

ATTACHMENT D

## **ATTACHMENT D**

**OUR CITY FARM PLAN**



# Our City Farm Plan

City of Sydney  
Town Hall House  
456 Kent Street  
Sydney NSW 2000



A place to grow and engage in farming, learning and community building in the heart of Sydney.

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Prepared by:

**City of Sydney**

with

**Powerhouse Museum**

and

**City Farm Advisory Group**

## 1. Executive summary

**The City Farm is a community vision for all people to engage with local and global ecological challenges in a unique and beautiful Sydney landscape. It will be welcoming, inclusive and involve the local community.**

**The farm will be a destination that promotes the role of agriculture and sustainable farming practices to diverse urban communities. It will be a place for food production, community participation, innovation and collaboration, and it will showcase excellence in sustainable design and management.**

“The farm will be a living example of best practice, hands-on environmentalism, as well as a demonstration business harnessing principles of sustainability to improve performance and service delivery.” (Sydney City Farm Group, 2010).

The City Farm will be an educational centre that fosters the exchange of skills and knowledge to engage interested members of the community in life-long learning. It will be a focal point for strong community involvement and education in sustainable living practices.

This business plan provides a framework for developing the City Farm in the heart of Sydney and is a major project for the City of Sydney’s 2014/15 Operational Plan and Sustainable Sydney 2030 vision. Council endorsed a City Farm feasibility study in November 2011 and resolved that a business plan be prepared with the assistance of the Powerhouse Museum and the City Farm Advisory Group.

The City Farm Summer Garden initiative of early 2013 confirmed the community’s desire for an urban farm. Targeted consultations allowed the community to directly shape the project, and the City provided educational workshops and practical learning opportunities through the Summer Garden. The program’s high participation rates reinforced a strong level of community support for a City Farm at Sydney Park.

This plan proposes an innovative governance model and sustainable business activities to ensure ongoing community support for, and participation in, the City Farm. It includes a governance model to allow the farm to transition from a City of Sydney responsibility to a not-for-profit community enterprise in the medium term. Management of the City Farm will consist of a community orientated City Farm Board with City of Sydney representation.

The City Farm will be a hub for the community to practice and apply different approaches to sustainable food production. Volunteers and participants will benefit from diverse social interaction, networking, education on improved food options, exercise and hands-on experience.

The City Farm will offer a mix of formal and informal education programs. The principal goal is to provide lifelong learning opportunities through workshops and practical educational courses. An education centre will host regular workshops by specialists on a range of topics. Educational programs are a proven reliable revenue source and in the long term, will produce an informed community who are more likely to return to support farmers’ markets, as well as valuing food security and sustainable growing practices.

Support of the City Farm from community groups, cultural and learning institutions, and industry bodies will ensure a diverse platform of practical and educational programs linked to agriculture are provided to the community. The Sydney City Farm community group, Powerhouse Museum, Sydney University, University of New South Wales and Royal Agricultural Society have indicated high levels of interest in the project.

The products and services to be provided by the City Farm have been developed with the assistance of the City Farm Advisory Group and have been reviewed against environmental, economic, social, and cultural/governance factors. The business activities have been divided into primary and secondary business activities:

### **Primary activities**

- Production and supply of fresh fruit and vegetables;
- Composting and waste management demonstration programs;
- A weekly organic farmers' market;
- Training and educational programs;
- Community volunteering opportunities; and
- Partnership development and sponsorships.

### **Secondary activities**

- Animal husbandry programs; and
- A farm kitchen teaching organic food preparation and cooking classes.

The City Farm will be developed in stages according to community demand and participation. It is proposed that the primary activities are implemented in years one to five, with the secondary activities being implemented in year eleven.



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Following Council's endorsement of this Business Plan, a series of supplementary business documents will be prepared before the City Farm begins operations. These include the development of:

- City Farm governance model by late 2014;
- City Farm sponsorship and partnership guidelines by late 2014;
- City Farm brand identity and website early 2015; and
- City Farm operational plan by mid 2015.

It will also be important for the business plan to have flexibility to respond to new ideas and opportunities that arise during the development and implementation of the project.

## 2. City Farm introduction

### 2.1 Vision

The City Farm is a community vision for residents and visitors to the city to engage with local and global ecological challenges in a unique and beautiful Sydney landscape. It will be welcoming, inclusive and involve the local community.

The farm will be a destination that promotes the role of agriculture and sustainable farming practices to diverse urban communities. It will be a place for food production, community participation, innovation and collaboration, and it will showcase excellence in sustainable design.

The farm will align with the Sydney City Farm Community Group's 2010 vision, where:

“The farm will be a living example of best practice, hands on environmentalism as well as a demonstration business harnessing principles of sustainability to improve performance and service delivery.

“The City Farm seeks to reconnect people with the knowledge of how food is produced. Children and adults will learn about plants, food production and farming when they come to work on the crops and in the greenhouse. Guided by experienced staff, they will sow seeds, transplant seedlings, weed, harvest and grow nutritious, healthy, vigorous, delicious food without the use of synthetic chemicals.”

“Perhaps the most significant opportunity is the education of young people. Shaping food choices, buying patterns and the environmentally sensitive decisions of the next generation is important to successfully face the challenges of global warming and becoming sustainable.”

The City Farm will be an educational centre that fosters the exchange of skills and knowledge to engage interested members of the community in life-long learning. It will be a focal point for strong community involvement and education in sustainable living practices.

It will also be outwardly looking, seeking opportunities for meaningful engagement with other urban and regional farms.

The City Farm will commence operations at Sydney Park and in time explore opportunities for multiple sites. It will be integrated into the Sydney Park landscape and have large scale cropping areas, an orchard and farm buildings to support education, food preparation and social enterprise activities. The farm and buildings will be sensitively designed to respond to the heritage and existing qualities of the park and its place within the community.

A sustainable governance model will be adopted, which transitions management to a community not-for-profit enterprise.

### 2.2 Background

The concept was initially proposed to Council by the Sydney City Farm community group in 2009. The City's response was to commission an independent City Farm Feasibility Study in 2010.



The Feasibility Study set out to explore the benefits of a City Farm in Sydney using a quadruple bottom line approach to sustainability, focused on environmental, economic, social and cultural/governance measures. Examination of best practice governance models, management and operational requirements, along with establishing clear objectives, were paramount in establishing the ideal City Farm model.

Potential sites within the Sydney Local Government Area (LGA) were examined and tested against the preferred model. Through a series of mapping explorations and site visits, four sites were identified and explored in greater detail. Of these, two sites demonstrated the qualities most desirable for a City Farm: Sydney Park, St Peters and the Powerhouse Museum car park, Ultimo. Sydney Park was recommended as an ideal site due to its available space, existing water resources, site location, interested community and access to public transport.

The Powerhouse Museum car park presented an opportunity to locate a smaller site within a dense urban context to become a destination for learning and community engagement, focused around food production, agriculture and technology.

In 2011, the Powerhouse Museum car park land was reclaimed for incorporation into a linear park space 'the goods line' to connect Central railway station to Darling Harbour. The future aspirations for an urban farm within Ultimo remain, and the City has entered into a memorandum of understanding with the Powerhouse Museum to pursue this. The City will investigate other options for the Powerhouse Museum to provide space or contribute to the City Farm when implementing the Sydney Park City Farm operations.

### 2.3 Development of the business plan

The process to develop the Business Plan began in 2012 following Council's endorsement of the City Farm Feasibility Study and support for the project.

The development of the Business Plan has been an iterative process involving extensive research and site investigations. This has included consulting with the City Farm Advisory Group, Powerhouse Museum, local residents and community members, as well as established city farm organisations in Australia and overseas.

The City Farm Summer Garden held at Sydney Park from January to March 2013 generated strong levels of community participation through volunteering and weekend programs, highlighting the community's support and anticipation for the future City Farm (refer to Appendix A - Summer Garden Case Study).

### 2.4 Community engagement

The City Farm is an inspirational community vision and ongoing community engagement is a key aspect of its planning and operations. The community engagement strategy builds on the established Sydney City Farm community group network as well as engagement with community members from the City of Sydney and broader Sydney region.

Engaging with residents, users of Sydney Park and community groups has formed a key part of the planning for the City Farm ensuring the community's vision and aspirations are captured in the project.

Engagement activities have included an information day (July 2012), Summer Garden planning forum (October 2012), successful Summer Garden program (January – March 2013) and Royal Easter Show display (March 2013).

