

Red Sand Cottage – Strategic Plan

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1 Introduction

Red Sand Cottage Permaculture is a sole-proprietorship, newly-created business in Prince Edward Island, Canada. It consists of a 25-acre permaculture demonstration site with homestead and craft store.

The crafts are made from items harvested sustainably. Approximately 5 acres is for livestock, gardening and recreation and the remaining 20 acres are wooded for fuel, food, craft sources, conservation and recreation.

The site is open to the public from 12-5pm between June-Sept and by appointment outside of those times. Admission is free to enjoy the woodland walks, observe the conservation projects, study the gardens and exhibits & see the small number of poultry and livestock. Income is hoped to be generated from the on-site craft store and by selling crafts in other stores across the island.

The sole proprietor is Sandra Storr, also helping is Fred Alich.

Business planning for the new business began in early 2009 and a search for a suitable property began in the summer of 2009, the property was purchased in September 2009 and a full Eco-Energy and Passive Solar Retrofit of the cottage began. Permaculture site assessments also commenced at that time.

Sandra and Fred moved into Red Sand Cottage in September 2010, where the retrofit and renovation project was completed over the winter months.

The target market is for permaculturalists, locals and tourists, but will rely quite heavily on the tourist trade which can sometimes be erratic with factors such as the economy, exchange rates and the weather having a significant influence. We have tried to mitigate these factors by producing a full range of items (all age groups, male & female and household items) rather than just concentrating on seaglass jewellery. We feel that the market is saturated with 'high end' artisan jewellery and have chosen to develop a range aimed at the souvenir market.

In line with permaculture principles, we are aiming to increase the diversity of products in the shorter term to include coppice crafts and items made from other 'sea junk' like furniture items made from old lobster traps washed up onto the beach and also driftwood items.

Under the Provincial 'Forest Enhancement Plan' we have created a Woodland Management Plan to enhance biodiversity and wildlife. By improving opportunities for new habitats, we also create a range of non-timber forest products for the future.

In addition to the woodland and craft activities, it is hoped to run a number of craft and homesteading workshops here and that in the future we may be able to become known and respected as a provider of permaculture education. We are also working with local sustainable agricultural groups and investigating project funding for two projects here, one in sustainable blueberry production and a second into growing hops as part of an integrated permaculture system with a possible market in micro-brewing. There is a lot happening!

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2. Vision

Red Sand Cottage recognises that permaculture is becoming a more widely understood and mainstream concept which can offer solutions to current problems such as climate change and food production. In the next five years we will initiate ongoing permaculture research projects, undertake woodland conservation, establish a permaculture demonstration site, be involved in community relocalisation issues and offer permaculture training here in the Maritimes.

Our activities will be financed by a diverse range of crafts made from materials sustainably sourced from the local environment and income from fee-based courses.

Forging links with other permaculturalists and networking within the local community and beyond will be paramount in realising this vision.

3. Mission

Red Sand Cottage is a place dedicated to the long-term sharing of permaculture (ethics, principles and practice) in an enjoyable, educational, creative and beautiful environment.

4. Core Values

- Working for Sustainable Food, Fuel, Housing, Communities, Business & Transport
- Protecting Environment by reducing pollution, recycling and increasing Wildlife & Biodiversity
- Acting Ethically with Honesty, Integrity, Trust, Dependability, Fairness
- Supporting Fair Trade, Equality & Human Rights
- Respecting Cultural Diversity, People and the Community
- Passionate about Innovation, Excellence, Quality and Efficiency
- Valuing Co-operation rather than Competition, Balance & Quality of life

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5. Aims and Objectives

The vision can be broken down further into aims and objectives:

- Promote Permaculture
- Sustainable Living (environmentally, financially, healthily)
- Eat home or local produced, organic, fresh food
- Work from home producing sustainable products (financial and environmental), enjoy creative work
- Plenty of Leisure time to enjoy nearby beach and forest
- Easy to maintain property
- Easy to heat property
- Live in beautiful surroundings (conservation)
- Low overheads
- Enjoy community connections and activities
- Share experiences and enjoyment of the property with others

