



New Farmer Programs

Support Programs for New Entrants to Farming in
the European Union and Quebec

Baka Marion Serkoukou, Research Intern

Supervised by:

Abra Brynne, Program Manager of Food Secure Canada

Christie Young, Executive Director of FarmStart

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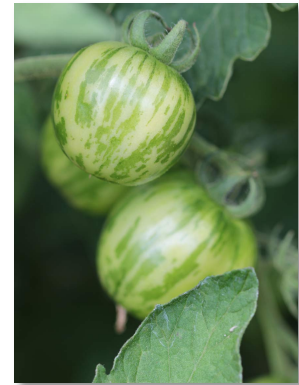
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1.0 Introduction

In recent years, a wave of green products, organic produce and fair trade has increased consumer awareness concerning the origin of the food we buy in stores. As a result, there has been a growing interest in supporting local and sustainable food systems. Unfortunately, new farmers who want to start agricultural businesses still have many challenges to surmount. The type of obstacles they face depends greatly on their background. The focus of this research is on newcomers to farming and existing farmers who wish to make the transition to sustainable agriculture.



In Europe, the average age of farmers is on the rise, with 55% of farmers over the age of 55 and only 6% of all farmers under the age of 35 (Youth Agriculture Europe, 2013). These statistics are equally representative of Canadian farmers (See Appendix 1). As aging farmers retire, there are fewer young farmers taking over and even the incidence of filial succession is on the decrease, leaving many farms without successors (Monllor, 2012). Between 2006 and 2011, 1 in 10 farms closed their doors, an alarming rate that has resulted in the consolidation of smaller properties and the growing presence of large-scale corporate farms in Canada (Statistics Canada, 2012). In light of the declining number of new entrants, it becomes clear that there are factors at play dissuading or preventing new farmers from making agriculture their livelihood.

First and foremost, access to land presents a considerable barrier to many farm startups. There is the problem of finding a well-located property for sale with arable land, buildings and infrastructure suited to the type of agricultural activity that the new farmer wishes to pursue. Even if such a property is found, because the sale of private property is motivated by profit, it is subject to speculation. The inflationary effect of land speculation on the selling price is exacerbated by the fact

that the seller needs to recover the investments he put into the farm in order to fund his retirement. As a result, many young farmers simply cannot afford to purchase an agricultural property on their own.

Limited access to startup capital is another obstacle most new entrants must surmount. Young farmers often do not have the established credit history or cash down payment to qualify for sufficient loans and mortgages to finance their project through conventional financial institutions. In consequence, new entrants are left with the burden of finding and acquiring multiple sources of financing themselves.

New farmers may also face difficulties accessing training, education and information. The main reasons for this include the long distances between farms and training locations, the cost of formal education and specialized programs or a lack of time to attend such functions while working full-time. A lack of training may result in a farmer relying on outdated knowledge and practices, directly impacting the competitiveness and sustainability of their startup.

Currently, a lack of effective resources and support is resulting in the declining numbers of new entrants mentioned. In order to encourage more farmers to start agricultural businesses, the tools to overcome these challenges must be readily available to them. There is a strong need for programs that guide new entrants through the land acquisition process, that assist them in obtaining adequate financing and that help them cultivate the knowledge and skills required to run their businesses successfully.

The purpose of this research is to identify and examine programs in the European Union and Quebec that successfully provide support to new farmers, with the potential to be implemented throughout Canada. These innovative programs may serve as inspiration for the creation of a suite of resources that effectively responds to the needs of new entrants: facilitating access to land, capital and training.

2.0 Methodology

The research on new farmer programs was carried out from Montreal, Canada, and the duration of the internship was of three months. The constraints of time and location had to be taken into consideration throughout the process. The project was divided into four phases: a review of literature

on new entrants, a survey on successful programs with experts in food policy, correspondence with representatives of selected programs and an analysis and consolidation of the findings to be presented in this report.

2.1 Exploration of Literature

The first phase of the research consisted of obtaining background information through a review of literature pertaining to food policy and support programs for new farmers in North America. Reports, policy documents and websites sent to me by contacts at Food Secure Canada, FarmStart and the Atlantic Canada Organic Regional Network (ACORN) offered a general sense of key food policy issues, in particular, the need for new entrants to farming in Canada.

I then turned to material concerning European food policy, in particular the Common Agricultural Policy Reform, and new entrants to farming, in order to better understand who they are and to define what struggles they face. It is at this point that I came across the concept of “newcomers”, new farmers with no agricultural background, and “continuers”, young farmers who have grown up on farms and inherit the family business (Monllor, 2012). I identified access to land, access to capital and access to training as recurring issues for newcomers especially.

For this part, I had access to Concordia University’s databases, but found it difficult to find many scholarly sources or academic journal articles on the specific topic of new entrants to farming, as it has not been studied extensively. Many of the available results were based on research that focused on the United States, rather than Canada or the European Union, so I turned to primary sources for more specific information.

2.2 Preliminary Surveying

In the second phase of the project, I began to compile a record of potential contacts across Europe from the Greenhorns’ list of young farmer networks, as well as the participants listed in the final report for the working seminar on Land Sharing Models for Sustainable Agriculture in Brussels. Those involved in the working group on facilitating farm continuity and supporting future farmers and those who belonged to associations that specifically targeted new farmers were all included.

The list of contacts and organizations spanned across several countries in Europe (Austria, Belgium, France, Italy, Netherlands, Spain, Switzerland) and two provinces in Canada (Quebec, New-

Brunswick). For tracking purposes, the list was divided by country and included the name of the person, organization, email, website, notes, and status of our correspondence (See Appendix 7).

In the first email to these contacts, I briefly introduced the purpose of my research for Food Secure Canada and FarmStart, and requested recommendations for notable contacts or successful programs they knew of related to the topic of new farmers.

To narrow the focus of the research, Abra Brynne contributed to establishing the criteria that determined the success of a program. These included being active for at least five years, effectively responding to one or more of the issues affecting new farmers, having a sustainable source of funding, having an established governing system and preferably being supported by policy.

2.3 Investigation of Selected Programs

As contacts replied to the first query over the course of the internship, I followed up on their suggestions by researching the organizations they recommended or sending an email to the people I was referred to for more in-depth information about their programs. With time, I noticed that several key figures and programs were repeatedly recommended and began a list of successful programs to focus on.

Forty-five people and organizations were contacted by email, and just over half replied with reading material or links to websites with detailed information about their programs. The latter part of this phase of the project consisted of analyzing the documents and sites I received and communicating back and forth with representatives of the selected organizations to answer any further questions.

The objective of this phase was to determine the financial mechanisms, governance models and legal structures that sustain these programs and enable their success. Knowledge of these organizational aspects makes it possible to evaluate the potential implementation of a given program in Canada. The time constraint of the internship dictated how long I could continue researching into new programs. In the third month, I prepared summaries on the activities of the relevant programs I had encountered to date and presented them to my supervisors for their feedback. Their input helped finalize which programs to focus on in the final report.

2.4 Analysis of Findings

The last phase of the research consisted of selecting the most innovative, effective and highly recommended programs to focus on in the report. Although some programs seemed very promising, in some cases a language barrier or not having a primary source led to a lack of information on them. While this prevented them from being substantial enough to include in the findings, basic summaries on those additional organizations are included at the end of the report (See Appendix 2).

The program synopses were composed using the information gathered through correspondence with representatives of the organizations and the study of activity reports, journal articles, thesis papers, brochures, case studies, press releases and book excerpts. The programs were categorized by type: land access programs, financing programs and incubators or training programs. This proved difficult at first because of the overlap caused by organizations that addressed several issues that affect new farmers. They were sorted into the category where they placed the majority of their efforts. Other endeavors are also mentioned.

3.0 Findings

During my research, I noticed a concerted effort on the part of organizations to tackle the issue of access to land. While it was the focus of the majority of programs I encountered, others often offered land banks in addition to their core service. The organization and accessibility of information is one key factor to making land more accessible. Accordingly, programs are making use of the internet as a vital communication and data storage tool.

Already present in Quebec, financial solidarity cooperatives with social and environmental missions appear to be a growing trend in Europe as well. While some operate across several nations, most European countries have at least one established ethical and alternative financing company.

On the other hand, training programs were more scarce than expected. I would speculate this may be in part due to formal educational institutions offering agricultural and environmental studies. However, this still leaves a need for affordable and accessible training programs tailored to specialized types of farming.

The following organizations manage some of the most innovative and prominent programs for new farmers in Europe and Quebec.

3.1 Land Access Programs

Terre de Liens

In 2003, Terre de Liens was created to address the problem of access to land and is widely considered the leader of such programs in France and the whole of Europe. At a series of workshops on land ownership models in the years leading up to its creation, participants identified a need for farmers who want to renew ecologically responsible and socially united agricultural models. It was noted that in most cases, these farmers do not have the means to access land themselves. To make matters worse, neither private actors (farmers, landowners, real estate agencies...), public actors (the state, collectives, natural parks, reserves...) nor SAFERs (France's Land Development and Rural Settlement Society) have the ability to stop or slow land speculation, soil sealing or land concentration (Roufiol & Wartena, 2011). In response to these issues, Terre de Liens was founded with the mission to collect solidarity savings from citizens and institutions and acquire rural real estate to ensure its long-term social and ecological management.

Terre de Liens is a civil society organization comprised of three parts: the network of Associations, the Trust and the Fund. The association is the hub of the movement, while the Trust and Fund are innovatively used as tools to overcome the limitations of the traditional real estate agency models, Société Civile Immobilière (SCI) and Groupement Foncier Agricole (GFA).

Operating under the one national Terre de Liens Association, is a network of nineteen regional associations across France. The purpose of the associations is to accompany farmers through the land acquisition process, raise public awareness concerning access to land and build a community by bringing together farmers, local authorities, SAFERs and local interlocutors (notaries, agricultural experts, associations, unions...). The associations are funded by Regional Councils, the Fondation de France and the Terre de Liens Trust or Fund for the lands they manage (Taille-Rivero, 2013).

The Terre de Liens Trust is set up to acquire land and entrust it to farmers with plans for sustainable farming projects. The Trust supports projects that are diversified and respectful of the environment, destined for food purposes, small-scale and economically viable, that create jobs for the peasantry and are socially responsible and woven into the social economy. Startups are favored over expanding existing farms. Land is purchased with the intention of being held by the Trust over the long-term in order to remove it from the commercial market and protect it from speculation. Once a

property has been conferred to a farmer, it may be transferred to the next generation or given back when he or she retires. In 2010, Terre de Liens was integral to tabling an amendment supporting the formulation of environmental rural leases with farmers. These leases have legal force, in order to protect against farmers who may stray from their intended sustainable practices and exploit the land in harmful ways.

The Fund receives donations and bequests from individuals and organizations and collects “ethical investments” in return for shares. Legally, it is a limited liability company (LLC), which allows it to make public offerings and sell registered shares (Terre de Liens, 2012). In 2011, the Trust accommodated 6,500 shareholders with a single share value of €100, and an average shareholder investment of €2000 (Terre de Liens, 2012). From an accounting standpoint, as the association acquires properties, an increase in the estimated value of its assets increases its market value, leading to a revaluation of share value. However, on principle, Terre de Liens aims to fight speculation of land and of the company’s share value. Therefore, they limit the revaluation of shares to matching inflation (Terre de Liens, 2012). As ethical investments, the shares do not yield substantial interest or distribute dividends, as investors expect the capital to be prioritized for land acquisition. They do, however, entitle shareholders to benefit from certain tax reductions (See Appendix 3).

In order to sustain the purchase of shares over the long-term, several measures have been taken. Fundraising campaigns and public offerings are held to continually increase the citizen base of shareholders. Capital liquidity gives the association more flexibility, so a 25% statutory reserve is permanently available for redemption of shares (Terre de Liens, 2012). Lastly, in order for investments to be stable, shares require a five year minimum duration (Taille-Rivero, 2013).

Terre de Liens depends on several revenue streams to fund its activities. Shareholder investments enable land acquisition and a reserve of capital is maintained at all times. Rent is collected on the association’s properties and allocated to land management overhead. Also, subscription fees, which amount to 3% of the invested capital, are directed toward the cost of communicating with shareholders.

