may stipulate sustainable production methods. Affirmative agricultural easements (covenants) are frequently used by farmland trusts to preserve farmland in the US. Please see Section 8, Resources.

Lessons from Glynwood

Glynwood Center recently published *Land Trusts and Agricultural Land: Protecting Farmland or Farming?* The study reports on the unique challenges and opportunities faced by farmland trusts.

Tension exists between the basic function of an easement (restrain change) and a farmer’s need to change and expand products, techniques, and farm structures to remain financially viable. For example, an easement may allow for only one primary residence, but what if the farm is only viable with two or more farmers living on the land? In another instance, the covenant may restrict the amount of uncultivated land used as parking. But this can be a problem if a CSA or farm gate business expands to optimize revenue, and more parking area is required.

In some places in the US, trust leaders saw land prices increase (rather than decrease as is expected) when easements were placed on them. Areas that were protected with easements created a desirable environment for people seeking “country estates”. For example, Peconic Land Trust (Long Island) found that their protected farmland was selling for a prohibitive \$150,000 per acre. In New Jersey, preserved farmland sold for up to \$70,000 per acre. When some farms in Vermont were appraised for their conservation value and their agricultural production value, the difference between the two values sometimes exceeded \$100,000.

The report notes key points about purchasing and holding covenants:

- Land has greatest protection when more than one organization holds the covenant, as any future decisions to alter the covenant require agreement from all those holding the covenant.
- Annual monitoring is required to ensure the landowner upholds the terms of the covenant.
- Covenants can reduce market value of land, open the opportunity to purchase the land, place a covenant on it, and resell it to a farmer at a lower price (although there are exceptions, see above).
- Farmland trusts may use criteria or scoring systems to select land and determine value of the covenant. It is common for the value to simply be determined as the difference between appraised market value pre- and post-covenant. This practice may not be effective for ALR properties in rural areas in British Columbia because the land will already have a lower market value because of its agricultural zoning.⁵⁰

PCC Farmland Trust

At the end of 2009, PCC expected to hold eight easements. In some cases, easements are co-held (e.g. with a county). Easements are monitored in compliance with the Land Trust Alliance Standards and Practices. One staff person devotes about 30-40% of their time to baseline documentation and monitoring. PCC is transitioning from owning land to only holding covenants because the cost of owning and managing land is proving to be too expensive.

Maine Farmland Trust

Maine Farmland Trust (MFT) holds 50 easements, some in partnership with other organizations. Easements are monitored annually by walking the property and recording current conditions. While they do not track the amount spent on monitoring, for the purposes of their 2009 IRS 9090, they record having spent \$3,000 in staff time on monitoring activities. Under their Buy/Protect/Sell Program, MFT buys farms that are vulnerable to development, places conservation easements on them, and resells the land to farmers. Since 2007, they have completed five of these transactions.

Connecticut Farmland Trust

Connecticut Farmland Trust (CFT) holds 18 easements, about half with partners. Each property has an annual management report, and landowners are interviewed and the easement is reviewed to ensure compliance. CFT both holds easements and helps arrange for others to hold them. They also assist townships to negotiate easements, raise funds, and manage stewardship.

⁵⁰ Appraisal research is required to confirm whether ALR land prices are subject to market conditions. We suspect that the high farmland prices near urban centres are created by speculation that the farmland will be removed from the ALR in future. An agricultural covenant probably would reduce market value by restricting future subdivision and development, removal from the ALR, and affirming that the land is to be kept in agricultural production.

Vermont Land Trust

Vermont Land Trust (VLT) has 94 conservation projects. They obtain easements by donation, purchase, or bargain sale. Most of their easements only restrict land development. However, the landowner generally retains the right to build a limited number of houses for their family's future needs, or for future financial considerations.

In relation to their easements, VLT offers a Conservation Stewardship Program for owners of protected land. This program provides services and resources, maintains land-related records, tracks changes in ownership, visits conserved land at least annually, answers landowner questions, interprets or approves activities, helps correct violations through voluntary compliance or, if necessary, legal proceedings, and supports landowners as stewards of their land by offering information on sustainable land uses.

VLT obtains land through bequests or gifts. Occasionally, VLT will purchase a property when there is strong community support and commitment. VLT places a conservation easement on the land and sells it to a person or organization who will maintain the property in agriculture, forestry, or related uses. If land is especially important to a community or to the general public, VLT may sell it to a local, state, or federal government agency to become a publicly-owned property.

3.3 Establishing priorities

Guidelines for setting land priorities help make the most effective use of resources.

Vermont Land Trust Project Guidelines

Vermont Land Trust (VLT) uses three project guidelines:

Statewide Farm Project Guidelines⁵¹

VLT seeks to conserve high quality farms throughout Vermont. These guidelines describe the characteristics that farms should possess for consideration under this program. In the process of conserving the highest quality farms, VLT also seeks to strengthen the profitability, entrepreneurship, affordability, and community linkage of agriculture in Vermont.

Community Project Guidelines⁵²

VLT seeks to conserve land that communities have identified as an important component of the local landscape. VLT works with communities to conserve land with significant recreational, scenic, or historic attributes. In these guidelines, community refers to groups or individuals linked by a connection to a place, its recreational lands, natural setting, buildings, or history.

51. http://www.vlt.org/farm_guide_state.html

52. http://www.vlt.org/community_guide.html

Local Farm Project Guidelines⁵³

VLT seeks to conserve farms that contribute to the economy, heritage, or character of a community or that demonstrate innovative agricultural enterprises. Local farms are generally smaller operations whose land resource does not meet the minimum criteria described in VLT's Statewide Farm Project Guidelines.

Lancaster Farmland Trust – Land Evaluation Site Assessment

The Lancaster Farmland Trust Land Preservation Committee uses a Land Evaluation Site Assessment (LESA) to help them meet their organizational goals and identify farms that are high priority for preservation.

LESA ranks farms on:

- percentage of high class agricultural soils;
- development pressures (road frontage, proximity to sewer and water lines, proximity to Urban Growth Areas);
- size of farm and acres that can be tilled and/ or used for pasture;
- proximity to other conserved farmland.

The Committee uses LESA results to establish preservation and easement payment offers to the landowner.

3.4 Land ownership and farm operation

Farmland trusts can preserve farmland through land ownership and support farming and farmers by operating related farm businesses, or partnering with another organization to operate farm businesses. This model is frequently used by farmland trusts that focus on one or few properties.

Related activities include Whole Farm Planning, environmental stewardship, and sustainable agriculture standards. See Section 3.6, Other land related activities for more information on these activities.

Glynwood Center

Glynwood Center owns one 225-acre farm (125 acres farmed). Glynwood has been farmed since the 1800s. A head farmer operates Glynwood with the assistance of hired farmhands. Succession is managed by senior staff training new staff. Housing is provided for farmers at Glynwood. Glynwood is responsible for upkeep and repairs, which are partially funded by the Perkins Endowment. Their Community Supported Agriculture Program (CSA) has 50 members. Glynwood also donates more than a ton of produce a year to local food banks.

Madison Area Community Land Trust and Common GroundWorks at Troy Garden

Madison Area Community Land Trust owns Troy Gardens (31 acres) which combines a working CSA farm, community gardens, restored prairie, and mixed

53. http://www.vlt.org/farm_guide_local.html

Community Farms Program

income co-housing. Common GroundWorks at Troy Garden is a non-profit organization which acts as land steward and operates community programs.

Troy Community Farm (5 acres) operates a 115-member CSA. Members receive a box of organic produce once a week from June-October. The farm also operates a farm stand. Sprouts are sold year-around through grocery stores, as well as herbs, tomatoes, leeks, and other vegetables when they are in season.

Troy Garden's Community Garden Program was established by an Evjue Foundation grant. Gardeners sign up for up to four plots each spring. They pay \$10-65 per plot, depending on income level and family size. Fees cover the costs of site maintenance and management. The garden is divided into organic, no-till, and tilled sections. All gardeners are provided with water, tools, compost, and leaf mulch.

3.5 Land ownership and rental

Some farmland trusts rent the land they own to farmers rather than operate the farm business themselves. This model is used frequently by farmland trusts that focus on one or few properties. This model is also used by community farm land trusts and community farm cooperatives where the land is held in trust and rented to local farm businesses.

Related activities include Whole Farm Planning, environmental stewardship, and sustainable agriculture standards. See Section 3.6, Other land related activities for more information on these activities.

Genesis Land Conservancy

Genesis Land Conservancy (Saskatchewan) owns 4,000 acres composed of 10 farms. They rent land to farmers through an application process. Genesis prefers to help beginning farmers when selecting tenants. They do not place covenants on the land nor do they require specific land stewardship practices. However, they do encourage good stewardship through seminars or other information. They tend to grant longer leases to farmers who use organic methods. If the farm is certified organic, organic practices would be stipulated in the rental agreement.

PCC Farmland Trust

PCC owns 550 acres, with five different farm operations. Most of this land is leased or leased-to-own to farmers. In all cases except one, the farmers came with the land. In one case, PCC needed to find up to five farmers to purchase a 100-acre farm. PCC now holds a conservation easement on that land. Terms include how the farmers can sell their business in some but not all lease agreements. Some properties have housing for farmers, and maintenance is provided by either the farmer or the farmer's tenant.

Until 2008, this made up a substantial amount of the work done by PCC. In 2008, land ownership was significantly reduced to 10% of PCC's activity. The Board decided to no longer purchase property and manage farms because of the time and

expense involved, and in future will only purchase conservation easements.

The Land Conservancy of BC (TLC)

TLC owns agricultural land (Talking Mountain Ranch and Keating Farm Estate), originally purchased for ecological or heritage values. In 2006, TLC's Agricultural Program started to focus on putting farmland into production by renting their farmland to farmers (e.g. Lohbrunner Farm). At the time of this report, TLC's main fundraising campaign is to purchase Madrona Farm located near the City of Victoria to protect local food production. The current farmers will be given a long-term rental agreement. Farmland rental agreements include clauses that provide mechanisms for farmers to sell their equity to the next business owner, and clauses requiring good land stewardship practices.

3.6 Other land-related activities

Farmland trusts can participate in other land related activities such as Whole Farm Planning, environmental stewardship/ sustainable agriculture standards, and farm succession. Farmland trusts may be involved in these activities through their own land ownership or in partnership with other organizations, communities, or farmers who own the land.

Whole Farm Planning

According to TLC's *Whole Farm Plan Guide*⁵⁴, Whole Farm Plans describe the characteristics and capacity of a farm, and identify resources and opportunities to be an economically successful farm with diverse agricultural, ecological and social activities. A Whole Farm Plan informs decision-making, and is continuously updated.

A Whole Farm Plan includes an inventory and assessment of land-related resources, legal information, and farm activities. This information is used to create a vision and goals for the farm. These in turn provide a framework for developing farm plans and agreements (e.g. business plans, land-use and tenure agreements, succession plans). The Whole Farm Planning process can build community and help strengthen commitment to supporting farmland and farming.

None of the farmland trusts we contacted use Whole Farm Plans or similar tools. However, the National Trust (United Kingdom) is working to ensure all their farm properties have a Whole Farm Plan.

Environmental stewardship and sustainable agriculture standards

Many land trusts in BC focus on conservation of natural features and wildlife habitat. Overall, the farmland trusts we researched did not have specific requirements for the use of good stewardship practices or sustainable agriculture standards by farmers, although agreements may contain general clauses about not harming the environment.

54. TLC published the *Whole Farm Plan Guide* as a tool to help manage its properties, and to support communities which aim to purchase and manage properties as Community Farm cooperatives or societies.

Community Farms Program

Farmland can be used to protect and support both agricultural and environmental values. Our food production relies on healthy ecosystems and it would be beneficial to recognize this in farmland rental agreements.

The Land Conservancy of BC

TLC operates a Conservation Partner Program that helps farmers become involved in conservation in ways best suited to their land. For example, farmers can protect important habitat areas, restore habitat, or enhance their land to create new habitat.

Participants sign a stewardship agreement with *TLC* that outlines their conservation plans and commits them to sustainable agriculture practices. This agreement is reviewed bi-annually with the landowner.⁵⁵

Some of the farmland trusts in this study have related or supportive programs, and work with government and other organizations to meet conservation requirements or goals. For example, Yolo Farmland Trust (California) uses their local Resources Conservation Service⁵⁶ and Natural Resources Conservation Service office⁵⁷ to develop environmental standards and guidelines with landowners. The PCC Farmland Trust is the only land trust in the United States wholly dedicated to protecting organic farmland.

TLC's publication *Guide to Farmland Access Agreements* recommends including specific stewardship requirements in land rental agreements. Whole Farm Plans may also outline stewardship and sustainable agriculture standards.

Lancaster Farmland Trust

Lancaster Farmland Trust runs a Smart Farm Program for farmers with a conservation easement on their property. Supported by a grant from a local foundation, Lancaster helps farmers implement best management practices on their farms. All easements require that farmers comply with all state and federal laws, including those that govern farm practices. In Pennsylvania, all farmers are required by law to have a documented soil and water conservation plan.

Glynwood Center

Glynwood is managed as a sustainable ecological system, using a mix of livestock and vegetable production. For example, crops are rotated, soil is replenished with on-site, composted manure, and livestock help manage invasive plants through rotational grazing. The results of using grazing for weed management are documented with the support of an USDA grant.

Glynwood demonstrates practices that minimize energy use and carbon footprint and save both energy and money. Glynwood uses organic practices, but is not certified with the National Organic Program.

55. <http://blog.conservancy.bc.ca/agriculture/conservation-partners-program/>

56. www.yolorcd.org

57. www.ca.nrcs.usda.gov

3.7 Education and community outreach

All the farmland trusts we researched have a public outreach and education component. Audiences include children, families, farmers, professionals, local organizations, and governments. Farmland trust success relies on community support and understanding of farmland, farming, and food, as well as the success of farm businesses.

Ontario Farmland Trust

Ontario Farmland Trust's (OFT) major outreach program is their Places to Grow Food⁵⁸ project. This is a three-year education and outreach campaign targeting municipalities, planners, rural non-farm landowners, and the broader community. The goal is to help ensure that farmland stays farmed and to build support for a Places to Grow Food Plan for Ontario.

The campaign will:

- promote best practices and strategies for farmland protection at the municipal level;
- negotiate the availability of public land or farm partnerships for start-up farm training for young and/ or new Canadians interested in local food production;
- educate farm operators about opportunities to support local food production;
- collaborate with other organizations and agencies to develop a Places to Grow Food Blueprint for food production.

OFT also provides general outreach about the importance of farmland protection via fact sheets, brochures, reports, and a web site.

Community GroundWorks at Troy Garden

Community GroundWorks runs many different education and outreach programs⁵⁹, including:

- K-8 Kids' Gardening Program
- Farm and Field Youth Training Program
- Service-Learning for Adjudicated Youth
- Internships (college and community)
- Youth Grow Local Campaign
- Growing School Gardens

Glynwood Center

Glynwood Center offers workshops for both farmers and the general public. In 2009, the following workshops were offered:

- Backyard Food (organic gardening, bee-keeping)
- Backwoods Exploration (foraging for mushrooms)

58. <http://www.ontariofarmlandtrust.ca/places-to-grow-food>

59. To see a full description of each program, visit <http://www.troygardens.org/>.

Community Farms Program

- Practical Skills for Farmers and Cooks (Poultry processing and pastured poultry, Nutrient dense crop production, Tractors 101, Canning and pickling, Terrines, Pates and confit)
- For Families and Kids (six-week series introducing toddlers to farm animals and gardens)
- Land Sustainable Agriculture

Glynwood also offers a Keep Farming Program. This program helps communities understand how agriculture contributes to the local economy, community character, availability of fresh food, and the environment. Through this community building process, dialogues between community residents and local farmers help create an informed citizenry prepared to take action in support of agriculture and farmers.

The Land Conservancy of BC⁶⁰

TLC engages the public through Conservation Farm Holidays. Participants spend several days living and working at an active farm. Time is given for education, work, and play. In 2008, *TLC* offered holidays on four different farms, including Foxglove Farm, Madrona Farm, Duck Creek Farm, and Keating Farm.

In addition, *TLC* provides educational material to individuals, professionals, communities, and governments on a range of farmland-related topics such as farmland rental agreements, Whole Farm Planning, government tools to support farming, and community farm governance models.

3.8 Linking land and farmers

Farmland trusts help preserve farmland and support farming by linking farmers to land. With fewer farms being passed down to family members, and the rising costs of farmland in some areas of North America, new farmers can find it difficult to access land. Farmland trusts work with other organizations to link land and farmers through various means (see Section 8, Resources).

Maine Farmland Trust – FarmLink

Maine Farmland Trust operates the FarmLink program in partnership with the Maine Department of Agriculture, Food and Rural Resources; University of Maine Cooperative Extension; Maine Organic Farmers and Gardeners Association; and Maine Agricultural Center. FarmLink connects farmers looking for land with retiring farmers and other farmland owners who want their land to remain in production. Once farmers are connected with the land, the program provides support throughout the transfer process.

Vermont Land Trust – Farmland Access Program

Vermont Land Trust links farmers and land through their Farmland Access Program.

60. <http://blog.conservancy.bc.ca>

They:

- enroll farmers in a “farm sell-farm seeker” database in partnership with Land Link Vermont (UVM Center for Sustainable Agriculture);
- help farm seekers get business planning services with the Vermont Housing and Conservation Board Farm Viability Program, or through Working Landscapes, a Massachusetts non-profit organization;
- assist in farm purchases, including examination of whether farmland conservation tools (e.g. purchase of development rights) can facilitate purchase of the land;
- find farms suitable for diversified farm operations, purchase those farms, place a farmland easement on them and resell the farm at an affordable price to a qualified farmer;
- occasionally use tools such as a lease-to-purchase agreement with a farmer for VLT land or a long-term lease;
- collaborate and talk with related programs such as the Vermont Housing and Conservation Board Farm Viability Enhancement Program, Intervale Foundation, Northeast Organic Farming Association of Vermont, and LandLink.

3.9 Research and related activities

Some farmland trusts carry out research or related activities. Results may inform and support activities of that farmland trust and/ or other trusts, or take the form of publications for the public or related organizations.

Ontario Farmland Trust – Farmland Preservation Research Project

Ontario Farmland Trust works with the University of Guelph on the Farmland Preservation Research Project. The project documents patterns of farmland loss in southern Ontario, evaluates alternative policy options and recommends policy approaches for Ontario, establishes a farmland trust, conservancy or similar organization for Ontario, and fosters awareness and dialogue around the issue of farmland preservation in Ontario. To date, this research has published:

- Approaches to Farmland Preservation: An American Case Study
- Farmland Preservation Research Project Discussion Paper Series 2003
- Farmland in Ontario – Are we losing a valuable resource?

Glynwood Center, New York, US

Glynwood Center researches and publishes on a variety of topics, including the state of agriculture in the Hudson Valley, training land trust consultants, policy, and best practices. For example:

- Land Trusts and Agricultural Land: Protecting Farm Land or Farming?
- State of Agriculture in the Hudson Valley, 2004
- Guide to Serving Local Food at Your Next Event
- Guide to Serving Local Food on Your Menu

Community Farms Program

Enterprising non-profits

According to the Enterprising Non-Profits Program, as a Canadian non-profit organization, you can undertake a business venture provided no profits are distributed to people with a controlling interest in your organization (e.g. officers, directors, or staff).

If you are a non-profit that does not have charitable status, and are not applying for charitable status, you can:

- Operate a business within your non-profit, or
- Set up a separate for-profit business

If you are a non-profit that has charitable status or are applying for charitable status, you can:

- Operate a business within your non-profit provided your business complies with guidelines and policies set by Canada Revenue Agency; or
- Set up a separate non-profit or co-operative to run the business; or
- Set up a separate for-profit business.



Horse Lake Community Farm, South Cariboo (R.Scott)

Glynwood initiated the Regional Slaughter House Initiative to address the need for humane and high-quality slaughterhouses in northeast US. The three-year program will enable a Task Force to implement a multi-pronged strategy to improve the quality of existing slaughterhouses and develop ‘investor ready’ financial packages that will lead to the construction of new facilities.

Convenings are a gathering of selected colleagues to explore an issue, identify current best practices, and develop new approaches and action plans to address it. For example, a Convening may discuss the challenges between placing conservation easements on farmland that is then allowed to go fallow versus providing affordable access to land for new farmers.

