



GREATER SHEPPARTON FOOD HUB

SPC Ardmona KidsTown, Mooroopna

Future Directions Plan Study for Greater Shepparton City Council



GREATER
SHEPPARTON



SUSTAINABLE
EVERYDAY

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Acknowledgements

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Executive Summary

A Greater Shepparton Food Hub is an initiative of the Greater Shepparton City Council. Through the Get Mooving Greater Shepparton program, they are investigating ways to improve healthy living through physical activity and nutrition.

Aims of the Study

This study shows the potential for transforming vacant land located at SPC Ardmona KidsTown Adventure Playground into a collaborative agriculture project that grows food whilst engaging local community members who are experiencing or at risk of being food insecure and providing an avenue to generate income through social enterprises and tourism.

Aims of the study:

- Research best practice of Australian and International Community Garden & Food Hub examples to define a preferred model for the Shepparton Food Hub.
- Investigate social enterprise models and projects as a sustainable way to generate income for the Food Hub and SPC Ardmona KidsTown.
- Define objectives for the Shepparton Food Hub.
- Recommend a governance structure for the Shepparton Food Hub.
- Design the physical layout, programs and services for the Food Hub.
- Prepare an implementation strategy and costing to guide Council in delivering a feasible Food Hub at SPC Ardmona KidsTown.



Background

Greater Shepparton and the Goulburn Valley region is known as the 'food bowl' of Australia generating 25% of the total value of Victoria's agricultural products, yet access to fresh food is still a problem for many people in the area, creating considerable food insecurity problems. 8.1% of persons living within the City of Greater Shepparton ran out of food in the previous 12 months and could not afford to buy any more in comparison to 5.6% living in Victoria.

The proposed site is located next to SPC Ardmona KidsTown (KidsTown) in Mooroopna. KidsTown is a regional adventure playground built by the community of Greater Shepparton through the contribution of volunteer labour and materials from local businesses as well as financial support from the City of Greater Shepparton and SPC Ardmona. KidsTown plays host to approximately 150,000 visits each year and runs a wide range of educational programs with different community organisations. KidsTown is not only a hugely popular local facility, but is an important tourist attraction in the region making it the preferred site to establish a Greater Shepparton Food Hub.

This site has significant indigenous cultural heritage, not only due to its original inhabitants, the Yorta Yorta people, but also as the settlement site for the historic 'Cummeragunja walk-off' in 1939.



Guiding Principles

A range of guiding principles have been identified to provide direction in the development of the feasibility study for the Shepparton Food Hub at SPC Ardmona KidsTown, including local, state, federal and international studies. These are some of the many studies that have been reviewed:

- Greater Shepparton 2030 Strategy Plan
- Greater Shepparton City Council Plan 2013-2017
- SPC Ardmona KidsTown Business Plan
- Hume Region Health Promotion Strategy
- Victorian Healthy Eating Enterprise 2012
- National Food Plan 2013
- Ottawa Charter for Health Promotion
- World Health Organisation Social Determinants of Health

Case Studies

Several local and interstate community gardens and food hubs have been visited or reviewed to guide the best practice development for the proposed Shepparton Food Hub. A comparison table of their size, visitation, staff, finances and governance is below:

The CERES and Perth City Farm models demonstrate that the Food Hub can generate large numbers of visitors to the site, employ a range of staff and volunteers as well as operate at a surplus.

| Project | Est. | Size (HA) | Visitation per Year | Employs | Expenses | Revenue | Operating Summary | Governance | Funding / Revenue |
|--|-------|-----------|---------------------------------|----------------------------------|------------------------------------|------------------------------------|-------------------|--|--|
| CERES Environment Park | 1984 | 4.5 | 470,000 | 130 staff, 300+ volunteers | \$8,070,252 (2012) | \$8,155,322 (2012) | Surplus | Committee of Management | State & Local Gov't & Self-Generated |
| Collingwood Children's Farm | 1979 | 7 | 150-200,00 | 22 staff, 100+ volunteers / week | \$1,077,606 (2012) | \$1,170,912 (2012) | Surplus | Committee of Management | State & Local Gov't & Self-Generated |
| Perth City Farm | 1994 | 0.81 | 260,000 | 10 staff, 50+ volunteers | \$600,000 (2009) | \$597,000 (2009) | Small Defecit | Committee of Management | Self-Generated, Sponsorship |
| Bundoora Park Children's Farm | 1969 | 10 | 50-60,000 | | \$559,574 (2012) | \$1,072,304 (2012) | Defecit | Committee of Management | State & Local Gov't & Self-Generated |
| Shepparton Food Hub (Proposal after 5 years) | 2015? | 2.2 | 150,000 (est)+ 150,000 Kidstown | 20 staff, 80+ volunteers | \$500,000 - \$1,000,000 (per year) | \$500,000 - \$1,000,000 (per year) | Break Even | Local Gov't transition to Not For Profit | Federal & Local Gov't. Self-Generated, & Sponsorship |



Our definition of a Food Hub is quite different from the traditional food processing hubs. We see the Shepparton Food Hub as being a place that centralises local food services, provides food education programs and enhances community spirit. This is not so much a place for intensive food processing and distribution, but rather a social place for making connections, improving business and creating an enhanced food community.



Goals and Objectives

The Food Hub's three key goals are to improve Health, Education, & Tourism through food based activities, events, programs and information.

The Shepparton Food Hub needs to:

1. Contribute towards the region's food security by improving access to affordable fresh produce.
2. Provide space for growing food and learning about fresh food production, cooking, nutrition and gardening.
3. Allow for multiple activities and events to occur from small community gatherings to markets and festivals.
4. Build upon the existing infrastructure at KidsTown to improve usability as well as increase visitation and tourism opportunities (Specifically to double the site's annual visitation from 150,000 to 300,000).
5. Improve social, community and business networks through media, programs and events.

We want to make Shepparton a better place to live, improve quality of life including access to fresh produce, enhance local economy, support tourism and become a leader in the local food movement in regional areas through strong education programs and enhanced environmental sustainability.

The overall aim of the design is to create flexible spaces that can accommodate multiple services that can be programmed differently as the need arises.

Finance

The premise for any project associated with the delivery of the plan is that it will be economically sustainable so that the cost of the project is offset through an equivalent amount of revenue, funding and sponsorship.

The Food Hub is expected to start as a Council led initiative, eventually moving towards an independent committee of management model that is supported by Social Enterprises, Local Businesses, Volunteers as well as State and Federally funded projects.

Proposed Greater Shepparton Food Hub

The Greater Shepparton Food Hub located at SPC Ardmona KidsTown is envisioned to become a multi-functional site that aligns to the key drivers of KidsTown namely health, education and tourism. The site is set to become a regional hub providing a range of education based programs that will not only enhance participants' employment opportunities but also increase skills and knowledge in relation to healthy eating by growing and preparing fresh produce. As well as utilising the existing infrastructure of KidsTown, the design includes a new Community Garden, Market Site, Education Centre, Indigenous Garden and other site facilities. It aims to accommodate

It is envisaged the Food Hub will be sustainable and built on a solid foundation of social enterprises, local partnerships and volunteers. Incorporating social enterprise provides an opportunity to generate income for the Food Hub, and create meaningful employment, education and training opportunities for those involved.

Greater Shepparton is a multicultural and diverse with the city having a significant Aboriginal population. The Food Hub aims to capitalise on the diversity of our community by providing an opportunity for all community members to share their culture, heritage and knowledge in growing and preparing traditional foods.





Introduction

Introduction

The Greater Shepparton Food Hub is an initiative Greater Shepparton City Council. Through the Get Moving Greater Shepparton program, they are investigating ways to improve healthy living through physical activity and nutrition. There is a great opportunity to significantly contribute to the local food system in Goulburn Valley Region through dynamic and innovative Food Hub projects such as this.

This study shows the potential for transforming vacant land located at SPC Ardmona KidsTown Adventure Playground into a collaborative agriculture project that grows food whilst engaging local community members who are experiencing or at risk of being food insecure and providing an avenue to generate income through social enterprises and tourism.

SPC Ardmona KidsTown is a children's adventure playground located between Shepparton and Mooropna and is a major tourism destination for Greater Shepparton, playing host to the region's largest children's festival, KidsFest. SPC Ardmona KidsTown is an innovative community project that relies on generous support, donations and voluntary work of many businesses, service clubs and individuals.

The SPC Ardmona KidsTown Master Plan (2012) identified the vacant land to the west of KidsTown for community gardens and associated programs and infrastructure. This project builds upon the direction of the Master Plan to develop the site as being much

more than a community garden, but as a hub to empower the local community to connect with local food producers, educating people about growing their own food as well as encouraging healthy eating through cooking, sharing and celebration.

The Shepparton Food Hub also aims to increase visitor-ship to KidsTown and reaffirm it as a regional tourist destination. Whilst the project aims to have health and education outcomes, KidsTown must also continue to work towards its vision;

"To continue to grow and develop a unique playground complex, with donation based entry that serves the local community and is recognised as a key tourist attraction in provincial Victoria".

The project will further cement KidsTown's education focus and enhance the tourism aspect of the site through the implementation of social enterprises and programs. It is envisaged the Shepparton Food Hub will be sustainable in both an environmental, social and economic sense. It will be built on a solid foundation of social enterprises, local partnerships and volunteers. There are a number of social enterprise ideas that could potentially generate income for the food hub and meaningful employment, education and training for those involved.



- 01 Remove intermediate slide structure to open up major axis through park. Enables view to amphitheatre and big slides, as well as view through to irrigated lawn.
New fantasy play space for very young children (fenced and shaded) surrounds central tables and seating. This provides a new focal point close to the pickers hut cafe and on central path axis.
- 02 Older Children's play equipment and surface incorporated into surrounding landscape of overstorey planting and shrubs.
- 03 Extension of train line
- 04 Proposed Shipping Crate Tunnel
- 05 New bridge and tunnel over train line
- 06 Proposed bridge
- 07 Existing water tank on mound. Future lookout on top of water tank.
- 08 Future Childrens Garden
Develop zones for a series of childrens garden including, kitchen garden, fantasy garden, bush garden with artistic, water and other sensory and botanical elements.
- 09 Bus drop off and parking area. Buses currently can drop off and pick up from existing roundabout.
- 10 Future car park
Car park comprises a large section where parking is delineated plus overflow onto paddocks for festival and general additional parking, as required. Provide safe pedestrian paths into the playspace.
- 11 Analyse activities within the Junior play space and upgrade as required
- 12 New Main Entry
New entry feature shelter structure provides controlled entry ticketing/booth. Shelter and seats provides for waiting/supervisable drop off. Proved screening wall to toilets.
- 13 Indigenous Food Plantings
Delineated parking is carefully designed to double up as a plantation of wild food species on roundabout and between rows of cars. Access paths and crossings ensure safe entry to these areas.
- 14 Workshops
Woodworking zone, extend fence to ensure adequate space for programs as well as furniture production and maintenance.
- 15 Flexible set up space for playground.
Changeable play situations such as a children's cubby construction zone, hay bale maze, themed special playground events.
- 16 Future tree houses special tree house area built in treed island provides a spectacular entry feature.
- 17 New fence separates kidstown play area from public cafe area

- 18 New Interpretation centre
Utilise existing building and construct new wing to provide unique interpretation focal point to interpret the local indigenous cultural, natural and physical environment
- 19 New tiered seating area
- 20 Existing car park provides parking for cafe and interpretations centre and for roadshow support during festival.
- 21 Future cyclist rest area
- 22 Future playspace and gardens
- 23 New train shed
- 24 Disabled parking for cafe, interpretations centre and festival
- 25 Remove fibreglass water feature and replace with new play stream or similar.
- 26 Turtle area' irrigated lawn picnic area' Indigenous garden.