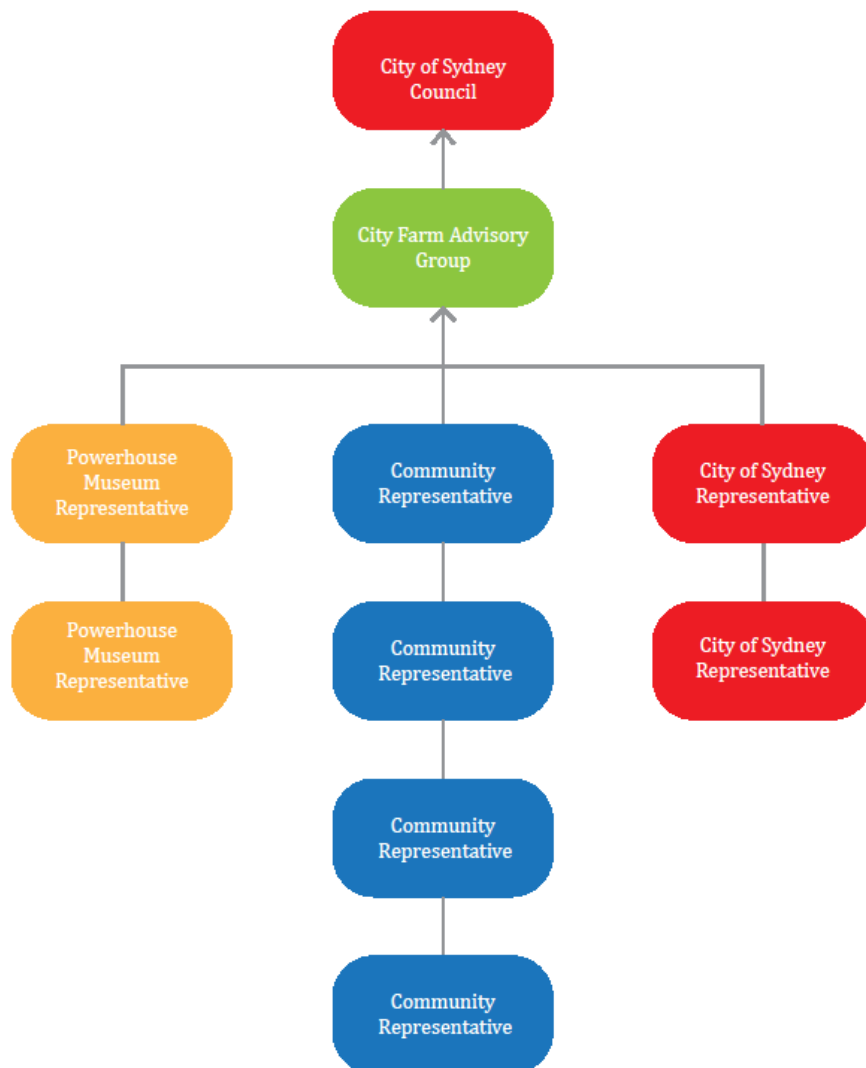
The extensive volunteer base established through the Summer Garden has provided opportunities for continued community engagement and advocacy. Volunteering will provide a key opportunity for community engagement during operations.

Future engagement strategies will be designed to maximise transparency and community partnerships for the farm at Sydney Park. This will include extensive community consultation for the farm's design and scope of operations. Community feedback will also be sought on public learning programs to be offered by the City Farm.

## 2.5 City Farm advisory group

The City Farm Advisory Group was established in June 2012 to provide ongoing advice and oversight throughout the planning process for the City Farm. The eight-person group includes four community representatives and two representatives from both the Powerhouse Museum and City Sydney. The advisory group has provided valuable input on the City Farm's vision and objectives as well as the City Farm Summer Garden and the business plan.

### City Farm organisational structure



## 2.6 Sydney Park history

Sydney Park is bounded by the Princes Highway and Euston, Campbell, Barwon Park and Sydney Park roads.

The north-west part of the park is on the edge of a Wianamatta Shale belt from which brick-making clay was extracted in the 19th and 20th centuries. Prior to European settlement, this area would have been a forest of turpentine and ironbark trees. The south-eastern area of the park is on Botany sands with swamps, marshes and heath associated with the waterway now known as Sheas Creek.

Land between Parramatta Road and the Cooks River (today's Newtown-St Peters area, including Sydney Park), was known as the District of Bullanaming in the beginning of the 19th century. The Newtown-St Peters area was also referred to as the 'Kangaroo Ground'. Local Aboriginal people, the Gadigal and Wangal, hunted kangaroo on the grasslands here, and fished and camped at the swamps, creeks and rivers that crisscrossed the area.

Sydney Park is on part of a 40 acre land grant to Elizabeth Needham in 1796. Elizabeth Needham (née Gore) was a First Fleet convict who later became a successful Sydney businesswoman.

Needham's 40 acre land grant was sold to John and Gregory Blaxland in 1808. Daniel Cooper purchased this land in 1822, and it became part of Cooper family's extensive landholdings in the area, known as the Waterloo Estate. Several generations of the Cooper family preferred to lease rather than sell and subdivide their land in the 19th century. Portions of the former Needham grant were leased by brick-makers from at least the early 1880s.

In 1887, Josiah Gentle purchased just over 2 acres of land on the corner of the Cooks River Road (today's Princes Highway). He established the Bedford Brick Works here in 1893, which he named after his home town in England. He continued to buy up adjoining land to expand his brickworks until 1908.

The rich alluvial soil in the Newtown-St Peters-Alexandria area was considered ideal for gardens and orchards, as were its clay beds for pottery and brickmaking. A number of brick, pottery and tile works were established in the area from the early 19th century to exploit this readily available resource. Josiah Gentle was one of many brick makers living and working in the Newtown and St Peters area during the 19th century.

Bedford Brick Works was bought out by the Austral Brick Company in 1936, which operated on the site until 1970. Austral had operated a brickworks further south at the corner of the Princes Highway and Cowper Street since the 1880s which continued operating until 1983.

In 1948, some of the deep clay brick-pits associated with Austral's brickworks became a major municipal waste depot operated by the City of Sydney Council known as St Peters tip. Household rubbish was dumped in the former brick pits until 1976. Other parts of the Sydney Park site had a range of other industrial uses including gas storage, manufacturing and warehousing.

When St Peters tip was finally closed, a final layer of soil and building rubble was placed over the former brick-pits to create a new regional park. This includes a series of visually prominent hills which provide panoramic views of the city skyline and Sydney Airport and are used for recreational activities such as kite flying.

Stormwater detention ponds have been transformed into wetland habitat to partly recreate the pre-European environment. At the same time the area's industrial heritage has been preserved with the kilns and brickworks chimneys at the corner of Sydney Park Road and the Princes Highway.

## 3. City Farm business concept

### 3.1 Structure and governance

The City of Sydney is exploring a range of sustainable governance models that will allow the City Farm to transition to not-for-profit management over time.

This approach recognises the need to protect the significant public investment in the project during its design, construction and initial implementation and operations, while at the same time building capacity within the community to ensure the project's long-term sustainability.

Allowance for potential additional sites will be incorporated into the governance model when suitable sites for satellite City Farm locations are found, consistent with the model proposed in the City Farm Feasibility Study.

The sustainable community governance model will be developed with the assistance of professional legal and governance experts in community and not-for-profit enterprises. Two options are being considered: a not-for-profit company limited by guarantee or a not-for-profit incorporated association.

#### 3.1.1 Not-for-profit company limited by guarantee

A company limited by guarantee is a public company formed to benefit the community and that prohibits payments of dividends to its members.

This model is useful for organisations that require the protection of corporate status but where a profit is not the prime objective. The model is usually used by voluntary organisations, social enterprises and community groups who have a fairly substantial turnover, employ staff, and own or occupy premises. It limits the personal liability of management committee members and is useful because:

- a) A company limited by guarantee is a separate legal entity distinct from its members and is a democratic structure – the company is controlled by the members who elect a management committee, or board of directors;
- b) The members cannot benefit from any profits made – so the incentive for members to become involved in the company is primarily a commitment to the objectives of the organisation; and
- c) The personal assets of the members are not usually at risk if the company is liable for debts – each director's liability is limited to a nominal sum.

#### 3.1.2 Not-for-profit incorporated association

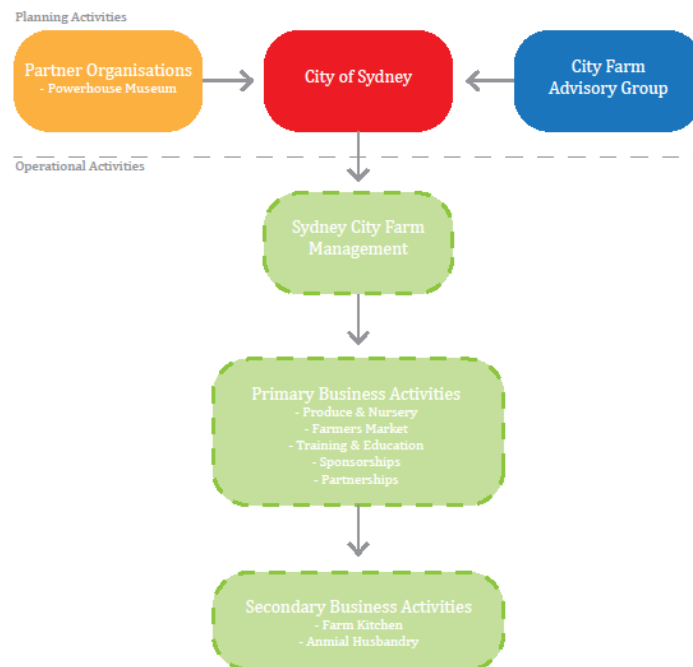
An incorporated association is a registered legal entity usually for recreational, cultural or charitable purposes with at least five members and all profits applied to the purposes of the association. It receives recognition as a legal entity separate from its members and offers some protection for office holders from any debts or liabilities incurred by the group as long as the association doesn't make a profit for its members.

The Associations Incorporation legislation imposes less onerous reporting and administrative conditions than the Corporations Act. Application for not-for-profit status would need to be undertaken prior to operating.