3.10 Services

Although most farmland trust activities are offered without charge, some farmland trusts use their expertise to offer services for a fee. These services are directly related to the mission and programs offered by the farmland trusts.

American Farmland Trust⁶¹

The AFT offers their clients over 25 years of experience with farmland protection, planning, and stewardship with their team of 50 staff members (farmers, lawyers, fiscal and policy experts, and land use planners). AFT has assisted communities, governments, universities, and others with planning for agriculture, creating purchase-of-development right (PDR) programs, education and outreach, and fiscal analysis.

Equity Trust, Inc.⁶²

The Equity Trust Fund is capitalized by socially motivated investors and donors. It uses its capital to make low-interest loans for community development, educational, or agricultural projects. Of particular interest is Equity Trust’s attention to land tenure issues and preserving farms for farmers. They:

- counsel on land tenure issues (by phone, email, and on site) to farmers, land trusts, and others;
- promote alternative approaches to farm ownership through presentations, workshops, and publications;
- provide model documents (in electronic and paper formats) for alternative approaches to farm ownership and agricultural conservation easements;
- help adapt these models to particular local situations through document review, phone and email consultations, and on-site technical assistance;
- facilitate a limited number of CSAs and others to develop strategies for funding local farm preservation projects.

Policy: Fees for service and reduction or waiver of fees

In general, Equity Trust seeks reimbursement for direct expenses, and charges for its time based on a sliding scale. The base rate is \$75 per hour or \$600 per

61. <http://www.farmland.org/services/examples/default.asp>

62. <http://www.equitytrust.org/index.htm>

Community Farms Program

day, plus expenses. This rate is sometimes substantially reduced, or fees may be waived altogether, depending on:

- ability of the client to pay;
- availability of other funding to support the work;
- extent to which the work benefits those most in need;
- extent to which the work can result in socially constructive precedents;
- extent to which the work will expand Equity Trust's experience and ability to assist other groups.

In general, Equity Trust does not charge for initial consultations or for responding to spot questions by phone or email. Equity Trust actively seeks grants and donations to cover the cost of assisting community-based groups that cannot otherwise afford technical assistance.

Madison FarmWorks

Community GroundWorks at Troy Gardens recently started a business called Madison FarmWorks. Madison FarmWorks installs and maintains organic farms at residential homes. They design and install the farm, provide weekly farm maintenance visits, supply a weekly Harvest Basket of produce, and send out a monthly newsletter with farm stories and recipes. They also provide consulting services and classes.

Lancaster Farmland Trust

Lancaster County and Chester County farmland preservation programs contract Lancaster Farmland Trust to monitor preserved farms. They also provide consulting to municipalities, primarily on the use of transferable development rights. Less than 5% of Lancaster's income comes from these activities.

Colorado Cattlemen's Agricultural Land Trust

Currently, the Colorado Cattlemen's Agricultural Land Trust undertakes baseline inventory contracting. They are looking into providing other services such as direct product marketing of products grown/ raised on conserved lands, and rangeland monitoring. Less than 1% of their income comes from offering this service.

3.11 Partnerships

Partnership between farmland trusts and other organizations are common. Partnerships allow each organization to focus on what they do best, and bring many resources to bear on one issue.

Indian Line Farm (Massachusetts)⁶³

Indian Line Farm is a 17-acre farm that grows over 60 varieties of vegetables, fruits, and herbs, and a flock of laying hens. Produce is primarily sold through a community supported agriculture program (CSA), as well a farmers' market, restaurants, and stores. Indian Line Farm was established in 1985 as one of the

63. <http://www.indianlinefarm.com/>

first CSA farms in the United States.

In 1999, the Community Land Trust in the Southern Berkshires (CLT)⁶⁴ purchased the farm after an intensive fundraising campaign that focused on the farm's history, the importance of community shared agriculture, the ecology of adjacent wetlands, community benefits, and regional economic benefits.

Following the purchase, The Nature Conservancy⁶⁵ purchased a Conservation Restriction on the majority of the property. CLT then sold the buildings on the land to the farmers⁶⁶, and gave them a 99-year lease to use the farm.

Three major partners support Indian Line Farm:

- the farmers;
- the conservation entity, The Nature Conservancy;
- the land trust, The Community Land Trust in the Southern Berkshires, Inc.

Each partner is committed to keeping Indian Line Farm as a working farm.

Two main documents support the partnership.

Lease Agreement: The contract between the farmers and the land trust is a 99-year renewable lease agreement for use of the farm. Attachments include a Land Management Plan.

Conservation Restriction: This agreement allows certain stated acts and uses to take place on the property, but prohibits virtually all others.

Troy Gardens Trinity

Troy Gardens is a 31-acre parcel that combines community gardens, a working CSA farm, a restored prairie, and a thirty-home, mixed-income, co-housing community.

The basic components of Troy Gardens are formed by three non-profit organizations. Madison Area Community Land Trust⁶⁷ owns the Troy Gardens land and is involved with the housing. Community GroundWorks at Troy Gardens⁶⁸ acts as land stewards and runs community programs. The Center for Resilient Cities (formerly the Urban Open Space Foundation)⁶⁹ holds a conservation easement on the natural area of Troy Gardens.

Healthful Foods Healthy Communities (Troy Gardens)

The Healthful Foods Healthy Communities project is a partnership between Common GroundWorks, the Research, Education, Action, and Policy (REAP) on Food Group, the Madison Area Community Supported Agriculture Coalition

64. <http://www.clandtrust.org/>

65. <http://www.nature.org/>

66. In the United States, buildings can be owned separately from the land. In BC, buildings cannot be owned separately from the land unless they are not considered permanently attached (e.g. mobile trailer on a non-permanent foundation).

67. www.affordablehome.org

68. www.troygardens.org/

69. www.resilientcities.org

Community Farms Program

(MACSAC), and the University of Wisconsin-Extension Nutrition Education Program (WNEP). The goal of the project is to foster healthy eating and increase awareness about community food issues in schools, homes, and the community by promoting access to healthful food and knowledge about food production, preparation, and nutrition.

Activities include youth gardening, agricultural training for high school youth, community gardening, food preparation workshops, community meals, access to locally-grown food at low cost, and school education programs on gardening, agriculture, and nutrition. The project aims to increase consumption of fruits and vegetables, increase skills in food production and preparation, and improve knowledge about healthy food choices.

Maine Farmland Trust

Maine Farmland Trust works with partners to purchase easements and on Buy/Sell/Protect projects. Partners include State of Maine Department of Agriculture, USDA NRCS, Maine Coast Heritage Trust, Maine Organic Farmers and Gardeners Association, University of Maine Cooperative Extension, Soil and Water Conservation Districts, local land trusts, local town governments, and other agriculture-focused, non-profit organizations.

Genesis Land Conservancy

Genesis Land Conservancy partnered with Heifer International to form GenAssist, a livestock assistance program for new farmers. Approved farmers are given a determined number, quality, and type of livestock. In return, the farmer will pass on the same number, quality, and type of livestock to another new farmer.

Vermont Land Trust

VLT's Farmland Access Program brochure describes how the Landon Farm in South Hero was slated for development in the late 1990s. VLT purchased the farm with the help of the South Hero Land Trust and the Lake Champlain Land Trust, and with funding from the local community, VHCB, and the Freeman Foundation. VLT then sold the farm to farmers at an affordable price, who now produce beef, chicken, and other diversified products.

3.12 Specialized activities

Farmland trusts develop their own unique activities based on local interest, need, and resources. Here are some interesting examples of activities not normally associated with land trusts.

Glynwood Fellows Program

As a farmland trust that both owns and operates a farm, Glynwood Center established the Glynwoods Fellows Program. Glynwood invites professional colleagues to work with Glynwood on specific joint projects in return for accommodation and access to office facilities. Fellows can also participate in and

contribute to Glynwood programs and events (e.g. as speakers and panelists). Participating professionals include media specialists, lawyers, and consultants. Fellowships generally last one year.

Maine Farmland Trust – Farmland Conservation Grant Program

Maine Farmland Trust recently established a Farmland Conservation Grant Program. The main goal of the program is to speed up farmland conservation in Maine by providing local land trusts with financial and technical support to complete their own farmland conservation projects. The Grant will provide local and regional land trusts up to 50% of the costs associated with preserving farmland.

The Land Conservancy of BC

TLC co-founded the Community Farms Program with FarmFolk/CityFolk Society to support the development and continued operation of community farms in BC.⁷⁰

3.13 Conclusions

Farm succession

Farmland trusts provide landowners with means to protect their farms and ranches in perpetuity. The following conclusions are based on the assumption that a farmland trust has charitable status and its mission is to preserve farmland and farming.

1. In public communications and promotions, emphasize how involving a farmland trust to preserve farmland in perpetuity benefits landowners and communities.
2. Let landowners and estate planning professionals know that you are able to receive charitable donations of farmland, associated farm assets, and cash, are able to hold covenants, and can offer charitable tax receipts.
3. Promote your charitable status and mission on your web site and brochures.
4. Provide information to farmers about the importance of starting succession planning early, what resources are available to them, and the role farmland trusts can play if they seek long-term protection for their farming legacy.
5. For land trust-owned farms, ensure that there are terms in contracts and lease agreements with farmers that define how their equity in the farm may be passed on to the next farmer.

Covenants

1. A farmland trust needs to anticipate and plan for the long-term expenses and staffing required to hold covenants, including covenant writing and negotiations, landowner relations, legal surveys, baseline inventory, and annual monitoring.

⁷⁰ <http://www.communityfarms.ca>

Community Farms Program

2. Negotiate an endowment from the landowner to help finance the ongoing responsibilities associated with holding the covenant.
3. Develop guidelines on how to prioritize acceptance of covenants. For an example, see Lancaster Farmland Trust's Land Evaluation Site Assessment in Section 3.3.
4. For information on planning, holding, and monitoring covenants, refer to *Greening Your Title: A Guide to Best Practices for Conservation Covenants*, 2nd edition.
5. Rely on expertise of a certified land appraiser with experience in conservation covenants on agricultural land to understand and determine the value of a covenant, whether for purposes of charitable tax donation or for covenant purchase.
6. Offer a landowner contact program (see Vermont Farmland Trust) to enhance the effectiveness of covenants. For example, provide annual visits to monitor and answer landowner questions, and correct violations amicably. You can also support landowners as land stewards with education programs.
7. For maximum protection for the land, ensure one or two other land trusts or agencies co-hold covenants.
8. Link protection of farmland and farming by purchasing land, placing an agricultural conservation covenant on it (hopefully to reduce its market price), and reselling the land to farmers who intend to use the land for food production.
9. If there is great community interest in the land and you do not wish to hold and manage the land, attach a covenant to the title and sell or donate the land to another community organization or local government.

Land ownership and farm operation

1. If you are focusing on one property, help form a community farm land trust or farm cooperative to take on the day-to-day operations of the farm. In the long term, purchasing land is only a small part of the overall expense of maintaining the land and operating a farm business.
2. Place a covenant on the property, and/ or partner with another land trust or government organization to hold and monitor the covenant.

Land ownership and rental

1. If you own farmland and plan to rent it to farmers, partner with a society, co-operative, or other community organization that will be responsible for managing the rental agreements and overseeing maintenance. The land purchase is only the initial expense associated with owning and renting land. There are on-going expenses related to maintenance and staff investment in managing agreements.
2. Use *TLC's A Guide to Farmland Access Agreements* to select and develop your farmland rental agreements.
3. If you own farmland, work with your community to develop a Whole Farm

Plan using *TLC's Whole Farm Plan Guide*. This baseline document will serve as a foundation for decision-making and land management, and help cultivate community support for your farmland and farm businesses.

4. If you do not own a farm or ranch, you can still encourage and assist the community and other farms to develop a Whole Farm Plan.

On-going, successful farming relies on healthy ecosystems. There is little point to protecting land for farming if consideration is not also given to the conservation of soil, water, and natural resources of the land. This may be an activity you undertake, or you may enter into a partnership with another organization or government agency.

5. Incorporate environmental stewardship and sustainable agriculture standards into your activities with:
 - **Covenants:** Clauses can stipulate protection of soil, water, natural resources and ecologically significant features, as well as requirements for environmental stewardship.
 - **Land rental agreements:** Clauses stipulate environmental stewardship and agricultural production standards.
 - **Education:** You can provide information and educational support to farmers on environmental stewardship and sustainable farm practices. You can also provide public informational programs to increase understanding of links between environment and farmland/ food production.
6. Use existing stewardship and standards programs (see Section 8, Resources). Key province-wide programs include:
 - Environmental Farm Plan Program
 - Local Food Plus certification
 - Conservation Partners Program (*TLC*) stewardship and label program
 - SPCA farm certification and food labelling program

Education and community outreach

Education and community outreach is vital to successful farmland protection and support of farming. Each farmland trust in this study had some type of education or outreach programming.

1. Identify information gaps in your community and establish if you or another organization are best suited to fill these needs. This can include public education about the importance of farmland, farm-to-school programs, land stewardship programs for farmers, and practical tools for landowners to assist with farm succession.
2. Hire or contract a communications expert to design your program(s) to make the most effective use of your resources.
3. Use social networking tools such as FaceBook and Twitter to support your education and outreach activities. Farmland trusts are about the future, and you need to engage youth.

Community Farms Program

Linking land and farmers

1. Establish a service in your area to connect farmers with land. It can be as simple as maintaining a database where farmers and landowners enter their own information, or as complex as the Vermont Land Trust's assistance with business planning and purchasing.
2. Enter into partnerships to establish and maintain your program (see Maine Farmland Trust's FarmLink Program).

Research and related activities

If you are a non-profit society, you can apply for project-specific grants. Research and related activities lend themselves well to grant-based funding.

Consider the questions or technical barriers you consistently encounter, and determine whether they are something your organization can address. These could be related to policy, bylaws, community outreach, farming techniques, or any other piece of information that creates a barrier to farmland protection and the support of farming.

Fee for service

Integrating a business into your farmland trust can support your programs financially, but requires adequate staffing and start-up funds.

1. Consider implementing a business if you have a particular expertise that is needed in your area, is complementary to your mission, and can be staffed sufficiently.
2. If you are considering starting a business as part of your non-profit organization, refer to the *Enterprising Non-Profits Program*⁷¹ for a step-by-step approach to developing your business, resources, and start-up grants.

Partnerships

Partnerships are a necessity for the success of your farmland trust. For every one of your core activities, develop partnerships with appropriate organizations, businesses, and government agencies.

71. <http://www.enterprisingnonprofits.ca/>

4. Structure and Governance

This section describes how to create a farmland trust as a legally incorporated non-profit society, and explains its basic governance structure.

This section and Section 5, Strategic Planning outline a process and provide information that will help you develop your farmland trust:

1. Define your purpose and activities (see Section 5, Strategic Planning).
2. If you intend to apply for charitable status, your charitable activities must fulfill your charitable purpose and comply with Canada Revenue Agency categories.
3. Recruit people with the knowledge and skills you need for your Board and for future volunteers and/ or staff.
4. Decide if your trust will include membership.
5. Write your constitution and bylaws in accordance with the *Societies Act*.
6. Apply for incorporation under the *Societies Act*.
7. Apply to the Canada Revenue Agency for charitable status.
8. Apply for designation to hold conservation covenants.

The main challenges are determining how to best structure and govern your organization to meet your purposes, and whether you will be able to qualify for charitable status.

4.1 Legal Status

The legal structure of your organization will partially inform your governance model and activities. Different types of legal structures provide different benefits and restrictions. Farmland trusts are typically non-profit organizations with charitable status and the authority to hold covenants.

Your organization may decide that a different legal status (e.g. cooperative or corporation) will best serve your needs (see Section 2.4, Other farmland protection structures).

The following information will help you form a legal entity if you decide to form a farmland trust.

Incorporating as a society

Farmland trusts in British Columbia may incorporate as a legal entity under the *Society Act*⁷² as a non-profit organization.

A non-profit society must not be organized for a commercial purpose (i.e. operating to make money by selling goods and services to the public). Societies are permitted to enter into contracts, carry debt, and incur liability, separate from that of its directors.

72. *Society Act*. http://www.bclaws.ca/Recon/document/freeside/--%20s%20--/society%20act%20%20rsbc%201996%20%20c.%20433/00_96433_01.xml

Community Farms Program

The main advantage to incorporation as a society is that the society takes on a separate and independent identity distinct from that of its membership and as a result, generally limits personal liability. In addition, the society's identity increases its credibility and longevity independent of the continuing service of its current Directors.

Refer to the BC Ministry of Finance, Corporate Registry⁷³ for more information on incorporating as a society in BC.

Charitable status

All the farmland trusts in this study are registered as charities. This allows them to issue tax receipts for donations, which helps attract donations and provides more diverse funding opportunities.

It is difficult to qualify for charitable status in Canada, and could take up to two years for approval. The Canada Revenue Agency requires that to qualify as a charitable organization, an entity's purpose and activities must fall within one of four categories:

1. Relief of poverty
2. Advancement of education
3. Advancement of religion
4. Certain other purposes that benefit the community in a way the courts have said is charitable⁷⁴

Registered charities are subject to a set of federal regulations and restrictions. Charities must file an income tax return at least every two years. These files are available to the public, along with other official organization documents.⁷⁵

For more information on registering as a charity and associated restrictions on activities, see Canada Revenue Agency, Charities and Giving⁷⁶.

Designation to hold conservation covenants

A conservation covenant is an agreement between a land owner and a designated individual or organization to conserve or protect land and/ or related features. Covenants are registered on the land title and are legally binding for all future owners of the land.

This is a tool commonly used by land trusts and gives the public a means to protect private land and its special attributes. Under the *Land Title Act*⁷⁷, covenants can be held by designated individuals, governments, or non-profit

73. <http://www.fin.gov.bc.ca/registries/corppg/crsocieties.htm>

74. *What is charitable?* Retrieved Feb. 9, 2010 from <http://www.cra-arc.gc.ca/tx/chrts/pplyng/cpc/wtc-eng.html>

75. Canada Revenue Agency, Charities and Giving. Retrieved Feb. 9, 2010 from <http://www.cra-arc.gc.ca/tx/chrts/pplyng/menu-eng.html>

76. <http://www.cra-arc.gc.ca/charities/>

77. BC's *Land Title Act*. http://www.bclaws.ca/Recon/document/freeside/--%20l%20--/land%20title%20act%20rsbc%201996%20c.%20250/00_act/96250_02.xml.

organizations.

When you are incorporated as a society, you may receive a general designation to enter into covenants without requiring approval for each covenant. Apply to the Surveyor General Division of the Land Title and Survey Authority (LTSA) on behalf of the Minister of Agriculture and Lands.

In BC, there are restrictions on placing covenants on Agricultural Land Reserve Land (ALR). Section 22 (2) of the *Agricultural Land Commission Act* states, “A covenant that prohibits the use of agricultural land for farm purposes has no effect until approved by the commission.”⁷⁸ This section gives the Agricultural Land Commission (ALC) the authority to review and approve covenants that may prohibit agricultural use of land in the ALR for agriculture.

Even if the covenant does not appear to prohibit agriculture, a designation to hold covenants may still require a farmland trust to apply to the ALC.

For example, The Land Conservancy of BC’s designation letter (1997) gives them permission to hold covenants. It specifies that if a covenant is to be placed on ALR land, ALC permission is required in each case whether the covenant is seen as prohibiting agriculture or not.

The ALC provides guidelines for conservation covenants in the ALR⁷⁹. The ALC may support covenants that place reasonable restrictions on agriculture in order to protect important environmental values, but only if they are specifically identified, scientifically-based, statutory-protected species or habitats, and do not unduly restrict agriculture elsewhere on the property. Simple covenants which restrict subdivision and limit housing are more likely to be supported by the ALC.

The Land Conservancy of BC has retained Miller Thompson LLB with a grant from the Environmental Dispute Resolution Fund (West Coast Environmental Law Society) to develop a model “agricultural” conservation covenant. This covenant will be submitted to the ALC for comment and approval. For more information, see Section 3.2, Covenants.

Membership in Land Trust Alliance of BC

As a farmland trust you can join the Land Trust Alliance of BC (LTABC) to help build public trust in the ethical and responsible operations of your organization.

Members of the LTABC are required to follow the Canadian Land Trust Standards and Practices, the ethical and technical guidelines for responsible operation of land trusts in Canada. These guidelines were developed by and for the land trust community.

LTABC offers a fee reduction (on request) of 50% to new land trusts.

