

Guidelines for Implementing Official Plan Policies of
THE REGIONAL PLAN
Regional Municipality of Halton



Livestock Facility Guidelines (Odour)

July, 2007

PREFACE

These Guidelines are intended to provide a common approach to dealing with the coexistence of livestock operations and other uses in Halton's rural area. It aims to clarify the application of provincial minimum distance separation (MDS) formulae between livestock facilities and non-farm uses as MDS remains an effective means of preventing farm and non-farm conflict in the rural area. Certain parts of these Guidelines are based on provincial policies and regulations referenced in the Regional Official Plan, local zoning by-laws and the Niagara Escarpment Plan. These are to be enforced through the planning and development process. Other parts of the Guidelines are to be applied based on the principle of fairness to both farmers and non-farmers in the rural area.

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Part 1 INTRODUCTION

1.1 Purpose

The purpose of these Guidelines is to:

- a) clarify the application of provincial MDS formulae in providing a reasonable distance between livestock facilities and non-farm uses to mitigate odour impact; and
- b) provide further guidance beyond the application of provincial MDS formulae to improve the coexistence of livestock facilities and non-farm uses in a fair and objective manner.

1.2 Provincial Directives: Provincial Policy Statement, Minimum Distance Separation I and II, Nutrient Management Act, Farming and Food Production Protection Act, Niagara Escarpment Plan

From time-to-time, the specific policies or requirements of the legislation, policy or guidelines discussed below may change. The most recent version must be confirmed and applied.

Provincial Policy Statement

These Guidelines derive their authority partly from the Provincial Policy Statement (PPS) which states that “*prime agricultural areas shall be protected for long-term use for agriculture*” and that “*proposed new secondary uses and agriculturally-related uses shall be compatible with, and will not hinder, surrounding agricultural operations.*”

Lot creation in agricultural areas is discouraged in the PPS. It also states that: “*New land uses, including the creation of lots, and new or expanding livestock facilities shall comply with the minimum distance separation formulae.*”

These PPS requirements are reflected in Halton’s Official Plan.

Minimum Distance Separation

The Ontario Ministry of Agriculture and Food and Rural Affairs’ (OMAFRA) MDS Implementation Guidelines provide guidance on interpreting and implementing PPS Policy. The purpose of MDS I and II is to ensure sufficient separation between potentially incompatible uses to minimize odour complaints between neighbours living in areas where livestock facilities are a permitted use.

MDS I - identifies the minimum distance separation between proposed new development and existing livestock facilities and/or permanent manure storages located in areas where the keeping of livestock is permitted.

MDS II – provides minimum distance separation between proposed new, enlarged or remodelled livestock facilities and/or permanent manure storages located in areas where the keeping of livestock is permitted.

Nutrient Management Act

Province-wide nutrient management standards are set out in regulations under the Nutrient Management Act with the objective of enhancing the protection of the natural environment and providing a sustainable future for agricultural operations. Regulated livestock operations are required to complete MDS calculations as part of their Nutrient Management Plans.¹ These Guidelines must be consistent with the Nutrient Management Act.

Farming and Food Production Protection Act

These Guidelines must also have regard to the Farming and Food Production Protection Act (FFPPA) which protects farmers against nuisance complaints over light, vibration, smoke, flies, noise, odour and dust resulting from a normal farm practice. The Act also states that new or existing municipal by-laws that restrict a normal farm practice as part of an agricultural operation do not apply. The Normal Farm Practices Protection Board will determine if the practice restricted by the by-law is a normal farm practice. If so, the Board can rule that the by-law does not apply to that location and under those particular circumstances.