6. Goals

Objective	Goals
Promote Permaculture	<ul style="list-style-type: none">• Continue to update Website. Add Forest Management Plan• Open Permaculture Demonstration site to the public• Apply for funding for Research Projects• Work to achieve Permaculture Diploma• Search for teaching practice and/or advanced course• Run local workshops: crafts, cheese-making, permaculture introductory courses• Seek out other potential teachers for PDC
Environmentally Sustainable	<ul style="list-style-type: none">• Develop new craft ideas which do not require packaging• Replace bought-in items & packaging. Already reduced, but further reductions• Coppicing activities for firewood (see below)• Woodland harvesting is sustainable and enhancing – Woodlot management plan• Food production is sustainable by permaculture methods.• Raise funds for conservation projects• Continue to work towards land protection• Implement permaculture design
Financially Sustainable	<ul style="list-style-type: none">• Generate Income by craft shop to open• Consider Food license• Experiment with birch tapping• Continue to consider other NTFPs• Create e-commerce on our own webpage www.redsandcottage.net• Join Windmill Crafts Coop.
Eat Home or local produced, organic, fresh food	<ul style="list-style-type: none">• Create Mandala Garden• Finish Small Forest orchard• Plant perennial and annual vegetables• Clear Cut Forest Areas for Blueberries• Animals in the system

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Work from home producing sustainable products, enjoy creativity

- Attend basket weaving course in Summer
- Create new craft items from Red Osier Dogwood, e.g. baskets, wreaths
- Develop Blueberry growing areas for a potential market
- Study fungi in the woods, types & quantities to look for opportunities
- Learn about and try to tap for birch sap
- Coppice ½ alder and add signage
- Coppice remainder then continue in 1/3s on a 3 year rotation for craft & building poles.
- Tidy Poplar coppice, add signage
- Coppice 1/3 remaining poplar and then continue coppicing 1/3 at a time on a 3-year short-term rotation for fire fuel.
- Investigate the stock levels and locations of balsam fir on the property, begin to thin and tend for a possible future crop of Christmas trees which will be harvested sustainably by coppicing. Work already commenced
- Create willow firebreak and for craft materials

Plenty of Leisure Time

- Open hours June – Sept 12-5pm to allow more time off than previously (in B&B)
- Aim to fund a part-time work position by increasing sales over the summer months
- Formulate a volunteer recruitment plan

Easy to maintain & heat Property with low overheads

- Finalise main passive solar design
- Add Porch
- Continue to reduce energy requirements
- Biogas project
- Woodgas-charcoal-biochar project

Live in beautiful surroundings

- Pursue recognition of the property under the Natural Areas Protection Act by hosting visit with NAPA technical advisory committee and Island Nature Trust
- Forest Enhancement Program conservation projects:
 - Small Patch Cuts
 - Bird Boxes & Bat Boxes
 - Maintain Hedgerows
 - Plant more diverse tree seedlings

Enjoy Community connections and Activities

- Provide free workshops on site
- Become committee member for PEICSA (community schools association) and continue to teach at community school.

Share experiences and enjoyment of the property with others

- Open to the public
- Create woodland Paths
- Picnic table and benches along trails
- Log Cabin Summer (logs from patch cuts but leave to season for one year)
- Information signage – already completed but get permit paperwork
- Information – ongoing on website
- Information leaflets
- Fire alarms and extinguisher

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7. Evaluation of Values, Vision and Goals in respect to Permaculture Principles & Ethics

7.1 Evaluation of Core Values

	Ethics met	Permaculture Principles met
Working for Sustainable Food, Fuel, Housing, Communities, Business & Transport	Care of Earth, Care of People, Create a Surplus/Fair Shares	Catch & store energy as food, fuel, passive solar design & alternative transportation, appropriate technology. Obtain a yield of food, fuel & local economy. Apply self-regulation and accept feedback within the business and the community. Use & value renewable resources & services by supporting ethical business and sustainability in the business and the community. Produce No waste by recycling and identifying uses for products. Design from patterns to details in the gardens, business & community. Integrate rather than segregate in the community. Use small and slow solutions, Use and value Diversity, Creatively use and respond to change. Everything is connected to everything else. Relative Location. Sustainability relies on system resilience and this can be improved by Every element is multi-functional and every function is supported by a variety of elements. Local focus. We are the problem we are the solution.
Protecting Environment by reducing pollution, recycling and increasing Wildlife & Biodiversity	Care of Earth	Catch & Store Energy by passive solar, wind, water, fuel and food. Use and value renewable resources & services, all food and fuel is renewable. Produce no waste. Use & value diversity by enhancing biodiversity by a whole range of conservation projects. Use edges & value the marginal by hedgerows, patch cuts, ponds and other forms of increasing edge. Diversity. Biological Resources. Stacking. Succession. Work with nature.
Acting Ethically with Honesty, Integrity, Trust, Dependability, Fairness	Care of People, Fair Shares	Apply Self regulation and accept feedback, Integrate rather than segregate
Supporting Fair Trade, Equality & Human Rights	Care of Earth, Care of People, Fair Shares	Use and value diversity, Integrate rather than segregate. We are the problem, we are the solution.
Respecting Cultural Diversity, People & Community	Care of People	Use and value diversity, Integrate rather than segregate. We are the problem, we are the solution.
Valuing Co-operation not Competition, Balance & Life Quality	Care of People	Integrate rather than segregate, Apply self-regulation and accept feedback.
Passionate about Innovation, Excellence, Quality and Efficiency	Care of Earth, Care of People, Create Surplus	In the cycle of review and continuous improvement: Creatively use & respond to change, use small & slow solutions, design from patterns to details, apply self-regulation & accept feedback