- 27 New tree lined entry
- 28 Overflow parking area
- 29 Future train stops with extended railway line, connecting the playspace to the future Organic Market and Education Centre. Include accessible crossing points across railway tracks.
- 30 Future Organic Market. Include sustainable design values such as solar panels, water tanks etc
- 31 Community garden plots
- 32 Market garden area
- 33 Future orchard with fruit trees. Form an avenue of fruit trees along path.
- 34 Future cafe located within a pleasant walk from the carpark.
- 35 Future pond/ephemeral wetland creates a pleasant backdrop amongst the orchard planting and nearby cafe. Forms an aesthetic ecosystem for exploring and education purposes. The pond will also supply water to the community gardens. Water will be captured during flood events.
- 36 Children's garden plot allows children to have a hands on approach to gardening. Provide sheds adjacent for tools.
- 37 New chook house and sheds.
- 38 Education centres, renovate existing centre for use as education centre for school groups
- 39 Maintenance access path to market gardens for deliveries
- 40 Future parking bays for community gardeners
- 41 Future avenue of trees leading to the education centre
- 42 Current plant propagation area for school groups. Consider retention or integrate into future education area.
- 43 Future railway line extension
- 44 New wetland educational area
- 45 Upgrade Cafe with outdoor dining area
- 46 Improve site entry/exit
- 47 Bike and road education site
- 48 Sustainable living educational area to promote sustainable use of water, solar and power.

LANDSCAPE MASTERPLAN SPC ARDMONA KIDSTOWN

Client: City of Greater Shepparton
 Date: 01 August 2012
 Job #: 1416
 Drawn: KL
 Scale: 1:500 @ A0 or 1:1000 @ A2





Background

Greater Shepparton Context

Shepparton is a regional city of 63,000 people located 180 kilometers north-east of Melbourne, Victoria and is one of the five fastest growing inland regional centres in Australia.

Shepparton is the major urban centre in Greater Shepparton's Local Government Area, with Mooroopna and Tatura of considerable size and close proximity. Greater Shepparton is often referred to as the commercial, manufacturing or transport capital of the Goulburn Valley. A diverse and multicultural population lives in Shepparton with 13% born overseas. It also has the largest Aboriginal population outside of Melbourne with 3.5% of residents having indigenous heritage.

Greater Shepparton has significant food and vegetable processing industries and a strong rural economy based on irrigated and dry land agriculture, grazing, viticulture and forestry. Also known as the 'food bowl' of Australia generating 25% of the total value of Victoria's agricultural products; Greater Shepparton remains one of Australia's major horticulture and food production areas manufacturing products for both local consumption and export markets. Extensive dairy farming lands, agricultural industries and fruit production include; stone fruit, pear, apple, kiwi, tomato, as well as significant cattle sheep and grain production. Food based manufacturing continues to provide extensive employment opportunities including SPC Ardmona, Tatura Milk and Campbell's Soup. Recent closure of Heinz in Girgaree and job losses at SPC Ardmona has impacted on the community and unemployment rates.



Indigenous History

Greater Shepparton has significant Aboriginal cultural, spiritual and historical heritage. The original inhabitants of this region are known as the Yorta Yorta people and still have a strong presence in the community today.

'The Flats' located along the Goulburn River between Shepparton and Mooroopna were occupied by clans who were commonly known as "river people". The site was the central point for Aboriginal community activities, celebration and recreation and the river precinct was essential to the communities fishing, hunting and lifestyle skill development. 'The Flats' were also the site where Aboriginal families settled after the historic 'Cummeragunja walk-off' in 1939 when 150 residents from the NSW station left in protest at their inhumane treatment. Regular flooding caused many residents of 'The Flats' to relocate to nearby Daish's Paddock, which is now the site of KidsTown and the proposed Food Hub.

Currently there are several major indigenous organisations active in the area including the Yorta Yorta Nation Aboriginal Corporation, the Bangarang Goulburn Murray Tribe Aboriginal Corporation and the Rumbalara Aboriginal Co-Op. There are several projects in the nearby area that celebrate indigenous culture including the River Connect interpretative signage project at 'The Flats', the Bangarang Cultural Centre and the Australian Botanical Gardens in Shepparton.



Greater Shepparton Health Profile

The following information regarding Greater Shepparton's Health Profile has been collected from the 2011 Census data.

- 35.3 per cent of the population have a household income of less than \$650 per week, compared to Victoria (30.6 per cent).
- Shepparton is ranked 10 out of the 79 LGA's for social housing as a percentage of dwellings (7.1 per cent).
- Shepparton is ranked 8 out of the 79 LGA's for unemployment, with a rate of 7.9 per cent, compared to Victoria (5.5%).
- Shepparton has the second highest Aboriginal population out of the 79 Local Government Areas in Victoria.
- More than half the population (53.9%) did not meet the dietary requirements for fruit and vegetable intake, compared to Victoria (48.2%).
- Shepparton has 12.1% of persons at risk of short-term harm from alcohol consumption compared to Victoria (10.2%).
- More than half the population in Shepparton are overweight/obese (53.3%) compared to Victoria (48.6%).
- Around one in four people (24.4%) did not meet the physical activity guidelines, compared to 27.4% for Victoria.
- Shepparton is ranked 10 out of the 79 LGA's for people who reported a high/very high degree of psychological distress (14.8%).
- Shepparton is ranked 5 out of the 79 LGA's for people who smoke (25.4%)

Food Security

The World Food Summit of 1996 defined food security as existing “when all people at all times have access to sufficient, safe, nutritious food to maintain a healthy and active life”. Commonly, the concept of food security is defined as including both physical and economic access to food that meets people's dietary needs as well as their food preferences. Food security is broadly defined as “access by all people at all times to enough food for an active, healthy life”, food insecurity exists “whenever the availability of nutritionally adequate and safe foods or the ability to acquire acceptable food in socially acceptable ways is limited or uncertain”. There are three key components of food security:

1. Food access: the capacity to acquire and consume a nutritious diet, including:

- the ability to buy and transport food;
- home storage, preparation and cooking facilities;
- knowledge and skills to make appropriate choices;
- and time and mobility to shop for and prepare food.

2. Food availability: the supply of food within a community affecting food security of individuals, households or an entire population, specifically:

- location of food outlets;
- availability of food within stores; and
- price, quality and variety of available food.

3. Food use: the appropriate use of food based on knowledge of basic nutrition and care.

Food Sovereignty

Food Sovereignty is defined as “reinserting everyday people back into the centre of the food system, empowered to make choices over the types of food they access rather than have this dictated by an anonymous, global food system”

A major challenge to food sovereignty and food security is the sustainability and equity of the current food supply. Healthy equitable food systems are needed to feed all people, look after food producers, and ensure a sustainable food supply is conducive to food security and environmental health. Fresh nutritious food is becoming less affordable for many people and the industrialised and globalised agriculture system creates as much as 57% of total global greenhouse gas emissions. Global food systems are delivering high rates of obesity and a food system in which healthy food is not affordable.

Nutrition, Health & Wellbeing

The Shepparton Food Hub needs to address Food Sovereignty by localising the food system and by placing local people and food industries at its centre.

Most Australians are not getting what they need for optimum sustenance from the food system: healthy, safe, nourishing food. Less than one in ten of Australian adults eat the recommended daily amount of fruit and vegetables. Poor quality diets result from a variety of factors including the ready availability of energy-dense, nutrient-poor food products, the high cost of good quality fresh foods, the role of advertising and trends towards over-consumption (Hawkes, 2010). These dietary deviations increase the risk of the development of overweight and obesity. Around two-thirds of Australian adults, and one quarter of Australian children, are overweight or obese (ABS, Australian Health Survey, 2013). Being overweight or obese predisposes a person to many chronic health issues including cardio-vascular disease and diabetes (Hawkes, 2010).

At the heart of the ‘obesity pandemic’ are questions of equity and social justice in Australia. Evidence from Dr Karen Lee, the director of the New York Council’s Health Department, being a member of a community garden, and engaged in local food programs improves nutrition and health of those individuals. Therefore, food sovereignty in communities is at the heart of improving nutrition and wellbeing of populations. Obesity risk is almost twice as high for people on low incomes compared to their higher income counterparts (Backholder, 2012). In part this may be due to the inequitable access to healthy foods, with disadvantaged households at high risk of experiencing food insecurity due to limited affordability of healthy items.

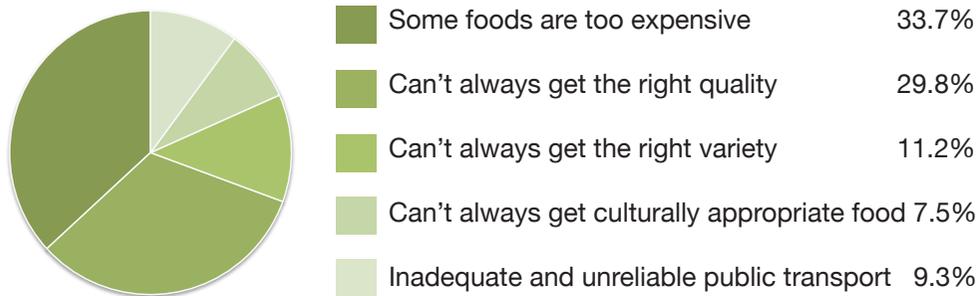
A healthy diet of fresh foods costs about 28% of a low income, but only 6-9% of a high income; and the situation is worse for people reliant on welfare (Wong 2011). In remote and rural communities, fresh food prices are up to 45% higher due to transport costs; and housing and cooking facilities are often inadequate.

Despite assurances that ‘Australia is food secure’, studies consistently show that among disadvantaged sub-group people have run out of money to buy food. Currently, the major strategy for the alleviation of food insecurity is emergency food relief, however accessing these services is associated with stigma and shame, and as such the provision of emergency food relief does not align with the definition of food security, which states that food must be accessible in socially acceptable ways. To truly begin to address the issue of food insecurity, we need a positive framework for healthy eating, founded on the human right to good food for all, regardless of income or background.

Food Security within Greater Shepparton

The 2008 Victorian Population Health Survey of the adult population (18 years or older) demonstrates the following:

- 8.1% of persons living within the City of Greater Shepparton ran out of food in the previous 12 months and could not afford to buy any more in comparison to 5.6% living in Victoria. The reasons why Shepparton residents don't always have the quality or variety of food they want by frequency include:
 - Some foods are too expensive – 33.7%
 - Can't always get the right quality – 29.8%
 - Can't always get the right variety – 11.2%
 - Can't always get culturally appropriate food – 7.5%
 - Inadequate and unreliable public transport – 9.3%



The 2011 Census data for the City of Greater Shepparton demonstrates the majority of the population fall within the lowest quartile in regards to household income and household rental payments. It can be assumed that increasing cost of living would attribute to individuals and families being unable to afford healthy food.