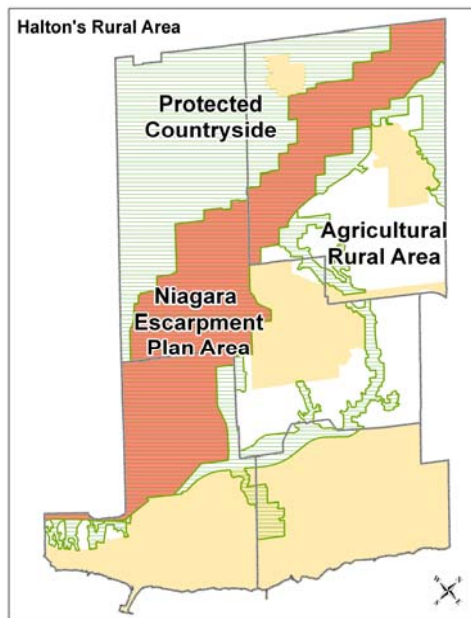
Niagara Escarpment Plan

The provisions of the Niagara Escarpment Planning and Development Act and the policies of the Niagara Escarpment Plan must be considered. The Niagara Escarpment Planning and Development Act provides that the policies of the Niagara Escarpment Plan are to prevail in the event of any conflict with provisions in any municipal plan or by-laws. Part 2.10 of the Act states that: “*The objective is to encourage agricultural uses in agricultural areas, to permit uses that are compatible with farming and to encourage accessory uses that directly support continued agricultural uses.*” Part 2.10.1 requires that: “*development...should maintain and protect agricultural areas from uses considered incompatible with sustaining the agricultural use and/or land base.*”

¹ Nutrient Management Act regulations apply to new or expanding livestock farms with greater than five Nutrient Units and existing operations when the number of Nutrient Units is 300 or more or the operation is expanding to 300 Nutrient Units or more.

For farm and non-farm development in the Niagara Escarpment Planning Area, the Niagara Escarpment Plan and Ontario Regulation 828/90 prevail. Depending on the undertaking proposed, a Niagara Escarpment Plan Amendment or Development Permit (under Ontario Regulation 828/90) may be required. For “special agricultural development”², the NEC may choose to require a Development Permit.

The Niagara Escarpment Commission (NEC) is responsible for development within the Niagara Escarpment Plan area and is not bound by these Guidelines. However, the NEC may choose to consider supporting the principles underlying these Guidelines.



Greenbelt Plan

In Halton, the Greenbelt extends into and beyond the Niagara Escarpment Plan Area up to the northern limit of the Region. Its purpose is to permanently protect the agricultural land base and ecological features and functions within its boundaries. In the Niagara Escarpment Plan Area (which forms part of the Greenbelt), the policies in the Niagara Escarpment Plan still generally apply.

Lands outside of the Niagara Escarpment Plan, referred to as the Protected Countryside, are subject to the Greenbelt Plan. In this area, all decisions and plans must conform with the Greenbelt Plan. The Plan indicates that in the prime agricultural area and rural area, *“New land uses and the creation of lots, as*

² As defined in Ontario Regulation 828/90 “means a class of development whereby land, buildings or structures are used for the purpose of intensive livestock, poultry, cattle or other farm operations and includes use as a piggery, a turkey, a game bird or chicken farm or hatchery, a fur farm, a mushroom farm, an animal kennel and a feed lot area or manure storage area”

permitted by the policies of this Plan, and new or expanding livestock facilities shall comply with the minimum distance separation formulae.” As Halton’s prime agricultural area is generally below the Niagara Escarpment outside of the Greenbelt, most of the Protected Countryside area in Halton would be considered to fall under the Greenbelt Plan’s Rural Area policies. On lot creation, the Greenbelt Plan indicates that hamlet boundaries may undergo minor rounding out at the time of municipal conformity. Lots may also be created for the range of uses permitted by the Greenbelt Plan, to accommodate infrastructure, to convey lands for natural heritage conservation purposes, or for minor lot or boundary adjustments.

1.3 Halton Region Official Plan

From time-to-time, the specific policies of the Regional Official Plan may change. The most recent version of the Official Plan must be confirmed and applied.

Under the Regional Plan, the goal of the Rural System is to, among other things, maintain a permanently secure, economically viable agricultural industry. Further, prime objectives of the Agricultural Rural Area designation are to recognize agriculture as the primary activity and land use in this designation and to protect farms from incompatible activities and land uses which would limit agricultural productivity or efficiency. One of the ways of keeping livestock operators in business is to help improve neighbour relations. Implementing these Guidelines will assist in this.

The Regional Official Plan refers to the Livestock Facility Guidelines by indicating that the Region will *“Adopt a set of Livestock Facility Guidelines to support and provide flexibility to livestock operations and to promote best management practices in improving their compatibility with non-farm uses.”* It refers to MDS by stating that the Region will *“Require Local Municipalities to apply provincially developed Minimum Distance Separation formulae in their Zoning Bylaws in accordance with Council-adopted Livestock Facility Guidelines.”*

Even though agriculture is the predominant use in the rural area, some non-farm uses have been permitted in the rural area in the past. Further, single detached dwellings are a permitted use on existing lots. There are many existing vacant lots that could locate a residence in the future. While the Official Plan no longer permits rural severances, the reality is that rural severances have been approved in the past and the owners have the right to the use and enjoyment of their property.