78. *Agricultural Land Commission Act*, SBC 2002, c.36, s.18(a)(ii).
http://www.qp.gov.bc.ca/statreg/stat/A/02036_01.htm

79. ALC. *Guidelines for Conservation Covenants in the ALR*. December 2003.
http://www.alc.gov.bc.ca/legislation/policies/Guidelines_convenants_Dec03.pdf

Refer to the the LTABC⁸⁰ for more information about the resources available to you for development of your farmland trust and membership.

4.2 Land trust governance

The basic governance structure of farmland trusts includes a governing Board of Directors, the organization's staff and volunteers, and members.



Figure 1. Basic farmland trust governance structure

Board of Directors and committees

The farmland trusts reviewed in this study have volunteer Boards of Directors composed of seven to 21 members.

Smaller organizations with either no or few staff are commonly governed with an Administrative Governing Board. Directors both develop and implement policies and plans (e.g. fundraise, negotiate farmland acquisition, monitor covenants).

80. <http://www.landtrustalliance.bc.ca/>

Land trusts with policy governance Boards primarily govern through policy development. These Boards hire a staff person (typically an Executive Director) to implement their plans and manage the daily business of the organization.⁸¹

Board subcommittees made up of Board members and other volunteers help focus, inform, and support Board activities. Subcommittees are useful because they allow people with specific interests and skills to effectively focus their energies. In addition, managing projects and other activities can be unwieldy for a Board as a whole. Some activities (e.g. fundraising campaigns) are more efficiently carried out by a committee.

Advisory Committees can also support Boards by providing technical information and related support activities. They are composed of community members with professional expertise and experience (e.g. lawyers, accountants, fundraisers, land stewardship specialists).

For more information on Board structure and governance, see United Way of Canada Board Development⁸².

Lancaster Farmland Trust (Pennsylvania, US)

Lancaster Farmland Trust has an elected, volunteer Board of Trustees, with a minimum of 18 Trustees and a maximum of 21. New Trustees are elected by the Board of Trustees. The Board Development sub-committee recruits and screens candidates based on established criteria.

The Trust has a strong committee structure and addresses most issues at the committee level before they are taken to the Board. There are six permanent committees, and other ad-hoc committees are created as needed. Permanent committees include:

- Executive Committee
- Land Preservation Committee
- Finance Committee
- Investment Committee
- Board Development Committee
- Personnel Committee

Participation in committees is open to Trustees and people outside the organization. Committee members are recommended by Trustees and are recruited because of a particular expertise, or volunteer to serve. According to their bylaws, all committees must be chaired by a member of the Board.

Glynwood Center (New York, US)

Glynwood Center has an Advisory Committee called the Glynwood Council to support their Board of Directors. The Council is made up of executive-level professionals who work in sustainability, agriculture, marketing, and other related areas. For example, members come from Shawagunk Reserve Inc, Coleman

81. The Muttart Foundation and Government of Alberta. 2008. *Board development: Developing job descriptions for board members of nonprofit organizations*.

82. <http://www.boarddevelopment.com>

Community Farms Program

Raider Intl., Leopold Center for Sustainable Agriculture, Stone Barns Center for Food and Agriculture, the American Planning Association, OMG Center for Collaborative Learning, Funders' Network for Smart Growth and Livable Communities, National Park Service, Saratoga PLAN, and Great Valley Center.

Glynwood Fellows also provide advice to the President and staff on areas of common interest, and act as a sounding board for program ideas. For more information on the Fellows Program, see Section 3, Farmland Trust Activities.

Executive Director and staff

The Executive Director is a paid and often full-time position. In small farmland trusts, Executive Directors can be responsible for organizing and running programs, fundraising, recruiting and managing volunteers, public communications, bookkeeping, and all other necessary activities.

Paid staff provide vital support for Executive Directors. Staffing levels range from student interns to full-time managers, program, and support staff.

Ontario Farmland Trust

Ontario Farmland Trust (OFT) has a full-time Executive Director whose activities are described as “do everything”. OFT uses student resources to supplement their staffing needs, and hires a summer student each year. A work study student from the University of Guelph carries out their own research, but also provides general office support and research support (10 hours per week). OFT and FarmStart⁸³ share an intern funded by the Metcalf Foundation.

With this staffing base, OFT allocates half of their activities to securing easements on farmland. The other half of their time and resources are devoted to supporting farmers and the viability of farming through their Our Places to Grow Food project, and collaboration with organizations such as FarmLink Ontario, FarmStart, and Kawartha Heritage Conservancy.

Maine Farmland Trust

Maine Farmland Trust (MFT) in Belfast, Maine employs seven regular staff and six contractors at their one office.

Regular staff include:

- Executive Director (full-time)
- Associate Director (full-time)
- Legal Counsel (part-time)
- Program Assistant (3/4 time)
- Land Program Manager (full-time)
- Lands Project Coordinator (full-time)
- Membership Coordinator (full-time)

83. <http://www.farmstart.ca/>

Contract staff include:

- Campaign Director (part-time, limited term)
- Gallery Coordinator (part-time)
- Field agents (four) (part-time)

With this staffing base, MFT allocates 30% of their time and resources to easements, 30% to their BuyProtectSell Program (purchase farms, place an easement on the land and resell to farmers), 30% to their FarmLink Program (linking farmers with land), and 10% to education and outreach (presentations, programs, newsletter, web site).

Vermont Land Trust

As a state-wide land trust, VLT operates several offices, with a total of 37 staff. Staff include an Agricultural Director, a Director of Farmland Access Program, and several different regional Stewardship positions.⁸⁴

Members

Members can play key roles in governance and financial sustainability (see Section 6, Financial Sustainability). Members may be asked to vote for their Board of Directors, serve on subcommittees, volunteer in programs and projects, and participate in fundraising. Not all farmland trusts are membership-based.

4.3 Conclusions

1. Your organization's continuing success depends on community involvement. Attract diverse participation on your Board, subcommittees, and Advisory Committees.
2. Incorporate your land trust as a society to provide credibility, reduce personal liability, and enable you to apply for charitable status and designation to hold covenants.
3. Engage the knowledge base of your community by developing Advisory Committees. Look beyond the world of farmland and farming to recruit diverse professionals from the community (e.g. Glynwood Center's Council).
4. Join the Land Trust Alliance of BC to give public assurance for your work, network with other land trusts, participate in conferences and workshops, and access LTA's educational resources.

84. <http://www.vlt.org/staff.html>

5. Strategic Planning

Strategic planning will help you make the most effective use of your resources during the early stages of your farmland trust, and sustain your organization in the long term. Strategic plans demonstrate capability, organization, and forethought, and provide you with invaluable support for grant and loan applications and member and corporate donations.

Your strategic plan outlines your direction and priorities, and will:

- support decision making;
- make sure everyone is on the same page regarding vision, directions, and priorities;
- help build commitment between stakeholders;
- serve as a public communication tool;
- support financial activities.

Each strategic plan is unique, but all include these key components:

1. Vision, mission, and values
2. Inventory or evaluation
3. Goals and objectives over a defined period of time (e.g. 2-5 years)

Many resources are available to support development of a strategic plan, including web sites, funding sources, and professionals (see Section 8, Resources). For example, Haliburton Community Organic Farm Society successfully applied to the Volunteer Victoria program RealNet for strategic planning expertise. This program links retired executives and leaders with non-profit groups. Two retired professional executives guided the Board of Directors through development of their strategic plan.

For examples of recently completed strategic plans, refer to The Farmlands Trust Society⁸⁵ and South of the Sound Community Farm Land Trust⁸⁶.

5.1 Vision, mission, and values

Vision and mission statements provide the foundation for determining your activities. A vision statement describes in one or two sentences your organization's overall purpose in the long term. A mission statement summarizes in a few points how your farmland trust will work toward your vision.⁸⁷ Your organization's activities should be consistent with your vision and mission.

Values are simple statements of principles your organization is based on.

85. <http://www.farmlandstrust.ca/Sitemap.html>

86. <http://communityfarmlandtrust.org/2009-2011-strategic-plan>

87. United Way. *Vision, Mission and Values*. Board Development. Retrieved Nov. 30, 2009 from <http://www.boarddevelopment.org/en/1/vision.aspx>

The Farmlands Trust Society (BC): Vision, Mission and Values⁸⁸

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.

Mission: The FLT 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;
- promoting the economic viability of farmland;
- providing community access and public awareness programs.

Values: The Farmlands Trust 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
- Charity – provide a venue for socially disadvantaged/ marginalized individuals in society to function in a supportive atmosphere of trust and appreciation, while learning new skills

5.2 Inventory and evaluation

An important part of setting up or improving your farmland trust is to evaluate your resources (physical and social), opportunities, and risks.

One approach is to do a SWOT analysis, a business-planning method to evaluate Strengths, Weaknesses, Opportunities, and Threats.

⁸⁸. The Farmlands Trust Society Strategic Plan (2009 – 2014). Retrieved November 30, 2009 from <http://www.farmlandstrust.ca/>

Community Farms Program

Strengths: financial, land, people, and other resources that will help you achieve your vision and mission

Weaknesses: risks or missing resources that create barriers to achieving your vision and mission

Opportunities: external conditions (e.g. land available, generous donors) that help you achieve your vision and mission

Threats: external conditions (e.g. local government bylaws, provincial regulations) that create barriers to achieving your vision and mission

5.3 Goals and objectives

Goals and objectives are short statements about what you want to achieve and how you will do it. Work plans define ‘how’, ‘when’, ‘by whom’, ‘at what cost’.

South of the Sound Community Farm Land Trust: Goals and Strategies

Goal 1: Acquire farmland by 2011 and create or enhance a working farm on the site

Objectives:

- Continue to actively pursue acquisition of the Black River Ranch and, if successful, secure farmer lessees, ground lease agreements, a farm plan, and other items needed to develop and manage the site for sustainable farming.
- Establish farmland acquisition criteria.
- Identify potential farmland properties for acquisition.
- Assess farmers’ needs and interests regarding access to farmland.
- Assist current farmers who wish to learn about legal and financial methods of assuring that their farmland remains in agriculture in perpetuity.
- Develop a process for reviewing unexpected opportunities to acquire farmland.
- Identify funding sources for farmland acquisition.
- Develop a policy for purchase of conservation easements on farmland.
- Take leadership in creating a Community Farm Cooperative as a potential lessee of farmland acquisitions.
- Establish legal and administrative tools for property acquisition, ownership, and management.
- Create Project Committees for each property acquisition project.

Goal 2: Effectively manage the organization and build organizational capacity and sustainability

Objectives:

- Develop a strong organizational infrastructure.
- Expand our funding base to increase organizational capacity.
- Support and celebrate our staff, volunteers, and community partners.

Goal 3: Mobilize support for the organization's work through education and outreach

Objectives:

- Develop and sustain a growing membership and network of supporters.
- Cultivate active participation in our work.

Goal 4: Support local farming and promote local food security

Objectives:

- Advocate for policies and programs to help preserve farmland and strengthen local farm economies.
- Create projects that provide direct assistance to local farmers.

5.4 Conclusions

1. Develop a strategic plan whether you are a new or established farmland trust.
2. Find a professional familiar with strategic planning to facilitate your planning process (e.g. volunteer, contractor, Board member).
3. Keep your vision and mission statements concise and clear.
4. Be honest about what resources are available and the risks involved.
5. Dream big, but be realistic about your goals and objectives.
6. Set a schedule for your planning process. Don't drag it out! You can always update your plan as your organization evolves (see #4).
7. Your strategic plan is a living document. Review and update it annually.
8. Support your strategic plan with annual work plans for each objective. Work plans should include who is responsible, benchmarks, dates, and assigned resources.

6. Financial Sustainability

Operating a farmland trust requires dependable sources of revenue to pay day-to-day administrative and program expenses. Holding covenants and owning land are long-term commitments. It is not sustainable to use grants for operations and maintenance. Furthermore, many grants are project-specific and cannot be used for ongoing operations, administrative expenses, or wages.

Farmland trusts need diverse sources of revenue to be financially sustainable and resilient in economic downturns, sudden events causing damage to properties (ie. flooding, fire), recall of loans, and planned donations that do not materialize.

This section describes different revenue sources, and provides examples from the land trusts that were reviewed in this study.

Some sources of revenue include:

- Membership fees
- Grants
- Fundraising campaigns
- Donations and bequests
- Events
- Endowments
- Corporate sponsorships
- Fees for services/ sales
- Other (e.g. farmland rental income)

Your legal status and activities will determine what level of revenue you require, and will also determine what sources of revenue you can access. As a non-profit organization, your income must be directed towards your purpose (and your purpose cannot be to make a profit).

6.1 Member fees

Membership programs with dues can provide steady operating revenue for farmland trusts that can be used to support ongoing administration and program expenses. But they do require expertise to access and appeal to the community, and an investment to develop and steward member relations. Not all farmland trusts reviewed in this study have a membership program.

Vermont Land Trust (US)

Vermont Land Trust is a member-supported organization. About 29% of their operating income comes from members' dues and contributions. Another 27% comes from foundation grants, and 34% from government funding. Capital gifts, bequests, and contributions from landowners (to help meet the costs of conserving their properties) make up the final 10% of their operating budget.

6.2 Grants

As a non-profit organization, you can apply for grants from foundations, government agencies, and other granting agencies. Eligibility for grants usually is focused on a specific type of project. Grant funds typically may not be used for ongoing operations, administrative expenses or wages, or for capital equipment.

Granting organizations that are relevant to farmland trusts in BC include (but are not limited to):

- Community Farms Endowment Fund (FarmFolk/CityFolk)
- Real Estate Foundation of BC
- Vancity Community Foundation
- Vancouver Foundation
- Western Diversification
- Investment Agriculture Foundation

Grant applications can be very time consuming, and the competition for grants is fierce. Be very discerning when choosing to expend the time and energy to apply for grants. When you do apply, submit high-quality, well-researched, accurate applications, and follow up with timely final reports to build credibility and respect with grantors.

6.3 Fundraising campaigns

Fundraising campaigns can be an effective way to raise money for a one-time purchase, investment, or endowment. However, they do need to be well-organized, and it is worthwhile to invest in a professional fundraiser.

Madrona Farm (Capital Regional District, BC)

Madrona Farm⁸⁹ is a 27-acre, mixed-vegetable farm located near Victoria. Hundreds of customers buy food at the farmgate every week. In 2008, over 170,000 lbs of food were produced for local consumption. Madrona Farm is also an important ecological area. A restored Garry Oak meadow and ponds provide excellent habitat for a wide variety of bird species.

TLC, with the help of the The Farmland Trust Society and Friends of Madrona Farm Society, is raising funds to purchase Madrona Farm for permanent protection by *TLC*. Once secured, the land will be leased back to the current farmers.

The Madrona fundraising campaign (\$1.9 million) exemplifies creativity and community support. Fundraising activities include:

- “Chef Survival Challenge”;
- matching donations from individuals, organizations, and businesses;
- community events;
- donations at the farm gate and through the *TLC* web site.

89. <http://madronafarm.com>

6.4 Donations and bequests

Donations to farmland trusts can be in the form of cash, securities, land, and farm equipment. To be effective, retain a donor relations or planned giving professional to effectively communicate your needs and the benefits to donors to the community. For more information, see Genesis Land Conservancy's Legacy brochure⁹⁰.

Land trusts with charitable status may issue tax receipts for donations. This helps attract donations and expands your funding opportunities. The Canada Revenue Agency is responsible for granting charitable tax status to organizations, and the process may take six months to two years.⁹¹

6.5 Events

Planning and coordinating a fundraising event commits your organization to a major undertaking – with no guaranteed outcome. For best results, plan for and host only one major event a year in a high population region (Penticton or Kelowna, Vancouver, and Victoria or Nanaimo), and partner with one or more other organizations with reputations for attracting people to highly successful events.

Connecticut Farmland Trust – Celebration of Connecticut Farms (US)

Connecticut Farmland Trust receives 20% of their revenue from their annual Celebration of Connecticut Farms event. This is the largest eco-friendly food and wine event in the state.

6.6 Endowments

Establishing endowments is one way to ensure revenue is available for such long-term commitments as operating programs, monitoring covenants, and maintaining farm infrastructure.

Maine Farmland Trust – Utilizing preserved farmland for community food security (US)

In 2009, Maine Farmland Trust received funding from the US Department of Agriculture for a project to address community food security in three economically-distressed areas of Maine (2009-2012). The project is designed to take advantage of under-used farmland that is already preserved by the Maine Farmland Trust.

Project goals:

Goal 1: Put 2,000 acres of inactive farmland into production to increase local farm production and local food self-reliance.

Goal 2: Encourage development or expansion of 18 farm enterprises, six of which are operated by low-income people.

90. <http://www.earthcare.ca/genesis/finalearth.pdf>

91. Canada Revenue Agency. *Charities and Giving*. 2009. Retrieved Dec. 2, 2009 from <http://www.cra-arc.gc.ca/tx/chrts/menu-eng.html>

Goal 3: Provide \$125,000 (market value) of farm products to local food assistance programs.

Goal 4: Build a food security endowment fund (\$600,000-1,000,000) in pledged assets.

Goal 5: Create programming that will continue and be replicated.

Project activities:

Activity 1: Landowner education to increase interest in using land for community food security goals.

Activity 2: Link farmland owners and farmers looking to lease land, with a focus on low-income people.

Activity 3: MFT, in partnership with other organizations, will assist farmers to develop business plans aimed at meeting community food security goals.

Activity 4: MFT, in partnership with other organizations, will assist with implementing business plans.

Activity 5: Intensive campaign (Harness the Wealth) to create a Community Food Security Endowment Fund.

Activity 6: MFT will evaluate this project model and document the process for potential replication.

The Community Food Security Endowment Fund⁹² is intended to provide annual income to support on-going food security programming after the USDA grant ends.

The model for the Harness the Wealth campaign was inspired by the Nebraska Community Foundation (NCF)⁹³. They developed a model to help concerned citizens mobilize charitable giving in support of the betterment of Nebraska communities and organizations. Their focus is on grant making and endowment building by local funds in and for their sub-regions.

Community Farms Endowment Fund (BC)

The Community Farms Endowment Fund (CFEF) was established with the Vancity Community Foundation with an initial \$500,000 capital contribution from an anonymous donor who is a member of Glen Valley Organic Farm Cooperative (GVOFC). The intention of the fund is to support the sustainability of GVOFC and other community farms.

The agreement is that half the interest earned on the CFEF will be granted to GVOFC upon submission of approved project proposals. The remaining endowment interest supports the sustainability of other existing and developing community farms in British Columbia.

The Community Farms Program for BC was co-founded by FarmFolk/CityFolk and The Land Conservancy of BC. The program brings together landowners,

92. <http://www.reeis.usda.gov/web/crisprojectpages/217878.html>

93. <http://www.nbcmmfound.org/>

Community Farms Program

farmers, local communities, and resources to develop and support community farm models in BC.

For the purposes of the program, a community farm is defined as “a multi-functional farm where the land is held “in trust” for community rather than owned privately. A community group or cooperative governs land-use agreements, and agricultural uses of the land are shared by a community of farmers. The primary focus of a community farm is local food production using sustainable agricultural practices. Land holders, land managers, and farmers work together by mutual agreement. Farmers are housed on or near the land.”⁹⁴

6.7 Corporate sponsorships

Corporate sponsorship can take different forms. It can be for specific fundraising events, support of a program, or to provide ongoing assistance through funds, resources, volunteers, or other mechanisms.

PCC Farmland Trust (Washington State, US)

PCC Farmland Trust makes use of both corporate and vendor sponsorships to support their activities.

Corporate sponsorship: PCC Natural Markets founded PCC Farmland Trust. PCC Natural Markets provides financial, administrative, and other services for the Trust. PCC Natural Markets is the largest natural foods cooperative in the USA.

Vendor sponsorship: A variety of businesses support the Trust through annual contributions and product sponsorships. Sponsorship is acknowledged through shelf-tags in stores.

6.8 Fees for services

You may find that working with your farmland trust generates information and skills demanded by others. You can make use of this demand by offering services (e.g. planning and fundraising) for a fee.

For examples of farmland trusts offering fee for services programs, see Section 3.10, Services.