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7.2 Evaluation of Vision Statement

	Ethics Met	Permaculture Principles Met
<p>Red Sand Cottage recognises that permaculture is becoming a more widely understood and a mainstream concept which can offer solutions to current problems such as climate change & food production.</p>	<p>Care of the Earth, Care of People, Create a Surplus/Fair Shares</p>	<p>All Permaculture Principles are applied in the permaculture design of the homestead and business, but because of the increasing acceptance of permaculture methods we attempt to Integrate rather than segregate because everything is connected to everything else. Relative location. Local focus. Diversity. Biological resources. Working with nature and using appropriate technology.</p>
<p>In the next five years, Red Sand Cottage will initiate ongoing permaculture research projects, undertake woodland conservation projects, establish a developed permaculture demonstration site, be involved in community relocalisation issues and offer permaculture training here in the Maritimes.</p>	<p>Care of the Earth Care of People Create a Surplus/Fair Shares</p>	<p>All Permaculture principles will be taught in classes, whereas workshops will focus on recycled crafts (produce no waste) and catch and store energy (cheese making and preserving). Research projects will utilise and demonstrate all permaculture principles, but will particularly focus on (because of the funding sources) showing how to obtain a yield whilst producing no waste. Local Focus. Diversity. Biological resources. Succession. Small scale & Intensive.</p> <p>Woodland conservation projects will centre around observe and interact, use small and slow solutions, use and value diversity and use and value renewable resources. The various exhibits and gardens will demonstrate one or more (each) of the permaculture principles especially biological resources, patterns and stacking.</p>
<p>Activities will be financed by a diverse range of crafts from materials sustainably sourced from the local environment and income from fee-based courses. Forging links with other permaculturalists and networking within the local community and beyond will be paramount in realising this vision.</p>	<p>Care of the Earth Care of People Create a Surplus</p>	<p>Use and value renewable resources and services to create a saleable product and to obtain a yield. Use and value diversity to continue to create new craft ideas so as to creatively use and respond to change. Integrate rather than segregate ourselves within the nearer and wider community. Sustainability relies on system resilience and this can be improved by Every element is multi-functional and every function is supported by a variety of elements. Diversity. Biological Resources, use onsite resources.</p>

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7.3 Evaluation of Goals

	Ethics Met	Permaculture Principles Met
<p>Promote Permaculture:</p> <p>Website, Demonstration Site, Research Projects, Permaculture Diploma, Teaching Experience, Workshops, Teaching courses.</p>	<p>Care of Earth, Care of People, Create Surplus, Fair Shares</p>	<p>All of the following used in demonstrating, using and teaching permaculture:</p> <p>Observe & Interact, Catch & Store energy, Obtain a Yield, Apply self-regulation & accept Feedback, Use and value renewable resources & services, Produce No Waste, Design from patterns to details, Integrate rather than segregate, Use small and slow solutions, Use and value diversity, Use edges & value the marginal, Creatively use and respond to change, use onsite resources.</p> <p>Each garden or exhibit demonstrates one or more of the permaculture principles and ethics – Relative Location, Local Focus.</p>
<p>Environmentally Sustainable: Reduce packaging & consumables, coppicing, sustainable fuel, food & products</p>	<p>Care of Earth, Care of People</p>	<p>Produce no waste, Catch & Store Energy, Observe & Interact, Obtain a Yield, Use small & slow solutions, biological resources, stacking.</p>
<p>Financially sustainable: Marketing drive to other craft outlets, Generate Income by craft shop.</p>	<p>Care of People</p>	<p>Obtain a yield financially from labour, Produce no Waste by using 'waste' products to create crafts. Creatively use and respond to change by seeking out marketing ideas.</p>
<p>Eat Home/ local/organic, fresh food :</p> <p>Create Mandala Garden, finish Small Forest orchard, Plant perennial and annual vegetables, Clear Cut Forest Areas for Blueberries, animals in the system.</p>	<p>Care of Earth, Create Surplus</p>	<p>Small scale and intensive to Obtain a yield of produce. Catch & Store energy as fresh & preserved food. Use and value diversity to build resilient systems based on polycultures. Copy patterns from nature and design from patterns to details for abundance and efficiency. Use slow and small solutions, Use Edges and value the marginal to increase species diversity and micro-climate opportunities. Produce no waste as all the produce is cycled within the system. In the system Everything is connected to everything else, Relative Location. Sustainability relies on system resilience and this can be improved by Every element is multi-functional and every function is supported by a variety of elements. Local Focus. Diversity in polycultures, biological resources, stacking (multiple layers), stocking, succession AND accelerated succession, use onsite resources. Working with nature.</p>
<p>Work from home producing sustainable products, enjoy creativity:</p> <p>Attend basket weaving course, create new craft items from Red Osier Dogwood, e.g. baskets and Christmas wreaths, develop Blueberry growing areas for a potential market, study fungi growing in the woods,</p>	<p>Care of Earth, Care of People, Create Surplus</p>	<p>Obtain a yield by creatively managing the woods for products, Observe & Interact with the natural forest ecosystem, Apply self-regulation and accept feedback by limiting harvesting to sustainable amounts. Local Focus. Diversity in products. Biological resources.</p> <p>Use and value renewable resources and services since all the products are from renewable sources, Produce no waste by learning to use the products of the forest elements, Integrate rather</p>