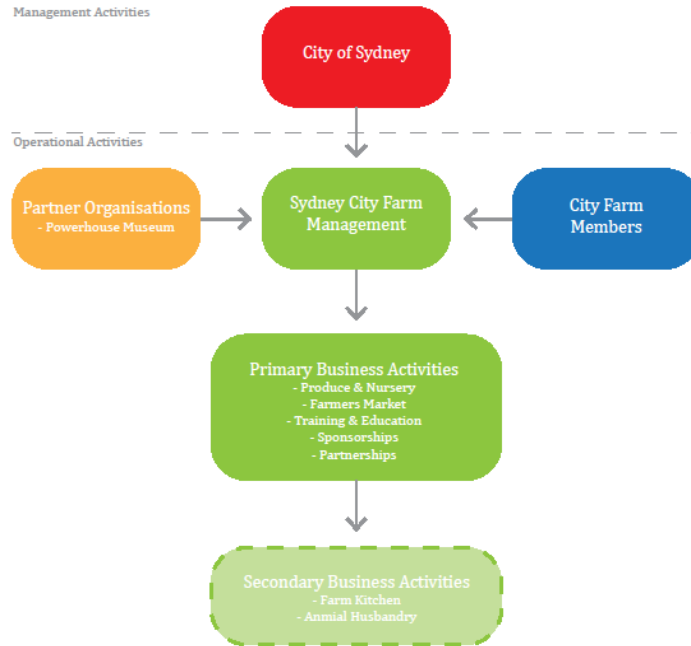
The proposed phasing of the City Farm governance has been illustrated below. However, the timeframe for each phase may be influenced by the capability and level of community ownership.

- **Phase 1** - Development and planning of governance structure (Current)
- **Phase 2** - Establishment of governance structure
- **Phase 3** - Transition from City of Sydney management to community management as a not-for profit
- **Phase 4** - Community management as a not-for profit

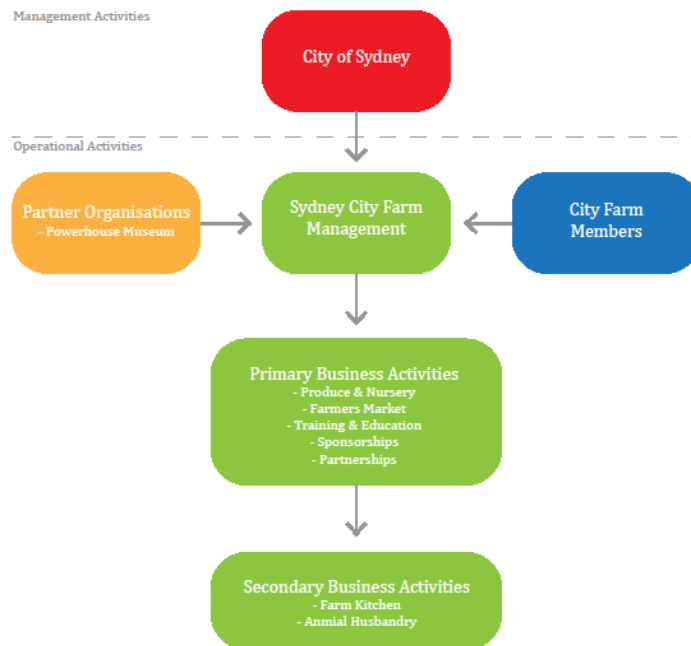
## Phase 1 - Development and planning governance structure



## Phase 2 - Establishment governance structure

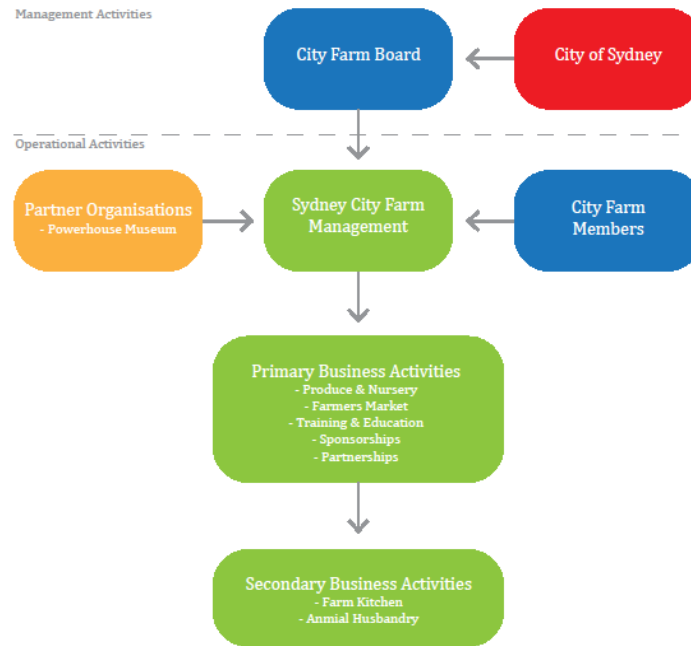


## Phase 3 - Transition from City of Sydney management to a community not-for profit organisation





## Phase 4 - Community not-for profit organisation



### 3.2 Primary business activities

The primary business activities have been identified as core to the City Farm's values and brand identity. The opportunities associated with each primary activity have been assessed for their capacity to provide the best suite of programs to quickly establish a sense of community ownership.

#### 3.2.1 Produce and nursery operations

##### Background

The capacity to demonstrate the complete life cycle of growing crops is fundamental to the City Farm's values. This forms an important dimension of the learning experience and programs. The Summer Garden provided evidence of this as being an important aspect of the farm's operations.

##### Objectives

- Grow a range of seasonal fruit and vegetables for consumption;
- Grow at-risk heirloom plant varieties for educational programs;
- Generate income through sales at the farmers' market and other outlets; and
- Skill development and employment opportunities for volunteers.

##### Assumptions

- Site contamination will be effectively managed through the planning, design and construction of the site; and
- Water will be provided through the Sydney Park water harvesting program.

#### 3.2.2 Farmers' market

##### Background

The proposed market will only sell produce directly from growers, making it different to other markets and allowing for community engagement and learning through interaction with stallholders.

## Objectives

- Provide the community with access to fresh seasonal produce;
- Provide a high profile weekend community activity; and
- Contribute financially to the City Farm's sustainability.

## Assumptions

- This will be specifically a grower's market;
- The City Farm will have one stall to sell produce grown from the farm;
- The farmers' market will align with the City's market strategy.

### 3.2.3 Training and educational programs

#### Background

This responds to the growing community interest in where food comes from, and provides real opportunities to contribute to food production. Community consultation has consistently identified learning as a key to the City Farm's success. The programs offered at the Summer Garden provided further evidence of this.

#### Objectives

- Maximise engagement with primary, secondary and tertiary education providers;
- Link educational programs to the Australian education curriculum;
- Prioritise lifelong learning opportunities;
- Provide practical educational programs; and
- Provide vocational training opportunities – backyard gardening workshops.

#### Assumptions

- Programs will be undertaken indoors and outdoors. Appropriate infrastructure will be required.

### 3.2.4 Volunteers

#### Background

Volunteer participation is a cornerstone of the City Farm's community engagement strategy, providing a point of contact with other community members. Volunteers will act as ambassadors for the City Farm's vision and operations. They also underpin the business model by providing valuable human resources critical to the operations. The Summer Garden demonstrated the potential for volunteer engagement in the larger City Farm project.

#### Objectives

- Provide meaningful opportunities for skills development;
- Provide networking and community relationship building;
- Provide skills in not-for-profit operations;
- Support the range of City Farm's business activities; and
- Provide meaningful and inclusive opportunities for volunteers.

#### Assumptions

- A City Farm volunteer coordinator will be assigned to manage all volunteers
- Volunteer shifts are a maximum of two hours;
- There is no maximum number of hours a person can volunteer. All volunteers are encouraged to participate at least once a month;
- Volunteers will be provided with all necessary training and equipment required to undertake the specific task required with each volunteer session; and

- Volunteers will be managed in accordance to the City of Sydney Volunteer Policy.

### 3.2.5 Partnerships

#### Background

There are significant opportunities for partnerships with other organisations that align with the vision and values of the City Farm. The Summer Garden provided evidence through the partnership with the Powerhouse Museum, who took on volunteer management roles and development and facilitation of a community 'art wall'.

#### Objectives

- Financial contributions;
- In-kind contributions;
- Outreach opportunities; and
- Enhancement of brand recognition.

#### Assumptions

- Partnerships will conform to the City of Sydney Partnership Policy and Guidelines; and
- Potential partners may include learning institutions, government agencies, not-for-profit organisations, sustainability sector, and special interest community groups.

### 3.2.6 Sponsorships and Grants

#### Background

There are significant opportunities for sponsorships with other organisations that align with the vision and values of the City Farm.

#### Objectives

- Provide opportunities for corporate social responsibility activities;
- Focus on institutions seeking to enhance green credentials; and
- Ensure alignment with City Farm values.

#### Assumptions

- Alignment with City of Sydney's Corporate Sponsorship Policy; and,
- After the endorsement of the business plan, specific sponsorship guidelines will be developed for the City Farm. Areas to be addressed include:
  - Government grants;
  - Brand association; and
  - Corporate social responsibility.

### 3.2.7 Composting and Waste Management

#### Background

Management of site waste is central to the City Farm's values. This forms an important dimension of the learning programs and aligns with Sustainable Sydney 2030 priorities around waste management and minimisation.

#### Objectives

- Utilise by-products from the City Farm operations to create compost;
- Establish an organic waste collection system to feed the compost operations;
- Work with surrounding businesses and households to promote composting;

- Seek to partner with existing commercial compost producers; and
- Run composting workshops.

### **Assumptions**

- The environmental management objectives for the City Farm is to minimise waste and disposal to landfill; and
- Educational programs link to composting operations.

## **3.3 Secondary Business Activities**

The secondary business activities been identified as being consistent with the City Farm's values. The opportunities associated with each secondary activity have been assessed, noting the enhanced complexity associated with its delivery.

### **3.3.1 Animal Husbandry Programs**

#### **Background**

The Summer Garden program demonstrated the popularity of working farm animals in an urban environment. The program was particularly successful when it was accompanied by commentary from the relevant farmer.

#### **Objectives**

- Provide a link between rural farming practices and urban communities;
- Provide a high-profile weekend community activity; and
- Provide a unique point of difference in the marketplace.