Halton Region’s Official Plan also contains policies regarding municipal wellhead protection zones. Prior to deciding on new development applications or issuing building permits within this zone, Regional staff must be consulted.

1.4 Application and Use

These Guidelines set out the policy and direction for Regional Council in addressing the coexistence of livestock facilities and non-farm uses. The Regional Official Plan references these Guidelines and requires the Local Municipalities to implement those aspects that it can address through the planning and development process involving official plan policies, zoning bylaws, site plan approvals and building permits. Some of the situations addressed in these Guidelines do not require building permits. On those, Halton Region will work in partnership with the Halton Region Federation of Agriculture, the local municipalities and OMAFRA to promote the implementation of best management practices (BMP).

Within the Niagara Escarpment Plan area, land use is governed by the Niagara Escarpment Plan and its regulations, and the Niagara Escarpment Plan takes precedence over municipal plans or guidelines. Therefore, these livestock guidelines may be considered but are not required to be followed in the area covered by the Plan. In the Greenbelt Plan area, the Livestock Facility Guidelines apply as they are not in conflict with the Plan.

The Livestock Facility (Odour) Guidelines take effect on the date of their adoption by Regional Council and may be revised from time to time as Council deems appropriate.

FIGURE 1: SUMMARY OF LIVESTOCK FACILITY GUIDELINES

Approvals	Scenarios	MDS Applicability	Decision***
Official Plan Amendments, Zoning Bylaw Amendments, Plans of Subdivision and/or Consents	2.2.a) Urban Area Expansion	Requires MDS I calculations	Agricultural impacts to be considered in Urban Area Expansion Studies; impacts must be mitigated* at time of development
	2.2.b) New or expanded non-farm use (e.g. golf course)	Requires MDS I calculations	Met: Development permitted
	2.2.c) New lot in rural area	Requires MDS I calculations	Not met: Development denied
Building permit application	2.3.a) New bldg on existing lot of record	Requires MDS I calculations	Met: Permit granted
	2.3.b) Extension to existing non-farm use	Requires MDS I calculations	Not met: Development may be permitted subject to the approval and conditions* of a minor variance
	2.4.a) Replace livestock facility after catastrophe	MDS II does not apply	Permit granted
	2.4.b) Replace livestock facility for other reasons	MDS II does not apply	Permit granted
	2.5.a) New livestock facility	Requires MDS II calculations	Met: Permit granted
	2.5.b) Expanding facility for additional livestock	Requires MDS II calculations	Not met: Development may be permitted subject to the approval and conditions* of a minor variance
	2.5.c) Improvements to introduce livestock in an existing building not previously used for livestock	Requires MDS II calculations	Not met: Development may be permitted subject to the approval and conditions* of a minor variance
	Earthen Manure Storage	2.6 New or expanded	Requires MDS calculations
Not met: Storage may not be constructed			
Other situations	2.7.a) Change in animal type with same building capacity	MDS II does not apply	No approval required**: farmers to contact OMAFRA regarding Best Management Practices to maintain pre-conversion odour levels; Region staff to help mediate disputes
	2.7.b) Re-introduce livestock to existing livestock building		

*Conditions may include best management practices

**See Section 1.2 for areas under NEP

***Prior to making a decision on areas within municipal wellhead protection areas, Halton Region staff must be consulted

PART 2 GUIDELINES

2.1 *Types of Undertakings Under the Guidelines*

These Guidelines apply when any of the following are proposed in Halton's Agricultural Rural Area:

- Urban Area Expansion
- New/Expanded Non-Farm Use
- New or Expanded Building on Existing Lot of Records
- Replacement or Improvement to Existing Livestock Facilities
- New or Expanded Livestock Operations
- New or Expanded Earthen Manure Storage Facilities
- Livestock Conversions

Figure 1 identifies these undertakings, the approvals required, whether MDS calculations are required and the basis for permissions.

To complement the guidelines that address each of the six scenarios, Halton Region will promote adoption of Best Management Practices and greater understanding of Normal Farm Practices generally. Methods for doing so are discussed in Part 3.

2.2 *Urban Area Expansions and New Non-Farm Uses*

This scenario occurs when one of the following is proposed in the rural area:

- a) Urban area expansion (requiring Official Plan and Zoning amendments)
- b) New or expanded non-farm land use e.g. golf course (requiring Official Plan and Zoning amendments); or
- c) New lot in the rural area (requiring a Consent from the local Committee of Adjustment).