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types & quantities to look for opportunities, learn about and try to tap for birch sap, coppice alder and poplar, Investigate the stock levels and locations of balsam fir on the property, begin to thin and tend for a possible future crop of Christmas trees which will be harvested sustainably by coppicing, create willow firebreak and for craft materials.		<p>than segregate the various woodland species.</p> <p>Use and value diversity in the woods, Use edges and value the marginal by creating patch cuts to increase biodiversity, Creatively use and respond to change by finding new opportunities for sustainable growth.</p>
Plenty of Leisure Time: Open hours June – Sept 12-5pm to allow more time off than previously (in B&B), Aim to fund a part-time work position by increasing sales over the summer months, Formulate a volunteer recruitment plan.	Care of People	Observe & Interact at leisure in the woods and seashore.
<p>Easy to maintain & heat Property with low overheads:</p> <p>Finalise main passive solar design, Add Porch, Continue to reduce energy requirements, Kitchen waste to Biogas project, Woodgas-charcoal-biochar project.</p>	Care of Earth	<p>Obtain a yield of energy from waste products, Capture and store energy by adding a porch for solar heating and insulation. Carbon sequestration by adding biochar to the soil.</p> <p>Observe & Interact how the new experimental fuel production systems work, Produce no waste, turn woodchips and kitchen scraps into fuel and fertiliser, Use and Value renewable resources and services, using food waste and renewable wood for fuel. Diversity in energy sources. Appropriate technology.</p>
<p>Live in beautiful surroundings:</p> <p>Pursue recognition of the property under the Natural Areas Protection Act, Forest Enhancement Program conservation projects, Small Patch Cuts, Bird Boxes, Bat Boxes, Maintain Hedgerows, more diverse tree seedlings.</p>	Care of Earth, Care of People, Create Surplus, Fair Shares	Observe & interact – use the woodlands as a classroom for ourselves and others. Integrate rather than segregate as the increased biodiversity plays a role in the ecosystem. Use and value diversity by encouraging biodiversity. Use Edges and value the marginal in hedgerows and patch cuts. Diversity in wildlife.
Enjoy Community connections and Activities: Provide some free workshops, Become committee member for PEICSA (community schools association) and continue to teach at community school.	Care of People	<p>Integrate rather than segregate within the community. Local Focus.</p> <p>Apply self-regulation & accept feedback by seeking and acting upon feedback.</p>
<p>Share experiences and enjoyment of the property with others:</p> <p>Open to public, create woodland paths, picnic table and benches along trails, log cabin with compost toilet, information signage, website, leaflets.</p>	Care of Earth, Care of People	Observe & Interact the wild areas and allow others to do so. Integrate with others rather than segregate. Creatively use & respond to change

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8. SWOT Analysis

Strengths

- We are capable, hard-working, focused, motivated and committed to our work.
- We have many years of experience and knowledge in our field.
- We look for innovative solutions and a professional image
- We have a superb coastal and woodland location in a tourist region
- Our craft products are aimed at those seeking price, value and quality and we create products for all ages, male & female and for the home. Our 'competitors' tend to rely on higher range artisan jewellery for women (and we feel that particular market is saturated).
- We use a diverse range of locally sourced natural materials so supplier issues are rarely a problem.

Weaknesses

- There are only two of us at present, the workload is great for two people, we have no management cover and time-off or away will be limited during the main operating season.
- We have some gaps in technical expertise which can be frustrating, e.g. installing new systems like wind power
- Cashflow and budget are tight following a period of considerable investment
- Although we had an excellent reputation at our two previous business, we are new to this area and have to build trust, loyalty and reputation from scratch.