#### **Assumptions**

- It is not a petting zoo;
- Animals are intended to be used to educate visitors about farming practices; and
- There is limited capacity to bring animals into Sydney Park and opportunities will need to be considered as a part of the design phase and site conditions.

### **3.3.2 Farm kitchen**

#### **Background**

City Farms in other locations traditionally include a café, reflecting their alignment with food production. The viability of a farm kitchen operation will depend in part on the primary business activities and the location of the City Farm within the park.

#### **Objectives**

- Provide a commercially sustainable Farm Kitchen aligned to the 'City Farm' values;
- Provide a social space for learning programs and skill development;
- Focus on seasonal produce;
- Connect with local chefs and growers; and
- Do not directly compete with the existing kiosk operation in Sydney Park.

#### **Assumptions**

- The Farm Kitchen is intended to provide an opportunity for farm produce to be prepared and consumed onsite;
- Collaboration with local community groups and educational organisations such as schools and TAFE colleges will form a key part to the farm kitchen operations;
- Specialty seasonal food events will be undertaken to connect with local chefs and provide unique dining experiences within the City Farm; and
- All activities undertaken will need to align with the City Farm's values.

### 3.4 SWOT

A comprehensive SWOT analysis has been undertaken for each of the business activities proposed. The key issues identified through the SWOT analysis include the following.

**Table 1: SWOT analysis key issues – primary business activities\***

Business Activity	Issue	Action
<b>Produce</b>	Growing certified organic produce	Organic grower certification will not be obtained due to existing site conditions – the focus will be on growing all crops with organic principals free from chemicals
	Growing heirloom varieties	Allocate growing space for heirloom seed varieties and commence seed saving.
	Vandalism	Design the City Farm to be an inclusive and inviting space, and include Crime Prevention Through Environmental Design (CPTED) principles.
	Site contamination	Engage consultants to assess and proactively address soil conditions through design and construction.
<b>Nursery</b>	Existing nursery depot	Assess WHS and access risks of volunteers using Sydney Park depot
	Co-location with produce area	The nursery and produce areas are to be located in close proximity as there is a direct link between operations
	Available space	Ensure market space is separate but integrated within the park.
<b>Farmers' market</b>	Car parking	Promote active transport and minimise parking of delivery vehicles.
	Public programming	Create opportunities to cross program and generate more activity if Sydney Park.
	Impact on existing users	Consult with existing users. Design to integrate market within park.
	Appropriate facilities	Provide facilities at Sydney Park. Potential use of Sydney Park Pavilion.
<b>Training and educational programs</b>	Training provider registration	Aim to work with recognised training and education providers.
	Partnership with other training organisations	City Farm to offer the site activities to run a range of sustainable programs by partnering organisations.
	Volunteer management	Employ dedicated volunteer coordinator(s)
<b>Volunteers</b>	Sustaining volunteers	Offering activities and responsibilities which encourage and motivate volunteering.
	Rewarding volunteer contributions	Provide a range of reward and recognition programs to thank volunteers.
	Partnerships and sponsors	Policy limitations

Business Activity	Issue	Action
	Expression of Interest process	Develop a clear process to attract and engage with sponsors.
	Brand management	Provide guidelines for the City Farm to follow.
	Selling sponsorships	Do annual reviews and use an expression of interest process
	Consistency with the City Farm values	Develop suitable policy and guidelines.
<b>Composting and waste management</b>	Minimisation of waste	Develop a waste minimisation policy for the City Farm
	Closed loop systems	Establish as a design objective.

\* Refer to full SWOT analysis in Appendix C.

**Table 2: SWOT analysis key issues – secondary business activities\***

Business Activity	Issue	Action
<b>Animal husbandry programs</b>	Ability to house animals	Comply with City Plan DCP and investigate design standards.
	Diversity of animals and programs	Develop programs to be as interesting and diverse as possible.
	Connection to larger scales of farming	Develop partnerships with agricultural industry peak bodies, such as RAS.
	Animal safety and wellbeing	Comply with Department of Primary Industry regulations.
<b>Farm kitchen</b>	Capital and operational costs	The scale of the farm kitchen is intended to focus on using produce grown on site in relatively simple meals requiring low-tech infrastructure.
	Adequate demand	The City Farm will offer a unique paddock to plate experience. Market test before implementing.
	Café versus kitchen	Café operations require significant resourcing and patronage. The farm kitchen will be developed for social groups and food learning experiences.

\* Refer to full SWOT analysis in Appendix C.

### 3.5 Risk

The assessment of risk was informed by a workshop conducted by the City of Sydney's Risk and Assurance Unit with City Farm Advisory Group. Ongoing evaluation and assessment of risks will be done each year.

**Table 3: Risk assessment**

Risk Type	Risk	Impacts	Causes	Controls	Rating
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Risk Type	Risk	Impacts	Causes	Controls	Rating
Governance	<b>Failure to secure ongoing Council support for venture</b>	<ul style="list-style-type: none"> <li>• Community impact</li> <li>• Reduced funding</li> <li>• Reduced scope</li> <li>• Removal of funding</li> </ul>	<ul style="list-style-type: none"> <li>• Benefit not clearly articulated</li> <li>• Change of direction</li> <li>• Future removal of funding</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Business Plan.</li> <li>• Regular monitoring and review of operations and performance indicators</li> <li>• Regular reporting to Council.</li> </ul>	Moderate
Governance	<b>Impacts to project due to approvals and project planning.</b>	<ul style="list-style-type: none"> <li>• Delays to project</li> </ul>	<ul style="list-style-type: none"> <li>• DA requirements</li> <li>• Sydney Park plan of management regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Sydney Park plan of management to include City Farm operations</li> <li>• Community consultation</li> </ul>	Moderate
Governance	<b>Failure to transition to not-for-profit management</b>	<ul style="list-style-type: none"> <li>• Ongoing funding sought from Council</li> <li>• Reduction in services / closure</li> <li>• Reputation damage to parties</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of suitable community interest</li> <li>• Not-for-profit model not sustainable</li> </ul>	<ul style="list-style-type: none"> <li>• Legal / governance advice on proposed structuring</li> <li>• Business plan to identify options and preferred model</li> <li>• Financial plans / budget developed</li> <li>• Development of community partnership approach</li> </ul>	Moderate
Financial	<b>Project not financially self-sustaining in required timeframes</b>	<ul style="list-style-type: none"> <li>• Ongoing funding to maintain services</li> <li>• Reduction in planned services</li> <li>• Reputation damage</li> </ul>	<ul style="list-style-type: none"> <li>• Financial assumptions incorrect</li> <li>• Production targets not reached</li> <li>• Lack of financial oversight</li> <li>• Revenue generated less than costs</li> </ul>	<ul style="list-style-type: none"> <li>• City of Sydney finance team to assist in financial forecasting for project</li> <li>• Breakeven analysis of specific project streams</li> <li>• Independent review of business plan assumptions</li> </ul>	Moderate
Financial	<b>Engaging partners and sponsors</b>	<ul style="list-style-type: none"> <li>• Reputation damage</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of proper engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Clear policy and engagement process</li> </ul>	Low

Risk Type	Risk	Impacts	Causes	Controls	Rating
Environment	<b>Latent site conditions</b>	<ul style="list-style-type: none"> <li>• Cost to remediate</li> <li>• Impact to food growth</li> <li>• Reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Site contamination</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys and environmental assessments</li> <li>• Design safety assessments</li> <li>• Remediation</li> </ul>	Low
Environment	<b>Impact on surrounding ecosystems</b>	<ul style="list-style-type: none"> <li>• Pollution</li> <li>• Complaints</li> <li>• Regulatory breaches</li> <li>• Reputation damage</li> </ul>	<ul style="list-style-type: none"> <li>• Runoff /spill to watercourses</li> <li>• Noise generation</li> <li>• Odours/ smell</li> </ul>	<ul style="list-style-type: none"> <li>• Develop City Farm Environmental Management Plan</li> <li>• Design safety assessments through construction</li> </ul>	Low
Operational	<b>Management of volunteers</b>	<ul style="list-style-type: none"> <li>• Loss of volunteers</li> <li>• WHS issues</li> <li>• Injuries, sick leave</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clarity on roles and responsibilities</li> <li>• Lack of WHS or Safety Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with City SMS</li> <li>• Operational procedures will be drafted to manage volunteers</li> </ul>	Low
Operational	<b>Vandalism</b>	<ul style="list-style-type: none"> <li>• Cost to repair or replace damaged assets</li> <li>• Impact on produce crops</li> <li>• Reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of security and surveillance of site</li> </ul>	<ul style="list-style-type: none"> <li>• Design the site to be open accessible and with appropriate lighting provisions</li> <li>• Develop strong community relationships to the Farm</li> </ul>	Low
Operational	<b>Negative community support</b>	<ul style="list-style-type: none"> <li>• Loss of volunteer support</li> <li>• Reputation damage</li> </ul>	<ul style="list-style-type: none"> <li>• Poor community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Build ownership and capacity within the community</li> </ul>	Moderate

## 3.6 Legal and insurance

### 3.6.1 City of Sydney management

The City Farm will operate initially with full support from the City of Sydney until transition to a community management model. Compliance with City of Sydney policies and procedures will be followed and reported back to Council annually.

### 3.6.2 Community management

At the date of transition to community management the City Farm will no longer be the responsibility of the City of Sydney. A five-year Licence Agreement in accordance with the Local Government Act 1993 is intended to be entered into, and all necessary operational business licences, insurances, accounting, IT and legal requirements will become the responsibility of the not-for-profit City Farm organisation.

A supporting management agreement is to be provided outlining the proposed business operations. Any additional business activities will require the agreement to be updated and submitted to Council for approval.

A detailed transitional plan will be undertaken to ensure that all operational areas are appropriately supported as the City Farm becomes a not-for-profit entity.