The ownership of Terre de Liens is divided amongst three partners: the Terre de Liens Association, represented by René Becker (45%), the Nef, a solidarity investment banking cooperative (45%), and Sjoerd Wartena, founder and retired farmer (10%) (Terre de Liens, 2012). Structurally, the

organization consists of an Elected Manager, Board of Directors and a Supervisory Board of five members elected for six-year terms by the general assembly to oversee the management decisions of the partners. A Commitment Committee, a group of experts in various related fields, gives consulting advice on all acquisition projects. The association works with both private and public partners (See Appendix 3). Terre de Liens stakeholders include 45 employees and over 10,000 people (1,700 association members, volunteers, farmers and their families, shareholders, donors, local partners) (Taille-Rivero, 2013).

Terre de Liens has received State accreditation from Entreprise Solidaire, allowing it to offer a tax reduction of up to 50% of the prescribed investment amount (See Appendix 3). It has also received the Finansol label since 2007, the only guarantee of solidarity and transparency in solidarity-based savings (See Appendix 3). Today the association incorporates 100 farms, 2500 hectares of land and 250 farmers and their families and continues to grow and facilitate access to land for new farmers. Véronique Roufiol is Terre de Liens' European Project Coordinator and is widely regarded as a key figure in the association.

Libera Terra

The association Libera was founded in 1995, to fight organized crime in Italy by coordinating more than 1,600 national and local organizations, social cooperatives and grassroots movements in support of the cause (Libera, 2014). Libera makes use of Law n° 646, which, in 1982, allowed for the confiscation of mafia assets as an essential measure to diminish their power and influence (Mignemi, 2013). With a long history and established channels of money laundering, these assets include:

1. movable assets: cash, cheques, marketable securities, vehicles, etc.
2. immovable assets: real estate, apartments, villas, agricultural land, etc.
3. corporate assets: illegal businesses related to construction, food, nightlife and shopping centers, etc. (Mignemi, 2013)

The issue with the law on the confiscation of mafia assets was that the government was unable to manage their effective reutilization itself. Consequently, in 1996, with over a million signatures in support of it, Law n° 109 on the social use of assets confiscated from mafias was passed (Mignemi, 2013). It “provides for the granting of all property and wealth acquired through illegal activities to

the following: private organizations, cooperatives, municipal, provincial and regional administrations, able to return these goods to the community by converting them into socially beneficial entities” (Libera, 2014). As a result, Libera Terra was created as a division of Libera, in order to manage confiscated agricultural land, which accounts for 20% of mafia assets (Mignemi, 2013). Over the past 15 years, the law on the social use of confiscated properties has allowed organizations like Libera Terra to allocate more than 6,500 real estate properties to social use.

In addition to donations from public and private actors, confiscated capital and funds acquired from the sale of movable assets are used to finance the active management of seized properties and businesses (Mignemi, 2013). To capitalize on social responsibility, products and services originating from the newly managed land are marketed under the “Libera Terra” brand. These include food products, fresh produce, wine, gift baskets and mafia-related tourism (Libera Terra, 2014). Libera Terra grocery stores have also been opened across the country (Libera Terra, 2014). As it is recognized by the Ministry of Labor, Health and Social Solidarity and the Economic Council of the United Nations, the association also receives government funding for some projects (Libera, 2014). This is usually dependent on the location of the property. For example, one of Libera Terra’s first projects, Placido Rizzotto, was funded in part by the Minister of the Interior’s grant of European funds for the development of Southern Italy (Mignemi, 2013).

In the case of Placido Rizzotto, five municipalities joined to create the Consorzio Sviluppo e Legalità, responsible for delegating the management of the confiscated properties. Taking an unconventional approach, the consortium opted to hold a competition to give fifteen unemployed youth the opportunity to become founding members of new cooperatives that would manage the land (Mignemi, 2013). They were guided through the business planning process and given a three-month training with existing agricultural cooperatives (Mignemi, 2013). This approach allowed for the consortium to closely monitor the creation of the cooperatives, thereby preventing the mafia from re-establishing its influence. Ten years later, in 2011, the cooperative counts 14 employees, 4 volunteers and 17 contributors, making an organic vineyard and wheat culture possible (Mignemi, 2013).

In 2006, Cooperare con Libera Terra was established as an umbrella agency for a network of over 70 cooperatives that manage confiscated agricultural land across Italy (Cooperare con Libera Terra, 2014). Cooperare con Libera Terra aims to strengthen and support the entrepreneurial development

of the cooperatives that manage confiscated land. They focus on transfer of know-how and serve as a “skills bank” for new cooperatives (Cooperare con Libera Terra, 2014). They offer startup cooperatives their consulting services (business plan and budgeting) and vocational training (Cooperare con Libera Terra, 2014).

Sociétés d’Aménagement Foncier et d’Établissement Rural (SAFER)

Created in 1960 by the Agricultural Orientation Act, twenty-six Societies for Land Development and Rural Establishment (SAFER) across France currently form the Fédération Nationale des SAFER (FNSAFER). The non-profit organization has acquired 9,700 properties since its creation, for a total surface of 86,000 hectares (Safer, 2012). SAFER’s mission is threefold: to improve rural planning and agriculture by supporting young farmers, to protect the environment, landscape and natural resources and to support the development of local economies. FNSAFER operates under the control of the Ministry of Agriculture and the Ministry of Finance (Safer, 2012).

SAFERs are entitled to make use of a legal tool called the right of preemption, also known as the right of first refusal, which gives them priority over potential buyers to purchase any agricultural or rural property for sale in France (Safer, 2014). The legal framework to support this right is in Articles L143-1 and L 143-2 of the rural code (Safer, 2014). The purpose of the right of preemption is to reduce land speculation and prioritize giving land access to local, young or new farmers, communities, public institutions or individuals with projects that support its mission. SAFERs may purchase amicably or with the right of preemption, or temporarily maintain the land by holding it or leasing it (Holst, 2011).

Upon selling a property in rural areas, sellers must send SAFER a notification of the sale by letter. The local society then has two months to decide whether or not they intend to purchase. With State approval, a SAFER can only preempt the purchase of a property if it is in the community’s best interests, to maintain the agricultural use of the property, to prevent land speculation, to promote local development and/or to protect the environment (Safer, 2014).

If SAFER does choose to preempt the purchase, it usually purchases at a lower price than the seller’s asking price. This has caused some controversy as it may later sell the property at a higher price, actually causing land speculation. At this point, the seller has three options: (1) to withdraw from the

sale and keep the property, (2) to accept the offer at the lower price, (3) to maintain the asking price and allow a judge to fix the purchase price (Holst, 2011). In 2012, the right of preemption only accounted for 14% of the properties acquired and 0.7% of the notifications received by SAFER, for a total of 1,360 properties (Safer, 2012).

Terre-en-vue

Terre-en-vue is a Belgian organization that aims to protect land from speculation and pollution as a common good and source of nourishment. It facilitates land access for new projects, supports existing ones and is a space for exchanges and relationship building between farmers and citizens. Inspired by Terre de Liens' organizational structure, Terre-en-vue is divided into three functional components: the Association, the Cooperative and the Foundation.

The Terre-en-vue Association supports farmers with socially, ecologically and economically sustainable projects through the planning, transfer and startup phases of their business (Terre-en-vue, 2012). The Association serves as an intermediary by putting new farmers in contact with organizations and farmer networks that share their know-how and expertise. Exploiting its own knowledge base, it helps new farmers secure credit, access markets, and conducts research with those looking for farmland. It also manages a network of associations across Belgium to promote discussion, participation and collaboration and develops advocacy and policy proposals. The association consists of seven permanent members, mostly agricultural engineers, which convene for meetings on a monthly basis.

In terms of funding, the Association was granted a €20,000 subsidy from Grundvig to create a network for access to land, which covered the cost of travel and accommodation for two years, and a €15,000 subsidy from Bruxelles Environnement, an initiative of the Ministère de l'Environnement de la Région Bruxelles Capitale, for communication tools and professional website development. It also received €10,831 in donations and €1,190 in membership fees.

The Terre-en-vue Cooperative was founded by fifteen non-profit organizations and cooperatives, including the Terre-en-vue Association, Terre de Liens, Oxfam-Solidarité, local CSAs and agricultural groups. It acts as a solidarity investment tool by allowing citizens and organizations to support Terre-en-vue's activities by purchasing shares. At the end of 2012, Terre-en-vue had issued

1.349 shares to 114 shareholders for a total of €121,900 (Terre-en-vue, 2012). Terre-en-vue then uses the fund to acquire farmland to release it from land speculation, harmful practices and privatization by making it a common good. Land is entrusted to farmers to help them establish themselves and develop sustainable agricultural projects and cooperatives. Priority is given to projects that prioritize short supply chains, direct sales strategies and local farmer networks.

Acquisitions are subject to certain conditions in accordance with Terre-en-vue's Charter. Firstly, the property purchase price must be entirely covered by shares dedicated to its project, meaning it would be 100% locally financed (Terre-en-vue, 2012). Registration and notary fees may be covered by general shares. Secondly, the price must be negotiated with the seller in order to diminish speculation. Terre-en-vue's project should always be explained to the seller, appealing to their will to support local agriculture.

The Cooperative's Board of Directors is responsible for analyzing project files written by the Association, signing for acquisitions and occupancy agreements with farmers, administrative duties concerning shares, issuing public offerings, receiving contributions from farmers and managing investments (Terre-en-vue, 2012). It makes use of several financial and administrative tools: a chequing and savings account at the ethical banking institution Banque Triodos, a cooperator and share registry, a model for share certificates and thank you emails, forms for subscriptions, admissions, withdrawals and share transfers, and automatization for certain procedures through the organization's website (Terre-en-vue, 2012).

As of June 2013, the Terre-en-vue Foundation was still in the planning phase. It will be set up to receive donations and bequests of monetary sums or agricultural land. Land will then be entrusted to farmers and cash will be used to purchase shares of the Terre-en-vue Cooperative (Terre-en-vue, 2013).

As of 2013, Terre-en-vue has accompanied eight very diversified farm projects across Belgium (See Appendix 4). While it is still in the growing phase, it draws many parallels with the successful French organization, Terre de Liens, and continues to use it for inspiration and guidance. Terre-en-vue's Project Manager, Maarten Roels, recommends the website for general information and can be contacted for more specific inquiries.

3.2 Financing Programs

Società Europea Finanza Etica ed Alternativa (SEFEA)

Established in 2002, the European Ethical and Alternative Financing Company is a cooperative governed by Italian law. SEFEA's activities reflect its belief that the economy should serve the people, its support for sustainable development models and its value for civil solidarity over profit. It favors "innovative projects and initiatives in terms of their social and environmental aspects" (SEFEA, 2011). The organization's mission consists of four pillars: (1) to sustain the creation and the development of financial instruments for ethical financial organizations, (2) to participate in other European ethical credit institutions that contribute to sustainable and fair development, (3) to provide consulting services to its members and promote the development of organizations that adhere to the FEBEA charter, and (4) to sustain the development of microfinance (SEFEA, 2011).

The cooperative's ten founding members are all members of FEBEA, the European Federation of Ethical and Alternative Banks (SEFEA, 2011). Today, SEFEA has grown to encompass thirty-three credit organizations and institutions, cooperatives and companies vested in promoting socially and environmentally sustainable economic development (SEFEA, 2011). In addition to the ten founding members, nine are supporter members and fourteen are beneficiary members.

As a cooperative, every shareholder has the right to one vote, regardless of the number of shares held (SEFEA, 2011). In accordance with the cooperative model, sponsorship, a system whereby existing shareholders must accompany and endorse membership and financing applications from new shareholders, is SEFEA's operating method (SEFEA, 2011). This fosters relationships between shareholders and facilitates the assessment of such files (SEFEA, 2011).

SEFEA possesses both financial and non-financial instruments such as capital, medium and long-term financing, promotion of social and environmental projects, training, technical assistance and support activities (SEFEA, 2011).

As of 2011, the company had a social capital of €4,283,500, savings of €3,300,000 and investments of €7,124,076. Organic farming projects received €2,465,854, a larger portion of investments than any other sector SEFEA is involved in (SEFEA, 2011). As Europe's first alternative financing

company, SEFEA is considered a leader in ethical banking and plays a “decisive role in developing solidarity economy” (SEFEA, 2011).

La NEF

Created in 1988, the NEF (Nouvelle Économie Fraternelle) is a financial solidarity cooperative that collects savings from individuals, legal persons, associations and businesses, and offers credit under a license from the Bank of France (La NEF, 2006). The financing provided by the NEF supports the creation and development of professional and community activities benefitting social and environmental causes.