Opportunities

- Always looking for collaborative projects, joint ventures and working co-operatively with others to share costs, reduce overheads, bulk purchasing, etc.
- Consider Internet Marketing
- Lifestyle Trends and attitudes towards the environment and ecology should grow our niche target market.
- Strong trend towards increasing interest in Permaculture.
- Look to extend season of operation, e.g. Christmas Craft Fairs, School fairs, etc., outside of summer tourism season.

Threats

- Level of business is largely untested
- Tourism is affected by the weather and economy
- Market demand for Permaculture Training
- Market Demand very Seasonal at present.
- May be difficult to establish a reputation as permaculture teachers and innovators.

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From the SWOT Analysis we need to:

- Build** on strengths
- Resolve** weaknesses
- Exploit** opportunities
- Avoid** threat

The difference between where we are (current status) and where we want to be (vision and goals) is what we do (target objectives and action plans).

9. Standard Operating Procedures (SOPs) - (Protocols)

Our business procedures are outlined in a manual of Standard Operating Procedures (SOPs) also known as protocols. They were developed in consultation with relevant stakeholders and are an agreed, standardised way of performing a task. SOPs ensure that the process is repeatable and reproducible.

Our SOPs are auditable, in that we say what we do and we do what we say.

Although we have no staff, workers or volunteers at present, the SOPs can and will serve as training documents, although not to replace training. These documents decrease over-reliance on memory for certain procedures. They are readily available to relevant stakeholders. Communicated updates are issued under a revision system which requires acknowledgement of receipt and return of superceded version.

9.1 The Standard format for our SOPs

- A header which contains SOP number, title, version number, issue date, author and page number
- 1. Scope – to whom and to what the document applies
- 2. Purpose – the objective of the document
- 3. Procedure – a series of steps outlining the ‘who, what, where, when and how’ of the procedure. This section outlines and materials, equipment, operational steps, responsibilities and safety issues.
- 4. Supporting Documents – if there are any records to be maintained for the procedure the record proforma will be given a supporting document number and these will be identified in the related SOP
- 5. References

9.2 Index of SOPs

SOP. No.	Title
1	Strategy Review & Revision Meeting
2	Revision of Documentation
3	Equal Opportunities
4	Health & Safety
5	Woodland Management

10. Key Elements and Themes

- Permaculture
- Sustainability
- Environment
- Income
- Legal Frameworks and Governance
- Community
- Information and Education
- Quality of Life

11. Research Topics related to the Elements & Themes

11.1 Permaculture

- Investigate Teaching, Demonstration & Networking Opportunities
- Consider Funding Applications for Research projects

11.2 Sustainability

- Investigate local Food Production & Security
- Research Options for Fuel & Energy

11.3 Environment

- How to Focus Activities on Conservation, Biodiversity & Wildlife
- Reducing both Energy Use and Pollution (see Fuel and Energy in Sustainability Section)

11.4 Generating an Income:

- What range of sustainable craft products can be produced?
- How to market them?

11.5 Community

- What community initiatives are already underway & how can we contribute?

11.6 Quality of Life

- Investigate the 'Sense of Place' along with social & leisure activities

11.7 Information & Education

- What are the Regulations for Signage?
- Investigate the Island Community Schools Association

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12. Research Plan & Methodologies

12.1 Permaculture

12.1.1 *Research Topic: Investigate Teaching & Networking Opportunities*

12.1.1.1 Research Plan

- Identify potential courses in Advanced Permaculture Training, Teaching Practice, Permaculture Diploma. Search out teaching practice and apprenticeship opportunities to enable me to teach permaculture at PDC level.
- Seek other teachers willing to teach on our site to create a varied and balanced PDC.
- Investigate the issues and opportunities faced by other demonstration sites.

12.1.1.2 *Methodology: Web Search, Telephone, e-mail, dialogue, Facebook Groups for networking, e.g. American Society of Permaculture.*

12.1.2 *Research Topic: Consider Funding Applications for Research Projects*

12.1.2.1 Research Plan

- Investigate funded research project opportunities on the Island
- Discuss project ideas
- Research project ideas
- Decide if it would be advantageous to get projects formalised and funded under a scheme or whether to continue independently

12.1.2.2 *Methodology: Web search, E-Mail & Telephone, Meetings, Attend Conference 'Innovative Solutions for sustainable Island Agriculture', Visit other Project in the area*

12.2 Sustainability

12.2.1 *Research Topic: Investigate Local Food Production and Security*

12.2.1.1 Research Plan

- What is the local food distribution network?
- How secure is it?
- What actions can we take?

12.2.1.2 Methodology

- Web Search, Discussions, Attend agriculture conference 14th & 15th March, 2011.
- Contact ADAPT & Institute of Bioregional Studies.
- Research various ongoing CAAP projects in our area.