6.9 Sample budgets

Community GroundWorks at Troy Gardens (US)

Total Income (2007): \$285,741 USD

Total Expenses (2007): \$272,678 USD

Revenue	Expenses
66% Contributions and grants	77% Program services
26% Farm revenue	18% Management and general
7% Other income	5% Fundraising
1% Events	

94. http://www.ffcf.bc.ca/programs/farm/community_farms.html

Connecticut Farmland Trust (US)

Total Revenues (2007): \$527,813 USD

Total Expenses (2007): \$339,994 USD

Revenue	Expenses
49% Foundations	100% staff, office, administration
27% Individuals	
20% Celebration of Connecticut Farms event	
3% Corporations	
1% Investment income	
< 1% Civic organizations	

CFT has a separate, dedicated acquisitions fund of \$300,000-400,000 for projects, surveys, legal fees, easement purchases, etc.

Maine Farmland Trust (US)

Operations Budget (2009): \$746,000 USD

Revenue	Expenses
47% Contributions	57% Personnel
29% Grants	22% Contract services
23% Membership	15% Communications, travel, supplies, occupancy
	3% Farmland ownership expense
	2% Fundraising expense
	1% Membership, training, filing fees

PCC Farmland Trust (US)

Total Revenue (2008): \$995,119 USD

Total Expenses (2008): \$361,566 USD

Revenue	Expenses
37% Individual contributions	72% Programs and stewardship
31% Restricted income	13% Administrative costs
14% Corporate contributions	9% Capital payments
8% Donated services	7% Outreach and development
6% Foundation grants	
4% Lease income, investments and other	

6.10 Conclusions

1. Focus your mandate and activities so you do not spread your resources thinly.
2. Establish diverse revenue streams so you are more resilient to changes in the economy.
3. Do not rely solely on charitable donations and grants. In this economic downturn, there are many organizations (e.g. health, sport, social services) competing for donations and grants.
4. Know exactly how you can use your various funds. For example, many grants cannot be used for ongoing administration expenses or for wages. And, as an incorporated non-profit society, there are restrictions on what type of business (fee for service) you run, and where that money goes⁹⁵.
5. Be realistic about your financial needs. You can have an amazing and detailed plan, but if you are only able to raise a fraction of the funds you need, your plan will fail and you may lose community support. Consider that:
 - owning and managing farmland involves considerable capital, labour, and maintenance expenses;
 - holding covenants incurs ongoing expenses such as staff wages and travel for monitoring;
 - events provide revenue but often the staffing costs cannot be recovered.
6. If you are making long-term commitments to hold covenants and own farmland, establish endowment funds to ensure ongoing costs of monitoring and maintenance can be met.
7. Consider partnering with another land trust to share or have the other organization cover administration, legal and insurance costs, and covenant monitoring.
8. Your organization will only exist as long as your community supports it. The community needs to see a purpose to support your organization. Do not expect the community to support your organization just because you believe in your purpose and outcomes.

95. For more information, see *Enterprising Non-Profits*.
<http://www.enterprisingnonprofits.ca/>.

7. Final Conclusions and Recommendations

Conservationists have too often believed that we could protect the land without protecting the people. This has begun to change, but for a while yet we will have to reckon with the old assumption that we can preserve the natural world by protecting wilderness areas while we neglect or destroy the economic landscapes – the farms and ranches and working forests – and the people who use them. That assumption is understandable in view of the worsening threats to wilderness areas, but it is wrong.

If conservationists hope to save even the wild lands and wild creatures, they are going to have to address issues of economy, which is to say issues of the health of the landscapes and the towns and cities where we do our work, and the quality of that work, and the well-being of the people who do the work.”⁹⁶

Wendell Berry

Land trusts in British Columbia have an important role to play in preserving agricultural land for farming and ranching and associated ecological and heritage values. They have an opportunity to expand their mandates to go beyond a focus on nature conservation to include options for preserving and managing farmland. Through farmland preservation and high standards of environmental stewardship, land trusts can meet and extend their existing conservation goals.

We undertook this review of farmland trusts because we wanted to provide practical information to new or expanding regional farmland trusts and on the role of a provincial farmland trust (such as The Land Conservancy of BC).

In 1998, Moura Quayle (then Dean of Agricultural Sciences at UBC) recommended that a BC Lands Trust be established “with an umbrella trust for agriculture so that a percentage of the billions of dollars of intergenerational wealth in the province can be put to good use as citizens are encouraged to donate their land or their cash assets to the Trust.”⁹⁷ Although a BC Lands Trust has not been established, the need still remains.

While many benefits are attributed to farmland trusts, their fundamental benefit is to secure or help to permanently secure land for agricultural use and public benefit. They usually rely on partnerships with several agencies and organizations to accomplish their work. These organizations enjoy a high degree of public trust, and rely on financial and volunteer support from the public.

In this project, we discovered that farmland trusts undertake a wide range of activities (see Section 3, Farmland Trust Activities). The two main activities of many trusts are to attract donations of land and cash, and purchase and hold covenants (easements).⁹⁸ A third important farmland trust activity is education and public outreach.

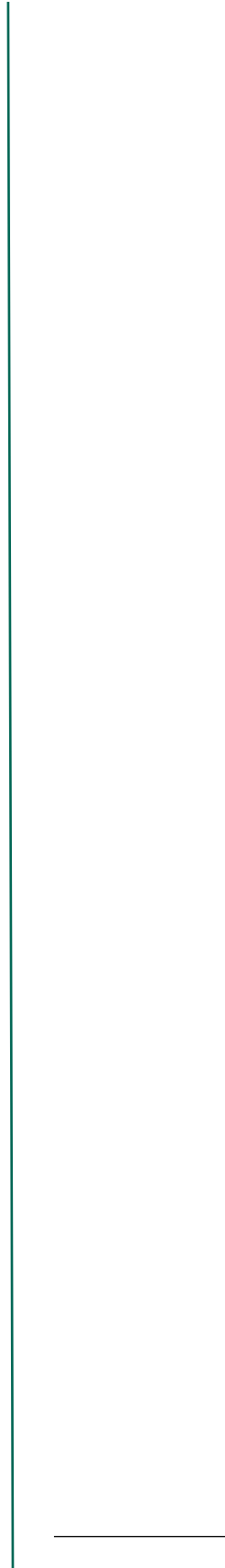
96. Wendell Berry. *Compromise, Hell!* Orion, page 18. November/December 2004.

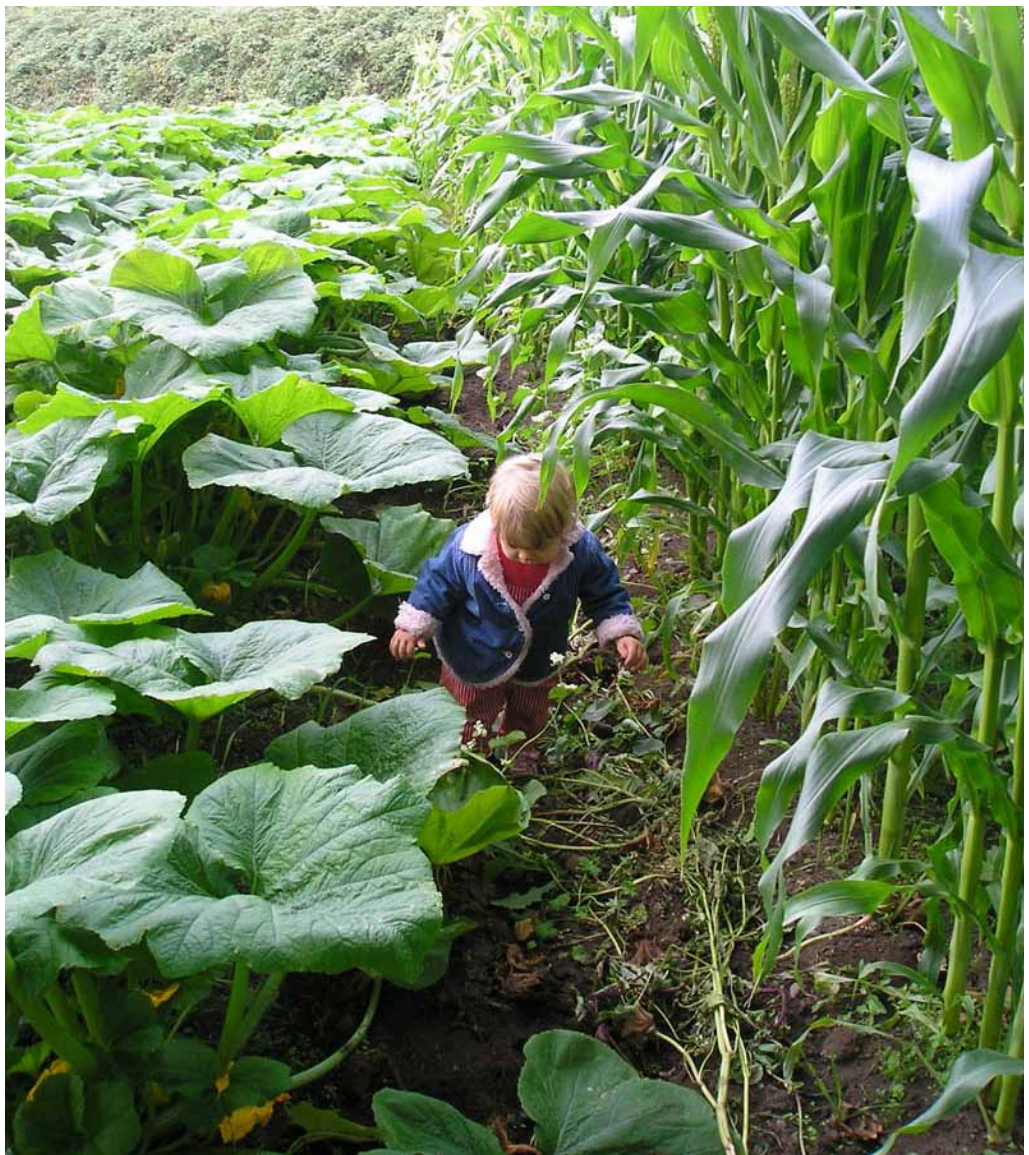
97. Moura Quayle. *Stakes in the Ground*. Part #4, Going Forward. September 25, 1998.

98. In the United States, easements (covenants) are the most frequently used legal tool for preserving agricultural land, especially ranchland. Government or community groups purchase the value of the easement from the landowner. This is more affordable for society than outright fee simple purchase.

Community Farms Program

Farmland trusts can be innovative and flexible when it comes to supporting their community's interests in agricultural land preservation and long-term continuation of farming and ranching. The farmland trusts we looked at limited their focus to only two or three main activities.





TLC

8. Resources

[Cooperatives](#)

[Covenants](#)

[Education and community outreach](#)

[Farmland trusts](#)

[Farm succession](#)

[Funding](#)

[Land trusts](#)

[Legal information](#)

[Linking land and farmers](#)

[Miscellaneous](#)

[Non-profit organizations](#)

[Standards – Environmental stewardship and sustainable agriculture](#)

[Structure and governance](#)

[Whole Farm Planning](#)

Cooperatives

British Columbia Cooperative Association (BCCA)

BCCA's mission is to build a cooperative economy that promotes social and economic justice and advances the well-being of British Columbians and their communities. They have all the necessary information and resources for forming a cooperative in BC.

<http://bccca.coop/>

Incorporating a Cooperative in British Columbia

This publication helps organizations that have done the initial research, are ready to start the incorporation process, and know what type of cooperative will best meet their needs. It supplements the *Cooperation Association Act and Regulation* which governs the formation, structure, and operation of cooperatives in British Columbia.

<http://www.fin.gov.bc.ca/registries/corppg/crcoop.htm>

Canadian Worker Cooperative Federation (CWCF)

CWCF is a national, bilingual, grassroots membership organization of and for worker cooperatives, related types of cooperatives (multi-stakeholder co-ops and worker-shareholder co-ops), and organizations that support the growth and development of worker cooperatives.

<http://www.canadianworker.coop>

Center for Cooperatives. University of Wisconsin.

Resources and information for agricultural cooperatives.

http://www.uwcc.wisc.edu/info/i_pages/genag.html

The Co-operative Farms

An example of a cooperative farming and supermarket enterprise in the United Kingdom.

<http://www.co-operative.coop/farms/>

Covenants

Covenants. BC Land Title and Survey Authority.

General information about covenants in BC, how to get designation to hold a covenant, and how to get a covenant placed on land.

<http://www.ltsa.ca/surveyor-general/covenants>

Guidelines for Conservation Covenants. Agricultural Land Commission.

This document provides guidelines for placing covenants on land in the Agricultural Land Reserve.

http://www.alc.gov.bc.ca/legislation/policies/Guidelines_convenants_Dec03.pdf

Greening Your Title: A Guide to Best Practices for Conservation Covenants, 2nd edition. West Coast Environmental Law, British Columbia.

This is a guide to best practices for use of conservation covenants. The primary focus is on protection of ecologically-significant private land. However, conservation covenants can be used to protect other special attributes of land, and the information in this guide may be useful in those situations as well.

<http://wcel.org/resources/publication/greening-your-title-guide-best-practices-conservation-covenant-2nd-edition>

Property Assessments of Conservation Lands: A Guide for Land Trusts and Conservation Land owners. The Land Trust Alliance of BC. 2007.

This research document looks at the impact of conservation covenants on market value in BC. It includes case studies, references, and a bibliography of research on conservation land values.

http://www.landtrustalliance.bc.ca/docs/Property_tax_info_kit2.pdf

Vermont Land Trust. US.

Affirmative agricultural easements in the US – the case for perpetual easements.

http://www.vlt.org/perpetual_easements.html

California, US

Innovative easement language emphasizing agricultural production. California.

http://www.coastal.ca.gov/la/docs/Farmlink_affirmative_easement_lang.pdf

Equity Trust

Model agricultural conservation easement with option to purchase.

<http://www.equitytrust.org/ModelDocs.html>

American Farmland Trust (AFLT)

A national view of agricultural easement programs.

<http://www.farmland.org/resources/national-view/default.asp>

Community Farms Program

Farm Information Centre, American Farmland Trust.

Sample agricultural easements.

http://www.farmlandinfo.org/farmland_sample_documents/index.cfm?function=sampledocs&articleID=0&sortOrder=rating&articleTypeID=251&publishedStatusID=2&questionStatusID=&resourcePrivilege=public&stateID=&topicID=3236&categoryID=&go.x=19&go.y=12

Examples of agricultural easement language.

<http://www.privatelandownernetwork.org/plnpro/exageasement.pdf>

Glynwood

Land trusts and agricultural land – sample easements and other documents.

<http://www.glynwood.org/Publications-Multimedia/SampleEasements.html>

Education and community outreach

E.F. Schumacher Society

Founded in 1980, the mission of the Schumacher Society is to promote strong local economies that link people, land, and community. They develop model programs (including local currencies, community land trusts, and micro-lending), host lectures and other educational events, publish papers, and maintain a library to engage scholars and inspire citizen-activists.

<http://www.smallisbeautiful.org/about.html>

Places to Grow Food. Ontario Farmland Trust (OFT).

OFT is engaged in a major three-year education and outreach campaign targeting municipalities, planners, rural non-farm landowners, and the broader community. Their goal is to ensure that farmland remains in farming and to build support for a Places to Grow Food Plan for Ontario.

<http://www.ontariofarmlandtrust.ca/places-to-grow-food>

Spread the Message. American Farmland Trust

Spread the Message programs focus on supporting local foods and farms, and are a good source of ideas for your own communication efforts.

<http://www.farmland.org/actioncenter/no-farms-no-food/local-food.asp>

Farmland trusts

American Farmland Trust (AFT)

Founded in 1980, the AFT is recognized as the nation's leader for saving America's farm and ranch land, promoting healthy farming practices and supporting farms and farmers. The mission of AFT is to help farmers and ranchers protect their land, produce a healthier environment, and build successful communities. AFT offers a wealth of information, services, and studies on how to keep farmers on their land and protect the environment.

<http://www.farmland.org/programs/default.asp>

Community Farm Land Trust Toolkit. Stroud Community Wealth Company Ltd.

This toolkit provides information on starting a community farm land trust.

Although based on the United Kingdom, much of the general information is directly transferable to BC (excluding legal aspects). The toolkit provides briefing

papers, case studies, sample documents, and links to further resources.

http://www.stroudcommonwealth.org.uk/index.php?option=com_content&task=blogcategory&id=6&Itemid=16

Community Land Trust in the Southern Berkshires. Massachusetts.

The central principle motivating the work of the CLT is that homes, barns, fences, gardens, and all things done with or on the land should be owned by individuals, but the land itself is a limited community resource that should be owned by the community as a whole. The CLT makes community ownership of land possible. CLT is part of the collaborative effort to purchase Indian Line Farm.

<http://www.clandtrust.org/index.html>

Community Land Trust Model

Discussion of distinctions between farmland CLTs and traditional land trusts, and between farmland CLTs and housing CLTs.

<http://www.uwcc.wisc.edu/staff/lawless/thesis/thesch2.html>

Equity Trust, Inc.

Equity Trust, Inc. offers technical assistance to community loan funds, community land trusts, CSA farms, and other community-based groups working to develop sustainable, equitable, local systems relating to housing, food, economic development, and the environment. Of particular interest is Equity Trust's role in land tenure issues and preserving farms for farmers.

<http://www.equitytrust.org/index.htm>

Establishing your community farm trust: legal tools and comparative models.

Environmental Law Centre Society. University of Victoria. 2007.

This report provides a legal framework for British Columbian farmers interested in establishing a trust to protect their "working landscapes". It also provides comparative information on selected North American land trusts.

<http://www.elc.uvic.ca/documents/ELC-Community-Farm-Trust-Handbook.pdf>

Falls Brook Centre. New Brunswick.

Falls Brook Centre is a sustainable community demonstration and training centre in rural New Brunswick. Located in South Knowlesville on 400 acres of Acadian forest and farmland, it represents a balance between the two major economic drivers in the region – forestry and farming. Falls Brook Centre promotes exemplary sustainable practices in these two areas through organic gardens, orchards, forest trails, and promotion of ecological certification.

http://www.fallsbrookcentre.ca/about_fbc.htm

Institute for Community Economics: The Community Land Trust Model.

This web site defines community land trusts and their distinctive approach to ownership and governance. A community land trust (CLT) is a democratically-controlled, non-profit organization that owns real estate in order to provide benefits to its local community and make land and housing available to residents who cannot otherwise afford them. A community farm land trust is a CLT dedicated not only to the preservation of land, but also to ensuring its permanent affordability, stewardship, and agricultural production. As a member-based organization, success depends on the support of people who are committed to the

Community Farms Program

future of agriculture in the region where the community farm land trust is located.
<http://www.iceclt.org/clt/cltmodel.html>

Land Trusts and Agricultural Land: Protecting Farmland or Farming. Glynwood Center. US.

This report focuses on helping land trusts develop farmland programs for their own regions and situations. The theme of the report is whether and how to step beyond farmland protection to support the viability of farming.

<http://www.glynwood.org/Publications-Multimedia/LandTrustsandAgriculturalLand.html>

Ontario Farmland Trust (OFT)

The OFT works to protect and preserve farmlands and associated agricultural, natural, and cultural features in the countryside for the benefit of both current and future generations. They have four primary activities: acquisition of farmland or interests in farmland; research and education about the value, management, use and protection of farmland; receipt, management, and disbursement of funds, donations and bequests that will help protect farmland in Ontario; and fostering cooperation with other individuals and groups who are interested in saving farmland. See their web site for fact sheets, brochures, and reports about the importance of farmland protection.

Farmland Preservation: Land for Future Generations.

This is a compilation of conference papers that address issues related to farmland preservation across Canada and internationally.

<http://www.ontariofarmlandtrust.ca/>

Successful Stewardship and Conservation Organizations – Case Studies and Best Practices. Heather Millar, Land Trust Alliance of B.C.

This report discusses what makes a successful stewardship and conservation organization. It establishes key indicators of success, and identifies corresponding best practices of six Canadian non-profit stewardship and conservation organizations. It helps your organization identify your own best practices so you can achieve your goals in an increasingly competitive environment. There is also a simple benchmarking tool to evaluate and reflect on your own current practices.

www.landtrustalliance.bc.ca/docs/LT_Report.pdf

The E.F. Schumacher Society

Founded in 1980, the mission of the Schumacher Society is to promote strong local economies that link people, land, and community. They develop model programs (including local currencies, community land trusts, and micro-lending), host lectures and other educational events, publish papers, and maintain a library to engage scholars and inspire citizen-activists.