### 3.6.3 Site contamination

Existing soil contamination issues at Sydney Park will need to be considered as a part of the final design and operations. A preliminary geotechnical report has reviewed existing historical reports and found no major concerns in establishing a City Farm in Sydney Park.

The report does conclude that as a part of the design process that an environmental management plan should be prepared to ensure all City Farm activities are implemented and managed to have minimal impact on Sydney Park.

### 3.6.4 Environmental management plan

An environmental management plan will be developed in parallel with the design of the City Farm. This plan will ensure that appropriate environmental management practices are followed during the project's construction and ongoing operations. The plan will ensure:

- Application of best practice environmental management;
- Implementation of an environmental impact assessment;
- Compliance with environmental legislation; and
- Continual management of all environmental risks.

## 4. Target Market

### 4.1 Market research

The 2011 ABS census data has provided valuable insight into the target market audiences around Sydney Park. Within 1,000m from Sydney Park there is a captive audience of over 55,000 people with a median age of 34.4 years. Of this population, 14,509 are families and median household income is \$1,842 per week.

Table 4: Demographic profile

Suburb	People	Median Age	Families	Average Children Per Family	All Private Dwellings	Median Weekly Household Income
Alexandria	7,050	33	1,740	1.5	3,801	\$2,075
Erskineville	6,848	34	1,769	1.5	3,585	\$2,290
Newtown	14,148	32	3,023	1.5	7,115	\$1,753
St Peters	7,190	36	1,807	1.6	3,105	\$1,684
Marrickville	24,613	37	6,170	1.7	10,427	\$1,406
<b>TOTAL</b>	<b>59,849</b>	<b>34.4</b>	<b>14,509</b>	<b>1.56</b>	<b>28,033</b>	<b>\$1,842</b>

Source: censusdata.abs.gov.au 2011

Table 5: Target Markets

Business Activity	Target Market	Product/Service
Produce and nursery	Schools, TAFEs, universities, employment program providers, corporate social responsibility programs, farmers' market, local restaurants	Growing seasonal produce

<b>Farmers' market</b>	Organic food growers, families, local restaurants	Sale of fresh seasonal produce
<b>Training and educational programs</b>	Schools, tertiary institutions, community groups	Sustainability, environmental and agricultural education programs
<b>Volunteers</b>	Students, retirees, apartment dwellers, young professionals, gardeners	Growing seasonal produce
<b>Partnerships and sponsors</b>	Community-minded corporates, government, industry peak bodies and community-based groups	Partnership and association with City Farm
<b>Composting and waste management</b>	Local communities, businesses and schools	Demonstration of waste management systems
<b>Animal husbandry programs</b>	Schools, families, care programs	Animal husbandry workshops
<b>Farm kitchen</b>	Food enthusiasts, cultural groups, gardeners, families	Cooking and food preparation workshops

\* Refer to Target Market Analysis in Appendix E

## 5. Future directions

### 5.1 Strategic framework context

The City of Sydney Corporate Plan identifies the City Farm Business Plan as a major project link to the goals of the Sustainable Sydney 2030 (Item 2.6.2), to be completed by 2013. The City Farm will meet the following directions and objectives identified within Sustainable Sydney 2030:

#### **Direction 1: A Globally Competitive and Innovative City**

- Objective 1.4: Develop innovative capacity and global competitiveness

#### **Direction 2: A Leading Environmental Performer**

- Objective 2.4: Demonstrate leadership in environmental performance through the City of Sydney's operations and activities

#### **Direction 6: Vibrant Local Communities and Economies**

- Objective 6.3: Provide a rich layer of accessible community-level social infrastructure, services and programs across the City
- Objective 6.4: Develop and support local economies and employment
- Objective 6.5: Build opportunities for lifelong learning in new literacies

#### **Direction 7: A Cultural and Creative City**

- Objective 7.2: Support cultural activity, participation and interaction
- Objective 7.3: Support the development of creative industries

#### **Direction 9: Sustainable Development, Renewal and Design**

- Objective 9.3: Plan for a beautiful City and promote design excellence

#### **Direction 10: Implementation through Effective Governance and Partnerships**

- Objective 10.2: Give priority to community involvement, engagement and partnerships with the City of Sydney
- Objective 10.4: Establish and monitor partnerships for change
- Objective 10.5: Consider innovative financing and funding approaches

## 5.2 Human Resources

### 5.2.1 Staff

Experienced professional staff will be employed to implement, develop and grow the Farm's business activities. The City of Sydney will act as the responsible authority for all human resources requirements until the transition to the community governance model.

### 5.2.2 Volunteers

Volunteer opportunities for community members will be provided across the City Farm's business activities, enhancing the skill development of those participants. All volunteers will be managed in line with City of Sydney's volunteer policy until the transition to the community governance model.

## 5.3 Financial projections

### 5.3.1 Capital Budget

Analysis of the City Farm's business activities has determined the scale of the proposed capital investment to ensure that it has the necessary resources to operate successfully and in time become a self-sustaining business.

The capital works are intended to be implemented in three stages. Stage one and two are short to medium term, enabling the farm to start business operations and establish it within the community. Stage three is the final capital investment component to the farm's operation, and would be done in the long-term based on the farm's operating performance.

As a matter of due diligence, the capital budget projection has been prepared with the assistance of Aquenta Consulting quantity surveyors.

### 5.3.2 Operational Budget

The 10-year operational budget projection outlines the primary business activities that will form the core of the City Farm's operations. Farm operations are forecast to commence in December 2015, staff will be employed 6 months prior to commencement. As the City Farm becomes an established enterprise, opportunities for the growth and expansion of the existing operations are planned to enable the business to respond to community demand and interest in the programs offered.

The proposed capital investment in the secondary business activities is intended to provide an established City Farm with additional operations to complement the City Farm's vision.

As a matter of due diligence, the 10-year operational budget assumptions have been reviewed independently by financial business consultants KPMG.

## 6. Implementation plan

### 6.1 Planning and Development Phase

The following items have been identified through the business plan, which are critical to the successful planning and development of the farm prior to operation. The program for the delivery of the planning and development phase is shown below:

#### Stage 1 - Design and construction program

Activity	Duration (Days)	Year
Concept Design	50	2014
Community Consultation	20	
Revise Concept Design	30	2015
Council Report	30	
Detailed Design / DA / Documentation	60	
Tender Design for Pricing	40	
Council Report	25	
Construction	60	

#### Stage 2 - Design and construction program (2018)

Activity	Duration (Days)	Year
Design	180	2017
Tender	100	2018
Construction	100	

#### Stage 3 - Design and construction program (2024)

Activity	Duration (Days)	Year
Design	180	2024
Tender	100	2025
Construction	80	



## 6.2 Establishment Phase

The City Farm operational budget is focused on establishing the primary business activities in two stages over the first five years.

**Table 12: Establishment Phase**

Year 1-5	Description	Frequency	Date
	Primary business operations and management	Daily	December 2015
	Prepare reports of business operations	Quarterly	
	Prepare end of financial year reports for Council to review	Annually	
	Annual general meeting	Annually	
	Transition City Farm Advisory Group from planning to operational role	Milestone	December 2015

## 6.3 Transition Phase

The process to transition the City Farm from City of Sydney management to community management as a not-for profit is intended to be undertaken in 1 year, following the establishment of all primary business activities. This process could occur earlier depending on the capacity and capability of the community to manage the Farm operations and reporting commitments of the City.

The transitional governance model will outline the required steps to transition from City of Sydney management to community management as a not-for profit.

**Table 13: Transition Phase**

Year 6	Description	Frequency	Date
	Primary business operations and management	Daily	
	Prepare reports of business operations	Quarterly	
	Prepare end of financial year reports for Council to review	Annually	
	Annual general meeting	Annually	
	Commence transition of management from City of Sydney to community not-for-profit enterprise	Milestone	July 2020

#### 6.4 Community Management as a Not-For Profit

The City Farm will be managed as a community not-for profit enterprise, the City of Sydney will be represented on the City Farms board of directors to ensure the City's assets and operational agreements are maintained.

At the eleventh year the secondary business activities including the farm kitchen and animal husbandry programs are intended to come online to support the business operations. This will be undertaken if the City Farm continues to meet environmental, economic, social and cultural success measures.

**Table 14: Community Organisation Phase**

Year 7-11	Description	Frequency	Date
	Business operations and management of primary and secondary activities	Daily	
	Prepare reports of business operations	Quarterly	
	Prepare end of financial year reports for Board of Directors to review	Annually	
	Annual general meeting	Annually	
	Commence management as community not-for profit	Milestone	July 2021

## 7. Appendix A: Summer Garden Case Study

The City Farm Summer Garden was held from 19 January to 24 March 2013 at Sydney Park in St Peters as a temporary activation and a taste of what the final City farm would offer.

### Overview

More than 70 new volunteer City Farmers planted, maintained and harvested the garden over the 10 week period, and showcased the Summer Garden to park users.

The farm and food inspired workshop program attracted more than 500 participants to weekend events including “Meet a Beekeeper”, Scarecrow making, “Meet a Farmer”, Sheep Dog Trials and “Paddock to Plate”.

The City Farm Summer Garden culminated in a celebratory harvest event where produce from the kitchen and market gardens were harvested and created into delicious canapés for the community.

The Summer Garden generated extensive national and metropolitan media coverage and was positively evaluated by participants and volunteer City Farmers, building momentum and anticipation for the final City Farm at Sydney Park.

### Objectives

The objectives of the City Farm Summer Garden were consistent with overall objectives for City Farm and included:

- Growing local food and the growing cycle;
- Lifelong learning – with a sustainability focus; and
- Community involvement – volunteering.