Groups particularly vulnerable to food security include:

- Low income groups
- Refugees and asylum seekers
- People living with chronic illness and/or disability
- People who are isolated due to geographical distance or due to having limited access to transport
- People who are frail or have poor mobility
- Single people or single parent households
- The elderly
- People of Aboriginal or Torres Strait Islander descent
- People affected by alcohol or substance abuse
- Homeless people or those with inadequate accommodation

Whilst this project aims to increase accessibility to affordable healthy food, increasing the capacity of individuals and families through programming to enhance food preparation and cooking skills and knowing the positive impact healthy eating has on health and wellbeing also plays a major role.

Healthy Communities

Greater Shepparton City Council is a recipient of the Federal Government's Healthy Communities Initiative Grant, which aims to support local governments to promote healthy lifestyles in the community. The project Get Mooving Greater Shepparton will provide financial assistance to local health promoting agencies to deliver healthy eating and physical activity programs. This is primarily aimed at recent or long term unemployed, Aboriginal and Torres Strait Islander background, older Australians, new wave migrants, people with a disability and carers. Funds received under the Healthy Communities Initiative are going towards the development of the Shepparton Food Hub as well as other projects.

The concept of developing a Food Hub at KidsTown is based on the notion of providing everyone with access to fresh fruit and vegetables. The site is set to become a regional hub providing education-based programs that enhance participant's employment opportunities. It is envisaged the Food Hub will be sustainable and built on a solid foundation of social enterprises, local partnerships and volunteers. There are a number of social enterprise ideas that could potentially generate income for the community garden and meaningful employment, education and training for those involved.

The theory used to base the concept and direction of the Food Hub is reflective of the social determinants of health to improve health outcomes for the community. People experiencing disadvantage highlight the restrictions faced when making choices related to health and wellbeing. This includes people's social and economic circumstances, indigenous status and ethnicity, stress, gender, early life development and experiences, social exclusion, work, unemployment and social support. Individuals can experience inequalities in health status due to access to services, stressful employment and working conditions, urban planning with access to healthier food options and physical activity, cultural diversity and social connectedness.

A collaborative and integrated health promotion approach to developing a regional community garden and Food Hub can address health inequalities by providing supportive social networks, developing and advocating healthy public policies, strengthening community capacity and providing access to fresh fruit and vegetables.



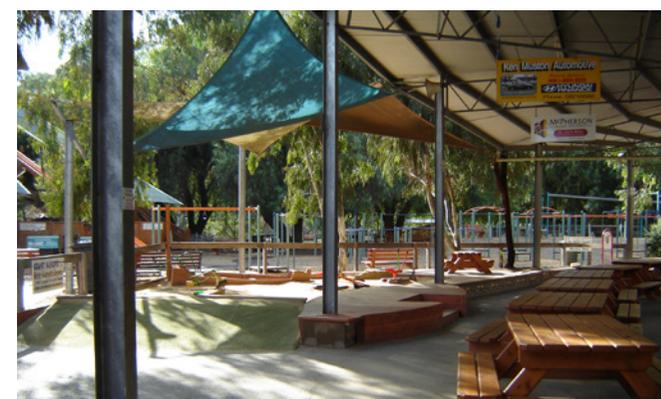
KidsTown

SPC Ardmona KidsTown is a regional adventure playground built by the community of Greater Shepparton through the contribution of volunteer labour and materials from local businesses as well as financial support from the City of Greater Shepparton and SPC Ardmona. A key part of the overall philosophy of the playground is that it is accessible to all parts of the community – entry is by a voluntary gold coin donation per person. The playground caters for children of all abilities, including wheelchair access throughout the playground and on some play equipment.

KidsTown plays host to approximately 150,000 visits each year and runs a wide range of educational programs with different community organizations. KidsTown is not only a hugely popular local facility, but is an important tourist attraction in the region. KidsTown employs a range of staff and this project will further enhance the playground and range of activities available to visitors, along with ensuring the ongoing viability of this important icon.

KidsFest is an annual children's festival held at KidsTown that attracts over 11,000 visitors from across Victoria and Interstate and employs 25 staff and over 300 volunteers. It is funded through Council, sponsorship and donations as well as entry fees, tickets for rides and café sales. KidsFest's estimated direct economic benefit to the Greater Shepparton community is over \$750,000. The Shepparton Food Hub aims to double KidsTown's visitation and so the broader economic benefit to the Greater Shepparton region is seen as being very valuable.

The proposed Shepparton Food Hub site is located to the west of KidsTown, just off the Midland Highway (see plan page 24). It consists of 76,000m² of predominantly open pastureland with some scattered copses of native trees. A narrow sealed road runs along the boundary of the site turning into a gravel track as it approaches the existing house and sheds in the northwest corner of the site. The sheds are currently used for storage and maintenance purposes, whilst the house is currently vacant and unmaintained. Several billabongs lie to the north of the site in the forested floodway. A causeway takes vehicles to the old abattoir site to the north. The site was previously used as a rubbish tip, but the soil has been tested and has acceptably low levels of contamination.



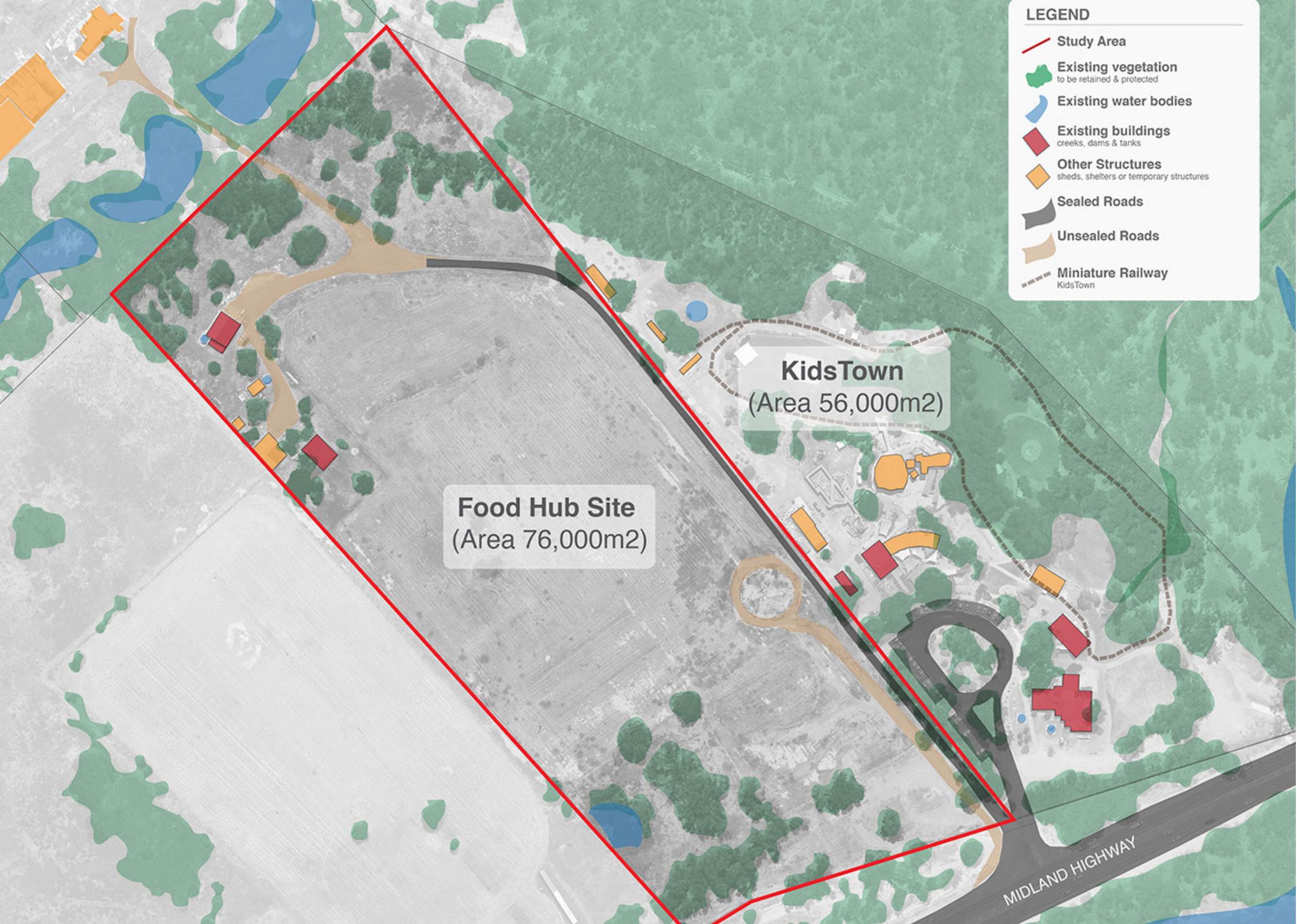
LEGEND

-  Study Area
-  Existing vegetation to be retained & protected
-  Existing water bodies
-  Existing buildings
creeks, dams & tanks
-  Other Structures
sheds, shelters or temporary structures
-  Sealed Roads
-  Unsealed Roads
-  Miniature Railway
KidsTown

KidsTown
(Area 56,000m²)

Food Hub Site
(Area 76,000m²)

MIDLAND HIGHWAY



Planning Controls

The entire subject site is covered under the Urban Floodway Zone under the Greater Shepparton Planning Scheme. The aim of this zone is to “ensure that any development maintains the free passage and temporary storage of floodwater, minimises flood damage and is compatible with flood hazard, local drainage conditions and the minimisation of soil erosion, sedimentation and silting.” A permit is required to construct buildings and roads with a Flood Risk Report submitted to ensure the proposed development does not impact on the greater floodplain.

A small portion of the site to the north is also covered under a Land Subject to Inundation Overlay. This requires a permit to construct buildings, roads, fences, footpaths and cycle trails. Proposed works need to adhere to the Local Floodplain Development Plan and needs to be referred to the Goulburn Broken Catchment Management Authority for approval.

Tourism Opportunities

The Food Hub and community garden provides great opportunities for new visitation to the region. According to research from the Melbourne based food organization Locavore, there is growing interest in local food tourism in the Murray Region, however there is not a strong gourmet food and general fresh food association with the Shepparton Region.

Currently there are several festivals in the region that contribute to food tourism, including the SheppARTon festival and events tied to the Melbourne Food & Wine Festival, however there is a significant opportunity to develop the local food tourism in Shepparton through activities at the Food Hub. Workshops and other programs at the food hub will be designed to attract tourists from within the region as well as the rest of the state.

Education Opportunities

KidsTown currently engages with local educators such as GO TAFE and McGuire College to run skills and education programs on site. The aim of the Shepparton Food Hub is to dramatically increase the number of education opportunities on site.