Projects are chosen based on their ecological, social or cultural value and those that contribute to developing the local economy are favored. Today, over 32,000 members have deposited savings or borrowed from the NEF, and every month 300 new members open accounts (La NEF, 2006). At the end of 2012, the bank’s balance sheet totaled at €292m, with €104m in solidarity savings and €36m in credit given to 242 borrowers over the course of that year (La NEF, 2006).

Structurally, the NEF is comprised of a General Members’ Assembly, an Executive Board, a Supervisory Board and an Ethics Committee (La NEF, 2006). The NEF is a member of the Fédération Européenne des Banques Éthiques et Alternatives (FEBEA), as well as a founding member of Terre de Liens.

Financière Agricole du Québec (FADQ)

The Financière Agricole du Québec offers new farmers subsidies and support during the development of a business. To be eligible farmers must be aged 18-40, have recognized training, plan on making agriculture their livelihood, own at least 20% of the business, have a business plan that demonstrates profitability and conform to environmental regulations. An establishment grant of \$20,000-\$50,000 is given to full-time farmers, while a startup grant of \$10,000-\$25,000 is given to part-time farmers. The FADQ offers grant recipients a 25% discount on the AgriStability program which offsets production margin drops over 30% that of a reference margin (must have completed 1 production cycle), and Farm Income Stabilization Insurance at reduced cost for the first 2 years for new entrants. The FADQ also holds an annual contest called “Tournez-vous vers l’excellence” to

encourage and support new entrants. Based on the quality of the startup's management and the skills of the entrepreneur, 10 finalists are nominated by a jury and 3 winners are awarded grants.

Centre de référence en agriculture et agroalimentaire du Québec (CRAAQ)

The CRAAQ's online guide, Agro-Démarrage, breaks the startup process into 5 steps: preparation, defining the project, the business plan, financing and sustainability. Each step guides new farmers through the planning process with a wealth of resources to ensure the decision-making process is well informed and no important factors are overlooked. Agro-Démarrage serves as a central source of information, including links to relevant organizations, support programs and various forms of financial assistance. Another online resource offered by the CRAAQ is the directory of financial assistance programs available specifically for new entrants and farm successors. It consists of approximately 250 programs under a search engine format (key word, eligible applicants, activity, organization). For every entry, details about the program, organization, applicant eligibility, type of financing and links to an information sheet, contact list and website are supplied.

3.3 Incubators and Training Programs

La Plate-forme agricole de l'Ange-Gardien

Since 1993, the Centre de recherche et de développement technologique agricole de l'Outaouais (CREDETAO) undertakes applied research and technological transfer projects adapted to the needs of agribusinesses in the Outaouais region. In 2010, after two years in the development phase, the Plate-forme agricole de l'Ange-Gardien was created to offer young agricultural entrepreneurs the opportunity to establish and assess their agricultural projects.

The incubator program temporarily rents out plots of certified organic land at low cost to new farmers, allowing them to establish their businesses and develop a client base, contact network and financial records, all while minimizing startup debt. With the plot of land, comes access to common infrastructure and equipment such as a heated greenhouse, high tunnels, the central irrigation system, potable water, organic fertilizers, a storage dome, machinery rentals and access to contract workers.

The program's annual fees are charged based on how long a farmer has been involved in the program, thereby encouraging participants to set up their permanent businesses and allowing new

farmers to benefit from the incubator’s services. Farmers pay a fixed membership fee, plus a rate per number of acres of land rented. The cost of access to the greenhouse and high tunnels depends on each farmer’s usage. Variable costs such as heating, electricity and organic certification are additional. Annual costs related to agricultural production (seeds, compost, fertilizer, pots, harvesting containers...) are assumed by the farmers individually, but group purchases can be organized to reduce supplier prices and transport costs.

ANNUAL FEES	YEAR 1-3	YEAR 4-5
Membership	\$500 per year	\$800 per year
Land Rental	\$150 per acre	\$160 per acre
Greenhouse Rental	\$0.90 per square foot	\$1.00 per square foot
High Tunnel Rental	\$0.30 per square foot	\$0.33 per square foot

The project receives financial support from the following organizations: Société d’Aide au Développement de la Collectivité de Papineau, Table Jeunesse Outaouais, Conférence Régionale des Élus de l’Outaouais (CRÉO), MRC des Collines-de-L’Outaouais, Centre Local de Développement des Collines-de-L’Outaouais, Carrot Cache, the municipality of L’Ange-Gardien, MAPAQ, MFEQ, Emploi Québec and Desjardins Caisse populaire de la Basse-Lièvre.

Ultimately, the project aspires to increase the number of successful sustainable agribusinesses in the Outaouais region by helping them acquire land in the area after completing the project. The incubator also aims to increase the chances of new farmers having successful startups thanks to an understanding of the agricultural milieu, working experience and an established client-base and support network. Ann Lévesque, from CREDETAO, is the Project Coordinator of the Plate-forme agricole de l’Ange-Gardien.

Réseau National des Espaces Tests Agricoles (RENETA)

The Réseau National des Espaces Tests Agricoles (RENETA) was formally created in 2012, as a result of multiple exchanges between a network of individual agricultural testing spaces across France since 2008 (Cavalier, 2013). RENETA encourages new entrants to set up farms by allowing them to practice in an incubator setting and learn through trial and error. The program is especially

targeted to newcomers with no family farming background, as they comprise 30% of new farmers under age 40 and the majority of those over age 40 (RENETA, 2014).

The test activity consists of developing an agricultural activity in a responsible and autonomous manner on a real scale, for a limited time and within a framework that limits risk, in order to evaluate the project and oneself and to decide whether to pursue, adjust or abandon the project (RENETA, 2014). Participants benefit from a legal framework for the activity being tested, access to the necessary elements of production (land, equipment, buildings, working capital, related services, etc.) and a support and monitoring system (RENETA, 2012). This greatly reduces a new farmer's startup risks, while allowing them to build a socio-professional network and receive assistance from experienced farmers with marketing and distribution (RENETA, 2012). The program offers participating farmers legal coverage and a SIRET number (business identification), accounting support, Contrat d'Appui au Projet d'Entreprise (CAPE) status and social security coverage (CELAVAR, 2010).

Working among other new farmers allows them to complement each other's production, trade services and mutual assistance, add value to their product through another's processing activity and share equipment and marketing channels (RENETA, 2014). Some collaborations even lead to the formation of common legal structures upon completion of the program: Groupement agricole d'exploitation en commun (GAEC), Exploitation agricole à responsabilité limitée (EARL) and Société civile d'exploitation agricole (SCEA) for example (RENETA, 2014).

In 2012, RENETA received a grant for its work on rural entrepreneurship from the Réseau Rural Français, which funded two years of seminars to promote the concept of agricultural testing spaces (RENETA, 2014). The Fondation de France, the Fondation Macif and the Fondation Lemarchand have also financially supported the network (RENETA, 2014).

RENETA is comprised of 43 members of all varieties: incubators, business and employment cooperatives, regional collectives and regional national parks, national organizations, associations for agricultural development or popular education, agricultural mutual assistance associations (MSA) and educational institutions (RENETA, 2014). The organization is managed by two Co-Presidents, elected by an Administrative Council of sixteen members (RENETA, 2014).

Although it is a relatively young initiative, RENETA has anticipated the factors that will ensure its sustainability: its ability to maintain a strong mobilization of members, the diversification of its sources of funding (public, foundations and self-financing) and a mentoring model for the development of new projects (RENETA, 2014). Jean-Baptiste Cavalier, RENETA's National Coordinator and Animator, has been extremely cooperative in offering sources of information about the network (See Appendix 5).

CIVAM Bretagne

The Centres d'Initiatives pour Valoriser l'Agriculture et le Milieu Rural (CIVAM) were first created in the south of France during the 1950s. Today, CIVAM is comprised of 140 organizations and 12,000 members. The Bretagne movement is particularly active. CIVAM Bretagne developed in the 1990s to tackle six key themes: sustainable agriculture, local food systems, farm tours, concerted initiatives in rural areas, the creation and implementation of rural activities and energy (CIVAM Bretagne, 2005). The Bretagne division is composed of approximately twenty groups and 1,000 members (CIVAM Bretagne, 2005). CIVAM Bretagne is managed by an Administrative Council of nine members from local organizations (CIVAM Bretagne, 2005).

CIVAM offers many services that are beneficial to new and existing farmers:

- Cafés Installation-Transmission: informal table talks held to discuss various agricultural topics (access to land, marketing, procedures, women in farming, small-scale farming...)
- Pass'Transmission: individual diagnostic of a seller's farm in preparation for sale and accompaniment through the selling process
- Internships for the purpose of discovery or improvement
- Networking for experienced farmers and volunteers who would like to mentor a new farmer

Especially tailored to new entrants from non-farming backgrounds, De l'Idée au Projet is a program that accompanies new farmers through the startup process. Due to differences across regions, each group accommodates the program to reflect its territory, public, etc. In Bretagne, it is the result of a collaboration of several groups: FDCIVAM35, Accueil Paysan 35, CIVAM29, la Marmite-Luciole and Agriculture Paysanne 22 (CIVAM, 2013). De l'Idée au Projet consists of a ten to twelve day training spanning over four to six months for groups of up to ten farmers (CIVAM, 2013). Every

training is animated by one or two experienced farmers, who follow each intern's progress over time. In Bretagne, the project has accommodated 80 to 100 new farmers every year, for over five years (CIVAM, 2013).

De l'Idée au Projet helps new farmers form a business plan by defining the values that guide their project, reflecting on their goals, determining the necessary skills and how to develop them, organizing a workload, knowing where to find land and learning about the territory in relation to their project's needs (CIVAM, 2013). It also develops business skills such as specifying a product offering and services to anticipate demand and estimate revenues, defining a marketing strategy, considering financing methods, legal status and being able to pitch their business concept (CIVAM, 2013).

CIVAM is a member with the national network of agricultural associations, InPACT (INitatives Pour une Agriculture Citoyenne et Territoriale), created in 2004. In Bretagne, InPACT has organized a monitoring program in each department to individually accompany new entrants post-startup. CIVAM Bretagne also organizes open farms, farm markets, farms tours, farm visits and debates to involve local communities.

Projecte Gripià

Located three hours from Barcelona, in the Catalan Pyrenees, the Associació Rurbans and company mOntanyanes run Projecte Gripià, a farming school for aspiring shepherds. Since 2009, the goal of the project has been to ensure continued interest in mountain farming and ranching, and encourage the transition of farms from older to younger generations. The program targets young people from non-farming backgrounds in particular. It is committed to an agricultural model in favor of small-scale family or cooperative farms, direct sales from producers to consumers in the context of a local economy and the protection of the environment and natural resources (Projecte Gripià, 2013). Above all, the program promotes the normalization and dignity of the shepherding profession (Projecte Gripià, 2013).

Projecte Gripià consists of a 5-month program divided into 1 month of theoretical learning and 4 months of practical training (Projecte Gripià, 2013). The school aims to include all types of local livestock: sheep, goats, meat and milk cattle and donkeys (Projecte Gripià, 2013). Classes are kept to

around 25 students and involve almost 60 teachers and farming professionals in the region (Projecte Gripià, 2013). The curriculum emphasizes sustainable techniques and practices in order to preserve the mountainous region that is already threatened by climate change. The cost of the program is only €500 and food and accommodation are included (Projecte Gripià, 2013).

Projecte Gripià receives financial support from the Minister of Agriculture, Food and Rural Action, the Department of Employment (SOC), the Institute for the Development and Promotion of the Alt Pirineu and Aran (IDAPA), the Alt Pirineu and Aran Natural Park and the Biodiversity Foundation (Projecte Gripià, 2013).

In addition to the school, Projecte Gripià offers a workshop, called Obrador Xisqueta, on the commercialization of locally crafted artisan wool from the Xisqueta breed of sheep, native to the region (Projecte Gripià, 2013). This initiative helps new farmers penetrate the market with a trademark for sustainable and fair-trade quality wool. The project gives students access to a land bank, consulting services, a job board and organizes youth education initiatives (Projecte Gripià, 2013). In recent years, 67% of graduates have gone on to carry out their own project (Projecte Gripià, 2013). Vanesa Freixa is the Coordinator of Project Gripià and Obrador Xisqueta, as well as a founding member of mOntanyanes, an organization for rural revitalization in the Catalan region.