A workshop was hosted in October 2013 to enable the community to contribute their vision and objectives for the Summer Garden. Key principles developed at the workshop included a garden design that was welcoming and accessible and involved the local community. Another suggestion was to call the volunteers “City Farmers” and to demonstrate the growing cycle.

### Format of Summer Garden

A modern and accessible garden design was created and constructed between the brick kilns and the children’s playground at Sydney Park. The design and planting was consistent with the criteria developed by the community in October 2012.

The no-dig garden, including a kitchen garden, a market garden, citrus, corn and cotton, was planted as the first activity in the Summer Garden program, in partnership with the Green Living Centre.

### City Farmer volunteer program

More than 155 people registered their interest in becoming part of the first team of City Farmers for the City. The amazing response generated a roster of more than 70 active volunteers, with the remaining 85 on a waiting list for the next opportunity.

With support from the City Farm Project Manager, Summer Garden Coordinator (part-time) and the City’s parks staff, the volunteers were inducted and maintained the garden to a high standard, filling two shifts a day, seven days a week.

The City Farm Advisory Group, including the Powerhouse Museum and community representatives, provided strategic advice on the design and programs and actively participated as ambassadors for the Summer Garden program.

### Workshop and events

The program of free weekend workshops and events provided opportunities for the whole family to participate in fun and education farm focused activities. The most popular events included Sheep Dog Trials and Meet a Beekeeper.

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The City Farm Summer Garden provided an excellent opportunity to connect with farmers from regional NSW, local kitchen gardeners and permaculture experts as well as sustainable food providers and ABC media personalities Angus Stewart and Costa Georgiadis. The workshops were promoted and managed through the Green Villages website, with some events rescheduled due to wet weather.

Overall, more than 400 participants attended the free events – an excellent result.

#### **City farm summer garden by numbers**

- New volunteers: 70
- Volunteer shifts: 112
- Volunteer hours: 879
- Weekend workshops: 10
- Event and workshop participants: 500+
- Produce area: 36 square metres
- Orchard: 8 trees
- Broad acre crops: 50 square metres
- Native and exotic beehives: 3

#### **Outcomes - Community participation and volunteering**

Significant community outcomes were achieved through the City Farm Summer Garden through an excellent community response to the volunteer program as well as the events and education programs, as outlined in this report.

Evaluation data and anecdotal reports from the city farmers indicates a high level of satisfaction with the volunteering and workshop programs providing an opportunity to learn new skills; meet new people and demonstrate the growing cycle.

The volunteers and participants will receive ongoing communication from the City of Sydney in relation to the development of the City Farm and opportunities to participate in further planning and City Farm events.



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## 8. Appendix B: Easter Show Case Study

The City of Sydney was invited by the Royal Agricultural Society of NSW to provide a showcase installation at the Royal Easter Show in 2013 to promote the City Farm.

### Overview

An engaging mural and edible planter boxes were displayed outside the produce pavilion at the Royal Easter Show, which attracts thousands of passers-by each day. Volunteer City Farmers attended the display to provide information and flyers and sign people up to the City Farm mailing list.

### Objectives

- Promote the City Farm and build a sense of excitement among visitors;
- Build the relationship with the Royal Agricultural Society of NSW;
- Continue to provide volunteer opportunities for City Farmers; and
- Attract subscribers for City Farm newsletters, website and future volunteering opportunities.

### Format of Easter show

The Royal Easter Show was held at the Sydney Showground at Sydney Olympic Park from 21 March to 3 April 2013. The City Farm installation was created as an engaging and eye catching feature for visitors as they walked into the produce pavilion.

A mural artist was engaged to develop the concept for the artwork and materials from the City Farm Summer Garden at Sydney Park were re-used for this installation. Volunteer City Farmers teamed up to answer questions and promote the City Farm.

The City Farm Advisory Group was also invited to tour the pavilions and educational opportunities with representatives from the Royal Agricultural Society.

### Outcomes - Building the profile of the City Farm and the City of Sydney

The installation at the Royal Easter Show was an excellent opportunity to build awareness of the City Farm amongst hundreds of thousands of visitors to the Royal Easter Show.

The excellent brand awareness opportunity also included the direct distribution of more than 500 flyers and 200 new subscribers for the City Farm mailing list.

With extensive networks in NSW farming and agriculture, as well as a range of educational resources, the Royal Agricultural Society will be a valuable partner for City Farm in the future.



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## 9. Appendix C: Business Activity SWOT

	Strength	Weakness	Opportunity	Threat
<b>Produce</b>	Ability to grow a range of unique produce and show case what is not normally found at home	Contaminated site Raised growing areas essential	Raised growing areas provide an opportunity for the produce areas to be active and change with the seasons, such as making the farm infrastructure movable	Pests and diseases
	Sharing of knowledge within a diverse community – Written material, blogs, recipes	Size of produce areas is limited	Ability to supply food for educational programs	Competition
	Heritage/heirloom varieties of produce – maintaining community interest	No site shed	Ability to sell produce at the farmers' market	Vandalism of plants
	Organic growing principles	Ongoing productivity	Point of difference through product differentiation	Organic certification
	Water supply		Research opportunities	Supplying enough produce Weather conditions
<b>Nursery</b>	Use of existing facilities within the Sydney Park depot	Skill level required to manage a nursery	Volunteer labour force to maintain	Existing nursery suppliers
	Ability to grow all stock from seed	Incorporation of existing facilities into proposed site	Harvesting seeds from produce Building a City Farm seed bank	
	Ability to experiment with plant species	Condition of existing facilities unknown	Ability to sell plant stock directly from nursery to the community	Pests and diseases
	Ability to propagate	Maintenance and associated operating costs	Educational program around propagation	Vandalism structures and plant stock
	Opportunity for commercial returns		Training facility with tertiary institutions	Existing operational activities conflicting with City Farm
	Water supply		Educational opportunities	
<b>Farmers' market</b>	Provide local community with access to fresh produce	Available space to run markets	Currently no pre-existing outdoor growers markets in this area	Wet weather contingencies

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	Strength	Weakness	Opportunity	Threat
	Only allow growers of the produce to be stall holders	Limited growth opportunities	Large interest from growers to sell produce in the inner city	Parking complications with local residents
	Seasonal markets		Frequency could be increased to meet demand	Independent third party organisation wanting to start a market prior to the City Farm operating
	Point of difference		Music and events	Point of difference – not just a market
			Demonstrations	Existing markets
			Link to public programming	
			Engage local schools to have a display/stall	
<b>Training and educational programs</b>	Diversity of operations provide a unique suite of educational content	Lack of pre-existing facilities	Sydney Park becomes a large 44-hectare classroom	Weather conditions
	Sydney Park provides a platform to run a range of programs not possible in a standard classroom	Number of participants that could be managed	Local schools, TAFE and universities	Site security and safety of students
	Practical programs directly linking to the City Farm operations	No classrooms	School holiday programs	Competition
	Partnership opportunities, such as Royal Agricultural Show, peak bodies, farmers, Green Living Centre	Not a registered training provider	Educational contractor opportunities, such as The Green Living Centre running programs without external facilities.	Cost – compliance
	Sustainability education, such as on wetlands		TAFE certificates - horticulture	Facilities
			Become a registered trainer	Resource demand
			Country to city connections	Admin – work, health and safety
			Farm visits	
			Aboriginal food practices and plantings	

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	Strength	Weakness	Opportunity	Threat
<b>Volunteers</b>	There is an active and interested community willing to volunteer	The number of volunteers required to maintain the City Farm will be substantial	The demographic of volunteers is extremely diverse	Maintaining volunteer interest and involvement will need to be managed
	Volunteers are a free source of labour	Volunteers can only work a limited amount of hours	Volunteer groups could include schools, universities	
	Volunteers are enthusiastic passionate people	Enthusiasm	Specific volunteer groups – education, markets, produce, animals	
	Interaction with the community	Volunteer coordination		
	Opportunity to specialise			
	Recognition by employers and institutions			
<b>Sponsorship and Grants</b>	Social opportunities	Transition from City to independent operation	Sponsors can fund different areas of the farm – nursery, education	Managing expectations
	Appealing to sponsors	Expression of interest process to procure sponsors		Managing alignment with the City Farm brand
	Qualitative and Quantitative feedback from Summer Garden			
	Unique opportunity			
<b>Composting and Waste Management</b>	Utilisation of waste materials from operations	Time and space required for compost to effectively decompose	Establish a green waste collection system from the Farmers' market to supply the compost operation	Smell, vermin
<b>Small Poultry</b>	Egg production and sale	Suitable location	Small size	Garden destruction
	Manure		Unique breeds	Foxes
	Sale back to breeders		handling	Dogs
			Collaborate with veterinary school	Vandalism
			Care after hours	
<b>Bees</b>	Essential pollinators to produce operations	Handling and maintenance of hive	Educational workshops	Vandalism

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	Strength	Weakness	Opportunity	Threat
	Honey production and sale		Research – Tracking bees	Bee stings
	Sale back to apiarist		Candle making	Work, health and safety
	Community interest in bees		Native or exotic bee options	
<b>Large Livestock</b>	Opportunity to show case larger livestock in an urban context	Space to accommodate livestock	Collaboration with the Royal Agricultural Society	Safety of animals
	Range of farm animals that could visit the farm, such as sheep, llamas, alpacas, goats, pigs, cows and horses	Ability to house animals permanently on site	Diversity of programs	Safety of visitors and workers
	Significant point of difference in terms of business activity			
<b>Farm Kitchen</b>				
	Skill development	Facilities	Guest chefs	Sydney Park Pavilion
	Training opportunities	Operational costs	Working with schools	Surrounding cafes
	Catering for events		Preserving classes	Setup costs of facilities
	Use of food grown from farm		Country Women's Association partnerships – scone making	
			Venue hire	

## 10. Appendix D: Precedent Analysis

### 10.1 Collingwood Children's Farm, Victoria

Collingwood Children's Farm is a not-for-profit organisation that has a voluntary Committee of Management and is run by eleven staff members. During 2013, Collingwood had 30 organisations work on the farm and 23 organisations that worked in conjunction with the farm on other various projects.