The Department of Education and Early Childhood Development currently runs programs such as Paddock to Plate in the region. The Paddock to Plate program is currently aimed at City Kids experiencing Country Life, however the department also runs other programs that could link in with local schools.

Other opportunities in food and agriculture education include Melbourne University’s Dookie Campus, GO TAFE, local schools; the Stephanie Alexander Kitchen Garden Subscription Program, Organic Schools, CERES Environment Park, the Collingwood Children’s Farm and city school visits.



Guiding Principles

Greater Shepparton Principles

A range of guiding principles have been identified to provide direction in the development of the feasibility study for the Shepparton Food Hub at SPC Ardmona KidsTown:

Greater Shepparton 2030 Strategy Plan

The Greater Shepparton 2030 Strategy Plan sets out the objectives and strategies for the continued growth and development of Greater Shepparton to carry the municipality forward for the next 20 to 30 years. Direction in regards to the strategic direction Community Life is “focused upon enhancing the health of the community through services and facilities. Whole of life, local education and opportunities for participation are seen as important...”

Greater Shepparton City Council Plan 2013 – 2017 incorporating The Strategic Resource Plan 2013 – 2023

The Greater Shepparton Council Plan 2013 – 2017 drives the strategic direction of Council over the next four years and is evaluated on an annual basis. The themes have been identified following extensive consultation with the Greater Shepparton community. The Council Plan is the connection point between the Greater Shepparton’s community vision for the future and Council’s planning process. The Council Plan reflects the integration of health and wellbeing matters at the strategic level to strengthen Council’s commitment to building a healthier community. The Vision and Strategic Objectives are reflective of the future development of SPC Ardmona KidsTown as a potential site for health promotion initiatives.

The Five Strategic Goals are:

1. Active & Engaged Community (Social)
We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.

Relevant Strategies:

- In association with education providers and industry/business develop opportunities to assist with the attainment and retention of skills to support industry and business development in Greater Shepparton.
 - Continue to engage and partner with our Aboriginal community to support improved opportunities and outcomes in employment and health.
2. Enhancing the Environment (Natural)
We will continue to value our heritage, open spaces and natural environments, maintaining and enhancing them, and enabling greater access for people to connect with our environment.
 3. Economic Prosperity (Economic)
We will promote economic growth through working with existing businesses and industries, encouraging new business development and diversification, attracting and supporting education within our city, and strengthening the agricultural industry.

Relevant Objective (1):

- Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.
4. Quality Infrastructure (Built)
We will provide and maintain urban and rural infrastructure to support the development and liveability of our communities.
 5. High Performing Organisation (Leadership & Governance)
We will deliver council services to the community efficiently, and provide leadership and governance that is future thinking, transparent and accountable.

Greater Shepparton Principles

Disability Policy and Action Plan

The Disability Policy and Action Plan provides the framework for the City of Greater Shepparton to address disability access issues across all Council areas of responsibility in line with the Council Plan, 2030 Strategy and the Municipal Public Health Plan. The strategies developed will assist the Council in removing barriers and providing equity of access to Council services, facilities and employment for all people.

The strategies make reference to footpaths, lighting etc and ensuring events are accessible which is applicable to the development of the Food Hub.

Greater Shepparton Community Development Framework

The Community Development Framework was adopted by Council in 2010. This framework outlines Council's commitment to implement a community development approach to empower and strengthen communities, encourage cooperative practices and celebrate and embrace diversity of our community.

Community Engagement Strategy

The Community Engagement Strategy recognises the importance of community input in developing and delivering better Council services. The strategy enhances the involvement of community, community based organisations and local businesses in Council's decision making processes so that decisions will be more likely to reflect community issues and interest and ensure well thought through solutions.

Cultural Diversity and Inclusion Strategy 2012 – 2015

The Cultural Diversity and Inclusion Strategy aims to acknowledge the contribution that the CALD community make to our region and to create opportunities for their contribution to be heard, to be acknowledged and celebrated by Council and the wider community.

Economic Development Strategy 2009 – 2012

The vision set in the Economic Development Strategy 2009 – 2012 states *“Greater Shepparton will be a prosperous, innovative and dynamic place where the strengths of the local and regional economy and the skills and application of the resident population will be promoted as key attributes in fostering innovation, attracting investments, developing labour skills, growing existing businesses, and creating new businesses and new jobs”*.

SPC Ardmona KidsTown Business Plan

The SPC Ardmona KidsTown Business Plan is reviewed on an annual basis outlining key strategic directions in order to achieve the stated mission;

“To continue to grow and develop a unique playground complex, with donation based entry that serves the local community and is recognised as a key tourist attraction in provincial Victoria”.

Key performance indicators

- Increase visitation to KidsTown by 5% from 150,000 to 157,000 visits for the 12 month period
 - Increase school bookings attendance
 - Increase general school holiday attendances
 - Events calendar – produce a comprehensive event calendar to maximise playground usage
- Maintain volunteer programs at a minimum of 520 hours for the 12 month period.
 - Prepare funding submissions for Work for the Dole projects
- Implement capital works program as per allocated budgets
 - Implement capital works program
 - Master plan: annual review
 - Car parking review



“Greater Shepparton, Greater Future, a thriving economy in the food bowl of Victoria with excellent lifestyles, innovative agriculture, a diverse community and abundant opportunities.”

Regional Principles

Greater Shepparton Food security Alliance Operational Plan 2012 – 2013

The Greater Shepparton Food Security Alliance Operational Plan outlines a number of objectives addressing food security within the region.

- Objective 5.0 – support and encourage strategies and local activities to enhance and promote food security
- Objective 9.0 – to undertake education and awareness raising activities that promote actions by consumers and producers around local food systems.

Hume Region Health Promotion Strategy

A rigorous evidence-based regional priority-setting process was undertaken with the sector to identify the Hume regional priority and Primary Care Partnership (PCP) sub-regional priorities. Funded agencies will focus efforts on a maximum of two priorities – the regional priority and the PCP priority:

- Hume Region – Healthy Eating
 - Regional Goal: “All people in the Hume Region are able to access food that is safe, nutritious and culturally valued”.
 - Goulburn Valley Primary Care Partnership Objectives:
 - By 2017, increase the number of children aged 4 – 12 years meeting fruit and vegetable guidelines by at least 5 per cent in GVPCP
 - By 2017, increase the number of settings in GVPCP that promote healthy eating by building partnerships between health, education and local government sectors.
- Goulburn Valley Primary Care Partnership – Social Connection

State-wide Principles

Victorian Local Government Association – Integrating Land Use Planning and Community Food Security

This report supports and advocates a fundamental shift in the way in which community food security and its links to land use planning are addressed. The project identified that while there are broad or general links between land use planning and food security specifically there are three major links:

1. Loss of productive agricultural land or pressures on such land, which limits its productive capacity particularly where it supports local food systems.
2. Framing of large scale land use strategy and policy at the metropolitan and regional scale and its capacity to consider food production, access and consumption.
3. Detailed responses at the urban scale in addressing the location and siting of land uses that relate to food production, access to food and the consumption of food. Attention is growing to the idea that the design and layout of housing, residential areas and the location of retail centres can all impact on the growing of food and access to food at the local level.

A number of recommendations have been made to cement the link between land use planning and community food security and the responsibilities of local government.

VicHealth Food for All and Strategic Directions

The VicHealth Food for All 2005 – 2010 Program Evaluation Report summarises the findings of the Food for All program which was designed to increase regular access to, and consumption of, a variety of foods, particularly fruit and vegetables, by people living in disadvantaged communities in Victoria.

Goals:

1. Reduce local government systemic barriers and local infrastructure barriers to food security.

The FFA program identified the main infrastructure barriers to food security affecting disadvantaged groups including people who were older or disabled, on a low income, unemployed, living in marginalised housing or Aboriginal communities, newly arrived or in refugee communities. The projects did not identify natural environment barriers as of great significance, except in relation to land use for community gardens and local food production.

Some of the strategies to help reduce infrastructure barriers include the setting up of markets and stalls selling affordable fruit and vegetables to people living in disadvantaged areas to help ease the economic barriers facing families on a low income. Providing community transport to fresh food outlets to state government and transport companies, helped reduce transport barriers in some municipalities. Changes in open space planning and local regulations, while slow, supported local food production including community gardens, which helped to address economic, social and cultural barriers.

2. Increase regular access to and consumption of a variety of foods, in particular fruit and vegetable, by people living in disadvantaged communities.

Comparable baseline data on fruit and vegetable consumption are largely unavailable in Victoria. The program's quantitative longer-term outcomes on eating behaviours are at this stage not known. Further data collection through the Victorian Population Health Survey will assist in determining the possible impact of FFA at both local government area and statewide levels. FFA projects data provided evidence that healthy eating and food supply strategies did result in increased awareness, knowledge, food skills and intention to implement new knowledge. Some strategies, such as cafe meals and emergency food relief programs, yielded evidence of increased fruit and vegetable consumption.

VicHealth have released a number of resources for local government in advancing a food security agenda including allocating responsibility, building the local picture, policy and plans, setting a good example, regulatory and fiscal power, land use planning, healthy eating for residents, growing food locally, getting food and residents together and advocacy.

Victorian Public Health and Wellbeing Plan 2011 – 2015

The first Victorian Public Health and Wellbeing Plan 2011 – 2015, released in September 2011, provides the basis for building a state-wide coordinated and sustainable prevention system. Public Health priorities for the state have been selected as requirement under the Public Health and Wellbeing Act 2008. The plan identifies nine priority issues for promoting the health of Victorians, three of which are applicable to this project:

- Increasing healthy eating
- Increasing physical activity
- Promoting mental health

Healthy eating is the foundation of a healthy population and productive workforce. Better nutrition can significantly improve the health and wellbeing of individuals and the population, as well as decrease chronic disease and associated health costs for society. Many diet-related chronic diseases such as Cardiovascular disease, type 2 diabetes and some forms of cancer are the major cause of death and disability among Australians. Food and drink related risk factors are estimated to contribute 10 per cent to the total burden of disease in Australia. A key factor impacting on overweight/obesity and diet related disease is the increased consumption of food and drinks high in fats, salt and sugar, served in larger portion sizes of greater energy density. Consumption of these extra foods now contributes 36 per cent and 41 per cent of the total energy intake of Australian adults and children respectively. Some subgroups of Victorian's experience particular nutritional issues such as deficiency of some nutrients such as iodine, folate, iron and vitamin D.



“All Victorians should be able to benefit from regular supply of and access to nutritious foods”.

State-wide Principles

Opportunities for progress in 2011 – 2015 include:

- Support local councils and urban planners to enhance supply of and access to nutritious food in municipalities through promoting the uptake of existing tools (for example, the Victorian Local Government Association's Municipal food security scanning tool and the Heart Foundation's Food-sensitive planning and urban design).
- Develop strategies that facilitate an environment and culture where healthy choices are the easy choices for all Victorians, potentially including nutrition disclosure schemes for food outlets, healthy food outlet award/accreditation schemes, extension of current healthy food provision and procurement policy and guidelines.
- Support to improve healthy food supply and access by development and implementation of specific strategies to address identified nutrition issues for subpopulation groups and regional locations, especially vulnerable populations.