4.0 Observations

Over the course of the internship, I encountered several challenges that are worth noting. Coming from a business background and having to immerse myself in the world of agriculture and food policy was a challenge I very much welcomed and a unique opportunity to learn from leaders in many fields. Although I anticipated a learning curve, I now realize the extent to which it affected the amount of time I had to allocate to background reading, in order to prepare for contacting experts. The videos of Food Secure Canada and FarmStart's workshops were very helpful to get a sense of the general objectives of food policy advocacy. Weekly Skype meetings with Abra Brynne to discuss any questions I had also helped speed up the learning process.

In the first phase of the research I found that there were not many journal articles and scholarly sources concerning support to new farmers. Those I could find, through the network of databases offered by the Concordia University library, were usually about farmers and programs in North

America. Having access to a European database would likely have yielded far more pertinent search results in the initial stage of research.

There were several contacts in Spain who were extremely helpful and contributed a wealth of information and recommendations. However, a language barrier I had not anticipated prevented me from investigating many of the most active organizations. It was mentioned to me that the movement for local and sustainable food systems is especially strong in the Catalonia and Basque regions and the list of organizations in Spain definitely reflects that. Unfortunately, my language skills limited me to Spanish resources and crude translations as most of their websites were only in Catalán or Basque. Having knowledge of those languages would unearth a lot more information about programs that support new farmers in Spain.

Several issues came up in relation to the correspondences with contacts in Europe. Firstly, it was somewhat difficult to manage the inflow of information. Some replies came two months later, near the end of the project, with material that would have been more useful at the start. This would probably have been the case regardless of the duration of the internship. There was also the issue of frequently recommended contacts not responding to any attempt to reach them. The report would have benefitted greatly from primary source information about Terre de Liens, EHNE-Bizkaia, Projecte Gripiá and Accesso alla Terra in particular. Of course, it is very understandable that their representatives were likely too busy to answer. With more time, it might have been possible to find other contacts from the programs who would have been willing to contribute to the report.

Overall, the email correspondences generated a satisfactory reply rate of 53.3% (24 of the 45 contacts). I found that those who did reply were very accommodating throughout the project with follow-up questions and often offered detailed reports and documents that were not readily available online.

5.0 Conclusion

New farmers can be eager and determined to turn an agricultural project they are passionate about into a successful business. However, with limited experience, support and resources, bringing their project to life can be a deterrent. This report has demonstrated how communities all over Europe and Quebec have come together, in various ways, to establish programs that support new farmers by helping them gain access to the resources they need. Several aspects are worth mentioning once more, as they are exceptionally innovative and effective at facilitating new farmers' access to land, capital or training.



Firstly, the three-part organizational model pioneered by Terre de Liens in France and adopted by Terre-en-vue in Belgium (the Association, the Trust and the Fund), has proved an innovative tool for attracting long-term support from ethical investors. Secondly, CRAAQ's comprehensive online resource, Agro-Démarrage, is a prime example of using the internet to compile all the necessary information in one place. Guiding new entrants through the entire startup process, from beginning to end, via a platform that is easily accessible to all, helps alleviate much of the uncertainty inexperienced farmers face in the planning stages. Lastly, Italy's social use of confiscated land by allowing agricultural cooperatives like Libera Terra to manage and cultivate it, effectively allocates farmland to new farmers while overlooking the barrier of limited capital.

While Canada and Europe share similar political frameworks, there are differences in land base, production scale and market access in remote areas that should be taken into consideration. These will influence how a program translates from one nation to another. Regardless, the exchange of information is a step in the right direction. Taking inspiration from the most innovative and successful programs in other countries will better equip Canadian organizations to compile a suite of resources that effectively address access to land, capital and training for their new farmers.

6.0 Acknowledgements

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I would like to express my great appreciation to the organizations Food Secure Canada and Farmstart for giving me the opportunity to carry out this internship. It has been a valuable learning experience and I am excited to continue on this path and pursue a career related to agriculture and food policy.

As a commerce graduate, I strongly believe that the intersection between business and sustainability should continue to be explored as it is crucial to the future of any company today. For that reason, I would like to thank the Deloitte Partners Sustainable Internship Fund, the David O'Brien Centre for Sustainable Enterprise and the John Molson School of Business Sustainable Internship Program for making this opportunity for research possible.

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Baka Marion Serkoukou
Montreal, April 20th 2014

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APPENDIX 1

Distribution of farms by age of the oldest operator, Canada and province, 2011

Farms by age of the oldest operator

	Less than 40 years (%)	40 to 44 years (%)	45 to 49 years (%)	50 to 54 years (%)	55 years and older (%)
Canada	9.9	6.9	11.8	16.2	55.2
Maritimes	7.1	6.5	11.5	15	60
Quebec	10.7	7.7	14.4	18.4	48.8
Ontario	9.5	6.7	11.5	15.9	56.4
Manitoba	11.5	7.7	12.3	16.6	51.9
Saskatchewan	11.8	6.6	11	16.1	54.6
Alberta	9.6	7.1	11.7	15.8	55.8
British Columbia	6.4	6.2	10.6	15.1	61.6

Source: Statistics Canada, Census of Agriculture 2011

APPENDIX 2

Additional Summaries of Programs that Support New Farmers

ITALY

Accesso alla Terra

Accesso alla Terra has adopted the legal status “Social Cooperative Type A”, which aims to offer social and educational services by involving communities in the management of rural land and promoting sustainable farming. They encourage shares to be held for the long-term and not to be seen as economic investments as they do not distribute dividends. The cooperative collects funds to purchase agricultural land for farmers with structured agricultural projects and business plans. Land remains under the property of the cooperative, which is responsible for its management in accordance with the farmer’s vision. The cooperative offers marketing support, training, access to a network of farmers to share knowledge, a committee to evaluate the viability of new projects. Farmers support the cooperative by becoming financial partners, help search for donors, pay a fair rent to live and work on the land and participate in the political and cultural life of the cooperative. <http://www.accessoallaterra.org/web/>

Campi Aperti

In the late 1990s a group of organic farmers created the informal Coordinamento per la Sovranità Alimentare and identified the need for direct sales as the key to a local food chain. Later becoming Campi Aperti, the association supports organic farmers by giving them access to markets, building a network of experienced farmers with similar values and organizing events to promote their cause. Today the organic farmer’s markets are held on a weekly basis, moving from one location to another 5 days a week, around the region of Bologna. The absence of intermediaries, transport and retail packaging makes the organic produce more affordable for consumers. To become members, farmers must share the principles of Campi Aperti’s Charter, obtain organic certification from the association’s farm inspection, discuss their candidacy with the assembly and sign a document of self-certification assuming all responsibility for their product towards shareholders and consumers. Giulia Menarbin was the recommended contact for Campi Aperti, but I have not received a response.

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

Cooperativa Agricoltura Nuova

The cooperative Agricoltura Nuova was created in 1977 by unemployed young farmers occupying public periurban land on the outskirts of Rome. Today, they manage 257 hectares and employ 30 full-time workers. Agricoltura Nuova aims to bypass the use of large retailers and supermarkets by adopting a direct selling strategy and promoting short chains. Over the past decade, they’ve tackled the problem of logistics and distribution of organic products by creating a consortium with farmers called Officinae Bio, to deliver food baskets to consumers. Agricoltura Nuova offers a “mentoring” service to young cooperatives, therefore, new farmers that also wish to manage public land. It is the first of its kind in Italy to address the “generational shift” between cooperatives.

<http://www.agricolturanuova.it/>

Istituto di Servizi per il Mercato Agricolo Alimentare (ISMEA)

The Institute for the Management of Funds for the Agricultural and Food Sector promotes programs that facilitate access to land and credit for young farmers. ISMEA holds annual seminars on behalf of the Observatory for Young Entrepreneurs in Agriculture (OIGA) for farmers, entrepreneurs, professionals, technicians and those interested in starting a business. The purpose of these seminars is the dissemination of tools and opportunities (training, news, etc.) that assist young farmers across the country. ISMEA also offers grants up to €40,000 to young farmers with startup business plans demonstrating the viability and sustainability of their business over a 5-year period. I contacted Flaminia Ventura and Pierluigi Milone several weeks ago but never received a reply.
<http://www.ismea.it>

Associazione Italiana per l'Agricoltura Biologica (AIAB)

The Italian Association for Organic Agriculture, AIAB, advocates better access to land by lobbying the government. They also act as an independent organic certification body. Their organic agriculture technical assistance and training ASTEF-AGRIBIO (Assistenza Tecnica E Formazione in AGRicoltura BIOlogica) aims to develop and strengthen organic farming on a national level, with particular attention to small farms, often managed by families. The several facets of the program (training, alternative technical assistance and information dissemination) involve researchers, technicians, producers and consumers. AIAB also offers free legal advice for its members, an online store for consumers to purchase organic food directly from local producers, and access to detailed information on short food supply chains for specific regions. Marta di Pierro, the Young Farmers Coordinator, has been a very helpful contact.
<http://www.aiab.it/>

SPAIN

Viver d'Agricultors de Rufeà (Farmer's Nursery of Rufeà)

The Farmer's Nursery of Rufeà is supported by the Government of Catalonia through grants for innovative and experimental projects financed by the European Social Fund. The municipality of Rufeà offers young farmers a piece of farmland on a 5 year lease at only €400 a year and is responsible for offering all the necessary services (water, equipment, etc.). They have also established a training program (lectures and technical farm visits) and advisory service to help new farmers startup with structured production and marketing strategies. A land bank is also setup to facilitate contact between farmers and landowners and prevent the purchase of unproductive areas.
<http://sostenibilitat.paeria.cat/horta/viver-dagricultors-de-rufeà>

EHNE Bizkaia (Basque Farmer's Union of the Bizkaia Province)

Since its creation in 1976, the EHNE has been at the forefront of food sovereignty activism. In addition to union representation and mutual insurance against fire, theft, wind, and water, EHNE brings together an engaged network of small farmers and cooperative businesses and offer educational and economic support to over 6000 members. They are working to build relationships between the countryside and cities in the region. More importantly, they run a youth program consisting of agricultural courses and help new farmers access alternative food supply chains. Their goal is to encourage young people, especially from the cities, to take up farming in rural areas as a profession. They have also recently established a land bank for the Bizkaia region. A lot more information about the programs is available in Basque than in Spanish, so an interview with Isabel Alvarez, the coordinator of the Youth Program, would be very helpful.
<http://www.ehnebizkaia.org/>

CHIL

Coordinated by the Technical University of Madrid and funded by the Interreg SUDOE (Southwest European Territorial Cooperation Program), CHIL is a knowledge management web portal for information concerning agriculture, rural development and agrifood. Since 2011, it has gathered Spanish, French and Portuguese partners with the goal to establish a virtual network for collaboration between producers, research centers and industries in the SUDOE area. For new farmers, it serves as a comprehensive resource of organizations, programs, farming practices, and training courses available in their region. CHIL also integrates communication tools to interact with agencies, organizations and other farmers.

<http://www.chil.org>

QUEBEC

Centre d'Initiatives en Agriculture de la Région de Coaticook (CIARC)

Located in the Eastern townships, CIARC's incubator project offers technical and financial support to entrepreneurs who have agricultural training and are interested in organic small-scale farming. They are given access to a plot of land, certified organic by Québec-Vrai, near the Regional Centre for Agricultural Initiatives and Training (CRIFA). During growing season, fresh fruit and vegetable baskets grown on these plots are sold at various locations. Partners of this project include: the city of Coaticook, the Local Development Centre (CLD), the Table de concertation agroalimentaire, CIARC, CRIFA, the Farm Management program at CEGEP Sherbrooke and MAPAQ Estrie. A \$10,000 subsidy was received from the Pacte Rural de la MRC de Coaticook and another \$10,000 from MAPAQ Estrie to help launch the project.

<http://www.ciarc.ca/index.php>

APPENDIX 3

Notes on Terre de Liens

La Foncière Terre de Liens

Original considerations/needs:

- Need for farmers who want to renew classic agricultural models that are ecologically responsible and socially united
- In most cases, farmers do not have the means to access land themselves
- Neither private actors (farmers, landowners, real estate agencies...), public actors (the state, collectives, natural parks, reserves...) nor SAFERs have the ability to stop or slow land speculation, soil sealing or land concentration.

Mission: to collect “l'épargne solidaire” from citizens and institutions and acquire rural real estate to ensure its long-term social and ecological management in accordance with the Terre de Liens Charter and the general orientation of the NEF.