Approach:

Local official plans and zoning by-laws should indicate that MDS I applies to rural land considered for urban expansions, new or expanded non-farm uses, and new lots in the rural area.

For a) and b) scenarios above, an Agricultural Impact Assessment would be required, including an evaluation of MDS constraints. Specifically,

1. MDS I is applied to rural land considered for urban area expansion, and is one of several factors (including servicing efficiency, natural environment, etc.) that the Region must evaluate when determining where growth

should be directed. Impacts to agriculture from urban area expansions must be mitigated at the time of development³.

Regarding b) and c) scenarios,

2. To create non-farm uses such as golf courses or residential lots, MDS I requirements must be met.

2.3 New or Expanded Non-Farm Uses on Existing Lot

This scenario applies when a building permit is required to:

- a) Construct a new non-farm building on a previously vacant lot; or
- b) Improve or extend an existing non-farm use (e.g. residence) that would reduce the separation distance from livestock operation/s.

Under the Agricultural Rural Area policies in the Halton Official Plan, a single detached dwelling is permitted on each lot. Lots that have been approved in the past may or may not meet present day MDS standards.

Approach:

Local official plans and zoning by-laws should require that MDS I be considered in the placement of a building or building extension and require the identification of appropriate mitigation if MDS I cannot be met under the above scenarios.

- a) Prior to the issuance of a building permit for a non-farm use or expansion to a non-farm use on an existing a lot (e.g. house extension), the applicant must complete an MDS I calculation, or request that such a calculation be completed by staff from the Region, with assistance from OMAFRA upon request.
- b) A building permit will be issued if the new building can be located in an area on the lot outside the MDS I distance, assuming other building permit requirements are met.⁴
- c) If the MDS I requirements cannot be met, an application must be submitted to the Committee of Adjustment. The Committee will consider allowing a minor variance⁵ subject to the following conditions:

³ Mitigation may include Best Management Practices (e.g. tree planting on the urban land).

⁴ This includes consideration of whether the area is located in a municipal wellhead protection zone, in which case, Regional staff must be consulted.

⁵ The Committee of Adjustment uses four tests based on the Planning Act to rule on the merits of an application and considers a report from planning with additional information to assist the Committee in their decisions. The four tests are:

- Is the application minor in nature?
- Does it meet the intent of the official plan?
- Does it meet the intent of the zoning bylaw?
- Is the proposal in keeping with the general character of the area?

- the new building be located as far as possible from the livestock facility with the shortest MDS I distance and other nearby livestock facilities.
- measures to mitigate impact can be implemented e.g. treed screening from the livestock facility(ies).

2.4 Replacement or Improvement to Existing Livestock Facilities

This scenario occurs when a building permit is required for:

- a) replacing a livestock facility after a catastrophe that destroys part or all of a livestock facility; or
- b) re-building or improving an existing livestock facility without changing livestock type or capacity.

Approach:

1. If a livestock facility needs to be re-built after a catastrophe or altered for other purposes, without changing livestock type or capacity, MDS II calculations are not required. The building permit is granted for re-building in the same location, or a location no closer to surrounding development.

2.5 New or Expanding Livestock Operations

This scenario addresses situations where a building permit is required for:

- a) a new livestock facility where none previously existed;
- b) expanding existing livestock facilities to accommodate additional livestock; or
- c) improving existing facilities to establish a livestock facility in an existing building(s) or structure(s) that has not been used for a livestock operation.

Approach:

Local zoning by-laws should indicate that new or expanding livestock buildings and structures must meet MDS II.

1. Prior to the issuance of a building permit for establishing a livestock facility in an existing building or structure, the applicant must complete an MDS II calculation or request that such a calculation be completed by Regional staff, with assistance from OMAFRA staff upon request.
2. A building permit will be issued if the MDS II requirements are met assuming other Building Permit requirements are satisfied.

3. If MDS II is not met, a building permit may be granted if a minor variance has first been approved by the Committee of Adjustment addressing impact mitigation.⁶ Comments from OMAFRA will be considered.

2.6 *New or Expanded Earthen Manure Storage Facilities*

Despite the fact that earthen manure storage facilities are not considered to be buildings that require a building permit, the provincial MDS Guidelines require that MDS be applied to such facilities.

1. Prior to establishing a new or expanded earthen storage facility, MDS II must be calculated or requested to be completed by Regional staff, with assistance from OMAFRA staff upon request. If the site is located in a municipal wellhead protection area, Regional staff must first be consulted.
2. If MDS II requirements are met, the storage may be constructed.
3. If MDS II requirements are not met, the storage may not be constructed.