<http://www.smallisbeautiful.org/clts.html>

Wisconsin Working Lands Initiative

As of June 29, 2009, Wisconsin laws offer new opportunities for preservation of important farmlands in the state. The Working Lands Initiative was adopted to preserve farmland for future generations. The new law includes provisions that require local governments to think about and plan for the agricultural use

of land in their communities, and contains disincentives for removing land from agricultural use. The law also contains two programs to allow interested landowners and land trusts to protect farmland for the future: a Purchase of Agricultural Conservation Easement (PACE) grant program, and the Agricultural Enterprise Area (AEA) program.

<http://www.uwcc.wisc.edu/staff/lawless/thesis/thesch2.html>

Farm succession

Components of a Farm Succession Plan. Ontario Ministry of Agriculture, Food and Rural Affairs.

This fact sheet describes the different components of a succession plan.

<http://www.omafra.gov.on.ca/english/busdev/facts/04-073.htm>

Legacy of Hope. Genesis Land Conservancy.

This promotional brochure provides an excellent, simple overview of how landowners can protect land with a land trust and keep it in production for generations to come.

www.earthcare.sk.ca/genesis/finalearth.pdf

Farm Succession Planning Steps and Checklist. Ontario Ministry of Agriculture, Food and Rural Affairs.

This fact sheet provides a step-by-step process for succession planning, including a checklist.

<http://www.omafra.gov.on.ca/english/busdev/facts/04-085.htm>

Resources to help our next generation of farmers. Beginning Farm Center, Iowa State University Extension.

Online publications that cover a wide range of tools, information, and ideas for retiring farmers who do not have heirs to continue the family farm business, and beginning farmers who do not own land.

<http://www.extension.iastate.edu/bfc/pubs.html>

Farm Transfer and Estate Planning Fact Sheet. American Farmland Trust.

This fact sheet touches on key considerations related to succession planning.

http://www.farmlandinfo.org/documents/27981/estate_planning_07-2008.pdf

Farmland Protection Toolbox. American Farmland Trust.

This fact sheet provides a brief description of the tools and techniques that state and local governments use to protect farmland and ensure the economic viability of agriculture.

http://www.farmlandinfo.org/documents/27761/FS_Toolbox_10-02.pdf

Family Farm Succession. University of Vermont.

Farm transfer articles and resources.

<http://www.uvm.edu/~farmtran/?Page=articlesandresources.html>

Community Farms Program

Lessons in Farm Transition Policy. California Farmlink.

This report reviews public support of intergenerational farm transfer, and provides recommendations on principles to guide the development of policies that promote family farm transitions.

<http://www.californiafarmlink.org/joomla/pdfs/reportintro.pdf>

People Protecting Places. Land Trust Alliance of British Columbia. 2007.

A variety of people share stories about protecting their land for future generations. Two examples are Singh Farm (sale and lease-back with Ducks Unlimited) and Pine Butte Ranch (sale and lease-back with covenants with Nature Conservancy of BC).

<http://www.landtrustalliance.bc.ca/people.html>

Preserving Working Ranches in the Canadian West. The Southern Alberta Land Trust Society, Sonoran Institute, and The Land Conservancy of BC. 2000.

This report helps ranchers create a strategy for designing a future for their ranch. It covers overall planning, covenants, inter-generation transfer, selling an interest in land, and communities working together to save ranches.

<http://blog.conservancy.bc.ca>

Succession and Estate Planning Resources. BC Ministry of Agriculture and Lands.

Publications on the transfer of farm ownership, financial resources for retirement, investment alternatives, and tax and legal implications of plans.

<http://www.agf.gov.bc.ca/busmgmt/succession/index.htm>

Funding

Funding Sources for British Columbia Communities. Community Futures.

This web site provides links to sources of funding and support for community development in BC. These resources primarily focus on support for social, economic, and environmental community development initiatives in rural areas.

http://www.communityfutures.com/cms/Funding_Sources.2.0.html

Nebraska Community Foundation (NCF)

NCF is a state-wide, non-profit umbrella organization that provides rural communities with support (administration, guidance for fundraising, fund management) to set up their own community endowment funds. NCF holds all the endowments. NCF itself does not administer any state-wide endowments. They focus on supporting and enabling communities to use community money for their own endowment to their benefit. NCF emerged from analysis of the vast transfer of wealth projected as baby boomers start to pass away, as an opportunity to keep wealth in their community rather than donated or bequeathed to outside charities.

<http://www.nebcommfound.org/>

Land trusts

Canadian Land Trust Alliance

<http://www.clta.ca/en/about/>

Land Trust Alliance of BC

<http://www.landtrustalliance.bc.ca/>

Land Trust Alliance (US)

<http://www.landtrustalliance.org/home-page>

The Trust for Public Land

A national trust in the US. Their Farm and Ranch Lands Protection Program provides matching grants to states, local, tribal, and non-profit entities for the purchase of agricultural conservation easements.

<http://www.tpl.org/>

Legal information

Charities, applying for registration. Canada Revenue Agency.

If you are considering becoming a charity, this site provides all the required information and forms.

<http://www.cra-arc.gc.ca/tx/chrts/menu-eng.html>

Charities, political activities. Policy statement. Canadian Revenue Agency.

This policy statement provides information for registered charities on political activities and allowable limits under the *Income Tax Act*. It explains how CRA distinguishes between political and charitable activities. In addition, it clarifies the extent to which charities can contribute to the development of public policy.

<http://www.cra-arc.gc.ca/tx/chrts/plcy/cps/cps-022-eng.html>

Societies. Corporate Registry, Government of BC.

Land trusts are incorporated as societies. This web site covers what a Society is, incorporation, annual reports, changes to filed information, dissolution, restoration, occupational title protection, checklists for filing society papers, and information on extra-provincial Societies.

<http://www.fin.gov.bc.ca/registries/corppg/crsocieties.htm>

Linking land and farmers

Farm On. Beginning Farm Center, Iowa State University Extension.

Farm On helps preserve family farm businesses by matching beginning farmers who do not own land with retiring farmers who do not have heirs to continue the family farm business. Farm On maintains a database of potential beginning farmers and landowners.

<http://www.extension.iastate.edu/bfc/programs.html#Farm%20On>

Land Link. Beginning Farmer and Rancher Opportunities, Center for Rural Affairs. Nebraska.

Land Link helps beginning farmers and ranchers gain access to the land, financing, knowledge, and skills that they need to make a successful start.

http://www.cfra.org/resources/beginning_farmer

Community Farms Program

California FarmLink

California FarmLink provides a range of services to facilitate transition from one farmer or landowner to the next generation of farmers.

<http://californiafarmlink.org/joomla/index.php>

Farm Beginnings. Land Stewardship Project. Minnesota.

Farm Beginnings is a farmer-led educational training and support program designed to help people who want to evaluate and plan their farm enterprise.

<http://www.landstewardshipproject.org/farmbeg.html>

FarmStart. Ontario.

FarmStart supports and encourages a new generation of farmers to develop locally-based, ecologically-sound, and economically-viable agricultural enterprises.

<http://farmstart.ca>

FarmLINK. Ontario.

FarmLINK's MatchMaker tool brings together new farmers who are looking for land or mentorship with farm owners who have land available or expertise to share.

<http://www.farmlinkontario.ca/>

Helping farmers gain access to quality, affordable land. Vermont Land Trust. Brochure.

<http://www.vlt.org/FarmlandAccessBrochure.pdf>

International Farm Transition Network

Supports programs that foster the next generation of farmers and ranchers.

<http://www.farmtransition.org/aboutnetw.html>

Miscellaneous

BC's Farming and Food Future: Local Government Toolkit for Sustainable Food Production. The Land Conservancy of BC. 2009.

<http://www.communityfarms.ca/>

Protecting the Working Landscape of Agriculture: A Smart Growth Direction for Municipalities in British Columbia. West Coast Environmental Law.

<http://wcel.org/resources/publication/protecting-working-landscape-agriculture-smart-growth-direction-municipalitie-0>

Community Farms Program. FarmFolk/CityFolk.

The CFP helps landowners, farmers, and local communities develop and support community farms in British Columbia.

<http://www.communityfarms.ca/>

Land for Good

Land for Good is a non-profit organization in New England, US. They offer education and assistance to owners and managers of working lands, new farmers, and otherland-use decision-makers.

<http://www.landforgood.org/>

Non-profit organizations

CharityVillage.com

An extensive source of resources for the non-profit sector in Canada. The site contains news, resources, how-to articles, jobs, volunteer and event listings, and educational opportunities.

<http://www.charityvillage.com/>

Ten Keys to Successful Strategic Planning for Non-profit and Foundation Leaders

An easy-to-read, 10-page document that defines a strategic plan, and describes components of a strategic plan, why having a vision is important, and how consultants can help.

<http://www.uwex.edu/aspi/toolbox/documents/Strategic%20Planning%20Steps.pdf>

Standards – Environmental stewardship and sustainable agriculture

British Columbia – Canada Environmental Farm Plan Program

This risk-based audit and planning process is voluntary and is designed to help producers identify areas where environmental improvements should occur on a farm or ranch. The program is intended for all types and scales of farms and ranches in BC. It provides information, legislation, worksheets, and beneficial management practices related to farmstead, livestock, crops, pest management, soil amendments, stewardship areas, soil, water, air, and biodiversity. Producers can apply for funding to implement beneficial management practices.

http://www.ardcorp.ca/index.php?page_id=14

Certified Organic Associations of BC

The Certified Organic Associations of BC (COABC) is an umbrella association for certification bodies that provide certification accreditation and leadership in the development of organic food production throughout BC and Canada.

<http://www.certifiedorganic.bc.ca/>

Conservation Partners Program. The Land Conservancy of BC (TLC).

This initiative aims to forge a mutually beneficial partnership between conservation and agriculture in BC. Farmers and TLC enter into a Stewardship Agreement, TLC profiles and promotes products, and farmers may use labels and signage to identify as a Conservation Partner.

<http://blog.conservancy.bc.ca/agriculture/conservation-partners-program/>

Leopold Center for Sustainable Agriculture

The Leopold Center offers extensive resources and research related to sustainable farming and ranching (including marketing, policy, and ecology).

<http://www.leopold.iastate.edu/>

Linking Environment and Farmers (LEAF)

The LEAF Marque standard is a list of questions about how land is farmed and managed. The questions are applied to the whole farm, including rented land and joint ventures. The standard is based on Integrated Farm Management (IFM). The

Community Farms Program

goal of IFM is “a countryside that is alive with wildlife, supports viable farming businesses, and produces wholesome, affordable food.”

<http://www.leafuk.org/>

Local Food Plus (LFP)

LFP is a non-profit organization that nurtures regional food economies by certifying farmers and processors for local sustainable food production and helping them connect with buyers of all types and sizes. LFP Certified Local Sustainable farmers and processors reduce or eliminate pesticide use, treat their animals well, conserve soil and water, protect wildlife habitat, provide safe and fair working conditions, reduce energy use, and sell locally wherever possible.

<http://www.localfoodplus.ca/>

National Sustainable Agriculture Information Service (ATTRA)

ATTRA is wealth of information on sustainable agriculture practices. For example, they provide publications on production practices, alternative crop and livestock enterprises, innovative marketing, organic certification, and highlights of local, regional, USDA, and other federal sustainable agricultural activities. They provide information and resources on horticultural crops, field crops, soils and compost, energy alternatives, water management, pest management, organic farming, livestock, marketing, business and risk management, and education.

<http://attra.ncat.org/>

Planning for Biodiversity: A Guide for BC Farmers and Ranchers. Canada Environmental Farm Plan Program. BC Agriculture Council, British Columbia. This guide provides extensive coverage of the relationship between agriculture and biodiversity. Included is a Biodiversity Assessment Tool and Beneficial Management Practices for farmers and ranchers.

http://www.ardcorp.ca/index.php?page_id=39

SPCA Farm Certification and Food Labeling program

An innovative farm certification and food-labelling program dedicated to improving farm animal welfare standards in Canada.

<http://www.sPCA.bc.ca/welfare/farm-animal-welfare/spca-certified/>

Structure and governance

Board Development. United Way of Canada.

This useful web site provides simple and effective information on the importance of Board governance, components of Board governance, steps to becoming an effective Board, checklists, and tools and resources for Boards.

<http://www.boarddevelopment.com>

Whole Farm Planning

Whole Farm Plan Guide. The Land Conservancy of BC.

This guide offers procedures and information to help farm groups develop a Whole Farm Plan for their land, including environmental, social, and economic elements.

<http://www.conservancy.bc.ca;> <http://www.communityfarms.ca/>

Whole Farm Planning (under revision). Minnesota Institute for Sustainable Agriculture.

This publication describes the Whole Farm Planning process and offers related tools. It focuses on developing a farm vision, improving efficiency and profitability, good environmental stewardship, and making the farm a safe and healthy place.

http://www.misa.umn.edu/Whole_Farm_Planning.html



Talking Mountain Ranch,
west of Fraser River
(TLC)



Danielle and Ron Cable,
Talking Mountain Ranch
(TLC)



Glen Valley Organic Farm
(P.Hesje)

Community Farms Program



Fraser Common Farm, Aldergrove (R. Scott)



Nicomekl Community Organic Farm, Langley
(R. Scott)



Appendix A: Farmland Trusts, Community Land Trusts, & Other Organizations

This section provides examples of farmland trusts, community land trusts and other organizations that protect agricultural land in Canada, the United States, and United Kingdom.

1. Canada

* Genesis Land Conservancy¹⁰²

GLC owns farmland in Saskatchewan that they rent to new farmers. They offer a farmer education program and curriculum for teachers, conduct presentations, host a small library, offer a university scholarship, and partner with Heifer International on a livestock assistance program for new farmers.

<http://www.earthcare.sk.ca/genesis/about.html>

HelioTrust

HelioTrust's primary mandate is to conserve heritage wheat. They also protect farms in Nova Scotia through conservation easements, promote local food, and test and demonstrate how to increase ecological efficiencies on farms.

<http://www.heliotrust.ca/>

LM Montgomery Land Trust

LMMLT works with landowners on Prince Edward Island to identify alternatives to selling farmland for development, and use a variety of mechanisms to secure the "development rights" for land to keep it free from development in perpetuity.

<http://www.landtrust.ca/>

New Brunswick Community Land Trust

The New Brunswick Community Land Trust (NBCLT) holds conservation easements that ensure that farmland and woodlots are maintained in ecologically sustainable production and available for future generations of New Brunswickers. NBCLT owns one property co-managed with a tourism organization, and is in the process of purchasing Whaelghinbran Farm.

<http://www.nbclt.org>

* Ontario Farmland Trust

OFT holds conservation agreements on farmland. They have a public education and outreach campaign to keep farmland in farming, that targets municipalities, planners, rural non-farm landowners, and the broader community. They research and publish on topics such as farmland retention, policies, and best practices. <http://www.farmland.uoguelph.ca/ofc/ofc.htm>

102. Farmland trusts marked with an asterisk * were studied in this project, and are described in more detail in Appendix C.

Community Farms Program

The Land Conservancy of British Columbia

TLC is a provincial land trust that preserves land with nature, heritage, and/ or agricultural values. They hold covenants, own land, and engage in extensive community outreach activities. The Agricultural Programs division manages a few farm properties through rental agreements with farmers, and researches and publishes relevant information for farmers, governments, and community organizations about farmland protection and sustainable farming.

<http://blog.conservancy.bc.ca/>

2. United States

American Farmland Trust

AFT is a national organization that focuses on services, information, and lobbying to keep farmers on their land.

<http://www.farmland.org/>

Alabama Georgia Land Trust

AGLT uses easements to protect land, and focuses on natural areas and farmland.

<http://www.galandtrust.org/>

Brentwood Agricultural Land Trust

BALT has an agriculture conservation easement program. They also promote local food resources through a Buy Fresh Buy Local campaign, and create connections between farmers and urban residents.

<http://www.brentwoodaglandtrust.org/>

Calvert Farmland Trust

CFT accepts agriculture easements, buys farmland to resell for agricultural purposes, maintains a registry to connect farmers with farmland, and provides education on estate planning, agricultural use assessments, and state and county agricultural programs.

http://calvertag.com/Organizations/Farmland_Trust.htm

Central Valley Farmland Trust

CVFT accepts donations and purchases agricultural conservation easements and farmland. They partner with other trusts and municipalities to identify threats to farms and opportunities for protection, encourage farmland protection, and provide stewardship and management.

<http://www.valleyfarmland.org/>

* Colorado Cattleman's Agricultural Land Trust

CCALT is the only trust in Colorado that exclusively services farmers and ranchers. They focus on conservation easements that allow farming, ranching, hunting, and fishing.

<http://www.ccalt.org/>

* Connecticut Farmland Trust

CFT acts as a state-wide resource that helps farmers protect their land by assisting with planning and providing resources. They hold conservation easements.

<http://www.ctfarmland.org/>

Equity Trust, Inc.

Equity Trust offers technical assistance to community loan funds, community land trusts, CSA farms, and other community-based groups working to develop sustainable, equitable local systems relating to housing, food, economic development, and the environment. Of particular interest is Equity Trust's role in land tenure issues and preserving farms for farmers.

<http://www.equitytrust.org/index.htm>

Farm Limited Liability Company

Farm LLC is a limited liability company incorporated in 1999 dedicated to protecting local farmland and promoting sustainable farming. It was created to purchase three farms that came up for sale at the same time in close proximity to each other: Root Connection (11 acres); Living Legacy Community Ranch (11 acres); and South 47 Farm (47 acres).¹⁰³

<http://www.farmlc.com/>

* Glynwood

Glynwood owns one 225-acre farm, of which 125 acres are farmed. Glynwood Farm is managed as a sustainable ecological unit, utilizing a mix of livestock and vegetable production. Glynwood also offers workshops for farmers and the general public. They research and publish a variety of topics, including the state of agriculture in the Hudson Valley, policy, best practices, and training land trust consultants.

<http://www.glynwood.org/index.html>

Indian Line Farm

Indian Line Farm is a 17-acre farm in Massachusetts. Two land trusts, the Schumacher Society, and farmers cooperate to protect farmland for farming for future generations. The land is owned by the Community Land Trust in the Southern Berkshires, Inc. The Nature Conservancy holds a Conservation Restriction on most of the property. The farmers own the house and farm buildings, and lease the land from CLT.

<http://www.indianlinefarm.com/>

* Lancaster Farmland Trust

LFT uses conservation easements to protect farmland. They also provide consulting services to municipalities and communities to identify funding mechanisms and policies to preserve farmland in perpetuity. <http://www.lancasterfarmlandtrust.org/>

¹⁰³. As a company, Farm LLC experiences financial challenges. Rather than forming a corporation of investors, Farm LLC is considering that forming a non-profit land trust or cooperative and leasing out to farm businesses may have provided a better model for their activities.

Community Farms Program

* Maine Farmland Trust

MFT focuses on agricultural conservation easements (information, drafting easements, related educational programs and workshops). They also run the FarmLink Program to connect farmers seeking farmland with retiring farmers or others who want their land farmed.

<http://www.maineFarmlandtrust.org/>

Marin Agricultural Land Trust

MALT purchases and holds agricultural conservation easements which prohibit non-agricultural residential or commercial development, subdivision, and uses or practices that would be destructive to the agricultural value of the land. MALT encourages public policies that support and enhance agriculture. They also partner with farmers, ranchers, and other professionals to provide public education.

<http://www.malt.org/>

Northern California Regional Land Trust

One of the primary goals of NCRLT's Strategic Plan is agricultural land protection. They identify prime agricultural lands and natural areas that protect and enhance the unique characteristics of Butte, Glenn, and Tehama counties, and provide information to those landowners who want to conserve their land in perpetuity.

<http://www.landconservation.org/whatwedo.php>

* PCC Farmland Trust

PCCFT purchases farmland and restricts it organic farming with organic easements. The easement lowers the price of the land. The land is resold at the reduced rate to farmers, or leased to farmers at an affordable rate.

<http://www.pccnaturalmarkets.com/farmtrust/>

Solano Land Trust

SLT uses agricultural conservation easements to protect farm and ranchland. They own several properties, purchased for their natural and agricultural values. They undertake natural restoration projects and public education events, and produce plans and publications related to conservation easements, agriculture, and restoration.

South of the Sound Community Farm Land Trust

SSCFLT is a community land trust. According to their 2009-10 Strategic Plan, they will acquire a piece of farmland, develop a working farm, build internal capacity, support local farming, and promote local food security through advocacy and projects.