12.2.2 *Research Topic: Research Options for Fuel and Energy*

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12.2.2.1 Research Plan

- What options are **readily** available?
- Can we run trials?
- Are we able to demonstrate the technologies?

12.2.2.2 **Methodology:** Web Searches, Books, Case Studies, Workshops, Observation & Experimentation – our own trials, Measurement using a Kill-A-Watt meter, Several University Study Courses completed & underway

12.3 Environment

12.3.1 **Research Topic:** How to Focus Activities on Conservation, Biodiversity & Wildlife.

12.3.1.1 **Research Plan:** Investigate ways to conserve and safeguard the natural areas of the property and to increase biodiversity & Wildlife

12.3.1.2 Methodology

Course of Study:

- The Principles of Forest Stewardship
- Getting More from your Woodlot
- Introduction to Silviculture
- Harvesting Systems
- Thinning for Value
- Woodlots and Wildlife
- Stand Establishment
- Woodlot Ecology
- Woodlot Recreation
- Roads and Trails
- Non Timber Forest Products

Web Searches, meetings, e-mails and telephone calls with Island Nature Trust, PEI Forestry, Forestry Consultant, Forestry Technician, Case Studies & Video, PDFs, Observation, photographs and notes of the property from Sept. 2009 – ongoing.

12.4 Generating an Income

12.4.1 **Research Topic:** What range of sustainable craft products can be produced?

12.4.1.1 **Research Plan:** Consider the other different types of products that could be sustainably sourced from the property and immediate area and sold to raise income to fund our projects.

12.4.1.2 **Methodology:** Web Searches, Literature Search, Videos, Case Studies, Visit to Maple Stand Sugar Shack (PEI Forestry).

12.4.2 **Research Topic:** How to Market them?

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12.4.2.1 *Research Plan:* Investigate opportunities to market NTFPs.

12.4.2.2 *Methodology:* Web Searches

12.5 *Community*

12.5.1 *Research Topic:* Community Initiatives are underway & how can we contribute?

12.5.1.1 *Research Plan:* Find out about the local initiatives, e.g. food, finance, etc.

12.5.1.2 *Methodology:* Web Searches, Dialogue with local Forestry Technician & locals.

12.6 *Quality of Life*

12.6.1 *Research Topic:* Investigate ‘Sense of Place’ & leisure and social activities.

12.6.1.1 *Research Plan*

- Learn more about our own region of PEI (now that we have moved)
- Investigate Leisure activities
- Investigate Social Activities
- Learn about the Community & Neighbours

12.6.1.2 *Methodology:* Web Searches, Facebook Groups, Video, Forums

12.7 *Information and Education*

12.7.1 *Research Topic:* What are the regulations for signage?

12.7.1.1 *Research Plan*

- What are the local rules & regulations for informational signage on the road and on the property?
- Who is the Contact person?
- What is the method of gaining approval?
- What fees are involved?

12.7.1.2 *Methodology:* Web Searches, E-mails and telephone calls, Dialogue

12.7.2 *Research Topic:* Investigate the PEI Community Schools Association (PEICSA)

12.7.2.1 *Research Plan*

- Having taught for two years at first Cardigan and then Alberton community schools on the island, investigate getting involved further.
- Consider becoming a volunteer
- Find out if it is possible to get a local community school re-started.

12.7.2.2 *Methodology:* Attended conference 1st & 2nd April 2011 & Dialogue

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13. Review legal structures and regulatory documents

Research Topic	Research Plan	Structures and Regulatory Documents
Business Registration	What steps do we need to take?	http://www.gov.pe.ca/infopei/index.php3?number=16920 - registered business
Taxation	What are the regulations?	Canada Revenue Agency: http://www.cra-arc.gc.ca/tx/bsnss/menu-eng.html . Registered for 5 years since arriving in Canada & commencing business in 2007.
Provincial Sales Tax	Do we need to Register?	PST is mandatory. Registered for 4 years at the Romany Rest. De-Registered for Romany Rest. Registered for Red Sand Cottage 18 months http://www.gov.pe.ca/infopei/index.php3?number=1010944&lang=E
Goods & Services Tax	Do we need to register?	Registered at the Romany Rest (and still am), to de-register upon finalising accounts. http://www.cra-arc.gc.ca/tx/bsnss/tpcs/gst-tps/rbts/gnrl/menu-eng.html Don't have to register at Red Sand Cottage unless income exceeds CAD 30,000
Insurance	What types of Insurance do we require?	Discussed extending our insurance with our agent from http://www.peimutual.ca/ From 1 st May will have full public liability insurance for the premises, the farm homestead and craft shop and products.
Planning Consents	What planning consents do we require?	Checked planning requirements with Access PEI in 2010 - they believe we don't need any consents as not doing any buildings. Change of use consent would not be required. Checked same with Tignish Community Council, but we're under Nail Pond CC who said no planning consents believed necessary.
Health & Safety	Investigate local and federal H&S laws. Which of them apply to us? What actions must we take?	'Your Woodlot – your rights and responsibilities' http://www.novaforestalliance.com/inside_pei.asp?cmPageID=449 We must practise due diligence and have a daily and weekly check routine which is recorded for woodland safety. E.g. check for unsafe trees, tripping hazards, etc. Occupational Health & Safety Act PEI http://www.gov.pe.ca/law/statutes/pdf/o-01_01.pdf
Fire Regulations	Check on Fire Regulations	PEI Fire Prevention Act http://www.gov.pe.ca/law/statutes/pdf/f-11.pdf Obtained business fire insurance. I spoke to the Fire Marshall in 2007 to learn about the regulations for the B&B. We have re-checked the regulations in the light of the move to RSC and have installed extra doors and escape routes. We left behind all the fire extinguishers and smoke alarms, so need to install new ones before the new business opens to the public.