Department of Health Strategic Directions – Achieving the best health and wellbeing for all Victorians 2009

- Strengthen prevention and health promotion
 - We will reduce the incidence of preventable disease through education, programs and regulation
- Reduce health inequalities
 - We will tackle the differences in health access and outcomes, especially for disadvantaged groups in our community.

The Victorian Healthy Eating Enterprise 2012

The Victorian Healthy Eating Enterprise (VHEE) encompasses a range of initiatives being undertaken by the Victorian Government in partnership with local government, business, industry, health professionals and communities underpinned by a shared vision to improve the health and wellbeing of Victorians through food.

- Vision
 - To create a vibrant healthy eating culture in Victoria.

Specific objectives of the Victorian Healthy Eating Enterprise:

- To improve consumption of fruit and vegetables;
- To reduce consumption of energy dense and nutrient poor food and drinks;
- To reduce consumption of salt and saturated/trans fats;
- To improve breastfeeding rates and maternal and infant nutrition;
- To increase the proportion of children and adults in the healthy weight range,
- To promote enjoyment of healthy foods

The VHEE will be supported by a task group and rollout will be aligned with evidence-based criteria including meeting the Australian Dietary Guidelines and Australian Guide to Healthy Eating and objectives of the Victorian Public Health and Wellbeing Plan 2011 – 2015.

Initial list of initiatives under the Victorian Healthy Eating Enterprise

The VHEE provides a coordinated platform to support healthy eating by promoting access to nutritious and affordable food and providing Victorians with the knowledge and skills to be able to select and prepare healthy and tasty meals.

The VHEE comprises state-wide initiatives as well as programs targeted to the 12 prevention areas in the Prevention Community Model.

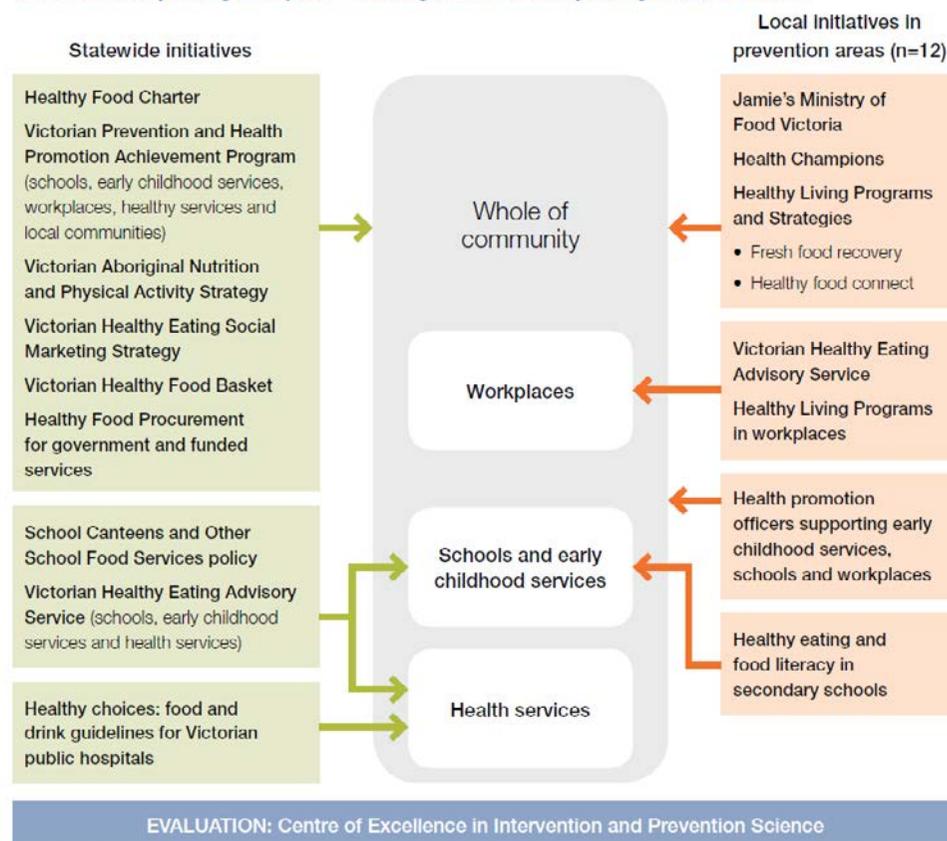
State-wide Principles

Closing the Nutrition and Physical Activity Gap in Victoria: Victorian Aboriginal Nutrition and Physical Activity Strategy

The Victorian Aboriginal Community Controlled Health Organisation (VACCHO) has developed the Victorian Aboriginal Nutrition and Physical Activity Strategy 2009 – 2014. The strategy aims to improve nutrition and physical activity in the Victorian Aboriginal population and is an essential component in “closing the gap” in life expectancy for Aboriginal people in Victoria.

- Ensure that Victorian Aboriginal people have a consistent supply of and access to affordable, nutritious and culturally appropriate food.
- Develop and deliver community-based interventions to increase healthy eating and physical activity for Aboriginal youth, adults and Elders across Victoria.

Victorian Healthy Eating Enterprise – Creating a vibrant healthy eating culture in Victoria



Victorian Families Statement

Released by the Victorian Government in February 2011, the statement recognises the diversity of families in Victoria and their common needs including the need for accommodation, secure income, a manageable budget, a strong economy, reliable, affordable and safe road and transport systems, quality education, health and disability support services, safe and friendly neighbourhoods, and an understanding and open community where services and opportunities do not depend on where people live. All these factors contribute to the health and wellbeing of Victorian families.

The statement highlights that leading a healthy and active lifestyle is an important part of keeping families strong and participating fully in family life.

The Victorian Framework for Healthy Eating

The Victorian Framework for Healthy Eating outlines the key determinants of healthy eating, population groups, settings for action, partners for action, health promotion action, intermediate outcomes and long term benefits.

Local government has a role in promoting healthy eating within the community.

The key determinants of healthy eating include:

- A sustainable supply of healthy foods
- Access to healthy foods
- A culture that supports the consumption of healthy foods

National Principles

The National Food Plan 2013

Developed by the Australian Government to set the direction for government policy on food in the future.

The main objectives of the report are to:

- Increase food-related exports, especially to Asia;
- Improve Australia's agricultural industry and food businesses;
- Encourage food sustainability and decrease food waste;

The Australian Government hopes to achieve this through a series of investment and funding projects as well as providing leadership and guidance through the establishment of the Australian Council on Food.

The People's Food Plan – A common-sense approach to a fair, sustainable and resilient food system.

The Australian Food Sovereignty Alliance Working Paper developed in response to the National Food Plan outlines foundational values and principles, key goals and proposed actions working towards a vision of sustainable, healthy and fair food systems.

Key goals for a People's Food Plan guide the development of health promotion initiatives at SPC Ardmona KidsTown:

1. Support Indigenous food sovereignty
2. Support Farmers
3. Food literacy
4. An integrated and holistic planning framework
5. Democratise our food systems
6. Support urban agriculture and community food production
7. Reduce the appalling levels of waste across the food system
8. Fair Trade

International Principles

The National Partnership Agreement on Preventative Health 2009 – 2015

Victoria is involved in the National Partnership Agreement on Preventative Health (NPAPH) announced by the Council of Australian Government (COAG) on 29 November 2008; the largest investment ever made by an Australian Government in health prevention. The NPAPH aims to address the rising prevalence of lifestyle related chronic conditions by laying the foundation for healthy behaviours in the daily lives of Australian's through settings such as communities, early childhood education and care environments, schools and workplaces, supported by national social marketing campaigns (Measure Up and an anti-smoking campaign). There are 11 initiatives under the agreement including the Healthy Communities Initiative.

The Healthy Communities Initiative supports the targeted, progressive roll out of community-based healthy lifestyle programs that facilitate increased access to physical activity, healthy eating and healthy weight activities for disadvantaged groups and those not predominately in the paid workforce. Under this initiative the Commonwealth administers funding to 92 local government organisations across Australia. These localities are supported by National Programs that deliver proven and effective healthy lifestyle programs in every state and territory. The Commonwealth has also established a quality framework and a web-based

registration portal to assist local government grant recipients, and other communities, in gaining access to effective healthy lifestyle conditions.

Ottawa Charter for Health Promotion

The first International Conference on Health Promotion was held in Ottawa, Canada in November 1986. The conference aimed for action to achieve 'Health for all' by the year 2000 and beyond. The charter is a clear statement of action for health promotion, widely used by the health promotion sector.

The fundamental conditions and resources needed for good health are:

- Peace
- Shelter
- Education
- Food
- Income
- A stable ecosystem
- Sustainable resources
- Social justice and equity.



Social Determinants of Health (World Health Organisation)

The social determinants of health are the conditions in which people are born, grow, live, work and age, including the health system. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels.

The social determinants of health are mostly responsible for health inequities – the avoidable differences in health status seen within and between countries.

Social determinants of health summary:

The social gradient – The social gradient recognises how the relation between socioeconomic position and wealth affects an individual's health. Life expectancy is shorter and most diseases are more common further down the social ladder in each society.

Stress – stress is the physical response which occurs when social and psychological circumstances change and people feel worried, anxious or unable to cope. Stress is damaging to health and may lead to premature death.

Early life – Early Life acknowledges the importance of providing a good start in life, supporting mothers and young children; it is recognised that the health impact of early development and education lasts a lifetime.

Social exclusion – Social Exclusion, poverty and relative deprivation (living without essential needs) has a major impact on health and premature death. Life is short where it's quality is poor. Social exclusion can result from racism, discrimination, stigmatization, hostility and unemployment.

Work – Stress in the workplace increases the risk of disease. People who have more control over their work have better health.

Unemployment – Unemployment impacts on health, with high rates causing more illness and premature death. Job security increases health, wellbeing and job satisfaction.

Social support – Social support and social relations thru friendships and strong supportive networks make an important contribution to health at home, work and in the community.

Addiction – Addiction often results from social breakdown or health inequalities, where individuals turn to alcohol, drugs, tobacco, exercise abuse or gambling and suffer from their use. Addiction and use is influenced by an individual's wider social setting.

Food – A nutritious diet and adequate food supply are central for promoting and maintaining an individual's health and wellbeing. Social and economic conditions result in a social gradient in diet quality that contributes to health inequalities. Because global market forces control the food supply, healthy food is a political issue.

Transport – Healthy transport means less driving and more walking and cycling, supported by better public transport.