<http://communityfarmlandtrust.org/>

* Troy Gardens

Troy Gardens are supported by three non-profit organizations. Madison Area Community Land Trust owns the Troy Gardens land and is involved with housing. Community GroundWorks at Troy Gardens act as the land stewards and run community programs. Center for Resilient Cities (formerly the Urban Open Space Foundation) holds a conservation easement on the natural areas of Troy Gardens. Other activities include a business that installs and maintains organic farms at residential homes, a community garden, a children's garden, and a youth training program. Troy Community Farm (five acres) is Madison's first urban farm.

<http://www.troygardens.org/>

* Vermont Land Trust

VLT's activities include conservation easements, purchase of development rights, conservation stewardship program, property resale, and a farmland access program. They provide legal, technical, mapping, stewardship, and financial support to communities, other land trusts, and state agencies to assist in conservation priorities.

<http://www.vlt.org/>

West Virginia Farmland Protection

West Virginia Farmland Protection was established by each county in Virginia and the State Authority. This program sets uniform standards and guidelines for the eligibility of properties. It also sets the ranking criteria used to purchase conservation easements or pay the costs associated with the purchase or donation of easements.

<http://www.wvfarmlandprotection.org/backgrounds.cfm>

Yolo Land Trust

YLT acquires land and conservation easements that meet agricultural, habitat, historical, recreational, educational, scenic, and ecological values. They encourage public policies that support agriculture, provide information on the benefits of land conservation, and offer technical support to government agencies, farm organizations, developers, and environmental organizations.

<http://www.yololandtrust.org/who-we-are.php>

3. United Kingdom

Fordhall Community Land Initiative

Over 8000 people purchased non-profit £50 shares in the Fordhall Community Land Initiative (a social enterprise) to save Fordhall Farm in North Shropshire from development. The land and house are owned by the shareholders and leased to a farming couple. The Fordhall Community Land Initiative also uses Fordhall Farm for community events, volunteering, and educational activities.

<http://www.fordhallfarm.com/>

National Trust

National Trust is a significant land trust that focuses on natural, heritage, and agricultural values. It owns and rents land and provides public education and other activities. It owns more than 200,000 hectares of land, used by 1,500 tenant farmers to produce food.

<http://www.nationaltrust.org.uk/main/>

Stroud Community Farm Land Trusts

SCFLT is part of Stroud Common Wealth Company Ltd, a not for private profit company limited by guarantee. SCFLT undertook a project to investigate how existing community-owned farmland trusts operate, evaluate the benefits for participating communities, identify best practices, and develop an action pack.

http://www.stroudcommonwealth.org.uk/index.php?option=com_content&task=view&id=10&Itemid=13

Appendix B: Questionnaire

Organization Information

Location:

Date of Incorporation:

Contact Information:

Name and position:

Telephone:

Email:

Address:

Web site:

Vision and Mission

Vision:

Mission:

Structure

1. Organization is:
 - legally incorporated
 - a registered charity
 - a non-profit society
2. Does your organization have a membership program?
 - How many members do you have?
 - What is the membership fee?
 - What benefits do members receive?
3. Board of Directors
 - How many Directors sit on your Board?
 - How are they selected?
 - Do members elect them?
 - Are Directors volunteer or paid?
4. Are there Advisory Committees or other support bodies?
 - What functions or roles?
 - How are members selected?
 - Are they volunteer or paid?

Community Farms Program

5. Do you have paid staff?
How many?
What do they do? (e.g. main job titles)
6. Do you have regional offices? How many?

Activities

1. What are the primary activities of your farmland trust?
Approximately what percentage of time/ resources do you devote to each? (e.g. 50% easements, 25% education, 25% services)

Farmland ownership

How many individual farms? How many acres?

How do you manage the land? (e.g. hired farm manager, lease to farmers)

May we have a copy of any agreements between farmers and land trust?

How long have farmers been on the land?

Do you have plans for farmer succession?

Do you have terms in leases that permit farmers to sell their business and lease to another farmer?

Is there on-farm housing for farmers? Who is responsible for upkeep and repairs?

What percentage of your budget do you allocate for farmland ownership?

Easements/ covenants

Do you purchase easements?

Do landowners donate easements?

Do you hold the easement or does another organization?

How many easements do you hold?

How many acres are preserved by easement?

Do you monitor annually?

What percentage of your budget do you allocate to easements/ covenants?

Research

Do you undertake research? What issues do you study?

What percentage of your budget is allocated to research?

Education and public outreach

Describe specific educational activities you provide

What percentage of your budget do you allocate to educational activities?

Services

What services do you offer? (e.g. planning, advice, land management)

What percentage of your income results from offering these services?

Other

Are there other activities you provide? Please describe.

2. Do you have standards and guidelines for farming/ ranching activities? (e.g. environmental best practices, requirements for local food sales, organic)

Do you stipulate these standards in easements and leases?

May we have a copy of your standards?

3. Do you use a Whole Farm Planning process?

May we have a copy of an example Whole Farm Plan?

4. Do you work in partnership with other organizations?

Which organizations?

What types of projects?

Financial Management

1. What is your annual budget?
2. What are your main sources of revenue (type and percentage of revenue)?
e.g. membership fees, donations, bequests, fee for service, grants
3. What are your main expenditures (types and percentage of expenditures)?
e.g. administration, easements, capital purchases, education and outreach

Example Farm(s) or Projects

Will you send us one or two stories that exemplify your organization's work? (e.g. the acquisition and operation of a farm, the donation or purchase of an easement, an interesting project or activity)



Nicomekl Community Organic Farm, Langley (R.Scott)

Appendix C: Selected Trusts

The following ten farmland trusts were selected to study in more depth from more than thirty.

They were contacted by phone and email to complete a detailed questionnaire (see Appendix B: Questionnaire).

Responses from each farmland trust are contained in this Appendix.

[Colorado Cattleman's Agricultural Land Trust](#)

[Connecticut Farmland Trust](#)

[Genesis Land Conservancy](#)

[Glynwood Center](#)

[Lancaster Farmland Trust](#)

[Maine Farmland Trust](#)

[Ontario Farmland Trust](#)

[PCC Farmland Trust](#)

[Troy Gardens](#)

[Vermont Land Trust](#)

Colorado Cattlemen's Agricultural Land Trust

Location: Arvada, Colorado, US
Incorporated: 1995
Telephone: 303-225-8677
Email: bdowdy@ccalt.org
Address: 8833 Ralston Road, Arvada, CO 80002
Web site: www.ccalt.org

Vision and Mission

Vision

We will continue to focus on working landscapes with long-term agricultural viability to ensure a future for Colorado's agricultural productivity and a high quality of life for all our citizens.

Mission

The Colorado Cattlemen's Agricultural Land Trust protects productive agricultural lands and the conservation values they provide by working with ranchers and farmers, thereby preserving Colorado's ranching heritage and rural communities.

Structure

CCALT is a non-profit 501(c)(3) incorporated organization. There is no membership program.

CCALT is governed by a 13-member volunteer Board of Directors. Eight members are appointed by the Colorado Cattlemen's Association from their membership. These members elect the remaining five members.

The Board is supported by seven volunteer Advisory Committees. The Board President appoints committee chairs, and the Executive Director appoints staff liaisons. The President and Executive Director aide the committee chair in nominating committee members. Nominees that are not on the Board or Advisory Council are voted in by the Board.

CCALT employs eight staff (Executive Director, Director of Operations, Development and Communications Manager, Senior Project Manager, Projects Manager, Project Assistant, Administrative Assistant).

Activities

CCALT spends 90% of their time and resources on Easements, 8% on Outreach, and 2% on Other Services.

Conservation Easements (covenants)

CCALT holds easements, which are not typically co-held. They currently have fewer than 10 easements. Each easement is monitored once a year by a site visit. They spend 85% of their income on easement activities.

Education

CCALT offers landowner workshops and provides information packages. Less than 1% of their income is spent on educational activities.

Services

CCALT offers baseline inventory on a contract basis. They are looking at providing other services such as direct product marketing of products grown/ raised on conserved lands, and rangeland monitoring. Less than 1% of their income is received from services.

Partnerships

CCALT partners with national non-government organizations, state agencies, federal agencies, private foundations, and private contractors on grant applications, workshops, fundraising, and easement acquisition.

Financial Management

Annual Budget: \$540,200 USD

Main revenues include Grants (48.4%), Contributions (34.5%), Program Income (fees for service) (14.9%), Other (2%), and Investment Income (0.2%). Main expenditures include Fundraising (7%), Administrative (23%), and Projects (70%).

Example Farms

From <http://www.ccalt.org/CCALT%20Success%20Stories.html>

Tomichi Creek, Highway 50 Corridor, Gunnison County

Working with long-time partner Gunnison Ranchland Conservation Legacy, CCALT has protected more than 14 miles of prime hay meadows and Gunnison sage grouse habitat along Tomichi Creek between Gunnison and Monarch Pass. Over the past decade, CCALT, GRCL, and other partners have protected more than 15,000 acres in this rapidly-developing mountain valley.

Laughlin Gulch, Saguache County

The property known as Laughlin Gulch lies on the historic Laughlin Stock Driveway, the route that ranchers along Saguache Creek have used for more than a century to take their cattle to and from high country range in the San Juan Mountains.

Funding for the conservation easement came from lottery-funded Great Outdoors Colorado and the National Fish and Wildlife Foundation. This 160-acre property is completely surrounded by several thousand acres of federal and state land. The property includes a spring which provides water year-round for livestock and wildlife in the area. The area is an important big game range, and provides habitat for elk, mule deer, and bighorn sheep.

Pine and juniper woodlands cover much of the property, which offers impressive views of the Saguache Creek Valley and the Sangre de Cristo Mountains to the east. To the south and west, neighboring public lands rise into secluded valleys and forested hillsides that provide numerous recreational amenities including high quality hunting opportunities for elk and mule deer. Protection of the Laughlin Gulch Property ensures that the neighboring public lands will not be negatively affected by development in the area.

Ranchland Protection, San Miguel County

Over the past five years, CCALT has developed a partnership with several long-time ranchers and an innovative local purchase of development rights (PDR) program run by the local

Community Farms Program

county government.

CCALT has protected more than 2,500 acres on Wright's Mesa, Hamilton Mesa, and near Miramonte Reservoir in the central part of the county. An additional 500+ acres were scheduled to be protected in 2007. The combination of conservation easements and the PDR program have provided traditional landowners with an alternative to selling their ranchland in the face of high land values driven by the nearby resort area of Telluride.

Connecticut Farmland Trust

Location: Hartford, Connecticut, US
Incorporated: 2002
Telephone: 860-247-0202
Email: hntalimage@ctfarmland.org
Address: 77 Buckingham Street, Hartford, CT 06106
Web site: www.ctfarmland.org

Vision and Mission

Mission

- Permanently protect Connecticut's working farmland.
- Work with Connecticut farmers to protect their land for agricultural use by acquiring agricultural conservation easements and farmland.
- Share expertise and technical knowledge to assist landowners, land trusts, town officials, and state agencies to protect agricultural land.

Structure

Connecticut Farmland Trust (CFT) is the only private, state-wide conservation organization dedicated solely to permanently protecting Connecticut's farmland. CFT is governed by an 18-member volunteer Board of Directors. Board selection is based on creating strong representation for agriculture in Connecticut (e.g. The Dean of the School of Agriculture, local farmers, attorneys, equipment dealers, bankers). There are several subcommittees generally formed of Board members.

CFT has four paid staff: Executive Director, Conservation Director, Director of Administration, and Director of Communication.

Activities

Total Area Directly Impacted: 1,445 acres (17 farms), and assisted with preservation of 157 additional acres.

CFT's primary activity is to provide farmers with resources to protect their land. CFT spends 40% of their time and resources on Project Negotiation, 25% on Fundraising, Administration (10%), and Outreach and Education on farmland issues (25%).

Easements (covenants)

CFT holds 18 easements, about half of these with partners. An annual management report is completed for each property. Landowners are interviewed and the easement is reviewed to ensure compatibility. CFT both holds covenants and helps arrange for others to hold them. They also assist townships, negotiate agreements, raise funds, and manage stewardship.

Education

CFT offers college and graduate students internship opportunities, and provides a modest stipend or assistance when academic credit is involved.

CFT promotes farmland preservation through presentations and outreach (e.g. forums

Community Farms Program

sponsored by garden clubs, seminars with agricultural communities, outreach with officials and conservation boards, one-on-one).

Services

CFT services are offered free of charge.

CFT staff provide technical expertise and outreach to agricultural landowners who are interested in farmland preservation. CFT negotiates and holds conservation easements.

CFT partners with towns, local land trusts, and state and federal agencies to leverage public and private funds and to provide landowners with conservation opportunities.

CFT provides one-on-one “kitchen table advising” to farmers.

Financial Management

Total Revenues (2007): \$527,813 USD

Total Expenses (2007): \$339,994 USD

Sources of income for 2007 include Foundations (49%), individuals (27%), Celebration of FCT Farms event (20%), Corporations (3%), Investment income (1%), and Civic organizations (>1%).

There is a separate, dedicated acquisitions fund of \$300,000-400,000 for projects, surveys, legal fees, and easement purchases.

Main expenses are Staff, Office Space, and Administration.

Example Farm

March 20, 2009 (Salem, Connecticut) – One year ago, in an effort to preserve an important link in the Eightmile River watershed, The Nature Conservancy entered into an agreement to purchase conservation easements from the Salem Valley Corporation (SVC) for \$2,000,000. The Conservancy had one year to raise the funds.

Yesterday, The Nature Conservancy, in partnership with SVC, Connecticut Farmland Trust (CFT), Natural Resources Conservation Service (NRCS), and Connecticut Department of Environmental Protection (DEP), announced that it has just completed protection of nearly 600 additional acres of SVC land in the Eightmile River watershed.

The acreage is the accumulated total of two properties, one of which (550 acres) is among the largest unprotected parcels remaining in the watershed. The properties connect to 7,500 acres of conserved lands, including Devil’s Hopyard State Park, the Nehantic State Forest, and numerous Conservancy preserves. Preservation of these lands also adds nearly three miles to the existing ten miles of protected river corridor, located chiefly along the East Branch of Eightmile River. The lands also add to the watershed’s protected farmland, which includes several farms preserved by the Connecticut Department of Agriculture, CFT, and NRCS.

In addition to funds raised by the Conservancy, the CFT facilitated obtaining a \$450,000 grant from the NRCS Farm and Ranch Lands Protection Program. In early 2009, the Conservancy was awarded an Open Space and Watershed Land Acquisition Grant from the Connecticut Department of Environmental Protection.

Currently, the two properties are in managed forest and in agriculture. The farmland is used for hay production and pasture, and leased by area farmers. The farmland includes 121 acres of prime and state-wide important agricultural soils. CFT and NRCS hold the primary easement and TNC a secondary easement on the agricultural lands, which will remain working farmland. The Conservancy will hold a forest easement on the remaining 370 acres of forested and wetland acres. The easements will eventually be transferred to the State of Connecticut as part of receiving the Open Space Grant.

For more information on the watershed, visit www.nature.org/Connecticut.

Genesis Land Conservancy

Location: Humboldt, Saskatchewan, Canada
Incorporated: 1996
Telephone: 306-554-5263
Email: info@earthcare.ca
Address: Box 1790 Wynyard Rd, Humboldt, SK S0A 4T0
Web site: <http://www.earthcare.sk.ca/genesis/about.html>

Principles

Earthcare Connections Inc. (and Genesis Land Conservancy) is guided by:

- a God-centred view of the universe, which grounds human accountability for the fate of the earth;
- a consistent respect for human life which extends to future generations and respect for all creation;
- an understanding that created things are for the common good and require equitable use of the earth's resources;
- an option for the poor which gives passion to the quest for an equitable and sustainable world;
- a concept of authentic development that respects human dignity and the limits of material growth;
- a partnership with Genesis Land Conservancy that strives to define and promote sound land stewardship practices with ecological sensitivity and the preservation of biodiversity;
- the principles of integrity, respect, equality, co-operation, and social justice.

Structure

Genesis Land Conservancy is a sister organization of Earthcare Connections. Earthcare Connections is an incorporated charitable organization. Genesis Land Conservancy is a non-profit registered charity.

Earthcare Connections is governed by a volunteer, eight-member Board of Directors. Four members are elected, and four are trustees from Genesis Land Conservancy. Membership is available through Earthcare Connections for \$35. Members receive a newsletter and are eligible to vote on matters submitted to the membership, and to be elected to the Board. Earthcare would like to form an Advisory Body for Genesis. There are two paid staff (Executive Director and Office Manager).

Activities

Total Area Directly Impacted: 4,000 acres owned

Land ownership

Genesis owns 4,000 acres composed of 10 farms. They rent land to farmers through an application process, and prefer to help beginning farmers when selecting tenants. They do not hold covenants (easements) on the land, and do not stipulate particular land stewardship practices. They do encourage good stewardship through seminars or other information,

and tend to grant longer leases to farmers who use organic methods. If the farm is certified organic, organic practices would be stipulated in the rental agreement.

Education

Earthcare Connections conducts education activities, Genesis focuses on farmer education. Genesis now operates a model farm and anticipates educational programs will be developed in relation to the farm.

Other Programs

Genesis partnered with Heifer International to form GenAssist, a livestock assistance program for new farmers. Approved farmers are given a determined number, quality, and type of livestock. In return, the farmer will, according to a schedule, pass on the same number, quality, and type of livestock to another new farmer.

Services

Farm tours are organized by community groups and the farmers. Earthcare Connections offer curricula for teachers, the Earthcare Balloon, presentations on vermicomposting, and a library. They also provide a \$500 scholarship for university students studying the environment, agriculture, or the humanities.

Financial Management

Annual Budget: \$70,000-80,000

Initial funding came from the United, Anglican, Roman Catholic, and Ukrainian Catholic of Saskatchewan churches. The main revenue for Genesis comes from farmland rental.

Main expenses include staffing and legal and accounting services. Genesis only accepts small government grants that do not involve stipulations regarding the use of the land (e.g. government grants to hire summer students). About 2/3 of their time and resources go to Genesis, and about 1/3 to Earthcare Connections.

Example Farm

In spring 2000, ownership of 320 acres of farmland near Nipawin was transferred to Genesis Land Conservancy. Today, the land is helping a young family realize their dream of farming organically and raising livestock.

Kurt and Julie Rempel started renting the land in the spring of 2002, shortly after the birth of their first child, Hawken. Kurt was already farming in the area on his parents' land, and needed more to make the operation sustainable. He saw an ad for the Genesis Land Conservancy site and called to find out more.

“I was quite excited really, because this is real prime farmland in an area where cash rent is usually fairly high,” Kurt said. Normally, he wouldn't even have bothered bidding on land in that area, knowing that larger farmers would outbid him. It turned out that the young farmer's goal to become an organic grain producer fit with Genesis's values. And the rent was within reach.

Of the 200 cultivated acres, 50 acres are now in transition to organic grain production. “The rest will follow suit as it fits in my rotation,” said Kurt, who was already growing some crops organically on his own land while also raising cattle. The Genesis land is helping his farm to become more viable. “It means a little more security because, especially in a rotation heavily

Community Farms Program

based on forages, you have to have a fair amount of acres available for cash crop.”

Deanna Hawkins, a United Church minister who farmed there for 23 years, turned the land over to Genesis two years ago because she wanted to ensure it would always be used for food production. Situated on a hill next to the Saskatchewan River, the land was in danger of being developed for recreational purposes. Hawkins did not want to see her productive family farm become cottage country or a ski resort.

By placing the land under the stewardship of Genesis, she feels she is helping to preserve a legacy for future farmers. “I’m confident that Genesis will continue to use the land in the most appropriate way,” Hawkins said.

Kurt said, “The trend in agriculture has been ‘get bigger or get out,’ and I don’t have the banking resources to get big. It’s encouraging to see people like Genesis do more than just talk about how the situation is hurting the family farm.”

Glynwood

Location: Cold Spring, New York, US
Incorporated: 1997
Telephone: 845-265-3338
Email: vkasinki@glynwood.org
Address: PO Box 157, Cold Spring, NY 10516
Web site: www.glynwood.org

Vision and Mission

Vision

Glynwood envisions a revival of farming and a revitalization of rural communities throughout the Northeast. We foresee harmonious working farmscapes supporting energetic local economies and vibrant communities. We anticipate that consumers throughout the region will have ready access to fresh, healthful food produced by local farmers who practice good land stewardship and environmentally sustainable agriculture. We intend to continue exerting thoughtful and energetic leadership in helping communities to realize this vision.