Functions:

- Collecting funds and maintaining ties with shareholders
- Acquiring land and farms
- Managing the properties

Shares are an “ethical investment”; they do not yield substantial interest or dividends

How to sustain the purchase of shares over the long-term? The “rotation” of shareholders

- In order to increase capital, the citizen base comprised in the “rotation” must increase
- Capital must be “fluid”. Variability of capital gives the association more flexibility, and a 25% statutory reserve is permanently available for redemption of shares
- In order for investments to be stable, shares have a 10 year minimum duration

Collective Dynamics:

- Relies on its 10 years of expertise working with and accompanying collective rural projects
 - Leading to the creation of Terre de Liens and the Foncière
- Anchored in a network of dedicated people, associations, collectives and volunteers
 - Allowed for raising over € 8 million in less than 2 and a half years, acquiring 20 properties and instructing 40 projects
- Partnered with la NEF (Société coopérative de finances solidaires)
 - La NEF supports organic and biodynamic agricultural projects
 - La NEF manages the capital through its financial solidarity cooperative
 - Over 25 years of experience ensure its expertise and professionalism

Management:

- Structure: Limited Liability Company (LLC)
- Partners:
 - La NEF (45%), represented by Jacky Blanc
 - Terre de Liens association (45%), represented by René Becker
 - Mr. Sjoerd Wartena, founder and retired farmer (10%)
- Elected Manager: Philippe Cacciabue
- Supervisory Board: 5 people elected for 6 year terms by the general assembly, oversee the management decisions of the partners
- Commitment Committee: group of experts who study and give consulting advice for all acquisition projects
- Sponsors are the Shareholders:
 - 6500 shareholders
 - One share is currently worth € 100 (2011)
 - Average shareholder investment is approximately € 2,000

How do the shares work?

- From an accounting standpoint, Terre de Liens must balance its notional assets and the market value of its assets (should it ever be for sale)
 - An increase in the estimated value of its properties automatically leads to a revaluation of share value (keeping number of shares constant)
 - Value = Capital / Number of Shares
 - Options:
 - Paying out dividends
 - Revaluation of the shares
 - Neither can be guaranteed because they depend on the profits of the company and the growth of the market value of its assets
 - As an investment company, and not a banking institution, they cannot guarantee dividends or revaluation of the shares
1. Terre de Liens aims to fight speculation of land and of the company's share value, therefore, they limit the revaluation of shares
 2. It is important and only fair that the invested capital not be lost, as it is not a donation, but an investment. Therefore, TDL intends on revaluing the shares at least to match inflation
 3. TDL prioritizes the use of capital for land acquisition. As a result, it does not intend to have large profits or distribute dividends to shareholders

Revenue Streams:

- Financial Revenues: shareholder investments and 25% reserve of capital
- Land Rent: probably absorbed by land management overhead
- Subscription Fees: 3% of invested capital directed towards costs of communicating with shareholders

Legal Structure: Société en commandite par actions (SCA)

- Shareholders:
 - In a SCA, capital is divided into shares that represent a fraction of ownership and the rights that are associated with ownership
 - Shareholders are individuals or moral persons (corporations), but not the state or collectives
 - Shareholders are not liable for debts beyond the value of their investment
 - Shares are registered
- Partners:
 - Appointed by the shareholders
 - May be individuals or companies
 - They are jointly and severally liable for the debts of the company
- Capital:
 - Variable, meaning it can rise or fall in value depending on share purchase/sale
 - Variable capital allows TDL to perform its operations without the constraints related to a change of statutes and the need for general assemblies
- Benefits of a SCA:
 - Can accommodate thousands of shareholders
 - Partners maintain power of decision-making, split between TDL and NEF
 - Ability to make public offerings
 - Shareholder liability is limited to the value of their investment

Overcomes the limits of:

- Sociétés Civiles Immobilières (SCI): private limited company for property
- Groupement Fonciers Agricoles (GFA): SCI for agricultural properties
 - Low mobility of capital: shareholders are enthusiastic and easy to find at first, but after 20 years it is difficult to find new investors, as old investors leave or as heirs do not have the same motivations as their parents.
 - Limited circle of investors: SCI and GFA are not allowed to make public offerings
 - Management problems: while enthusiasts perform management and accounting duties at first, over the long-term, volunteers lose momentum and accounts are not maintained
 - Unlimited risk: SCI and GFA members are jointly and severally liable for the company's debts

Accreditation for Transparency:

- State accreditation: Entreprise Solidaire (2007 & 2009)
 - Criteria:
 - Hiring people who have difficulty finding employment OR
 - Management structure (managers are elected by employees, members or shareholders, pay scales)
 - TDL is a non-profit association (loi 1901) and la NEF is a cooperative
 - Entreprise Solidaire accreditation allows for tax reductions on investments
- Finansol label (since 2007)
 - Only guarantee of solidarity and transparency in solidarity-based savings
 - Criteria:

- Solidarity: 5-10% minimum capital finances economic, social, cultural or ecological solidarity initiatives – TDL invests 75%
- Transparency: clear specification of intended use of capital and inform shareholders of actual usage at least once a year – TDL informs shareholders 2-3 times a year through bulletins and reports
- Autorité des Marchés Financiers to perform public offerings since 2008
 - Grants permission to collect solidarity savings of up to € 6 million over one year

Tax Reductions:

Shares may not be sold to a third party before 5 years or reimbursed by the Foncière before 10 years
Subscribed amounts may not be used for other tax reductions in addition to those below

- Réduction de l'impôt sur le revenu (dispositif Madelin)
 - 18% of the subscribed amount
 - Limit of € 50,000
 - Portions of investments above this amount cannot be carried into subsequent years
- Réduction de l'impôt de solidarité sur la fortune (dispositif TEPA)
 - 50% of the subscribed amount
 - Limit of € 45,000
 - In 2012, ISF tax reductions were frozen due to reaching the cap of € 2,5million in subscriptions within a 12 month period

Terre de Liens: Les jeunes pousses de la culture biologique

Founded in 2003 by Sjoerd Wartena and René Becker, today counts:

- 100 farms
- 2500 hectares of land
- 250 farmers and their families

19 regional associations funded by:

- Regional Councils
- Fondation de France
- Terre de Liens Trust or Fund for lands they manage

Incorporates:

- Public awareness
- Ecological agriculture
- Solidarity financing (?)
- Rural planning

Brings together:

- Farmers
- Local authorities
- SAFERs (Sociétés d'aménagement foncier et d'établissement rural)

- Local interlocutors: notaries, agricultural experts, associations, unions...

Board of Directors includes:

- L'Agence de l'eau de Seine-Normandie
- La Fédération des Conservatoires d'espaces naturels
- La Fédération nationale des Conseils d'architecture, d'urbanisme et d'environnement

Private partners include:

- Biocoop (store cooperative)
- MACIF (foundation)
- ProNatura (society)
- Abbé Pierre (foundation) – offered one employee specialized in problems related to rural habitat rehabilitation and management

Public partners include:

- DATAR (Délégation interministérielle à l'aménagement du territoire et à l'attractivité régionale)
- Fondation de France

Stakeholders:

- 45 employees
- 10,000 people including:
 - 1,700 members of the associations
 - volunteers
 - farmers and their families
 - shareholders
 - donors
 - local partners

How is land acquired?

- Most is purchased by the Terre de Liens Trust
- Some is donated or bequeathed to the Terre de Liens Fund

Manifestation of the problem:

- France lost 800,000 hectares of agricultural land between 1992 and 2004
- Ageing population is encountering difficulty transferring land and assets
- Rising cost of land
- Urbanisation is devouring the best agricultural land

Root of the problem:

- Individual land tenure and costs of land ownership prevent new generations from setting up and sharing their views on ecological agriculture, local supply chains and diversification

Organizational issues to overcome:

- The need to buy back the shares of a partner upon his departure or death, constituting a continuing threat to members of the group

Implementation:

- 2003: Founding of a national association and creation of methodology for access to land.
- 2005: Branch out to two other provinces - present in the majority of provinces 5 years later.
- 2007: Makes use of legal status, never before used for rural ends, becoming a “Private company limited by shares” in order to collect public funds through shares for purchasing land across France.
- 2008: Initial public offering.
- 2009: Creation of the endowment fund, which eventually raises 1.1 million Euros, qualifying for state-approval as being of public interest in the name of environmental protection. Allows them to receive donations of farmland from individuals as well as local authorities.
- 2010: At the Grenelle de l’environnement, along with the Fondation de France and fondation Nicolas Hulot, Terre de Liens tables an amendment supporting the formulation of environmental rural leases with farmers, that have legal force in order to protect against farmers who may stray from their original goals and exploit the land in harmful ways
- 2011-present: Conducts 6 fundraising campaigns with the help of the NEF (Nouvelle économie fraternelle) resulting in capital of nearly 23 million Euros thanks to 8000 shareholders (who receive tax breaks but no dividends).

Financials:

- Majority is invested into land acquisition
- One quarter is set aside on reserve for share redemptions, possible only after 5 years

Obstacles on the horizon:

- Fundraising amounts are declining
- Terre de Liens does not intend on becoming a major land owner nationally
 - May provide services to new forms of rural management collectives
- Governance
 - Coherence between all its structures
 - Maintaining the unity of the movement
 - Preserving the rare alliance of convictions, skills and pragmatism of the founders

Charte du Mouvement Terre de Liens

1. Ecological agriculture
2. Financial ethics
3. Public awareness

Goals:

- Preserve farmlands and ensure responsible usage, socially and environmentally
 - Land is a common good
 - Free land from the land and property market
 - Support actions and policies that prevent the disappearance and destruction of farmland
 - Support projects that give life to the earth, landscapes and ecosystems
- Contribute to the development of ecological agriculture (organic, biodynamic...) and peasantry

- Support socially and ecologically viable agricultural projects
- Evolve towards ecological and nurturing agricultural models
- Recognize the crucial role of farmers in society
- Promote land and knowledge/skill transfer to ensure continuity
- Offer project planners access to land and buildings
- Favour startups over expanding farms, while maintaining existing farms
- Encourage collective and solidary dynamics
 - Promote activities that build relationships
 - Create links between civil society, rural communities and agriculture
 - Promote solidarity between generations, rural and urban society and socio-professional spheres
 - Bring together different actors involved in the use, management and distribution of land, training initiatives and support projects
 - Encourage the pooling and sharing of tools and experience
 - Contribute to the development of a solidary economy
- Actively strengthen the debate concerning management of farmland and structures
 - Question our relationship with the earth via individual landownership, notably through collective access to land
 - Allow citizens to individually and collectively speak their voice concerning agricultural and food issues
 - Propose changes to government policies and practices, based on experience
 - Encourage communities to consider the essential role of the planet as an irreplaceable source of food and land
 - Encourage decision-makers to devise and implement a plan for citizen participation in land management

Terre de Liens supports agriculture that is:

- Diversified and respectful of the environment
- Destined for food purposes and socially responsible
- Small-scale, economically viable, creating jobs for peasantry
- Woven into the social economy

APPENDIX 4

Notes on Terre-en-vue

Terre-en-vue: Rapport d'activités 2012

Objectives:

- Return to agricultural land its status of “nourishing earth” and “common good”
- Protect it from speculation and soil pollution
- Facilitate access to land for new projects and sustain existing projects
- Space for exchanges and creation of relationships between farmers and citizens

Two Legal Structures:

1. Association Without Lucrative Purpose: animation tool
 - Accompanying farmers through projects
 - Creating a network of citizens and associations to address access to land
 - Developing expertise in and advocacy for facilitating access to land
 - Employs the leaders of the movement, financed by public authorities
2. Social Cooperative: financial tool
 - Collecting citizens' savings for land acquisition (only)
 - Offering land to farmers involved in sustainable agriculture

Timeline:

- February 15, 2011: Inspired by Terre de Liens, the “groupe dynamo” begins to meet with farmers and citizens to discuss the creation of a Belgian organization that facilitates access to land.
- May 6, 2011: The “forum”, 60 interested participants, meets to bring the project to life, inspired by a presentation by Cécile Dubard of Terre de Liens.
- June 22, 2011: The forum focuses on a vision statement and accompaniment model
- October 19, 2011: Terre-en-vue, the association without lucrative purpose, is created during the Constitutive General Assembly. The first plan of action is to equip Terre-en-vue with a social cooperative component to collect funds for land acquisition. A process nicknamed “the respiration” is put in place, consisting of a back-and-forth between a smaller group responsible for one project, and a larger group to gain perspective on the project.
- February 11, 2012: The groupe dynamo and the forum meet to discuss the creation of a social cooperative.
- March 3, 2012: 72 people participate in the drafting of the statutes of the social cooperative.
- March 21, 2012: 15 associations sign the statutes of the Terre-en-vue Cooperative.
- April 25, 2012: First purchase of property for a project in Wavreille.
- April 29, 2012: Discuss the charter, governing methods, plan of action and financing.
- July 2012: Receive social economy grant to hire 3 full-time employees for 6 months.
- September 2012: Potential cooperators are assembled for a second project in Rotheux. Working groups are created, the website is launched, they begin accompanying projects, networking, developing and sharing experiences...