Case Studies

Case Studies

An assessment of best practice community gardens and food hubs has been developed to highlight an opportunity to build infrastructure that supports the following components:

- **Sense of community:** Community participation in planning for urban agriculture is essential to its long-term success, allowing a community's needs and values to be reflected in the project and ensuring that leadership and ownership of the project remain in the community.
 - **Financial:** Urban agriculture strengthens the local economy in a wide variety of ways, including having a positive impact on residents' food costs, government costs, and property values and results in increased tax revenues.
 - **Employment:** Urban agriculture offers diverse employment opportunities for adults, youth, at-risk populations, and entrepreneurs, with labour that cannot be easily exported and intellectual capital of increasing world value.
 - **Education:** Education is a vital part of urban agriculture, as participants learn food production and preparation, healthy eating habits, and improved job and life skills, leading to higher graduation rates.
- **Health:** Increased access to healthy foods, sustainably produced, improves the health of urban populations suffering from diabetes, obesity, and other diet-related diseases.
 - **Ecosystem:** The wellbeing of a city cannot be separated from the wellbeing of its environment. Local food, sustainably-grown, results in a greatly reduced carbon footprint, a cleaner environment, and a more integrated local food shed.
 - **Public Safety:** A vibrant urban agriculture program increases public safety, as well as the perception among residents and outside visitors that neighbourhoods are safer, more welcoming places.
 - **Urban farms for agricultural production:** on a larger scale, usually as business ventures or run by not-for-profits with social service goals.
 - **Farmers markets:** and other neighbourhood market opportunities to distribute local food production.



Richmond Community Garden



VegOut Community Garden

CERES Environment Park

(www.ceres.org.au)

- Moreland City Council continues to fund CERES and has over the past 30 years, providing \$120,000 every two years.
- Incorporated organisation, located on Council land which was once an old tip site.
- Currently operating on an \$8million turnover with a small surplus.
- A total of 1% of produce utilised in the kitchen is grown on site.
- Kitchen suitable for 12 participants.
- Organic local produce for the market is purchased direct from growers and wholesale markets that are certified organic; not a traditional farmers market.
- CERES membership \$50 per year, 50 plots available to the community.
- Education based program facilitated by qualified teacher, topics include water, energy, waste, land etc. Local indigenous elders facilitate teaching programs specific to local indigenous culture. Schools pay an excursion fee to participate in the education sessions held at CERES.
- Federal government funding to install green technology and recharge panel.
- Volunteer coordinator has the role of coordinating approximately 400 volunteers.
- Partnerships manager.
- Training garden located on site.
- Venue hire manager is responsible for meeting rooms located on site and commercial kitchen.



- Retail nursery onsite and employs horticulturalists.
- Bike shed restores second hand bikes, operated by an external community group who pay a rental fee for utilising the space.

Perth City Farm

(perthcityfarm.org.au)

- Partly funded by the City of Perth, the garden was established in 1994 on an old scrap metal yard.
- 200,000+ visitors per year.
- \$600,000+ annual turnover running as a break-even operation.
- It comprises of an urban farm, café, commercial kitchen, exhibition spaces, courtyards and a large hall with all venues available for hire.
- Large solar array provides energy to the buildings.
- Employs 10 key staff including a Coordinator, Nursery Manager, Markets Coordinator, Volunteer Supervisor as well as key project managers.
- Weekly organic Farmer's Market with environment products and live music.
- Yoga and other workshops offered regularly.
- Growing Gardens project funded by City of Perth educates the public on modern farming practices, whilst showcasing urban agriculture.
- GRO (Grounds Recycled Organically) project collects coffee waste from local cafes and use it to grow gourmet mushrooms and bio-active compost for sale.
- Contracted to manage an Urban Orchard and Wetlands in the centre of the city.
- School tours operate through the Australian Sustainable Schools Initiative funded by the Federal Government. Tours run weekly and charge between \$8-10 per student.
- Gardening workshops run weekly.



- Job-seeker training through community partnerships and work placements.
- TAFE accreditation courses run on site providing certification to unemployed adults and disadvantaged youth. Nursery and educational frameworks providing skills to people with disabilities.

Merri Corner Community Garden

(www.merricorner.org)

- Situated on a corner block in East Brunswick, adjacent to the Merri Creek and among apartments, the block was unable to be developed for housing due to the environmental and inundation overlays, and buffer zone for overhead power lines; Moreland City Council approved plans for the garden submitted by a group of local community members.
- Moreland City Council provided a seeding grant to get the project started of \$26,200.00.
- Community members raised an additional \$15,000 to get the garden established.
- Moreland City Council is the land owners, and leases the site to the Merri Corner Community Garden Inc. Committee comprises of a president, vice president, treasurer, secretary, public officer, communications officer and other non-office-bearing positions.
- 40 individual plots available to the community that range in size from small, medium and large depending on family size; there is currently a waiting list for plots. Obtaining a plot is favoured to those who get involved in the community garden in some capacity. Plot holders pay an annual rental fee to Merri Corner Community Garden Inc.
- 45,000 litre water tank and compost all garden and kitchen waste on site.
- Reuse and recycle everything, no pesticides or chemical fertilisers used.
- Annual member fee of \$20 (\$10 concession) for an individual or \$40 for a couple/ family enables community members to attend events and meetings, share ideas and skills and be a part of the committee and apply for a plot.
- Annual plot rental fees (annual member fee is deducted from this amount)
- Small \$120 full, \$40 concession, 5-6sqm suitable for one person



- Medium \$180 full, \$60 concession, 8-10sqm suitable for 2-3 people
- Large \$240 full, \$80 concession, 12-15sqm suitable for 4 or more people
- Online newsletter subscription and website developed which is frequently updated

Richmond Community Garden

(www.cultivatingcommunity.org.au)

- Managed by Cultivating Communities, a not-for-profit organisation with grants from the Victorian Government Department of Human Services (Public Housing Division) adjacent to public housing high rise towers in Richmond.
- Cultivating Communities are responsible for the maintenance and upgrade of the physical infrastructure of the garden, attending the garden regularly to provide information and support to plot holders.
- Diverse community garden, a number of different languages is spoken at the garden making it a very multicultural place with a variety of influences including Vietnamese, East Timorese, Polish, Russian, Greek, Sudanese, Afghani, Turkish, English and Australian.
- 126 plots including raised garden beds able to be utilised by people with disabilities providing wheelchair access.
- Shaded area, 150,000 litre capacity rain-water harvesting system.
- Pizza oven located onsite.
- Fully secure garden, plot holders have a key to access the garden after hours.



VegOut Community Gardens

(www.vegout.asn.au)

- Organic, chemical free garden containing 145 plots, with 10 plots held by community groups.
- Committee of management containing 15 volunteers are oversee the community garden and are actively involved in the daily running and operation of the site.
- Situated on land reserved for public use administered by the City of Port Phillip.
- Each garden plot is individualised containing unique artistic flare, without rigid barriers between each plot unlike many community gardens.
- Small animals and birds kept on site including rabbits, chickens, budgies and quails.
- Contains a small stage, BBQ and cooking are used during community events and festivals.
- Currently a waiting list for plots. Participants can become a 'friend' of the garden at an annual fee of \$15 (\$10 concession), and assist with working bees etc.
- Colourful letterboxes feature in the majority of participants plots.
- Plot holders pay a six monthly fee of \$4 m2 or \$2.5 m2
- Composting on site
- Range of policies and procedures in relation to composting, water conservation and management (rain water tanks installed) and plot maintenance.
- Linked with the VegOut St. Kilda Farmers Market



Birralee Neighbourhood House

(www.facebook.com/birhouse)

- Project commenced by a university student that concluded there was a perceived need for a community garden in the area.
- Department of Housing – community garden run by a committee of management
- Neighbourhood house is rented off the uniting church
- Received a Wodonga City Council Neighbourhood Power Grant of \$10,000 and has strong support from one of the Councillors who provides assistance and generates community support for the project.
- A total of \$100,000 of grants has been received towards the operation of the community garden.
- Climate Communities grant received from the Victorian Department of Sustainability to install two 50,000 litre water tanks and automated watering system.
- A team of three dedicated volunteers who lead the community garden, although they need more committed volunteers.
- Combine organic gardening with cooking meals which include meats
- Murray Valley Centre – people with disabilities assist with meal preparation and cooking and also involved in propagating plants
- Hot house is currently being established.
- Utilised Jim Diers neighbourhood power concepts.
- Monthly newsletter – local nursery came on board
- Corporate sponsors – groups come in and make a meal as part of a team building exercise.
- People can purchase ‘living’ garden boxes and bring them back to get refilled for \$60 a box.



- Esky's on wheels/ volunteers pick them up to distribute a variety of meals to those at need. No special diets are catered for.
- 150 meals a week
- Pizza oven – bread baking courses
- Approximately four volunteers for cooking – six volunteers at any one time and supervisors
- Sustain on \$8,000 per year

Kevin Heinze Garden Centre

(www.kevinheinzegardencentre.com)

- Garden provides a horticulture therapy based program for children and adults with a disability or disadvantage, established by well known Melbourne identity Kevin Heinz, the largest and longest running horticulture based therapy and recreation program in Australia. Part-time Occupational Therapist visits the centre to provide therapy for clients.
- Garden is run by a committee of management, staff and volunteers. Currently employs four full-time/part-time staff, 90 volunteers, between 250 – 400 visits annually.
- Garden consists of raised garden beds, children's garden, and waterfall and community indoor space.
- Garden is designed to stimulate learning and play, including instalment of a sensory swing funded by Bendigo Bank. The sensory swing has been designed and developed to provide a sensory garden experience for those attending who are limited in the way they interact with the garden; includes a transparent base to discover the garden growing under the swing.
- BBQ facilities available
- Annual membership \$11.00
- Day visits are \$4.00 per person including light morning or afternoon tea, program fees apply for longer terms.
- Partnerships with a range of local disability service, health and education providers who utilise the garden with their clients.
- 'Ageing in my garden' – a volunteer visits an older adult in the community to assist them to manage their garden.
- Work readiness program – plants are grown for bushfire restoration and recovery, approximately 30,000 plants grown each year which are sold to generate income. The Lion's club are a partner, selling plants to the community and splitting profits 50/50 with the garden centre.



Edendale Farm

(www.edendale.vic.org.au)

- Centre for Environmental Learning with a range of activities for children and families including composting and worm farms, to the environmental footprint trail and butterfly hunt, farm animals and indigenous plant nursery. The indigenous plant nursery produces and sells indigenous plants as well as providing plants for vegetation throughout the Nillumbik Shire.
- Owned and operated by Nillumbik Shire Council, Community Participation Branch, local history ties including a heritage homestead that has been restored into a community education centre which has become a registered training organisation, 'Living and Learning' which delivers nationally recognised Children's Services courses (40 students during each term).
- Funding received from Heritage Victoria, Regional Development Victoria, the Federal Government and Nillumbik Shire. Stimulus package received for installation of buildings onsite.
- The garden location links to the Eltham North Adventure Playground along the bike trail over Diamond Creek.
- Advisory committee consisting of interested community members, involved in smaller working groups including food production.
- Annual sustainability festival held each year including 'how to' compost, worm farming etc.
- Open seven days a week.
- Self guided activities available onsite for visitors to navigate their way around the garden site.
- Life skills workshop for people with disabilities including a no-dig garden.
- Education branch – qualified teacher, paid at a band 6 coordinates the education programs run on site.
- Volunteer management – volunteer coordinator sits within Council within the Community Development branch.
- Development of the farm according to the master plan in place and project manager allocated at .9EFT.



- Focus on sustainable living and school based education programs and tours.
- Involved in local food connect and food swaps.
- Home Harvest – people bring food from home and turn it into meals, facilitated by local chefs and caterers.
- Nillumbik Shire run a farmers market in Hurstbridge.
- Arts project linked to festivals.