Mission

To help communities in the Northeast save farming.

Structure

Glynwood is a non-profit registered charitable organization. There is a 17-member volunteer Board of Directors. A nominating committee seeks out new Board members. Many are members of the Glynwood family. Glynwood is supported by two Glynwood Fellows and a 15-person Glynwood Council. Council members are professionals working in sustainability, agriculture, marketing, etc. There is no membership program.

Glynwood has 14 year-round paid staff who work for the farm and on community programs. Gardeners are hired seasonally as needed. Contractors are hired when assisting communities or landowners to use their land for farming. Interns work on the farm for 10 months in return for a stipend. Help is hired as needed to assist the Inn Keeper when there are large groups staying at the Centre.

Activities

Total Area Directly Impacted: 225 acres (125 acres farmed)

Land ownership

Glynwood owns one 225-acre farm, of which 125 acres are farmed. Glynwood has been farmed since the 1800s. A head farmer runs Glynwood with the assistance of hired farmhands. Succession is managed by senior staff training new staff. Housing is provided for farmers, and Glynwood is responsible for upkeep and repairs, which are partially funded by the Perkins Endowment.

Stewardship

Glynwood is managed as a sustainable ecological unit, and utilizes a mix of livestock and

vegetable production. Crops are rotated and soil is replenished with on-site composted manure. Livestock help manage invasive plants through intensive rotational grazing. A USDA grant is being used to document the results of using grazing for weed management. Glynwood also minimizes their energy use and carbon footprint, and demonstrates practices that save energy and money. Although they use organic practices, they are not Certified with the National Organic Program.

Education

Glynwood offers workshops for both farmers and the general public. For example, in 2009 they offered:

- Backyard Food (organic gardening; bee keeping)
- Backwoods Exploration (foraging for mushrooms)
- Practical Skills for Farmers and Cooks (Poultry processing and pastured poultry; Nutrient-dense crop production; Tractors 101; canning and pickling; Terrines, pates, and confit)
- For Families and Kids (six-week series introducing toddlers to farm animals and gardens)
- Land Sustainable Agriculture

Research

Glynwood researches and publishes on a variety of topics, including the state of agriculture in the Hudson Valley, training land trust consultants, policy, and best practices.

Programs and services

The Community Supported Agriculture Program has 50 members subscribed to a 20-week food box distribution. Glynwood also donates more than a ton of produce to local food banks annually.

The Keep Farming Program is designed to help communities understand how agriculture contributes to the local economy, community character, availability of fresh food, and the environment. Through this community-building process, community residents begin a dialogue with local farmers that results in the creation of an informed citizenry prepared to take action in support of agriculture and farmers.

The Regional Slaughter House Initiative was instigated by Glynwood to address the need for humane and high-quality slaughterhouses in northeast US. It is a three-year program that will enable a Task Force to implement a multi-pronged strategy designed to improve the quality of existing slaughterhouses and develop “investor ready” financial packages that will lead to the construction of new facilities.

Convenings occur when Glynwood encounters issues worthy of consideration. Convenings are a gathering of selected colleagues to explore an issue, identify current best practices, and develop new approaches and action plans to address it. For example, a Convening may gather to discuss the implications of placing conservation easements on farmland that is then allowed to go fallow on affordable access to land for new farmers.

Glynwood Fellows are selected professional colleagues that work with Glynwood on specific joint projects and other activities. In return, Fellows are provided with accommodations and access to office facilities.

Financial Management

Annual Budget: Information not received

Example Farm

See <http://www.glynwood.org/About/ImpactandSuccessStories.html> for more Glynwood success stories.

- Conducted programs in more than 125 communities, helping them save farming, protect natural resources, and enhance economic well-being.
- Published a highly regarded report on The State of Agriculture in the Hudson Valley, which for the first time documented and quantified the importance of agriculture in the valley and the urgent need to take action to save farmland and support farming.
- Jump-started a long-stalled initiative in the Hudson Valley town of Chatham, New York to create a town Master Plan with provisions for supporting agriculture, which has spurred the effort to establish a property-transfer tax fund for the protection of farmland.
- Convened the nation's leading land trusts to focus on how protected but fallow farmland could be put back into production, which led to a major Glynwood report that has resulted in a wide range of land trusts finding ways to return land to farming.
- Created the annual Glynwood Harvest Awards to identify and celebrate cutting-edge work being done across the nation to support sustainable agriculture and diversify regional and local food systems – which inspires people to take action in their own communities.
- Spearheaded an initiative in ex-urban Rockland, New York to bring back farming – in particular by opening land owned by parks, land trusts, colleges and other institutions.
- Guided the town of Goshen, New York in a successful effort to reverse opposition to farmland preservation and agri-economic development, which led to a \$5 million bond and \$1 million in Orange County funding, resulting in immediate preservation of two large farms and a fund for future farmland protection.

Lancaster Farmland Trust

Location: Lancaster County, Pennsylvania, US
Incorporated: 1988
Tel: 717-687-8484
Email: kmartynick@lancasterfarmlandtrust.org
Address: 125 Lancaster Avenue, Strasburg, PA 17579
Web site: www.lancasterfarmlandtrust.org

Vision and Mission

Vision

We see life in a unique community that celebrates its agricultural heritage and embraces farming and farmland preservation. Our land sustains our economy and our quality of life. We are national leaders in agricultural production and farmland preservation. Future generations enjoy the beauty of the landscape we have created and the bounty that landscape provides.

Mission

To preserve and steward the beautiful, productive farmland of Lancaster County that reflects our heritage, supports our economy, nurtures our health, and enhances our quality of life.

Structure

LFT is a 501(c)(3) non-profit corporation. They are governed by an 18-21 volunteer Board of Directors. New Board members are elected by the Board. The Board Development committee recruits and screens candidates based on established criteria. LFT has a strong volunteer-based committee structure. Most issues are addressed at the committee level before going to the Board. Committee members include Board members and people outside the organization. There are six permanent committees (Executive, Land Preservation, Finance, Investment, Board Development, Personnel). Other ad hoc committees are created as needed.

There are seven full-time and three part-time staff.

Activities

Total Area Directly Impacted: 20,000 acres

LFT spends approximately 80% of their time and resources on land preservation. They also provide outreach and education to farmers, supporters, and the general community.

Easements (covenants)

LFT holds easements on 323 farms. There are a few projects where easements are held jointly with other organizations. Every farm is monitored annually by an on-site visit. About 60% of LFT's income is spent on easement activities.

Stewardship

LFT runs a Smart Farm Program for farmers with a conservation easement on their property. Supported by a grant from a local foundation, LFT helps these farmers implement best management practices on their farms.

All easements require that farmers comply with all state and federal laws, including those that govern farm practices. In Pennsylvania, all farmers are required by law to have a documented soil and water conservation plan.

Education

LFT gives talks to civic organizations, schools, and retirement communities. They publish public materials about the importance of agriculture and preservation, including one in partnership with the county Chamber of Business and Industry. Representatives from LFT sit on various community Boards and committees.

Services

Lancaster County and Chester County contract LFT to monitor farms in farmland preservation programs. They also provide consultative services to municipalities, primarily on the use of transferable development rights. Less than 5% of LFT's income comes from these activities.

Partnerships

LFT works closely with the Lancaster County Agriculture Preservation Board, a state-funded county-administered farmland preservation program. They also partner with other land trusts and non-profit organizations, and work with other agricultural organizations to promote "farmer-friendly" policies.

Lancaster County, Pennsylvania has more preserved farmland than any other county in the US. Between the county-sponsored program and LFT's program, there are more than 1,000 farms and 80,000 acres of farmland preserved.

Financial Management

Total Support and Revenues (2007): \$10,968,203 USD

Total Expenses (2007): \$2,256,992 USD

LFT solicits about 2,500 individual and corporate donors through a direct mail campaign. They apply for and receive funds from several foundations. For the past three years, they have received a matching grant from the County of Lancaster for preservation projects. Two annual events (a bike ride and a dinner) raise approximately \$150,000.

Support and revenue is provided by Contributions (5%), Events and projects (1%), Gifts and grants (14%), Other (4%), and Easements (76%).

Expenditures include Easement acquisitions (61%), Farmer and member services (18%), General administration (18%), and Fundraising (3%).

Example Farm

Most of the farmers LFT works with are Amish. Since the Amish (generally) will not work with government programs, LFT is often a resource for them on all kinds of issues. Because so much of their work is with Amish farmers, they are very aware of and sensitive to the cultural differences.

From <http://www.lancasterfarmlandtrust.org/heritage/feature-farm.html>:

The recent preservation of an 83-acre farm in Leacock Township signifies the 250th farm preserved by Lancaster Farmland Trust. Owned by an Amish family, this farm represents not only a significant milestone in the Trust's history, but also illustrates the type of farm that the Trust is thrilled to preserve. Located in the Trust's strategic square, the farm contains 100% prime agricultural soils, and is contiguous to two additional farms preserved by the Trust, creating a solid block of preserved farmland directly east of Gordonville.

The farm family first heard about the Trust's preservation program through the Lancaster Farming newspaper. They also had heard about the Trust from neighbours who had positive experiences preserving their own land.

When asked why they decided to preserve, the farm owner responded, "We always wanted to keep it in the family. It is close to Gordonville and a lot of people stop in the house and ask about buying it for development." She didn't want to see the land sold to developers since it is such a valuable piece of land for farming.

Both the owner and her husband were born and raised on farms. Her husband lived on the property for 53 years. Currently the land is being rented out to one of their nieces who grows tobacco, corn, and alfalfa on the property.

The farm owner continued, "It is a good thing we are doing (preserving farmland). It is important to keep the land for what it is meant for and for generations down the road." The farm owners have four sons and one daughter, and one son is interested in farming and likes horses and cows.

Maine Farmland Trust

Location: Belfast, Maine, US
Incorporated: 1999
Telephone: 207-338-6575
Email: sgambrel@mainefarmlandtrust.org
Address: 97 Main St., Belfast, ME 04915
Web site: www.mainefarmlandtrust.org

Vision and Mission

Mission

- Protect and preserve Maine's farmland
- Keep agricultural lands working
- Support the future of farming in Maine

Structure

MFT is a 501(c)(3) non-profit organization. It is governed by a 7-21 member volunteer Board of Directors. New Board members are recruited and approved by current Board members rather than elected by MFT members. MFT has a volunteer Advisory Committee that is recruited and approved by the Board.

There are five full-time and two part-time staff (Executive Director, Associate Director, Legal Counsel, Program Assistant, Land Program Manager, Lands Project Coordinator, Membership Coordinator). There are also six contract staff that work on a part-time basis (Campaign Director, Gallery Coordinator, and four Field agents).

MFT has a membership program (\$20 Basic, \$30 Individuals, \$50 Family, \$100 Contributor, \$1,000 Life). Members receive a newsletter three times a year. Members do not vote.

Activities

Total Area Directly Impacted: 13,079 acres preserved as of 2008

MFT is Maine's only statewide land trust that focuses exclusively on farmland. Their primary activities focus on easements and land purchase, and include a FarmLink Program to keep farmland active and viable.

Their time and resources are distributed to Easements (30%), BuyProtectSell program to purchase farms, conserve with easements, and re-sell to farmers (30%), FarmLink program (30%), and Education/outreach, including presentations, programs, newsletter, and a web site (10%).

Land ownership

MFT currently owns four farms (755 acres). They carry out maintenance and upkeep as necessary. MFT wants to resell these farms through their BuyProtectSell program, with the goal of selling within one year or less.

Community Farms Program

Easements (covenants)

MFT holds 50 easements, some in partnership with other organizations. Easements are monitored annually by walking the property and recording current conditions. While they do not track spending on monitoring, their 2009 IRS 9090 indicates spending of \$3,000 for staff time on monitoring activities.

Research

MFT assesses farm viability and advises municipalities on farmland conservation techniques. They do not track the percent of revenue spent on this activity.

Education

MFT delivers presentations and programs at agricultural conferences and events, publishes a newsletter, and maintains web site.

In 2008, MFT converted part of their office into an art gallery as another way to connect people with farming and farmland. MFT wants to capture the vibrancy of Maine's farms and farmers, and share that with the public.

Programs

Under the Buy/Protect/Sell Program, MFT buys farms that are vulnerable to development, places conservation easements on them, and resells the land to farmers. Since 2007, they have bought and sold five farms.

The FarmLink program connects farmers seeking farmland with retiring Maine farmers and other farmland owners who wish their land to continue to be farmed. Once a link is established, the program helps participants through the transfer process. FarmLink is run in partnership with the Maine Department of Agriculture, Food and Rural Resources, University of Maine Cooperative Extension, Maine Organic Farmers and Gardeners Association, and the Maine Agricultural Center.

Partnerships

MFT partners to purchase easements and on Buy/Sell/Protect projects. Partners include State of Maine Department of Agriculture, USDA NRCS, Maine Coast Heritage Trust, Maine Organic Farmers and Gardeners Association, University of Maine Cooperative Extension, Soil and Water Conservation Districts, local land trusts, local town governments, and other agriculture-focused, non-profit organizations.

Financial Management

Operations Budget (2009): \$746,000 USD

Revenue is received from Contributions (47%), Grants (29%), and Membership (23%).

Expenditures include Personnel (57%), Contracted Services (22%), Communications, Travel, Supplies, Occupancy (15%), Farmland Ownership Expense (3%), Fundraising Expense (2%), and Memberships, Training, Filing Fees (1%).

Example Farm

A Farm Grows in Troy, by Sam Hazlehurst and Rachel Katz with members of the Pellegrino family and MFT staff

Patty Pellegrino cares deeply about her uncle's farm, 162 acres of fields and woods in the central Maine town of Troy. But for years, no one had lived in the farmhouse or worked the land. And it showed. A once vibrant farm had become run-down. Fields were filling in. The barn and house needed serious attention. It was time to sell, perhaps past time to sell.

Still, Patty hated to see this farmland broken up into houselots. So she reached out to MFT to explore if her family might somehow preserve the land before selling it. The result was more than she expected. By working with MFT, Patty not only saw the land preserved, but revitalized.

Matching up farmers to land

Through our FarmLink program, MFT found a young couple to buy the land, Sam Hazlehurst and Rachel Katz. Now, almost a year after the sale, the hard work of the new owners has clearly brought new life to the farm. Crops are being raised. Cows and horses graze. A large barn is being restored. And within the old farmhouse, the hearth fires have been rekindled.

Sam and Rachel's vision is to establish a diversified farm raising vegetables and livestock for local markets. The new operation they are building will be labor-intensive, requiring farm workers and apprentices in addition to their own energy. It will contribute in multiple ways to the local community, creating food, employment, and new economic vitality.

There are many good reasons for landowners like Patty to think about preserving their land before selling it. Perhaps the primary reason is to honour a family's farming legacy, but there may also be powerful financial incentives, including tax benefits.

One of the reasons why landowners shy away from preserving their land before they sell it is that they assume—incorrectly—that no one will want to buy preserved land. But that is clearly not the case.

In fact, new farmers like Sam and Rachel are often seeking land that is preserved through an easement, as it usually sells for less money (note that the sellers don't necessarily lose anything by selling the land for less, after various financial benefits are factored in). Since such buyers are intent on farming, they are generally not adverse to an easement as long as it gives them flexibility to farm as they wish.

One key to making it work is to bring all the parties together before the easement is finalized. In this case, it was critical for Patty to understand Sam and Rachel's vision for the farm before preserving it. For instance, because Sam and Rachel planned a labour intensive operation, it was important that the easement allow new worker housing to be built on the farm. Worker housing is one of many possibilities that can be worked into a well-structured agricultural easement, if it is thought through beforehand.

Sam and Rachel's new farm provides an example of how MFT's efforts to permanently preserve farmland can work in synch with efforts to cultivate new farmers (through FarmLink). Patty honoured her family not only by preserving their former farm, but by helping ensure that it will be actively used by another generation of farmers. Everyone wins!

From Maine Farmland Trust Newsletter Volume 7, No. 2 Fall 2008

Ontario Farmland Trust

Location: Guelph, Ontario, Canada
Incorporated: NA
Telephone: 519-824-4120 ext 52686
Email: bruce@ontariofarmlandtrust.ca
Address: Richards Building, University of Guelph, Guelph, ON N1G 2W1
Web site: www.ontariofarmlandtrust.ca

Vision and Mission

Vision

Our vision is for an Ontario that includes a healthy and vibrant agricultural landscape that provides a safe and local supply of food for all Ontarians now and in the future.

Mission

To protect and preserve farmland and the associated agricultural, natural, and cultural features in the countryside and to research and educate to further the preservation of these lands for the benefit of current and future generations.

Structure

Ontario Farmland Trust (OFT) is a non-profit charitable organization governed by a 12-member volunteer Board of Directors. Board members can nominate new Board members who are elected at the Annual General Meeting. OFT pays Board members' expenses. There are two official volunteer committees (Land Securement, Education). The committees are composed of both Board and non-Board members.

OFT has one full-time staff member (Executive Director), one summer student, one work study student (University of Guelph), and one share intern who is funded through a foundation internship program. The intern acts as the FarmLINK Ontario Coordinator. Work study students carry out their own research, but also provide general office and research support (10hrs/ week).

Members receive a newsletter, invitations to and discounts for OFT events, and elect Board members. Membership fees are \$50. Currently they have less than 20 members.

Activities

Total Area Directly Impacted: 500-600 acres

OFT spends about 50% of their time and resources to secure easements and 50% to support farmers and the viability of farming.

Easements (covenants)

OFT is just starting to hold easements. In 2009, they anticipate holding four conservation agreements on approximately 500-600 acres. In some cases, they would like to have "back-up" agencies holding the easements in partnership with them. OFT is partnering with a Conservation Authority on one property. They plan to monitor the easements, and are determining how to do so. It is likely monitoring activities will include at least one site visit a year and use of a Baseline Documentation Report.

Education

Currently, OFT's major outreach program is their Places to Grow Food project. This is a three-year education and outreach campaign targeting municipalities, planners, rural non-farm landowners, and the broader community. The goal is to help ensure that farmland stays farmed and to build support for a Places to Grow Food Plan for Ontario.

The campaign will:

- promote best practices and strategies for farmland protection at the municipal level;
- negotiate availability of public land or farm partnerships for start-up farm training for young and/ or new Canadians interested in local food production;
- educate farm operators about opportunities to support local food production;
- collaborate with other organizations and agencies to develop a Places to Grow Food Blueprint for food production.

OFT also provides general outreach about the importance of farmland protection via fact sheets, brochures, reports, and their web site.

Research

OFT researches and publishes on farmland loss and protection strategies, policies to support young farmers, and best practices for planners and municipalities for farmland protection.

Partnerships

OFT works with a number of different partners, mainly non-government organizations. They recently formed partnerships with FarmStart and Kawartha Heritage Conservancy. OFT generally partners in research projects (e.g. report on farmland conservation agreements with Kawartha).

Financial Management

Total Revenues (2007): \$140,482 CDN

Total Expenses (2007): \$140,831 CDN

In 2007, OFT's revenues were Member contributions (1%), Donations in-kind (11%), Foundation donations (76%), Interest (2%), and, Conference (10%).

In 2007, expenditures were Payroll/ General/ Administrative (81%), Communications (5%), Annual Conference (12%), and Land securement (2%).

OFT notes that the actual cost of easements will become a larger part of their budget (\$15,000-20,000 per property for survey, legal costs, appraisal, ecological reports). Approximately 25% of OFT's 2009 budget is allocated for land securement and stewardship, 25% for education, and 50% for office overhead and salaries.

Example Farm

Not available

PCC Farmland Trust

Location: Seattle, Washington, US
Incorporated: 1999
Telephone: 206-547-9855
Email: kathryn@gardow.com
Address: 909 NE 43 Street, Suite 208, Seattle, WA 98105
Web site: <http://www.pccnaturalmarkets.com/farmtrust/>

Vision and Mission

Vision

The non-profit PCC Farmland Trust works to secure and preserve farmland in Washington State and move it to organic production.

Mission

PCC Farmland Trust secures, preserves, and stewards threatened farmland in the Northwest, to ensure that generations of local farmers productively farm it using sustainable, organic growing methods. The Trust takes its mission one step further than most land trusts by working to place farmers on the property, actively producing food for the local community.