THE ASSOCIATION

Statutory Missions:

- Facilitate access to land, in order to help farmers establish and develop agroecological projects with citizens
- Support rural agriculture and food sovereignty
- Encourage production methods that preserve the fertility of the land over the long-term
- Support projects that are socially, ecologically and economically sustainable
- Protect the land as a common good

Concrete Missions:

- Accompany local projects
- Animate a network of citizens and associations
- Develop an advocacy strategy for access to land
- Develop and share ideas and experiences

Administrative Council:

- Seven permanent members (mostly all agricultural engineers)
- Monthly meetings
- Responsibilities:
- Management of the Association
- Ensure coordination and coherence of the:
 - Accompaniment of projects
 - Development of the movement
 - Development of the network
 - Construction of the advocacy strategy
 - Representation of the movement
 - Development of expertise
 - Research for funding

Accompaniment of projects:

- Wavreille: When an investor is interested in purchasing a 7 hectare property for hunting purposes, a group of locals decides to support organic cattle farmers Claude and Kathia Marion. The Marions need to access more land in order to make their operation profitable, but cannot purchase any because of other investments. The community would like organic beef to be available locally and fundraises €60,000 to purchase the property. However, questions arise concerning ownership, legal structure and management. Representatives of the community coordinate with the Groupe Dynamo and Terre-en-vue is created to settle those issues. Terre-en-Vue's activities involved:
 - Interviewing the Marions
 - Analyzing the potential, strengths and weaknesses of the project
 - Participating in meetings with the local group to explain the Terre-en-vue model
 - Representing Terre-en-vue
 - Researching the legalities and drafting the act of sale
 - Negotiations with the landowner

- Monitoring the financials of the project
 - Participating in the festivities of the local group
- Rotheux: The Ferme Larock, a family farm since 1927, produces meat, milk, cheese, butter, yoghurt and vegetables according to biodynamic principles. The products are sold on-site and through CSAs. The owner, Louis Larock, also offers training in biodynamics in collaboration with the École Paysanne Indépendante. As Larock is facing the issue of farm transfer, Terre-en-vue steps in. The potential of the farm enormous, being situated near the major city of Liège, having a store located on the farm, the CSA facilitating distribution, the training attracting candidate farmers and a long history of collaboration with different partners. Terre-en-vue believes it is an ideal location for a collective agricultural project. A solidarity group is formed with 2 members from Terre-en-vue to organize and oversee a group of locals interested in participating in the project, and seven hectares are purchased.
 - Ferme Dôrloû: The Ferme Dôrloû is an exceptionally diversified project in polyculture and stockbreeding. In 1976, the owner, Freddy Vanderdonckt, left a banking background and leased 10 hectares of land to start farming. He built all the necessary infrastructure and later purchased another 15 hectares. He raises dairy cattle, beef cattle, sheep, chickens, guinea fowl, pigs and rabbits, in addition to practicing small-scale farming of vegetables and small fruits. All of this runs according to the principles of organic agriculture and local food systems. Products are sold in the farm's store and in a store rented in Tournai. Freddy's daughter manages deliveries through CSA networks in Brussels. The farm attracts many people thanks to the availability of its cottage, camping ground, restaurant, party room and bakery. The financial, emotional and legal complexities of a partially non-familial succession called for the assistance of Terre-en-vue. They are currently preparing a file on the project, setting up an accompaniment group, developing farm transfer competencies and researching short-term and long-term solutions.
 - Le jardin est ouvert: In 2009, the Hervé and Emilie Léonard started their organic farm on 1.33 hectares of land. They specialize in diversified small-scale vegetable farming and raising sheep and cows for dairy. Their produce is distributed through two CSAs in Brussels and through the sale of baskets on the farm. They wish to increase their farm size to between 5-12 hectares and offer educational activities. Terre-en-vue is working with the couple to understand their project, visit properties with them, organize meetings with other farmers and help them contemplate all their possibilities.
 - Domaine de Graux: Since 1873, the Simon family has run the Domaine de Graux farm. When her father passes away, Elisabeth Simon makes the decision to transition from conventional to organic farming. She wishes to collaborate with Terre-en-vue to accommodate agroecological projects on the 115 hectare property. A couple from the association works with Elisabeth to analyze the property's potential, develop a clear vision for the site, put her in contact with project developers and prepare her file. Once the vision is established, a working group is organized to take care of the follow up. The goal is to accommodate as many complementary projects that respond to local needs as possible, while maintaining a balance between vegetable farming, livestock, fruit growing, processing and preservation. Next, Terre-en-vue will establish an interdisciplinary accompaniment group,

continue to collaborate with Elisabeth, implement and monitor the first agroecological projects and evaluate and broaden the circle of partners.

- Ferme de la Sarthe: Following the principles of biodynamic farming for over 25 years, David and Damien Jacquemart have developed an autonomous system. Producing cereal crops allows them to feed their livestock (cattle, pigs, chicken). They produce milk, meat, eggs, and vegetables and make flour and bread from their own seed. Their products are sold through the CSA food basket cooperative Agricover. Terre-en-vue wishes to create a local groupe to maintain this project, as it is jeopardized by the sale of land.
- Durbuy: L'Hébergerie-CO2 solidaire, a non-profit organization, has a property of 93 acres and 90m² building to transfer to another NGO, as its members are retiring. Christina and Benoit have developed a plan for the property; a self-sufficient farm (vegetables, beehives, small fruits, sheep...) and eventually a hostel/bed&breakfast with 15 beds. It could also serve as a retreat location for the Terre-en-vue network. The details of the transfer are still being contemplated, but the main issue would be the cost of maintaining the building.
- Ferme du Halleux: A young farmer is interested in a property for sale consisting of 35 acres of agricultural land (organic since 1990 with a great cattle herd) and 7 acres of forest. He plans on making it a group habitat. Upon inquiry, the owner cannot supply any information. Terre-en-vue writes to the municipality about the loss of farmland and meet with the future buyer and the elected officials involved. The future buyer rejects the group habitat as he is interested a pedagogical farm project. Terre-en-vue assists in writing up a plan and developing a coherent vision for the project. Due to a difference in goals, collaboration would be very difficult, so Terre-en-vue withdraws from the project on friendly terms. The new owner does use some of the association's suggestions and is thankful for the inspiration.

Financial situation: (Year ending December 31st, 2012)

Income

- Subsidies
 - *Grundtvig* – €20,000 to create a network for access to land (ie: costs of travel and accommodation for 2 years)
 - *Bruxelles Environnement* (Ministère de l'Environnement de la Région Bruxelles Capitale) – €15,000 for communication tools and professional website development
- Donations
 - €10,831
- Membership Fees
 - €1,190

Expenses

- Travel, room rentals, paper, events, training, bank fees
 - €4,443 (70% related to reunion costs)

THE COOPERATIVE

Founded March 21, 2012 by 15 non-profit organizations and cooperatives (including the Terre-en-vue Association, Terre de Liens, Oxfam-Solidarité, local CSAs and agricultural groups)

Mission:

- To be the citizens' solidarity investment tool for the Terre-en vue movement in order to:
 - Sustain agricultural holdings that are respectful of the environment and protect them from speculation over the long-term
 - Encourage and support farmers with agroecological and small-scale projects or those supported by local groups
 - Promote the agricultural economy by favoring farmers with local distribution channels and direct sales strategies

Board of Directors:

- 7 permanent members (take turns performing various duties)
- Meet once a month
- Responsibilities:
 - Analyze the project files written by the Association
 - Signs for acquisitions and occupancy agreements with farmers
 - Administration, managing cooperators registry, admitting new cooperators, sending share certificates
 - Issuing public offerings to finance land acquisition
 - Receives contributions from farmers
 - Manages investments
- Financial and administrative tools:
 - A chequing and savings account at the Banque Triodos
 - Cooperator and share registry
 - Model for share certificates and thank you emails
 - Forms for subscriptions, admissions, withdrawals and share transfers
 - Automatization of certain procedures through the website

Conditions for Acquisitions:

- The property purchase price must be entirely covered by shares dedicated to its project (100% local financing). Registration and notary fees can be covered by general shares.
- The purchase price must be negotiated with the seller to diminish speculation. The project must be explained to appeal to their will to support local agriculture.

Acquisitions as of December 31, 2012:

- Wavreille (48% of shares)
- Rotheux (40% of shares)

Financial situation: (Year ending December 31st, 2012)

- 114 cooperators (48 years old on average)
- 1349 shares (1-250 shares per cooperator)
- €121,900 collected
- 93 natural persons and 17 legal entities

APPENDIX 5

Notes on RENETA

RENETA: Présentation générale du réseau

Réseau National des Espaces-Test Agricoles (RENETA): National Network of Agricultural Test-Spaces

Test Activity: Consists of developing an agricultural activity in a responsible and autonomous manner on a real scale, for a limited time and within a framework that limits risk, in order to evaluate the project and oneself and to decide whether to pursue, adjust or abandon the project.

Favours people from non-farming backgrounds

- “Hors Cadre Familial”
 - 30% of new entrants under 40 years of age
 - Majority of new entrants over 40 years of age

Obstacles for new entrants from non-farming backgrounds:

- Lack of experience or professional practice
- Difficulty managing the transition from urban lifestyle to rural farming
- Access to land and housing
- Lack of technical, business or entrepreneurial skills
- Lack of support and resources tailored to this type of startup

Benefits of the cooperative:

- Collective space, even if each activity is carried out individually
- Complementary agricultural production
- Trading services and mutual assistance
- Value-added to a production through another’s processing activity
- Sharing of equipment or marketing channels
- Collaborations can even lead to the formation of common legal structures
 - GAEC: Groupement agricole en commun
 - EARL: Exploitation agricole à responsabilité limitée
 - SCEA: Société civile d’exploitation agricole

Timeline:

2000: The concept of testing-spaces emerges among rural support organizations

2002-2008:

- A study on testing-spaces is carried out by the Comité d'Etude et de Liaison des Associations à Vocation Agricole et Rural (CELAVAR), financed by the European program EQUAL-DORA.
- It results in an Employment and Activity Commission at the heart of CELAVAR to sustain inter-associative work once funding from EQUAL ends.
- This commission brings together rural development associations, farmer groups, agricultural education institutions, collectives and agricultural organizations throughout France to exchange information and experiences and come up with tools.