Albury/Wodonga Food Share

(<http://qpfs.dyndns.biz/about>)

- Street harvest project
- Verge gardening
- Two tonne of food goes out each year
- Linked with gateway community health
- VCAL students involved
- TAFE – adults living with mental illness cook meat donated from Woolworths prior to distributing
- Refrigerated truck to deliver food

Feeding Milan

Local Food System Regional Development

- This project is a joint effort of 3 partners: Slow Food, Università degli Studi di Scienze Gastronomiche (University of Gastronomic Sciences) and Politecnico di Milano.
- The aim of the project is to design a system of services and infrastructure to develop a more efficient and effective Milanese agri-food chain (involving both the city and the Agricultural Park South Milano).
- The Strategic Design contribution is twofold: on one hand it focuses on multi-functionality and collaboration among producers to achieve economies of scope; on the other hand, it fosters the relationship between the city and the productive countryside through “de-mediation” of the agri-food chain.
- Today the citizens of Milan, who are in search for high quality products, can only find them outside the region, without taking advantage of the biggest European agricultural park available.
- The project involves the construction of a metropolitan food chain and promotes the short supply chain, where it is possible to produce, purchase and exchange fresh, organic and local produce directly from farmers, retailers and catering operators, associations and organized groups. Nutrire Milano invites farmers to use natural fertilizers, coming from the waste of their own production, promotes renewable energy generation (from water, sun, biomass, etc.) and the short supply chain, thus reducing the environmental impacts resulting from transports in distribution, and it promotes a food chain supported by traditional farming practices without the use of pesticides and other contaminants in production.



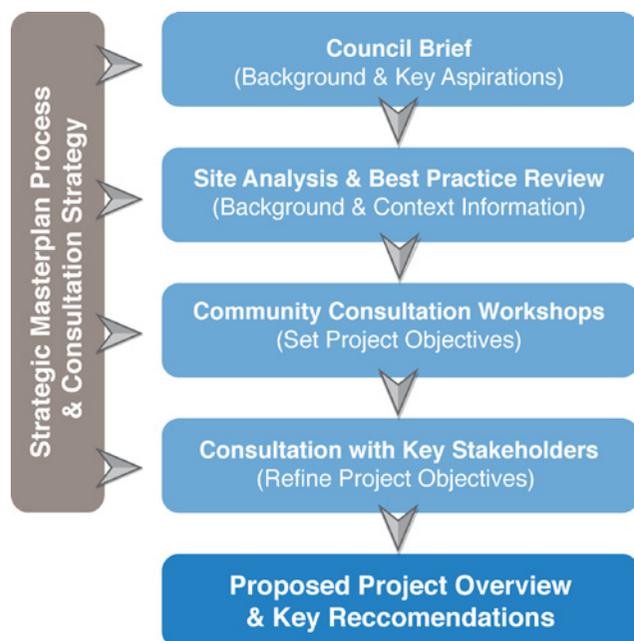
A photograph showing three red apples on a white tray. A white pen lies diagonally across the tray. In the bottom right corner, a brochure is partially visible with text about a workshop. The word 'Consultation' is overlaid in a green font on a white circular background in the bottom left.

Consultation

Bringing
Your Ideas to Life
.....
Shepp-Food Hub
Co-Design Workshop
with Pollen Studio
Urban Reforestation

Consultation

A range of stakeholders were consulted at various stages from February 2013 to June 2013. The most important aspect of a project like this is to engage the community and find out who are the key partners and stakeholders for the project. Extensive engagement occurred in the community over a number of days, including visits to local farms, schools, businesses and organisations. The following consultation process was undertaken to help guide the development of the Shepparton Food Hub:



Local Lunch Workshop

The local lunch workshop was the first consultation event, held at the Connections building at KidsTown and provided an opportunity for local people to come together and share ideas on what the Shepparton Food Hub could entail. Food from local producers was provided and stories from people in the local food industry were heard.

Over 40 people attended the workshop with representatives from the following groups:

- Greater Shepparton City Council Staff
- KidsTown Staff
- Shire of Strathbogie Staff
- Yorta Yorta Indigenous Community
- Rumbalara Aboriginal Co-Operative
- Department of Human Services (Better Futures, Local Solutions)
- Primary Care Connect
- Fairley Leadership Program
- Goulburn Valley Community Gardens
- The Salvation Army
- GV Food Co-Op
- Foodbank Victoria & Shepparton Foodshare
- McGuire College & Wilmot Rd Primary School
- Local Farmers and Food Producers





Renata

It will teach children about what happens before food hits their plate and for people to appreciate the fuel that feeds their body.

Narrative Templates and Food Stories

One of the initial exercises during the Local Lunch Workshop was to ask people how a Food Hub could be relevant to them through filling out a Narrative Template and to place themselves within a picture to start to visualize how they will become a part of the project.

Food Stories were also developed by visiting and listening to local food producers. Their stories were displayed on the tables at the Local Lunch to remind people of where their food comes from.

The Food Stories and Narrative Templates were strong tools in linking the project intrinsically to the future users of the site, their stories and visions. Some of the outcomes from comments received at the workshop were:

- The site needs to be unique and something that will be visited by people from the wider region, whilst supporting local businesses.
- The site needs to provide programs that educate a wide range of people about food systems, support skills development and encourage healthy eating.
- It should be a place about connecting people and enjoying food together in a festive and beautiful environment.
- It should celebrate Shepparton's Indigenous culture, whilst providing the community with a place to connect to nature.
- Shouldn't be a traditional community garden, but a place for testing new methods of sustainable agriculture and gardening techniques.
- Should engage people of all ages and abilities.
- Enhance the existing children's activities at KidsTown by providing a place for them to learn about growing and cooking food.
- Should have regular events including Food Festivals and Farmer's Markets.
- Could include community gardening plots, research gardens, aquaculture, indigenous interpretive garden, meeting spaces, skills workshops,

Fig Story



Guillio is a second generation Italian farmer living at a property on the outskirts of Shepparton. His farm has a very traditional Italian feel about it. He grows figs, grapes and other vegetables that are in season. He runs a successful small-scale enterprise and you can see from the sparkle in his eyes that he loves his work.

His figs and grapes will be a part of our lunch today and he hopes you enjoy the sweetness in every bite!

Co-Design Workshop with Community

The co-design workshop was held a few weeks after the Local Lunch Workshop and aimed to design the services and facilities that could be developed on the site. It was attended by over 20 local community members, most of who had been at the first workshop. This entailed using Design Led Innovation tools to develop projects for the Food Hub, as well as begin to discover what a local business model may look like. Four major business model/governance model concepts were developed on the day and up to twenty projects / services for the Food Hub were discussed. A list of potential projects was developed and mapped against possible associated infrastructure:



| IDEAS/PROJECTS | RESOURCES/FACILITIES HARD INFRASTRUCTURE. |
|---|---|
| ① FOOD BOX. | MULTI-PURPOSE BUILDING/S - TOILETS (ACCESSIBLE OPEN DOORS) - INFO CENTRE / FOYER - OFFICE (HOT DESKS) - FOOD PRODUCT SALES (SHOP) - PROCESSING/PACKING CENTRE. - CENTRAL MEETING SPACE - CLASSROOM - MAP - KITCHEN (INDUSTRIAL) - STORE ROOMS. - SOLAR/ - COLD STORE. - WIND - INTERNET / WIFI - CAR PORT ACCESS - PARKING - CONNECT TO - BUS DROP-OFF FLOOD PLAIN - BICYCLE PARKING. - TRAIN - IMPROVE TURN-OFF HWY. - ACCESS ALL ABILITIES. WORKSHOP - BUILDING/MARKING/BICYCLES - STORAGE GARDEN - PATH CIRCULATION - COMPOST NETWORK. - WATER CATCH. & STORAGE - FENCE - SIGNAGE - TREES - GREENHOUSE. - CHOOKS? - VILLAGE GREEN/STAGE - ART. - POWER POINTS. - NURSERY/MAINT. AREA. - AQUACULTURE PONDS - WETLAND - FESTIVAL SITE - FLOOD DIVERSION TECHNIQUES. - THEMED GARDENS. (LEVEL CHANGE) |
| ② FARM GATE / BUS TOUR TOURISM ROUTE | |
| ③ FOOD HUB TOURS | |
| ④ SCHOOL / TAPE PROGRAMS. | |
| ⑤ FARMERS MARKET | |
| ⑥ HORT/AGRICULTURE RESEARCH. | |
| ⑦ EMPLOYMENT PROGRAMS. | |
| ⑧ INIGENOUS GARDEN/PROGRAM | |
| ⑨ MULTI-CULTURAL GARDENS | |
| ⑩ FOOD FOREST / SENSORY GARDEN | |
| ⑪ KITCHEN PROGRAM (INDUST. KITCHEN) | |
| ⑫ SHOP. POINT OF SALE | |
| ⑬ NURSERY | |
| ⑭ MEDIA (TV, INTERNET) | |
| ⑮ FOOD FESTIVALS | |
| ⑯ BUSH KINDER/FOOD CHILDCARE | |
| ⑰ MOBILE FOOD | |
| ⑱ HOMESTEADING / WORKSHOP | |
| ⑲ RECYCLING / UPCYCLING. | |
| ⑳ ACCESS | |

Consultation

Strategic Council Meeting

Immediately following the Co-Design workshop, a strategic meeting was held at the Council offices to brief key members of Council and discuss how the Food Hub will fit with the rest of the city's strategy. Feedback was given by the Mayor, local Councillors and key Council staff.

Co-Design Workshop with Council Staff

Further Design Led Innovation tools were used to probe more information about the different perspectives and needs of the various stakeholders. Four options for the design of the site were presented, ranging from a partial development of the site to a whole-of-site master plan. Council's direction was to develop the whole site and stage works over a number of years.

Social Media

Social Media and press have played an important role in communicating the project at each of its stages and will continue to do so as the project develops. The 'Get Moving Greater Shepparton' Facebook Page is currently being used to convey information about the Food Hub. It currently has 250 members with regular contributions relating to food and health.

Conversations with Key Stakeholders

We have spoken with a diverse array of people from indigenous groups, multicultural groups, farmers, local educators, council officers, small business and state government organisations. The following people and organisations have been individually consulted with to further gain their interest and support:

Indigenous Groups:

- Yorta Yorta Nation Aboriginal Corporation
- Rumbalara Aboriginal Co-op (Rumbalara Health)

Education Bodies:

- The Department of Education & Early Childhood Development
- Goulburn Oven's TAFE (William Orr Campus)
- Melbourne University - Dookie Agriculture Campus
- Deakin University – Faculty of Health
- Goulburn Murray Local Learning & Employment Network
- Australian Sustainable Schools Initiative
- Stephanie Alexander Kitchen Garden Foundation

Health & Community Organisations:

- Department of Health
- Primary Care Connect, Shepparton
- Salvation Army, Shepparton

Community Gardens:

- Goulburn Valley Community Gardens
- Friends of Shepparton Botanic Gardens

CERES Community Environment Park

Farmer's Markets

- Mooroopna Farmer's Market
- Violet Town Farmer's Market
- Abbotsford Farmer's Market

Food Industry

- Australian Food Hubs Network
- Foodbank Victoria
- GV Food Co-Op

Authorities

- Goulburn Valley Water
- Goulburn Broken Catchment Management Authority

* Refer to Proposed Food Hub section of this report for specific feedback in relation to proposed programs and infrastructure.