2.7 *Livestock Conversions*

This part of the Guidelines applies when a farmer wishes to:

- a) convert from one type of livestock to another in the same building; or
- b) re-introduce livestock to an existing building that has previously been used for livestock.

Moving animals in and out of an existing livestock facility in an agricultural area where the keeping of livestock is permitted, does not require any approvals and MDS II is not triggered. (If a building permit is required, Sections 2.4 or 2.5 may apply).

Approach:

1. For conversions, the goal is to maintain or reduce pre-conversion odour. Prior to converting from one type of livestock to another, farmers are urged to contact OMAFRA staff to discuss how Best Management Practices and livestock type and number can achieve land use compatibility and good neighbour relations. Notwithstanding that MDS II does not apply, MDS may be used as a reference for determining appropriate Best Management Practices.
2. To re-introduce livestock into vacant buildings designed for and capable of housing livestock, the goal is to maintain or reduce the odour level based on the most probable type of livestock the building could be used for.

⁶ Mitigation may include Best Management Practices such as those listed in Appendix 2.

3. If there is a dispute between neighbours regarding conversions, at the request of the parties, Region of Halton staff, with input from OMAFRA, will help to mediate the dispute.

Farmers in the Niagara Escarpment Plan Area are advised to consult with the NEC about any additional requirements they might have. See section 1.2 under Niagara Escarpment Plan.

PART 3 COMPLEMENTARY INITIATIVES

Complementary initiatives are measures that will improve in the understanding, interpretation and ability to implement the Guidelines and will generally improve relations between farm and non-farm residents.

3.1 *Training and Tools for Building Officials*

It has been OMAFRA staff's experience that when MDS is achieved, there are fewer odour complaints⁷. However, the MDS guidelines were originally developed to be implemented by experienced OMAFRA staff, not by municipal staff now charged with implementing them. Training (OMAFRA-initiated or on request) will help municipal staff consistently implement MDS. Even with this municipal staff training, OMAFRA will need to be consulted on an on-going basis on such areas as the degree of effectiveness of BMPs and the structural soundness of barns and their capability of housing livestock.

Mapping will be developed by Regional staff to assist municipal staff in flagging potential MDS consideration. Showing existing farm buildings (some of which are livestock facilities) in Halton, the maps will be referred to prior to the issuance of any building permits in the rural area. The maps will be updated on a regular basis.

3.2 *Education on Normal Farm Practices*

The PPS states that prime agricultural areas, agricultural uses and normal farm practices will be promoted and protected. Likewise, MDS I and II documents state that "the primary purpose and use of prime agricultural areas should be for agriculture. The MDS Implementation Guidelines indicate that municipalities should "work towards controlling or limiting future development that would not be compatible with agricultural uses and livestock operations. A principle of land use planning is the grouping together of compatible land uses and the separating of incompatible land uses." Non-farm residents who seek to live in the country must be aware of the noise, odour and dust associated with normal farm practices.

Over the years, past land use decisions have led to a sizeable number of non-farm residences locating in the rural area. While this trend has been halted by the current policies in the Regional Official Plan, the presence of non-farm residences in a predominantly agricultural area creates conflicts from time to time. Many new residents have no connection to agriculture and would benefit from a greater understanding of normal farm practices.

⁷ Neumann, Carol. Personal Communication, February 10, 2004. OMAFRA

There is a need to promote greater understanding of normal farm practices addressing on a broad range of topics including livestock odour and other rural realities such as emergency services, movement of farm vehicles on rural roads, trespass issues, etc. This can be done through:

- pamphlets explaining the importance of agriculture in Halton and normal farm practices that may be experienced by those choosing a rural lifestyle. These pamphlets will be available at Local Municipal Building Departments and real estate offices;
- Regional staff advocacy of agricultural area declaration on “Seller Property Information Statements” (Ontario Real Estate Association) to advise prospective buyers of agricultural uses in the area;
- Local Municipal Building Officials providing details on normal farm practices in response to property enquiries in the rural area;
- Workshops to further inform prospective and existing rural residents and real estate agents on the realities of modern agricultural practices and living in the rural area.

3.3 *Promotion of Best Management Practices*

Farmers can proactively cultivate good will and trust with neighbours by implementing BMP. One of the key BMPs is to openly communicate with neighbours. For example, farmers can explain their farming practices to neighbours, provide informal notification prior to manure spreading, plant trees along the property lines, etc. Other potential BMPs are listed in Appendix 2. OMAFRA training and printed materials (listed in Appendix 2) on BMPs may also assist farmers.