2008-2011:

- The concept of a national network of test-spaces is brought forward during national meetings that are held twice a year
- A Charter is drafted by the members

2012: The Constitutive General Assembly is held on March 12th, in Paris

Three-Year Plan:

- Defend and develop the agricultural testing-spaces and RENETA
- Support projects emerging from the agricultural testing-spaces and harmonize the support measures on a national scale
- Innovate, nourish and strengthen local dynamics
- Consolidate the national network of agricultural testing spaces

Financial supporters of RENETA:

- Réseau Rural Français
- Fondation de France
- Fondation Macif
- Fondation Lemarchand

RENETA's activities include:

- Training on the implementation of a testing-space
- Mentoring (with experienced farmers who are trained to mentor)
- National seminars twice a year since 2009, for new farmers to learn about the functioning of testing-spaces and participate in thematic working groups
- Collective publications concerning testing-spaces
- Research and social innovation
 - Adaptation of legal frameworks to the agricultural cooperative:
 - Recognition of the Contrat d'Appui au Projet d'Entreprise (CAPE) by the Mutualité Sociale Agricole (MSA)
 - Coopératives d'activités et d'emploi (CAE), new model that combines the effectiveness of common tools with individual responsibility and autonomy
 - Working groups on testing spaces and transfer, transfer of farming know-how, economic models for testing spaces, provision of agricultural equipment/material in testing spaces

Conditions for the development of agricultural activity testing:

1. Apply to practice agriculture under the Contrat d'Appui au Projet d'Entreprise (CAPE), which offers a status, coverage and affiliation to farmers
2. Ensure the recognition of participants
 - a. Access to vocational training intern status (DGFP du Ministère de Travail)
 - b. Access to professional training (VIVA, FAFSEA, DGFP du Ministère de Travail)
 - c. Recognition of the years of testing experience through the Validation des Acquis de l'Expérience (VAE) and the Parcours Personnalisé de Professionnalisation (PPP) to access startup funding (Minister of Agriculture, DGER and DGPAAT)
 - d. Access to business development support and working capital during the testing period (Regions)
3. Finance the agricultural testing spaces

- a. Set up an investment fund for equipment in the testing spaces (Foundations, Banque Publique d'Investissement)
- b. Funding for being a social economy solidarity that breaks barriers to farming for new entrants, notably access to land (Ministère de l'Économie Sociale et Solidaire, Ministère de l'Agriculture)
4. Ensure good conditions for testing space farms
 - a. Access to first and second pillar assistance under the CAP (Ministère de l'Agriculture et Commission Européene)
 - b. Priority in allocation of land (SAFER, Schéma départemental des structures)
 - c. Alignment of social security contributions for CAPE and social entrepreneurs with that of agricultural employees (MSA)
 - d. Recognition of Agricultural Activity Cooperatives as Agricultural Cooperatives (Haut Conseil de la Coopération Agricole)

RENETA Members:

- Incubators
- Business and Employment Cooperatives
- Regional Collectives and Regional Natural Parks
- National Organizations
- Associations for agricultural development or popular education
- Agricultural Mutual Assistance Associations (MSA)
- Educational institutions

Organizational Structure:

- Administrative Council: 16 members
- Co-Presidents: 2 members (elected by the Administrative Council)

To ensure RENETA's sustainability:

- Maintain a strong mobilization of members
- Diversification of funding: public, foundations, self-financing
- An accompaniment model for the development of new projects

Charte du Réseau National des Espaces-Test Agricoles

Network's Mission:

- Exchange of practices between members
- Identify and represent members' experiences with accompanying startups, in order to develop partnerships
- Accompany projects emerging from the testing-spaces and achieve harmony with other accompaniment programs in the region
- Implement collective projects, including construction of common working tools (capitalization, evaluation, technical studies)

Testing-Space's Mission:

- Achieve socially and environmentally respectful agriculture
- Make establishment in agriculture progressive

- Reinforce cooperation between agricultural projects
- Animate the territorial dynamics of the region

The tested activity is the development of an agricultural activity carried out in a responsible and autonomous manner on a real scale for a limited period of time. Within the confines of the program, it assumes limited risk in order to evaluate the project and the entrepreneur, so as to determine whether to pursue, adjust or abandon the activity.

Testing-Spaces offer to new farmers:

- A legal framework for the activity being tested
- Elements of production (land, equipment, buildings, working capital, network of partners, related services...)
- Support and monitoring system

To become members of RENETA, Testing-Spaces must:

- Take into account the diversity of projects and be capable of adapting and accommodating their needs with the necessary tools
- Be aware of the personal and professional background of the new farmer, in order to offer them the appropriate training, qualifications and assistance starting up (ie: mentorship with an experienced farmer)
- Work towards the autonomy of the new farmer
- Allow for mistakes and be ready to act as a safety net for the new farmer

Promote the exchange of knowledge, skills and practices

APPENDIX 6

Additional Research Notes

Projet de la Plate-forme bio à l'Ange-Gardien: Résumé du projet

Centre de recherche et de développement technologique agricole de l'Outaouais (CREDETAO):
Since 1993, CREDETAO undertakes applied research and technological transfer projects adapted to the needs of agribusinesses in the Outaouais region.

1998: CREDETAO created a regional agribusiness incubator project, which exists to this day

- Focus on training and creation of business plans for farm startups in Outaouais
- <http://credetao.tumblr.com/incubateur>
- http://ledroit.org/production/cahiers/130612_credetao/files/assets/basic-html/page1.html

2008: CREDETAO begins to develop a new project to foster sustainable agribusinesses in Outaouais

2010: The Plate-forme agricole à l'Ange-Gardien is created and offers young agricultural entrepreneurs a rented piece of certified organic land to temporarily cultivate on and access to common infrastructure and equipment.

- Consists of 60 acres of arable land, 15 acres of which are suitable for diversified farming

Offers access to:

- Multifunctional isolated building (cold room, washing and storage room, soaking baths, hoses and potable water)
- Individual plot of 10x40 ft²
- Heated greenhouse of 30x102 ft²
- Three high tunnels
- Central irrigation system
- Potable water for washing vegetables
- Certified organic fertilizers
- Storage dome for machinery and equipment
- Local contract workers
- Machinery available for rent

Benefits for new farmers:

- Practice sustainable farming
- Develop a client-base
- Gain experience
- Build a financial history
- Reduce debt and risks during the startup's first years

Cost:

YEAR 1-3

Membership fee:	\$500 per year
Land rental fee:	\$150 per acre
Greenhouse rental fee:	\$0.90 per square foot
High tunnel rental fee:	\$0.30 per square foot

YEAR 4-5

Membership fee:	\$800 per year
Land rental fee:	\$160 per acre
Greenhouse rental fee:	\$1.00 per square foot
High tunnel rental fee:	\$0.33 per square foot

VARIABLE COSTS

Greenhouse heating
Ecocert Canada organic certification
Electricity for the cold room

PRODUCTION COSTS

- Seeds, compost, fertilizer, pots, harvesting containers, etc.
- Are assumed by the individual
- Group purchasing can help obtain better prices with suppliers and diminish transport costs

Goal of the project:

- Help young agribusinesses acquire land in Outaouais after completing the project
- Increase the number of sustainable agricultural businesses in the region
- Increase the chances of new farmers having successful startups thanks to:
 - Understanding of the agricultural milieu
 - An established client-base
 - Working experience
 - Network of contacts

Desired farmer profile:

- Agricultural education/training or extensive practical experience
- Very good management skills
- Passion for agriculture

Terrepubbliche ai giovani agricoltori

Renewed interest in farming among young people

- Despite increasing unemployment in most sectors, agricultural employment is up 3.6%
- Predicting 100,000 new jobs in the next 3 years

Cultural trend – widely considered an escape from the economic crisis, independent and dignified work, less demoralizing and stressful than an office job in the city

- 28% of Italians would consider a career change to go into farming

Problems:

- Cost of land (18,000-20,000 € / hectare)
- Access to credit for young people

Solutions:

- Using neglected/abandoned public land (apparently numerous)
- Youth movement to take abandoned land for farming is on its way

Cooperativa Co.R.Ag.Gio

- Rome surrounded by abandoned agricultural land
- Borghetto San Carlo: 22 hectare plot with 8th century castle owned by municipality of Rome but neglected (2 million euros invested in restoration that keeps being delayed)
- Farmers, activists, architects, chefs, bloggers, laborers, journalists and the unemployed
- Ambitious but well-articulated plan:
 - Organic farming
 - Fruits and vegetables
 - Aromatic and medicinal plants
 - Pedestrian and bicycle accessible
 - Garden plots allotted to neighbourhood families
 - Direct sales business strategy
 - Local products
 - Public agricultural daycare
 - Training and education farm
 - Sports and recreation park open to all
- Project would generate permanent jobs for 30 new farmers and services for citizens
- Requires approval from the next mayor of Rome
- Petition on change.org reached 10,000 signatures

Le Parc Agricole du Baix Llobregat: un moyen de préserver, développer et gérer un espace agricole périurbain

1. Context

Peri-urban Agriculture

- Located near a city
- Characterized by agricultural intensification
- Products are consumed directly in the urban market
- Territorial sustainability
- Knowledge of the guarantee of origin
- Results in fresh, quality products that are valued by consumers

Barcelona

- 5 million inhabitants roughly (2008)
- 3,000 km²
- 50,000 hectares (15%) of the metropolitan area is peri-urban agricultural land
- Coastline: horticulture
- Mountains: arboriculture (fruit trees)
- Plains: cereal crops and vineyards

1st Situation for Farms Surrounding Barcelona:

- Relatively recent

- Existence of a receptive local market
- Protected in terms of urban planning
- Mostly horticulture from the coastline
- Products are tailored to the market, stable and differentiated by quality and brand
- Established distribution channels
- ie: The Baix Llobregat Agricultural Park

2nd Situation for Farms Surrounding Barcelona:

- Fallow (uncultivated) land due to lack of options and strategic projects
- Decreasing land surface due to residential and industrial expansion
- Exception of the land being managed by communes
 - Agricultural development projects
 - Diversification of production
 - Commercial strategy
 - Concerned with demand and environmental protection
 - ie: Gallecs Rural Area, Sabadell Agricultural Park

Regulatory Situation:

- Lack of regulation pertaining to agricultural areas
- Supramunicipal mechanisms (Catalan government or intermunicipal) do exist, but they are not developed in agricultural areas
- Exceptions: Baix Llobregat Agricultural Park & 27 communes of the Penedès wine region
- 2009: Metropolitan Territorial Plan defines agricultural areas requiring protection
- Initiatives taken locally or by the Catalan Minister of Planning
- Minister of Agriculture has not yet defined agricultural spaces or strategies to develop them

2. Implementation/Creation/Realization

- 1974: Creation of the “Unió de Pagesos” (Farmer’s Union)
- 1976: General Metropolitan Plan of Barcelona (PGM) is approved (in effect to this day), strongly opposed by farmers
 - Deviation of the Llobregat river at the expense of agricultural land
 - Construction of infrastructure and urban zones
 - Allowed for protection of only 25% of agricultural land including part of the park
 - Still allowed for exploitation of gravel in agricultural areas (no longer permitted)
- 1977: Campaign to “Salvem el Pla!” (Save the Plains!) organized by the Farmer’s Union demands a protected agricultural zone. Received strong public support and participation from environmental groups, the community of Baix Llobregat and Barcelona in general.
- 1980: Farmer’s Union drafts a document proposing the management and protection of the Baix Llobregat. Signed a few years later by the Metropolitan Corporation.
- 1987: Document is honored by the Baix Llobregat Country Council upon the dissolution of the Metropolitan Corporation
- 1994: Delta Plan is approved and signed by the State, Catalan Government, Baix Llobregat Country Council and municipalities (deviation of the river, creation of new routes...)
- 1995: Country Council launches a study into the possibility of protecting an agricultural park (especially legal viability since no legal structure existed for the new concept)
- 1996: Farmer’s Union protests against the Delta Plan outside the Country Council

- 1996: Country Council supports and proposes that the Farmer's Union be candidates for the European Union's LIFE Program (in order to finance the establishment of an agricultural park)
- 1996-1998: European Union co-finances the project
- 1998: Baix Llobregat Agricultural Park created under the judicial form of "consortium" between:
 - The Provincial Council of Barcelona
 - The Country Council of Baix Llobregat
 - Farmer's Union
 - 14 municipalities (joins later)
 - Catalan Government only joins in 2006

Controversy:

The Catalan Agricultural Institute of Saint Isidre takes the Park to court on the basis that the Consortium is illegal due to the direct presence of farmers in a governmental organization. The Supreme Court rules in favour of the Park.

- The fact that farmers participate in project development and make decisions in collaboration with administration is considered very innovative.

The Baix Llobregat Agricultural Park

Definition of Agricultural Park:

- 2,938 hectares
- Approximately 5km south of Barcelona
- Surrounded by communes with 700,000 inhabitants
- 900 farmers (555 owners and 345 family members)
- 300 employees and personnel
- **71% landowners, 22% rent land, 7% other**

3. Mechanisms for Preservation, Development and Management

Mission 1: To preserve, develop and manage the agricultural areas dedicated to high quality fruit and vegetable harvesting (outdoor and greenhouse) and to promote professional agricultural activities.

- Network of cooperation based on sensitivity and receptiveness of all agents
- Agreement to maintain contact with each other
- Coordination of activities
- Mutual responsibility

Mission 2: Find synergies with other initiatives, projects and transnational networks, in order to share knowledge pertaining to the effects of metropolisation in peri-urban agricultural spaces and find appropriate solutions to preserve, optimize and manage them.