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Environmental Health	Are there any regulations regarding our activities?	Checked with Environmental Health about possible regulations regarding people petting animals. Advised to install anti-bacterial handwash stations. http://www.gov.pe.ca/health/environmentalhealth Asked about serving coffees from our super cappuccino machine. We would have to go for type II food facility (like we had back at the Romany Rest for 4 years). Decided against it as it involves a lot of regulation and regular water tests, not worth it for a few coffees. We don't intend to produce and food products at this time.
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14. Professional & and specialist advisers and consultants required for the project.

Island Nature Trust & NAPA TAC

PEI Forestry Commission & Forestry Consultant & Forestry Technician

Accountant

Insurance Advisor

Bioregional studies

Plumbing & Electrical

Building Regulations

Chimneys & Stoves Regulations

15. Strategies required to achieve our planning goals

Explanation:

- Our vision describes our purpose
- Our Mission supports the achievement of our vision, a statement of our long term purpose and aims. It states what we want to accomplish but doesn't suggest how. That comes later.
- We break down our purpose into a series of objectives to support the achievement of the mission. Objectives and goals are often interchangeable terms, but here we think as objectives as being bigger 'chunks' and goals as being smaller chunks.
- Our strategies support the achievement of our objectives, i.e. how to achieve an objective or goal.
- Then we use tactics to achieve the strategies, i.e. smaller scale actions

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15.1 List of Stakeholders (Relevant Parties)

When we consider the three ethics of Permaculture

- Care of the Earth
- Care of People
- Fair Shares

it is clear that our stakeholders include:

- The Earth (including animals, plants, soils)
- People in our community (including Friends and Neighbours)
- People in World Communities

Stakeholder	Concerned with
Proprietor	Sustainability: Income, Health, Environment
Prospective Employees	Fair pay and working conditions, job security, respect
Customers	Fair price, safe & ethical product, good service, quality
Students	Fair price, quality of education, safety
Suppliers	Regular business and prompt payment
Government	Potential employment for community, taxes, laws
Local Community	Jobs, no noise or disruption, no pollution
Environment	Pollution
Local Charities	Support
Future Generations	Environment and Conservation

15.2 Action Plans (Responsibility with proprietor for all at present)

Objective	Goal	Strategy	Tactics	Timescale
Promote Permaculture	Use a variety of techniques to disseminate information about permaculture	Use a variety of techniques to disseminate information about permaculture.	<ol style="list-style-type: none"> 1. Updated Website 2. Open Permaculture Demonstration Site 3. Start Blueberry Project 4. Start Hop Research Project 5. Complete Permaculture Diploma 6. Seek other teachers to begin PDC Training at RSC 	<p>Apr 2011</p> <p>Jun 2011</p> <p>Jun 2011</p> <p>July 2011</p> <p>Dec 2011</p> <p>June 2012</p>