They allow for no more than 10 volunteers per day (four days per week) with a reliance on a maximum of 40 volunteers per week. Volunteer's ages range from 6-65 years of age<sup>1</sup>

They celebrated their 10th year anniversary of their Farmers' market where they have 60 stalls with a waiting list and consistently draw about 2,000 shoppers weekly and 50 stalls<sup>2</sup>. Collingwood Children's Farm also has 70 plots available for anyone in the area to use for growing food. The users are required to pay a membership fee which covers the water costs. While it was originally formed by the Greek Elderly Group and the Turkish Welfare Group, it now boasts an ethnically diverse group of plotters<sup>3</sup>.

#### Budgetary Information

According to the 2011-2012 Annual Report, the Collingwood Children's Farm ran a surplus of about \$93,000 even after increasing overall expenditures by \$194,093.

#### Educational Programs

- Job Go Green Team
- Young Farmer's Program
- Work Experience
- School Holiday Program
- Gardening Club
- Farm School Experience
- Landcare Planting Day
- Advance Program

### 10.2 CERES, Victoria

CERES is a not-for-profit organisation with a voluntary Board of 12 members and 6 subcommittees with representatives elected from the membership. The Board appoints a CEO to oversee the activities of the organisation.

While the last few years have shown losses in the Annual Report, CERES has revised their budget to break even in 2013 and seek more funding to improve their enterprises. Some of the main reasons for lower financial performance were reported as the following in their Annual Report for 2011-2012:

- The impacts of several years of on-site construction
- The decline in grant funding streams
- Some poor business decisions resulting in financial losses
- Months of consistently wet weather reducing the trade of our enterprises
- Infrastructure-based operational inefficiencies; and lack of amenity for visitors.

CERES is a large scale operation. Its annual report 2011-2012 states the organisation had over 350,000 visitors to their site and reached out to over 200,000 people through working with schools in Melbourne. It has over 300 volunteers and 130 paid staff.

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<sup>1</sup> Collingwood Children's Farm Annual Report 2011-2012 pages 11-13

<sup>2</sup> Collingwood Children's Farm Annual Report 2011-2012 page 7

<sup>3</sup> Collingwood Children's Farm Annual Report 2011-2012 pages 20-21

## Organisational structure

CERES activities have been divided into five portfolios that are further broken down into enterprises and projects. Each portfolio is headed by a senior Group Manager and the smaller enterprises by an Area Manager with much of the work done by volunteers. Skilled volunteers are successfully found through the website and Facebook page. Through regularly hosted corporate groups they find skilled and unskilled volunteers who have greatly added value to their projects.

## Primary Business Activities

- Nursery
- Market
- Venue Hire
- Café
- Workshops
- Other Markets<sup>4</sup>

## Other Funding Sources

- Donations
- Community Loans

Community members use the space for fundraisers, cultural events, weddings, music and film events, meetings, book launches, and workshops<sup>5</sup>.

## Educational Programs

- Excursion: A day spent at CERES may include any of the following themes: Land, Water, Waste, Energy, Cultural, and Multi-strand.
- Incursion: Specialists come out to you to discuss any of the pre-selected themes: Biodiversity, Water, Waste, Energy, Sustainability, Student Leadership, Early Learning

## Excursion Topics

Topic	Description
<b>Land</b>	Focus on natural processes and how humans, animals and the land interact with each other. Includes sustainable agriculture practices.
<b>Water</b>	Water conservation, quality, monitoring and aquatic ecosystems
<b>Waste</b>	Focus on “rethink, reduce, reuse and recycle” philosophy
<b>Energy</b>	Focus on our dependence on fossil fuels, their impact on the environment and alternative solutions including renewable energy and energy efficiency
<b>Cultural</b>	Invite students to interact with our teachers and discover traditional and contemporary celebrations, customs and traditions
<b>Multi-strand</b>	Sustainability programs focus on combining activities from multiple programs to provide an overview of key sustainability issues.

<sup>4</sup> In addition to selling directly at their weekly market, CERES also sells their produce to CERES Farm Connect, other local Farmer’s Markets, wholesale markets, CERES 7 Stars Food Project.

<sup>5</sup> CERES Annual Report 2011-2012 pg. 11 <<http://www.ceres.org.au/docs/AnnualReport2012.pdf>>

## Excursion Schedule

Program	Description	Price
<b>Full-Day program</b> 10.00 – 2.30pm 4.5 hours total 3.75 Instruction Time	Choose FOUR activities (for 1 topic). This includes a 15min snack break and 30min lunch break.	\$18.00 per student (min cost per class \$360)
<b>Three Quarter Day program</b> 10.30 – 2.00pm 3.5 hours total 2.75 Instruction Time	Choose THREE activities (for 1 topic). This includes a 15min snack break and 30min lunch break.	\$16.00 per student (min cost per class \$320)
<b>Half-Day program</b> 10.00–12.15pm or 12.30–2.45pm 2.25 Hour total 2 hours Instruction Time	Choose TWO activities (for 1 topic). This includes a 15min snack break	\$12.00 per student (min cost per class \$240)

## Incursion Topics

Topic	Description
<b>Biodiversity</b>	How to protect it, it's microhabitats and creatures, life cycle of a plant, ecosystems, etc.
<b>Water</b>	Water Use in Australia, how climate change affects rainfall pattern, use water quality testing equipment
<b>Waste</b>	Integrate organic waste recycling in schools, worm farming and composting
<b>Energy</b>	How different forms of energy are created, introduction to creating renewable energy
<b>Sustainability</b>	Look at issues of stormwater pollution, waste disposal, climate change, etc.
<b>Student Leadership</b>	Action planning, environmental assessment, future mapping
<b>Early Learning Programs</b>	Designed for younger children, with the aim to introduce them to environmental issues in a fun, interactive environment. Programs are run with props, costumes, books and songs.

In addition, CERES tailors tertiary programs to match student assignments<sup>6</sup>.

CERES' educational programs are high achieving and far reaching. For 2011-2012 it is estimated they reached 70,000 people through our outreach programs and worked with over 120 schools. This means they reached more than 25% of all Victorian schools through the initiative Resource Smart AuSSI Vic program.<sup>7</sup> The Resource Smart AuSSI program has joined state and federal programs together to support schools learning "to minimise waste, save energy and water, promote biodiversity, and cut greenhouse gas emissions."<sup>8</sup>

### 10.3 Perth City Farm, Western Australia

Perth City Farm management is in the process of transition, the parent organisation Men of the Trees is responsible owner of the land. Perth City Farm has been contracted to the Metropolitan Redevelopment Authority (MRA) to maintain the space adjacent to the rail corridor and the Farm.

<sup>6</sup> <http://www.ceres.org.au/Education/schools.html>

<sup>7</sup> CERES Annual Report 2011-2012 pg. 14 < <http://www.ceres.org.au/docs/AnnualReport2012.pdf>>

<sup>8</sup> <http://www.sustainability.vic.gov.au/www/html/3457-resourcesmart-aussi-vic.asp?intLocationID=3457#anchor3457>

**Café**

Initially Perth City Farm was managing a café on their site. With a million dollar grant, they converted one of their buildings into a café. The café has now been outsourced to an external contractor.

**Produce**

Perth does not sell any of their produce at their weekly Farmers' market. In fact, they do not weigh their produce. The produce is used to feed their volunteers lunch, which they estimate to be 50 persons per week.

**Primary Business Activities**

- Workshops
- Café lease
- GRO
- Venue Hire

**Other Funding Sources**

- MRA
- Grants
- Donations

**Educational Programs**

- Farm to school connection
- School holiday program
- Farm tours
- GRO Project
- City Worm Project
- Growing Gardens Project
- Workshops

**10.4 Northey Street City Farm, Queensland**

Northey Street is a non-profit community organisation run by a voluntary Management Committee consisting of a Coordinator, Secretary, Treasurer, and six committee members. According to their Annual Report 2011-2012, NCSF received financial support from 7 separate entities.<sup>9</sup>

**Produce**

The Finance Administrative Coordinator estimated that they make about \$200/week from the produce they sell directly at their farmers' market. This is only a portion of what is actually grown in their farm. A proportion of the produce is used to cook lunches for volunteers three times a week. The main revenue source is reliant on consistent stall fees for 50 vendors (with a waiting list) that range from \$45-\$100 per stall depending on the stall's electrical needs. An average weekly income of \$2,250-\$5,000 is predicted.

Volunteers are a key component to keep the Farm operating. NCSF partners with employment agencies that send long term unemployed people to the Farm to work. Centrelink also connect people over the age of 55 who have required volunteer hours to complete as a part of their agreement.

Allotments are available for those who do not have adequate conditions to grow food on their own property. Allotments remain unlocked and open for people to garden at their own convenience. Each allotment costs \$52 per year and as of June 30<sup>th</sup>, 2013 they have 47 gardeners (\$2,444/year). At the moment, there is increased community interest, which they are unable to capitalize on because of limited land space available.

<sup>9</sup> NCSF Annual Report 2011-2012 page2 < <http://www.nscf.org.au/wp-content/uploads/2013/03/NCSF-Mag12email2.pdf>

## Education

### Short Courses:

Every Saturday they offer two 3 hour courses that cost approximately \$50 per person, with a maximum capacity of 20 people. These workshops are conducted by a paid third party presenter who receives a flat standard fee. The presenter is incentivised to teach a full 20 person class. A performance agreement has been developed between NCSF and the presenters when classes are run at capacity.