Structure

PCC is a non-profit 501(c)(3) incorporated organization. There are no members, but there were 1500 donors in 2008. Donors receive invitations to PCC events. PCC is governed by a nine-member volunteer Board of Directors that is selected by a Nominating Committee. Support is provided by a volunteer Advisory Board and three Board subcommittees (Fundraising, Lands, and Nominating). Members are selected based on interest and ability.

There are the equivalent of 3.8 full-time paid positions (five staff), including Executive Director, Communications and Development Director, Land Acquisitions and Stewardship Director, Office and Outreach Coordinator, and Administrative and Technology Coordinator, as well as interns.

Activities

Total Area Directly Impacted: 550 acres

PCC is the only land trust in the United States dedicated to organic farmland. They save farmland through outright purchases, donated easements, and bequests.

Land ownership

PCC owns 550 acres, with five different farm operations. Most of this land is leased or leased-to-own to farmers. One farm is privately owned and PCC holds a conservation easement. In all cases except one, the farmers came with the land. In one case, PCC needed to find up to five farmers to purchase a 100-acre farm. They now hold a conservation easement on that land. Some lease agreements include terms of how the farmers can sell their business; others do not. Some properties have housing for the farmers, and maintenance is provided by either the farmer or the farmer's tenant.

Up to 2008 this made up a substantial about of the work done by PCC. In 2008, land

ownership was significantly reduced to 10% of PCC's activities. The Board decided to no longer purchase property and act as property managers, and in future will only purchase conservation easements.

Conservation easements (covenants)

At the end of 2009, PCC expects to hold eight easements. In some cases, easements are co-held (e.g. with a county). Easements are monitored in compliance with Land Trust Alliance requirements. One staff person spends about 30-40% of their time on monitoring and baseline documentation.

Education

PCC holds two events a year at their farms. This may increase in the future. About 1/3 of one staff salary is devoted to this work.

Research

PCC spends less than 1% of staff salary on research. This work usually focuses on farmer benefits, or on potential properties for purchase or protection by PCC.

Partnerships

PCC works with other non-profit organizations and state and local governments. They work with other organizations to find farmers interested in selling conservation easements.

Financial Management

Total Revenue (2008): \$995,119 USD

Total Expenses (2008): \$361,566 USD

PCC's revenue are from Individual contributions (37%), Restricted income (31%), Corporate contributions (14%), Donated services (8%), Foundation grants (6%), and lease income, investments and other (4%).

PCC's expenditures are Programs and stewardship (72%), Administrative costs (13%), Capital payments (9%), and Outreach and development (7%).

Example Farms

Orting Valley Farm

<http://www.pccnaturalmarkets.com/farmtrust/thefarms.html>

Orting Valley Farm, a 100-acre former dairy farm, is PCC Farmland Trust's newest project, located in the southern end of the Puyallup Valley. The farm is bordered by the Puyallup River on the west and a tributary to the Carbon River on the east, and is separated by Orville Road. The same family ran a dairy operation on the property for 45 years and used the manure from the dairy operation to fertilize their hay fields. The property has prime agricultural soils as confirmed by WSU soil samples.

Up to five organic agricultural families could farm on the available parcels. Three of the parcels have a home and barn, one parcel has a mobile home, and the remaining parcel is vacant. The properties on both sides of the road are ideal for row crops, berries, and small animals, while the property on the west side of the road could also be used for a large animal operation.

Community Farms Program

PCC Farmland Trust, in a collaborative partnership with Pierce County and the current owner, is seeking farmers interested in purchasing the property for organic farming. PCC Farmland Trust will hold organic agricultural conservation easements on the property. The farmers' purchase price will be reduced with funds from the Washington State Wildlife and Recreation Program – Farmland Preservation, and Pierce County Conservation Futures, making the land more affordable for farmers. This project takes an innovative approach that helps bridge the gap between the high cost of farmland and affordability for farmers.

Ames Creek Farm

The 178.5-acre Ames Creek Farm in Carnation was saved in 2006 by PCC Farmland Trust.

Three local, well-known, and experienced families farm the Ames Creek Farm land organically. Andrew Stout and Wendy Munroe from Full Circle Farm in Carnation purchased 127.2 acres, Michael Blakely from Growing Things is leasing, farming, and living on 31.3 acres, and Fong Cha and Ma Thao are leasing and farming 20 acres for their Shong Chaos or Children's Garden Farm, which is well known in the local Hmong immigrant community.

Troy Gardens Project

About Troy Gardens

Troy Gardens is a 31-acre parcel that combines community gardens, a working CSA farm, a restored prairie, and a thirty-home, mixed-income cohousing community.

The basic components of Troy Gardens are formed by three non-profit organizations. Madison Area Community Land Trust owns the Troy Gardens land and is involved with the housing. Community GroundWorks at Troy Gardens acts as land stewards, and runs community programs. Center for Resilient Cities (formerly the Urban Open Space Foundation) holds a conservation easement on the natural area of Troy Gardens.

Troy Garden began in 1995 when the state government put up an undeveloped site for sale. Area residents had been gardening on the site for 15 years and using the remainder as parkland. Not wanting to lose use of the land, concerned neighbours and gardeners joined together, facilitated by the Northside Planning Council. In addition, several non-profit organizations, including the Madison Area Community Land Trust, partnered to form the Troy Gardens Coalition.

The Coalition developed a proposal that integrated housing with open space and agricultural uses. After several iterations with different length lease agreements with the State, and much fundraising and development work, the Madison Area Community Land Trust, with support from the City of Madison, purchased the property in 2001.

Landowner – Madison Area Community Land Trust (MACLT)

Location: Madison and Dane County, Wisconsin, US

Incorporated: 1991

Telephone: 608-280-0131

Address: 200 North Blount Street, Madison, WI 53703

Web site: www.affordablehome.org

www.troygardens.net/ (Troy Gardens Case Study)

www.troygardens.org/ (Community GroundWorks)

MACLT is a 501(c)(3) non-profit organization.

MACLT builds and renovates affordable housing, protects urban green space, and promotes urban agriculture.

Homebuyers purchase a house from MACLT and rent the land on which it sits under a 98-year renewable ground lease. Homeowners enter into an agreement with MACLT to only sell their home under a Resale Formula. This formula helps ensure that resale prices of the homes increase at the same rate as wages. Only first time homebuyers with incomes that do not exceed certain limits set by the federal government can purchase the homes.

Troy Gardens Housing

MACLT owns the Troy Gardens land and 30 green-built homes. Of these homes, 20 have been sold as land trust homes to first-time homebuyers at or below 80% of the median income level for Dane County. These were priced under market value with a restriction on how much profit can be made when they are resold, so they will be permanently affordable to future buyers. The remaining 10 units were sold on the open market as conventional homes.

Community Farms Program

Units include 2-4 bedrooms, with a variety of floor plans. All units are fully handicapped-accessible on the first floor.

Troy Gardens On-line Course

The National Community Land Trust Academy is designing a distance learning course based on a case study of Troy Gardens. The course will provide a detailed overview of the Troy Gardens project, and give course participants an opportunity to learn from Troy Gardens' lessons and apply them in their own communities.

Land Steward and Programs – Community GroundWorks at Troy Gardens

Location: Madison, Wisconsin, US
Incorporated: 2001 (as Friends of Troy Gardens)
Telephone: 608-240-0409
Email: info@troygardens.org
Address: 3601 Memorial Drive, Suite 4, Madison, WI 53704
Web site: www.troygardens.org/

Community GroundWorks at Troy Gardens (formerly Friends of Troy Gardens) has been developing the land since 2001. Community GroundWorks is a 501(c)(3) charitable non-profit organization.

Vision and Mission

Vision

We envision a world in which more people cultivate sustainable abundance in their communities.

Mission

- To nurture a meaningful relationship between people and the land
- To grow wholesome and organic food for local tables
- To regenerate urban natural areas
- To cultivate a diverse learning community
- To teach what we practice
- To foster healthy communities and personal wellbeing

Structure

GroundWorks is governed by a 12-member Board. Activities are supported by seven staff members, including an Executive Director, Education Director, Community Farm Manager, Assistant Farm Manager, Growing School Gardens Program Manager, Madison FarmWorks Manager, and Bookkeeper.

Organizational partners include the Madison Area Community Land Trust and the Center for Resilient Cities.

Activities

Troy Community Farm

Established in 2001, Troy Community Farm (5 acres) is Madison's first urban farm. The farm operates a 115-member CSA. Members receive a box of organic produce once a week from June-October. The farm also operates a farm stand. Sprouts are sold year-round through grocery stores, as are herbs, tomatoes, leeks, and other vegetables when they are in season.

Madison FarmWorks

Recently, Troy Community Farm launched Madison FarmWorks. This business installs and maintains organic production farms at residential homes. Their services include farm design and installation, weekly farm maintenance visits, weekly Harvest Basket of fresh produce, and monthly newsletter with farm stories and recipes. Madison FarmWorks also provides consulting services and classes.

Community Garden Program

Troy Garden's Community Garden Program was made possible by a grant from the Evjue Foundation. Gardeners sign up for a plot each spring and pay \$10-65 per plot depending on income level and family size. This fee helps cover the costs of site maintenance and management. Priority is given to those who live on the Northside or closest to the gardens. Gardeners re-apply each year for plots.

There are 327 plots (each about 400 sq ft) serving 191 mostly low-income families. Gardeners can have up to four plots. New gardeners are limited to one plot. There are organic, no-till, and tilled sections (where conventional gardening is allowed). Tilled gardening is allowed April-October only. Water, tools, compost, and leaf mulch are provided for everyone to use. Floating row covers and hay can be purchased.

Kids' Gardening Program

The K-8 Kids' Gardening Program involves over 700 children annually in gardening, arts, nutrition, cultural, and environmental education for Northside youth. The program integrates school lessons (science, ecology, math, and English) with gardening. Children plant and maintain their own garden beds and participate in arts and crafts. Children take home some of the produce they grow, and the rest is used for cooking lessons, community meals, and donations to community centers and food pantries.

Farm and Field Youth Training Program

This program was suspended in 2009 to focus on a new youth farming project with East High School and the Goodman Community Center.

It is an educational job-training program for youth (ages 14-17). Youth earn an educational fellowship working at Troy Gardens, and in the process develop basic job skills and learn about larger issues of ecological and agricultural sustainability.

Participants cultivate and harvest vegetables at Troy Community farm, help restore and maintain the natural areas, sell produce at the weekly farm stand, and serve as mentors and teachers in the Kids' Garden.

Service-Learning for Adjudicated Youth

Youth from the Wisconsin Department of Corrections and Youth Services of Southern

Community Farms Program

Wisconsin complete projects such as the development of a new woodland trail and forest classroom.

Internships

Interns from colleges and the community work in the Kids' Garden, natural areas, and the office. In 2008, there were 16 interns.

Youth Grow Local Campaign

This initiative will significantly increase the number of children, parents, and teachers served by the Troy Kids' Gardening Program, and fully establish Troy Kids' Garden as a regional resource and leader in children's gardening.

Growing School Gardens

As part of Madison Youth Grow Local, this program will support and enhance school gardens around the City of Madison.

Natural areas

Much of the Troy Gardens site is being restored to natural habitat. For example, 3.5 acres have been planted in native prairie. A small maple woodland on the west edge of the site has been cleared of invasive, weedy species, and its edges planted with native trees, shrubs, and wildflowers. There are also several demonstration gardens, including an edible garden featuring herbs, a Hmong traditional medicinal and herb garden, and an ornamental prairie planting. Visitors are welcome, and a self-guided trail guide is available.

Healthful Foods Healthy Communities

This project is a collaborative project between Common GroundWorks, the Research, Education, Action, and Policy (REAP) on Food Group, the Madison Area Community Supported Agriculture Coalition (MACSAC), and the University of Wisconsin-Extension Nutrition Education Program (WNEP). The project aims to foster healthy eating and increase awareness about community food issues in schools, homes, and the community on Madison's Northside, and to promote access to healthful food and knowledge about food production, preparation, and nutrition.

Project activities include youth gardening, agricultural training for high school youth, community gardening, food preparation workshops, community meals, access to locally grown food at low cost, and school education programs on gardening, agriculture, and nutrition. Anticipated outcomes include increased consumption of fruits and vegetables, increased skills in food production and preparation, and improved knowledge about healthy food choices.

Financial Management

Total Income (2007): \$285,741 USD

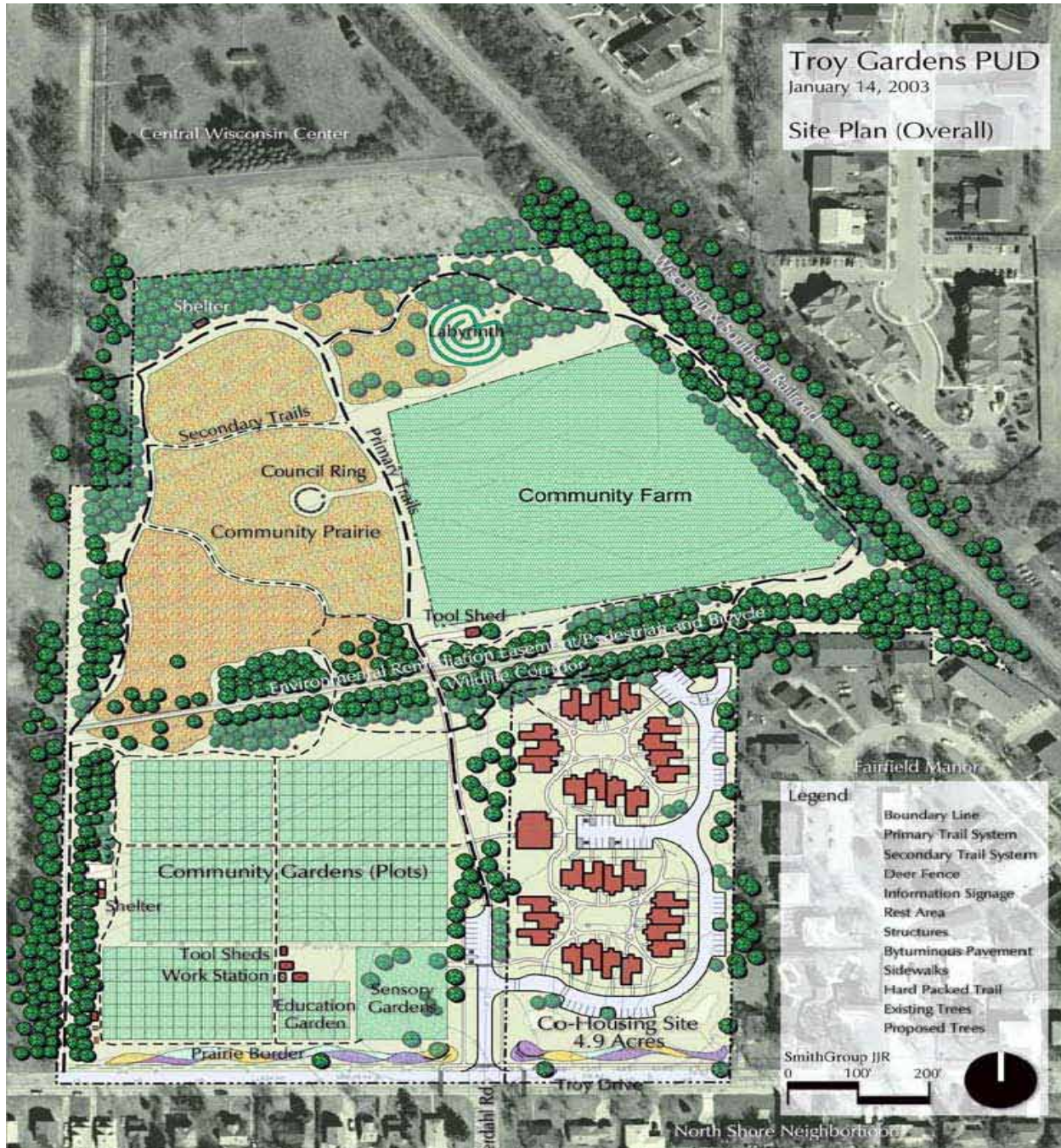
Total Expenses (2007): \$272,678 USD

In 2007, Common Groundworks received revenue from Contributions and grants (66%), Farm revenue (26%), Events (1%), and Other income (7%). Expenditures in 2007 were on Program services (77%), Management and general (18%), and Fundraising (5%).

Conservation Easement – Center for Resilient Cities

Location: Madison and Milwaukee, Wisconsin, US
Incorporated: 1996
Telephone: 608-255-9877 (Madison)
Email: tdunbar@resilientcities.org
Address: 200 N. Blount Street, Madison, WI 53703
Web site: www.resilientcities.org

Example Farm



Vermont Land Trust

Location: Montpelier, Vermont, US
Incorporated: 1977
Telephone: 802-223-5234
Email: info@vlt.org
Address: 8 Bailey Avenue, Montpelier, VT 05602
Web site: www.vlt.org

Mission

Conserve land for the future of Vermont.

Structure

VLT is a non-profit 501(c)(3) incorporated organization. There are 5000 members, including owners of conserved land and those who have given gifts to VLT. The minimum membership fee is \$35. Members receive a newsletter, Annual Report, and invitation to events.

VLT is governed by a 14-member volunteer Board of Directors. Directors are nominated by members and staff. The Nominating Committee, in conjunction with senior management, elect the Directors.

There are 37 paid staff members (see web site for specific positions) working from seven offices and three home offices in Montpelier, Richmond, St. Johnsbury, Brattleboro, Bennington, Woodstock, and Waitsfield.

Once a year, VLT holds a Learning Communities Day where all staff get together and focus on a theme (e.g. public access).

Activities

Total Area Directly Impacted: 160,646 acres

VLT's primary activities are Easements (75%), Services (20%), and Education (5%).

VLT uses Local Farm Project Guidelines and Statewide Farm Project Guidelines to determine workable properties.

Land ownership

Vermont Land Trust does not typically own farms long-term, but will purchase a farm, apply an easement, and resell it to farmer through a farmland access program. However, they currently hold one farm that provides a fully-endowed property with housing, all maintenance and repairs, and some program expenses.

Conservation Easements (covenants)

Most of VLT's farm easements are co-held by the public funder of the easement and the Vermont Department of Agriculture. Some easements funded by a foundation are not co-held. They have purchased 1455 farm easements. Each easement is monitored in person once a year.

Services

VLT runs a Farmland Access Program for first-time farm purchasers. The land price is set, and a competitive process places the most qualified farmer on affordable farms, based on the business plan and suitability of a match to the resources on the farm.

Partnerships

VLT works with other non-profit organizations. They started working with a limited development business, but the business was dissolved before any projects were completed. Partnerships usually focus on protecting active farmland or community forests.

Financial Management

Annual Budget: \$3.6 million USD

Example Farms

From http://www.vlt.org/champlainva.html#Conservation_Helps_Couple_Buy_Farm

Conserving Organic Dairy Will Help Transfer Farm to Son

Alburgh. Leo and Nancy Henry. Conservation easement sale. 348 acres.

Leo and Nancy Henry and their son Brendan operate one of the largest organic dairy farms in Grand Isle County. This March, the Henrys protected their farm by selling a conservation easement. Conserving the farm will help Brendan become the next owner. The Henrys have been selling organic milk from their herd of 110 cows since 2000. The conserved property also includes a sugarbush with about 800 taps. Their farm is a recipient of the Dairy of Distinction Award, and over 50 percent of its soil is rated prime. The farm borders other conserved land, including the Mud Creek Wildlife Management Area. A portion of the farm, which received extra protection in the easement, contains a unique wetland that is one of Grand Isle's most biologically diverse natural communities. Funded by VHCB.

VLT and the Middlebury Area Land Trust Conserve Farmland and Secure Public Trail Access

Middlebury. Marilyn Bingham. Conservation easement sale. 100 acres.

When encroaching development threatened her farm located on the edge of Middlebury village, Marilyn Bingham decided to conserve it with VLT. The sale of the conservation easement will also make it easier to eventually transfer the farm to her son, Alpine. VLT, the Middlebury Area Land Trust (MALT), and the Town of Middlebury all collaborated on this project. MALT obtained a public access easement for a trail that could be used as a connector for the Trail Around Middlebury. A small section of rare clayplain forest, located on the northern edge of the farm, is now protected from clear-cutting by special logging restrictions. Funded by VHCB and the Town of Middlebury.

Review of Farmland Trusts: Communities Supporting Farmland, Farming, and Farmers
The Land Conservancy of British Columbia
Victoria, BC
April 2010