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			7. Workshops	July 2011
Environmental Sustainability	Reduce Packaging & use sustainable consumables	Develop new craft ideas where all components can be resourced sustainably	8. Non Timber Forest Products	Sep 2011
	Conservation Projects	Protect the property and surroundings with a variety of conservation projects	9. New supplier sustainable hemp	Jun 2011
			10. Host visit of Island Nature Trust	May 2011
			11. Raise funds for bird and bat houses & Install same	Sept 2011
			12. Patch Cutting	June 2011
			13. Tree Planting	May 2012
	Coppicing	Produce sustainable craft materials, building materials and firewood	14. Coppice Alder	May 2011
			15. Coppice Poplar	Dec 2011
Financial Sustainability	Generate Income	Raise sufficient income to cover costs, living expenses and fund future permaculture projects.	16. Marketing Drive	April 2011
			17. Open Craft Shop	June 2011
			18. Create e-commerce on website	Aug 2011
			19. Join Windmill Crafts Co-op	June 2011
			20. Develop new ntfps	Aug 2011
Food sustainability	Produce food	Implement Permaculture Design for sustainable food production	21. Herb Spiral & Mandala Garden	April 2011
			22. Forest Garden	May 2011
			23. Straw Bale Garden	June 2011
			24. Fencing	April 2011
			25. Animals in the system	May 2011
			26. Pond	July 2011
			27. Plant Perennials	Sept 2011
			28. Sow Annuals	June 2011
Creative Work from Home	New Crafts	Explore ways to increase the diversity, creativity and sustainability of products which can be harvested and crafted from home.	29. Attend basket weaving course	July 2011
			30. Create craft items from Red Dogwood, baskets, wreaths	Dec 2011
			31. Develop Blueberry growing areas for a potential market	July 2011
			32. Study fungi in the woods	Sept 2011
			33. Tap for birch sap	Feb 2012
			34. Finish Willow coppice	July 2011
Leisure Time	Ensure adequate time off	Avoid the mistakes of the past (burn out!) and achieve more time freedom by seeking assistance from volunteers and	35. Restrict shop opening hours to afternoons	June 2011
			36. Fund part-time position	Mar 2012

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		by financing an employee position	37. Devise volunteer recruitment program	Sept 2011
Low property maintenance and overheads	Live cheap & easy!	Increase use of renewables over non-renewables for energy	38. Finalise passive solar design 39. Add porch 40. Biogas project set up 41. Woodgas/ biochar project set up 42. Outdoor kitchen & eating space	April 2011 Nov 2011 June 2011 June 2011 July 2011
Beautiful surroundings	Protect our beautiful home	Commit to woodland conservation projects	43. Pursue Natural Areas Protection Act by hosting visit with NAPA technical advisory committee and Island Nature Trust. Remainder actions as conservation/environment	May 2011
Community Connections	Enjoy being a part of the community	Find ways to make a contribution to community life and encourage community resourcefulness and resilience.	44. Provide free workshops on site 45. Become committee member for community schools association & continue to teach at school. 46. Volunteer for Irish Moss Festival	Aug 2011 Apr 2011 July 2011
Share with others	Let others enjoy Red Sand Cottage	Open Red Sand Cottage to the public and make every effort to provide amenities and information to enhance their enjoyment.	47. Open to the public 48. Create woodland Paths 49. Picnic table & benches on trails 50. Log Cabin (logs from patch cuts leave to season for one year) 51. Information signage permit 52. Information leaflets 53. Fire alarms and extinguisher	June 2011 May 2011 July 2011 June 2012 May 2011 Apr 2011

15.3 Order of Strategic Planning Stages

The above can be reorganised into order of work:

	Tactics
April 2011	1, 16, 21, 38, 45, 52, 53
May 2011	10, 22, 43, 48, 51
June 2011	2, 3, 6, 9, 12, 17, 19, 23, 28, 35, 40, 41, 47
July 2011	4, 7, 26, 29, 31, 34, 42, 46, 49
August 2011	18, 20, 44
Sep 2011	8, 11, 27, 32, 37
Dec 2011	5, 15, 30
Feb 2012	33
March 2012	36
May 2012	13
June 2012	6, 50

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15.4 Key Performance Indicators (kpis) a.k.a. Benchmarks.

Having identified our main stakeholders we need to ensure that our system works efficiently and sustainably to benefit all of them. We need to identify which performance indicators (benchmarks) that are important to the stakeholders.

A Key Performance Indicator (Kpi) is a financial or non-financial measure of our success and progress in achieving our goals and vision at the same time as meeting the needs of our stakeholders.

Kpi	Target	Timescale
Monthly Sales	\$2000	June
Local Community	20 volunteer hours per month	June
Energy Reduction	Reduce to 3kWh per day	Aug
Conservation hours	100 per month	May

16. Review and Revise Plan Brief and Research Topics with reference to strategic planning stages

In these early stages (first 2-3 years) there will be regular reviews but not less than quarterly.

There will be a meeting of Fred and Sandra (initially, but later any other stakeholders can be included).

There will be a formal reading of the Strategic Plan.

Input from the following will be considered:

- Any feedback from stakeholders which has been received
- Results from Kpis
- Any other relevant information

At all times the information will be evaluated against the permaculture ethics, principles and practices AND against the mission, vision and core values to ensure that all activities are in line with them.

Revisions can be made accordingly.