- Peri-urban Agricultural Conferences in Barcelona, May 2004
- European Economic and Social Committee on Peri-urban Agriculture, July 2004
- Peri-urban Debate on Associative Networks (Purple)
- Terres en Ville
- Arco Latino
- Federation of Metropolitan and Peri-urban Natural and Rural Areas (FEDENATUR)

Marketing:

- End of international export:
 - Local market across Barcelona
 - Mercabarna Central Market
 - Large commercial distribution channels
- Some producers provide ready-to-eat products
- “Producte FRESC del Parc Agrari” Certification
- Regulatory seal for Prat chickens
- European Union’s Protected Geographical Indication (PGI)

Management Mechanisms:

1. The Managing Entity (The Consortium)
 - The Executive Commission (9 members designated by the Board)
 - The Board (23 members representing different organizations and the agri sector)
 - Director and Manager assisted by:
 - Technical Committee (3 members from each of the promotional entities – Producte FRESC, Prat Chickens, PGI)
 - Support Team (technicians, skilled workers, employees)
 - Agricultural Council (30 members)
 - Collaborates with:
 - Barcelona Technical College of Agriculture at the Polytechnic University of Catalonia
 - Institute of Agrifood Research and Technology (IRTA)
 - Association for the Protection of Products of Plant Origin (ADV) - network of advising technicians and engineers
 - BUDGET: 1,500,000 €
2. The Special Protection and Improvement Plan for Town Planning (PE)
 - Document that defines the territorial limits of the agricultural park within which the Consortium can act and regulate land use
3. The Management and Development Plan (PGD)
 - i. Achieve infrastructural efficiency and general services
 - roads, irrigation networks, improving water quality, re-using regenerated water...
 - rural vigilance, supplies of diesel oil...
 - ii. Promote efficient production systems that respect the environment and commercialization to increase farm income
 - integrated pest management and ecological production, zero residues, efficient irrigation systems ...
 - quality brands, Protected Geographical Indication (PGI)...
 - iii. Encourage the establishment of services and the modernization of farms in order to improve their viability

- standardization centre for products, agreements with cooperatives and crop plants protection associations (ADV), improving the sale points at Mercabana...
- iv. Achieve a quality area integrated into the land and in harmony with the natural environment
 - centre for collecting plastics related to the greenhouse effect, monitoring environmental quality parameters, town planning and environmental discipline...
- v. Consolidate and promote the natural and cultural heritage of the Agricultural Park, without interfering in agricultural activity
 - educational programme for schools, agro-territorial and environmental information centre, Arboretum of traditional varieties of fruits...

Although an exceptional case, the Baix Llobregat Agricultural Park was inspired and strongly influenced by the Parco Agrícola Sud Milano.

Key to Success: Collaboration with the agricultural sector, in particular with farmers.

- Horizontal and vertical cooperation
- Bottom-up dynamics
- Participation of all agents involved

Financer autrement l'agriculture: Les circuits courts de financement solidaire

Quasi-monopolistic credit system deeply embedded in aid policies

Association pour le Maintien d'une Agriculture Paysanne (AMAP) → CSA

- local and solidary partnerships between producers and consumer/actors
- helps producers who are far from market channels and institutions to find financing and allows citizens to choose which producers to support

Key factors: (according to URGENCI)

- Proximity
- Solidarity
- Participation
- Fair price

Circuits Courts de Financement Solidaire (CCFS)

- Solidary fund to support farmers (ie: Terre de Liens)
- Relation to money and the economy
 - Proximity
 - Transparency
 - Criteria: human, social, environmental, economic
- Commitment to collective reappropriation
 - Find and experiment with alternatives
 - Melting-pots of social innovation
- Purpose of social and ecological transformation

- Consolidate and develop alternatives
- Push for changes in agricultural and food policies

Accessing Land for Farming in Ontario

Models:

1. Renting/leasing someone else's land
2. Buying farmland
 - a. Buying severed acreage and renting an adjacent field for more space
 - b. Co-signer
 - c. Mortgage-back or vendor take-back ("mortgage" directly with the landowner)
 - d. Lease with Option to Purchase
 - e. Agreement of Purchase and Sale
 - f. Farmland Conservation Agreement offers opportunity to purchase at reduced price
3. Cooperative Ownership
4. Community Land Trust (CLT) model:
 - Non-profit organization with membership open to any resident of the same region
 - Democratic institution to hold land and retain its use-value, benefitting the community
 - Provide affordable access to land for housing, farming, small businesses, civic projects
 - Acquires land by gift or purchase
 - Develops a land-use plan for the parcel and leases sites for the agreed-upon purposes
 - Leases may be very long term, inheritable and renewable
 - Leaseholder owns the buildings and any agricultural improvements on the land itself
 - Resale restrictions ensure that the land will never again be capitalized and will be affordable to future generations

The Baix Llobregat Agricultural Park (Barcelona)

Objective:

“To consolidate and develop the basis for land use and to facilitate the continuity of agriculture by promoting specific programmes which enable the preservation of values (productive, resource-based, ecological and cultural) and to develop the functions (economic, environmental and social) of the agricultural area in the framework of sustainable agriculture integrated into the area and in harmony with the natural environment and its surroundings.”

Network of Natural Spaces – one of the 51 projects in the Metropolitan Strategic Plan of Barcelona

Management:

- Provincial council of Barcelona
- County Council of El Baix Llobregat
- Unió de Pagesos – Farmers' Union, professional farming organization of Catalonia
- 14 municipalities

Strategic Lines of Action:

1. Efficiency of infrastructure and services

2. Improvement of production, marketing & sales*
3. Modernization of the farms
4. Harmony with the natural surroundings
5. Disseminating knowledge on natural and cultural heritage

Increase the farmers' incomes:

1. Promote environmentally-friendly farming methods
 - Crop Defence Groups (ADV): increase level of technical know-how (fertilizers, pest and diseases), developing eco-farming techniques (biofumigation, biosolarisation, sexual confusion for pests)
2. Support identification and promotion of farming products
 - Products differentiated by their origin, quality and proximity to the market
 - Relationship between producer and consumer
 - Protected Geographical Indications (PGI) certification
 - Producte fresc del Parc Agrari certification
 - Els sabors de l'horta, restaurant campaign
 - Market stall to sell Producte fresc directly to the consumer
 - Denominación de Calidad and PGI for El Prat breed of capon chickens
3. Disseminate the values of the landscape
 - Story published for school-aged children introducing integrated agricultural production and biological pest control
 - Essential that the consumer perceives the quality in the origin of the area where products are grown, land must have a pleasingly-positive image

Development Guide Plans (PRD):

1. Temporary flooding of fields
 - Nesting and feeding area for birds
 - Farmers are compensated economically by the Park for loss of production
2. Collection of traditional fruit trees
 - Recovery, maintenance and conservation of 72 varieties of 8 species
 - Germplasm bank
 - Promoted with educational leaflets to prevent loss of natural and cultural heritage
3. Establishment of Agropolos
 - Cooperative Santboiana: concentration of agri-environmental supplies and services, sales of raw materials (fertilizers, pesticides, tools, livestock meal, etc.), agricultural machinery rental, diesel supply post, collection service for recycling greenhouse plastics, collection of used machinery oils and containers
 - Management and Information Centre: technical and management services, technical consultants of the Crop Defence Groups (ADV), Mosquito Control Service of the County Council, Surveillance Service, promotion and guide service of the educational programme, the Arboretum and experimentation fields
 - Third Agropolos necessary for family allotments, riding stables and garden centres
4. Water management and quality control
 - Network of irrigation distributed through two 19th century canals
 - Geographical information system developed by SIG@T
 - Water quality controls
5. Environmental and urban control

- Robberies, illegal dumping and discharges, unauthorized building work
- 6. Management of network tracks and irrigation ditches
 - Maintenance programmes: SIG@T-caminos & SIG@T-red riego

To stand up to constant urban pressure

- Participation of managers, politicians and technical experts is crucial
- Consolidate the presence of farmers
- Permit maintenance of a series of peri-urban agricultural spaces
- Participate in all European initiatives for defense, planning, management and development of peri-urban agricultural spaces

European Conference on Peri-urban Agriculture

Land Sharing Models for Sustainable Agriculture (Workshop)

Articles:

- Experimentation Spaces for Agricultural Projects (Alain Daneau)
- Extra-Familial Farm Succession (Anna Korzensky)
- The Commons (Heinrich Böll Stiftung)
- Land Sharing vs. Land Grabbing: New Ownership Models... (Demeter International)

Contacts:

- Titus Bahner (Community-based farming models, Germany)
- Clemens Gabriel (Biodynamic Young Farmers Movement)
- Robert Levesque (Institut Agro Paris-Grignon & Sociétés d'aménagement foncier et d'établissement rural - SAFER)
- Patrick Holden (Sustainable Food Trust, Soil Association, Prince of Whales International Sustainability Unit, Living Earth Land Trust)
- Sjoerd Wartena (Terre de Liens)
- Maarten Roels & Anna Korzensky (European Network on Farmers Continuity)
- Yves Somville (European Economic and Social Committee - EESC)
- Lapo Cianferoni (Demeter Italy, community supported agriculture)
- Pablo Servigne (Independent researcher on commons)
- Jordi Pietx (Land stewardship)
- Andreas Biesantz (EU Liaison Officer of Demeter International)

Programs, Initiatives & Ideas

- Reneta approach, business and agricultural education in France (Alain Daneau)
- Fédération nationale des Sociétés d'aménagement foncier et d'établissement rural (FNSAFER)
- Future Farmers in the Spotlight project
- Association Ownership, Heggelbach Community Farm in Germany (Titus Bahner)
- BING, Project for exchange between young and older farmers in Germany and Denmark
- Landgilde, Project for tools and training exchange in Germany and Netherlands
- Sakem initiative in Egypt, nobel prize (Lapo Cianferoni)
- Bally Maloo project to attract city people to farming in Ireland

Order of Relevance: Workshop 2-4-3

Overview of CAP Reform 2014-2020

Two pillars:

1. Direct payments: € 312.74bn
 2. Rural development: € 95.58bn
- Total CAP: € 408.31bn

Past Reforms:

- Increased market orientation
- Income support and safety net mechanisms
- Environmental requirements
- Support for rural development

Challenges:

- Economic
- Environmental
- Territorial

Long-term objectives:

- Viable food production
- Sustainable management of natural resources and climate action
- Balanced territorial development

New Reform:

- Operational objectives of delivering more effective policy instruments, designed to improve competitiveness and sustainability for greater effectiveness

New Features of the CAP:

- Joint provision of public and private goods: “greening” policy instruments
- More efficient, targeted and coherent: 2 pillars aimed at meeting 3 objectives
- Flexibility: “From 2014 onwards, the allocation of direct payments dedicated to coupled support, young farmers, small farmers, etc. will depend upon the choices made by Member States.” (to better target spending to their specific priorities)

Competitiveness:

- All of the existing restrictions on production volumes for sugar, dairy and the wine sector will end, allowing farmers to respond to growing world demand. (In 2017, 2015 and 2018 respectively.)
- Producer cooperation:
 - Reduces costs, improves access to credit, adds value to primary sector
 - Support for setting up producer groups and short supply chains (2nd pillar)
 - Product differentiation, quality programs, promotion and on-farm processing
 - Restructuring and modernization measures (negative connotation)
 - Start-up aid for young farmers

- Farm Advisory System: bridging the gap between science and practice
- Training and innovation programmes (Initiatives by the new European Innovation Partnership “Agricultural Productivity and Sustainability”)

Safety net measures:

- New crisis reserve € 400million
- Risk-management toolkit:
 - Insurance schemes for crops, animals and plants
 - Mutual funds
 - Income stabilization tool

Sustainability:

- Cross-Compliance: basic layer of environmental requirements (Regulatory)
- Green Direct Payment: maintenance of grassland, ecological focus areas, crop diversification (Mandatory with financial support)
- Rural Development: agri-environmental climate measures, organic farming, Areas of Natural Constraints, Natura 2000 areas, forestry measures, investments beneficial for the environment or climate (Voluntary with compensation)

Benefits New Farmers:

- As of 2015, all young farmers entering the sector will be eligible for a first pillar payment in addition to start-up aid under the second pillar.
- Redistributive payment: attributed to the first hectares on farms (targets SMF)
- Specific and simplified support scheme for small farmers facilitates access and lessens administrative burden

Targeted Action:

- Environment
- Young Farmers
- Areas with Natural Constraints
- Small Farmers
- Producer Cooperation