Rural non-farm residents too can implement BMPs such as planting buffer areas.

Appendix 1: Definitions

Best Management Practices

For the purpose of these Guidelines, BMPs are practices implemented to reduce odour conflict between farm and non-farm neighbours.

Catastrophe

An unanticipated, disastrous loss of part, or all, of a livestock facility due to fire, collapse, flood, wind, or other such event.⁸

Livestock Facilities

The provincial MDS Implementation Guidelines defines Livestock Facility as “one or more barns or permanent structures with livestock-occupied portions, intended for keeping or housing of livestock. A livestock facility also includes all manure or material storages and anaerobic digester.”

They go on to explain that small holding facilities before transfer to other storage, spreading areas or off farm should be considered as part of the barn and have the same MDS setbacks as the barn. MDS does not apply to abattoirs, apiaries, fairgrounds, feed storages, feed preparation areas, field shade shelters, livestock assembly areas, livestock loading chutes, milking centres, offices, washrooms, riding arenas, silos greenhouses, kennels, livestock facilities less than 10m² in floor area, livestock facilities that accommodate less than five Nutrient Units (equivalent to 5 medium frame horses), machinery sheds, mushroom farms, pastures, slaughter houses, stockyards, or temporary field nutrient storage sites.⁹

Manure Storages

Permanent storages, which may or may not be associated with a livestock facility containing liquid manure ($\leq 18\%$ dry matter), solid manure ($\geq 18\%$ dry matter) or digestate ($< 18\%$ dry matter). Permanent storages may come in a variety of:

- Locations (under, within, nearby, or remote from barn)
- Materials (concrete, earthen, steel, wood)
- Coverings (open top, roof, tarp, or other materials)
- Configurations and shapes
- Elevations (above, below or partially above grade)¹⁰

Normal Farm Practices

A normal farm practice is one which a) is conducted in a manner consistent with proper and acceptable customs and standards, as established and followed by similar agricultural operations under similar

⁸ Ontario Ministry of Agriculture, Food and Rural Affairs. 2006. MDS Implementation Guidelines. Publication 707. Guelph, Ont.

⁹ Ibid

¹⁰ Ibid

circumstances, or b) makes use of innovative technology in a manner consistent with proper advanced farm management practices.¹¹

¹¹ Farming and Food Production Protection Act, 1998.

Appendix 2: Examples of Methods to Reduce Odour Conflict Between Farm and Non-Farm Neighbours

The list below is not exhaustive. It contains examples of practices that may or may not be appropriate to any given situation and require case-by-case consideration.

Farmers

Barn Odour Control

- Select site based on MDS II and predominant wind direction
- Well ventilated livestock buildings
- Slated floors and underfloor ventilation to keep floor dry
- Frequent manure removal to prevent build-up of odorous gases
- Proper air distribution
- Flushing gutters, limited surface gutters or solid manure management systems
- Covered manure storage maintaining aerobic conditions
- Dust reduction through cleaning, oil/water spraying or low dust-emission feed distribution systems
- Odour filters (e.g. biofilters, bioscrubbers, wet scrubbers)
- Livestock diet manipulations to reduce nitrogen, ammonia and sulphide production
- Plant shelterbelts/windbreaks to slow wind speed, increase dilution by ambient air by creating airflow turbulence, and aid in upward dispersion of exhaust air

Manure Management

- Maintain aerobic conditions in manure storage through air injection, mechanical agitation, oxidation
- Biological/chemical control using bacterial culture or enzymes
- Manure moisture removal
- Maintain manure pH of 7
- Covering manure storage with organic material like straw or corn stalks, plastic, or artificial bio-cover to trap odour and limit solar heating
- Optimal manure application rate
- Timing of manure application (cool days, early morning when air is rising, midweek, low humidity, when prevailing winds are away from neighbours or nearby communities)
- Reduced frequency and length of spreading period
- Techniques to limit vaporization of manure e.g. injection, immediate incorporation

Rural Non-Farm Residents:

- Support local farmers by buying local farm products
- Familiarization with normal farm practices
- No trespassing on farmland without owners' permission

Good Neighbour Practices for Both Farm and Rural Non-Farm Residents:

- Get to know each other
- Tree planting/screening/fencing
- Open communication (seek to understand and to be understood)
- Visits/tours
- Sharing of equipment

Additional References:

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