### Long Courses:

A Permaculture Design Certificate is run through NCSF, however this is not accredited by any educational institution. Classes are offered three times a year usually selling out at a 20 person capacity. Two of the classes are every Saturday (9am-4pm) for 3 months and cost between \$1230-1250. The other class is an Intensive Course at the same price. There are concessions for Healthcare Card Holders \$955-\$980.

### Tours:

School tours range from \$8-\$20 per student.

Group tours are an hour and a half long in duration, there is a \$100 minimum fee but is charged per person.

### Volunteer Structure

Volunteer inductions occur every Tuesday go over Health and Safety and the Code of Conduct. NCSF has developed a regular program of activities so that the volunteers can come to the farm on a day that matches their interests. Here is the current schedule that may change due to growing interests in a particular activity.<sup>10</sup>

Day	Description of Works
<b>Tuesday</b>	Nursery, compost and worm farming, Kitchen Garden, Community Garden, Tree Care Group, Earth Arts, Backyard Garden
<b>Wednesday</b>	Nursery, Planting for Pizzas, Appropriate Technology Group, Rust Busters Tool Maintenance Group
<b>Thursday</b>	Nursery, Market Garden, Community Kitchen, School Garden
<b>Friday</b>	Nursery, Earth Arts, Bush Regeneration Group
<b>Saturday</b>	Nursery, Sustainable Living Workshops, Seed Saving Group, Harvesting and Preserving

Volunteers are placed on a team that has a paid supervisor to manage them. It is estimated an average of 40 volunteers come to the farm per day (Farm closed on Mondays). They do not have to advertise for additional volunteers because they consistently receive enough to cover all tasks required. Volunteers operate as follows; 10 volunteers from work-for-the-dole programs, 5 in the nursery and 25 assigned to other tasks.

### Primary Business Activities

- Cafe
- Workshops and Tours
- Educational Programs
- Allotment Gardens
- Farmers' market

### Other Funding Sources

- Membership Fees
- Cookbooks

<sup>10</sup> The information in this section is based on a phone conversation with the Education and Support Team Manager at Northey Street City Farm, who coordinates volunteers.

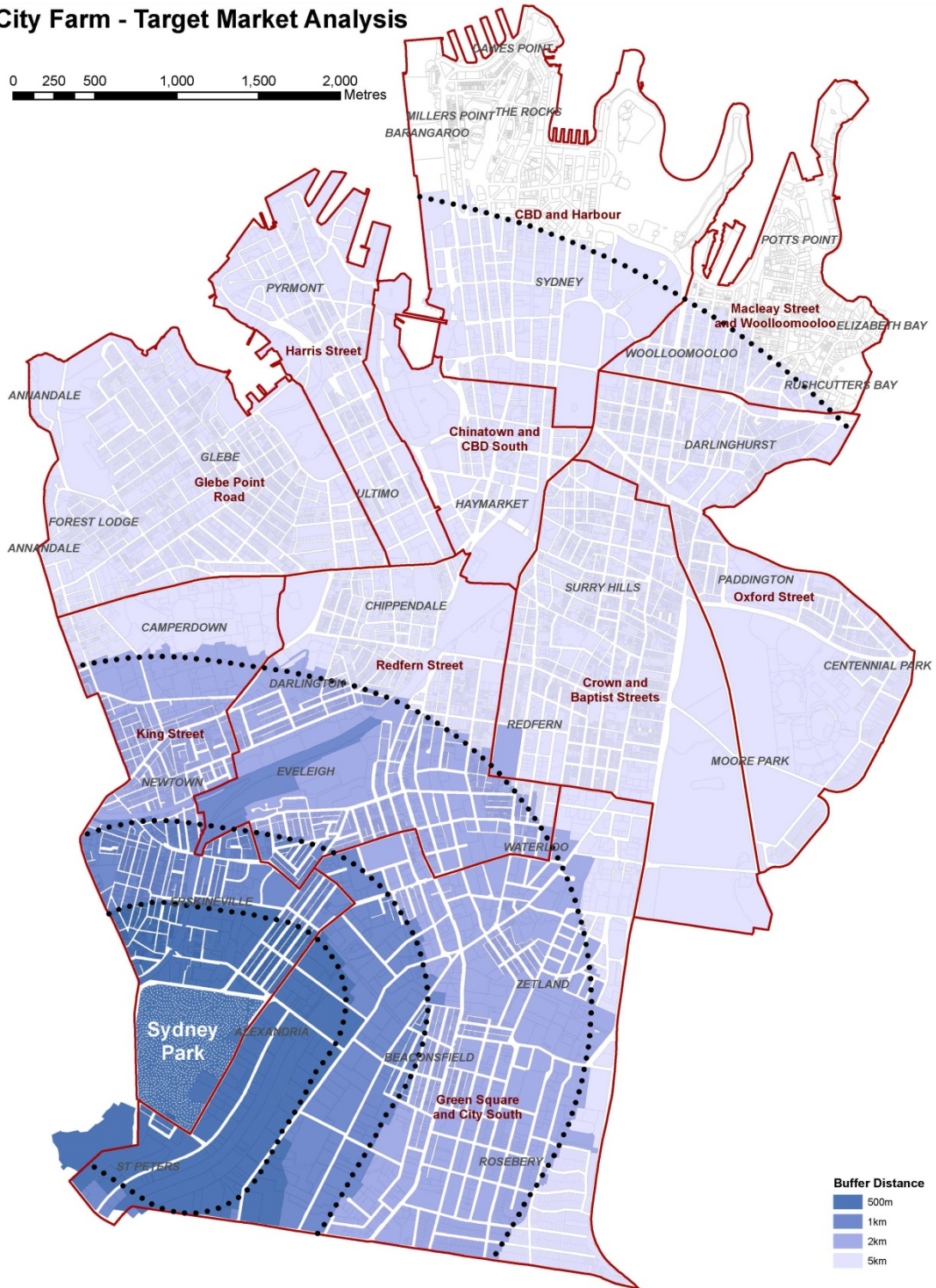


## Educational Programs

- Sustainable Living Workshops
- Group Tours
- Permaculture Design Courses

## 11. Appendix E: Target Market Analysis

### City Farm - Target Market Analysis



# ATTACHMENT D

FOOD RELATED ESTABLISHMENT NUMBERS	Description	Within 500m	500m - 1km	1km - 2km	2km - 5km	Total
Food Retailing	Supermarket		2	6	37	45
Food Retailing	Grocery Stores	1		2	28	31
Food Retailing	Convenience Stores	2	2	18	192	214
Food Retailing	Fresh Meat, Fish and Poultry Retailing		1	2	4	7
Food Retailing	Butchers			2	6	8
Food Retailing	Fruit and Vegetable Retailing			3	15	18
Food Retailing	Smallgoods Stores/Delicatessens		1	1	10	12
Food Retailing	Health Food Stores	2		2	19	23
Food Retailing	Bakers and Bread Shops			7	25	32
Food and Beverage Services	Cafes	12	27	74	671	784
Food and Beverage Services	Restaurants	6	16	89	755	866
Food and Beverage Services	Takeaway Food Services	1	2	24	229	256
Food and Beverage Services	Catering Services	9	2	3	15	29
Food and Beverage Services	Small Bar		2	5	25	32
Food and Beverage Services	Pubs, Taverns and Bars	1	6	22	210	239
<b>Total</b>		<b>34</b>	<b>59</b>	<b>254</b>	<b>2204</b>	<b>2551</b>

EDUCATION RELATED ESTABLISHMENT NUMBERS	Description	Within 500m	500m - 1km	1km - 2km	2km - 5km	Total
Preschool and School Education	Preschool Education			1	12	13
Preschool and School Education	Primary Education		5	9	29	43
Preschool and School Education	Secondary Education		9	1	25	35
Preschool and School Education	Combined Primary and Secondary Education			2	14	16
Preschool and School Education	Special Education				8	8
Tertiary Education	Technical and Vocational		1		18	19

# ATTACHMENT D

Education and Training						
Tertiary Education	TAFE			1	19	<b>20</b>
Tertiary Education	Vocational Education and Training (VET)		1		65	<b>66</b>
Tertiary Education	English Language Intensive (ELICOS)				38	<b>38</b>
Tertiary Education	Other Training	1		1	49	<b>51</b>
Tertiary Education	Higher Education			1	49	<b>51</b>
Adult, Community and Other Education	Arts Education	1		2	50	<b>53</b>
Adult, Community and Other Education	Other Adult, Community and Education			4	26	<b>30</b>
Adult, Community and Other Education	Educational Support Services	2	1	2	165	<b>170</b>
Library and Other Information Services	Libraries			3	6	<b>9</b>
Social Assistance Services	Child Care Services	2	3	12	47	<b>64</b>
<b>Total</b>		<b>6</b>	<b>20</b>	<b>39</b>	<b>620</b>	<b>685</b>

## 12. Appendix F: Business Plan Engagement

### Internal Stakeholders

- Legal services;
- Governance;
- Risk and Assurance;
- Planning;
- Heritage;
- History;
- Properties;
- Parks;
- Trees;
- City Projects;
- Finance;
- Procurement;
- Business Planning;
- Sponsorship;
- Human Resources;
- Events and Venue Management;
- Marketing;
- Community Engagement; and
- Communications.

### External Stakeholders

- Green Living Centre
- Royal Agriculture Society
- City Farm Advisory Group; and
- Powerhouse Museum.

### External Consultants

- Aqenta Consulting – Quantity surveyor consultant; and
- KPMG – Business plan consultant.