What is a Food Hub?

What is a Food Hub?

A Food Hub acts as a catalyst to spark local food economy, culture and community. The operations of a food hub can stem from a place, through a website, or via local food services. A formal definition of a “Food Hub” is a place that provides the social and physical infrastructure to connect local buyers and sellers and offer facilities for farmers to store and process, market and distribute local food. “A regional food hub is a business or organization that actively manages the aggregation, distribution, and marketing of source-identified food products primarily from local and regional producers to strengthen their ability to satisfy wholesale, retail, and institutional demand” (USDA Regional Food Hub Resource Guide. 2012.)

Our definition of a Food Hub is quite different. We see the Shepparton Food Hub as being a place that centralizes local food services, provides food education programs and enhances community spirit. This is not so much a place for intensive food processing and distribution, but rather a social place for making connections, improving business and creating an enhanced food community.

Food Hub Models

There are a number of possible models for the Food Hub including Stand Alone, Integral, Articulated & Mobile Models.

Stand Alone Model

A stand alone model means that all infrastructure, activities and programs are based in one central location, independent of its wider context. This is often seen in urban environments where space may be limited such as the Richmond Estate Community Garden.

Integral Model

This model is similar to the Stand Alone model, however it makes use of a larger open space setting to connect to a diversity of leisure and recreation activities. For example, Collingwood Children’s Farm.

Articulated Model

An Articulated Model is where the overall program has a specific site headquarters, however the activities grow and expand to other sites in the region to connect with off-site activities.

An example of an articulated model of a food hub is CERES Environment Park in Melbourne. It is based on a main site location with additional sites for carrying out or contributing to organisation enterprises, programs, activities and events. Additional sites include the Food Connect Factory where the preparation and delivery of food takes place to be distributed across Melbourne.

Mobile Model

A Mobile Model is based on a transitional concept where infrastructure, activities and programs may be based on temporary sites and transitioned to various sites as they become available. This may also mean that the Food Hub can be based across multiple sites, but connected through an overall governance or objective.



Proposed Shepparton Food Hub

The Shepparton Food Hub at SPC Ardmona KidsTown is envisioned to be a multi-functional site for growing food, teaching about fresh food production and nutrition as well as generating tourism for the site and region. We want to make Shepparton a better place to live, improve quality of life, enhance local economy, support tourism and become a leader in the local food movement in regional areas through strong education programs and enhanced environmental sustainability.



Goals and Objectives

The Food Hub's three key goals are to improve Health, Education, & Tourism through food based activities, events, programs and information.

The Food Hub needs to:

- Contribute towards the region's food security by improving access to affordable fresh produce.
- Provide space for growing food and learning about fresh food production, cooking, nutrition and gardening.
- Allow for multiple activities and events to occur from small community gatherings to markets and festivals.
- Build upon the existing infrastructure at KidsTown to improve usability as well as increase visitation and tourism opportunities. (Specifically to double the site's annual visitation from 150,000 to 300,000 over 5 years)
- Improve social, community and business networks through media, programs and events.

Food Hub Site Design

Following the review of community consultation and the development of service and business models, a detailed concept plan has been prepared to guide the development and staging of physical infrastructure for the site. The design of the Food Hub is based on an Articulated model, whereby all core facilities and infrastructure occurs within the site; however some services and activities may link to other sites within the region.

The overall aim of the design is to create flexible spaces that can accommodate multiple services that can be programmed differently as the need arises. A diagram demonstrating the breakdown of proposed infrastructure for the site can be found in the Implementation section.



Food Hub Programs

The Food Hub will need to cater for multiple services and programs over a number of years. These services have been co-designed with the community and key stakeholders to ensure that the demand for the services is there and that there are already people and organizations that can take ownership of these programs.

Given the number of services proposed and the complex nature of this project, it is essential that a dedicated Food Hub Coordinator is engaged to manage and coordinate the day-to-day running of not only the local food innovation projects, but the physical implementation of the Food Hub. This role may be part-time to begin with, but will need to grow as the Food Hub develops and will need assistance from other casual staff as the Food Hub grows. Existing Council and KidsTown staff will also need to assist with several services as the need arises. The Food Hub Coordinator will need to collaborate with Social Enterprises, Local Community Organisations and Businesses to ensure that multiple projects can evolve independently from the running of the Food Hub.

Through our consultation process we have identified multiple potential services. Not all services are essential to the establishment of the Food Hub, so can be brought in incrementally as the demand and funding opportunities occur. Food Hub programs have been developed in conjunction with the proposed site infrastructure requirements and are described in the following Design Features section. Refer to the Implementation & Staging section of the report for proposed timing of services and associated capital works, operational, maintenance, revenue and funding costs.





Food Hub Features

Existing Features

The following outlines the proposed site features and the programs that would be associated with them.

The design aims to use as many of the existing facilities as possible, including underutilized spaces at KidsTown that can be shared with the Food Hub.

The Connection café & function centre

The Connection building near the entry to the site houses a café and function centre with the capacity to cater for up to 150 people. During the initial stages of the Food Hub the café will be able to accommodate the expected increase in visitor-ship. Mobile or temporary catering services can be brought into the site for specific events such as market day or festivals. As the Food Hub expands, more permanent café facilities can be included in the proposed Market Building. The Connection is currently leased by Hayes Catering on a four by one year lease options and so may be renewed in the future.

Other Function Rooms

The other function rooms at The Connection can also be used as a temporary office or classrooms to service the Food Hub until more facilities are developed. The initial administration roles could operate out of existing Council facilities making a dedicated office for the Food Hub potentially unnecessary. These rooms are currently leased, but Council may negotiate this lease to allow for shared use.

Toilet Facilities

Accessible toilet facilities exist near the KidsTown kiosk and also at The Connection. These can be used by the Food Hub during its initial stages with more toilet facilities to be developed at the Market Site and in the Education Centre. All future toilets should be design for accessibility.

Existing Community Garden

The existing community garden and greenhouse at the north end of KidsTown will continue to be used by local schools and employment programs. It may be expanded as part of a future Children's Garden for KidsTown.

Existing Sheds

The existing two-storey shed at the north-west corner of the site is to remain as a storage and maintenance facility for the site. This shed can also house some of the vehicles and machinery that may be required for the Food Hub. Other existing sheds and storage containers can also be utilized.

Existing House

The existing house and carport on the western boundary of the site is proposed to be renovated and used as an Education Centre and Workshop. Refer to the Education Centre section of this report for more detail.

Existing Miniature Train Line

The existing miniature train line is proposed to be extended through the Food Hub site with stations near the Education Centre and Market.

Other existing facilities at KidsTown including the amphitheater, picnic grounds and play equipment will also help service the Food Hub.

Signage

Several different types of signage will be required for the Food Hub site. These will need to be considered in conjunction with KidsTown as a whole. Entry, directional, information and interpretive signage should be designed as a complete way finding experience for visitors.

Features and Access

Vehicle access

The existing vehicle entry and exit off Midland Highway needs to be improved to allow for increased visitors to the site. Changes to the existing KidsTown car park should also be adopted as per the 2012 KidsTown Master Plan. This will result in the loss of 27 car parks, however a new shared car park in the Food Hub site will result in the provision of 300 formal parking bays with an additional 180 overflow spaces provided in the open field to the west. The existing sealed road that heads north along the Food Hub boundary should be widened to allow for two-way traffic. It is recommended that public vehicle access be terminated at the northern Community Garden car park, with only staff and maintenance vehicles being allowed to continue on to the Education Centre and Workshops.

KidsTown is located in close proximity to the shared path connection to Shepparton and so cycling and walking access to the Food Hub is seen as being just as important as vehicle access. The existing shared path trail to KidsTown is proposed to be extended through the site creating a loop circuit around the entire site. Smaller gravel walking paths have been designed to connect the various proposed Food Hub services as well as improve the overall visitor experience. Bicycle parking facilities are proposed at regular intervals throughout the site as well as at key facilities.

For major events the site has been designed to allow maximum opportunities for people to travel to the site by walking, cycling, bus or car. Council may also wish to seek overflow parking on the adjacent property in peak events, given owner consent. Council may also wish to investigate public transport options to the site.

Site Security

The site is currently only used during the day and is situated in a remote area away from the active zones of Shepparton and Mooroopna. Given the large amount of infrastructure, equipment and crops expected to be housed in the Food Hub, increased security for the site should be considered as it grows. Fencing has been proposed for the Community Garden and Propagation Nursery, however this may also need to be supplemented with security cameras and regular surveillance.

Water Management

Given the site's close proximity to the Goulburn River floodplain, the water management strategy for the site acts twofold to absorb issues created by flood events as well as create a networked system of water reservoirs for irrigation.

Currently KidsTown has several water tanks associated with buildings as well as a large header tank at the north end of the site which is fed by mains water. Water tanks have been proposed for every new building and facility for the purposes of irrigation and toilet flushing.

The main feature of the water management will be a series of connected dams throughout the site. These will have the dual effect of absorbing flood events as well as creating water storage at key points throughout the site. These will then feed the various water tanks associated with irrigating the different gardens. These dams will ultimately flow into the existing dam and wetland to the south of the site to create a closed loop system so that runoff from garden beds does not enter the Goulburn River system.

A 6000m² retarding basin with a potential volume of 1500m³ is proposed to hold water in high-flow events. This will double as the overflow car parking area for events and festivals.

It is recommended that a detailed levels and water management plan be prepared for the whole site and submitted to the Goulburn Broken Catchment Management Authority prior to any more design development of the site.



● Artists Impression of Community Garden

Community Garden

One of the core components of the Food Hub is a Community Garden. This will be entirely fenced so that it can be closed in the evening, but will remain open to the public during the day.

The southern half of the garden is dedicated to 450m² of market garden style planting beds for the purpose of providing vegetables to the Food Box project. This will have its own lockable shed and will be managed by its own staff member with the aid of volunteers.

The northern half of the community garden is dedicated to 34 raised vegetable patches which can be allocated to school groups, community groups or individual community members. This will also have its own dedicated shed and will be managed by the Food Hub coordinator.

A central gathering space and four communal garden beds can be used for educational projects or community gatherings.

The proposed Community Garden will cater for several services including providing fresh produce for the Food Box program as well as providing individual plots for community members or groups. The Food Hub and Community Garden aims to help people with the complete food cycle from growing plants to using them in cooking and enjoying the food with others. Cooking classes for children, tourists and community groups will operate initially out of The Connection building's kitchen and then move into a purpose-built Industrial Kitchen located in the Market Site. A Kitchen Garden will also be set up next to the proposed kitchen to aid with educational programs and also act as a display garden for media opportunities.

Within the Community Garden multiple activities will take place (similar to the multifaceted array of activities that happen at CERES Environment Park in Melbourne). The garden acts as the place to connect the community around the whole Shepparton Food Hub project. It is the place of education, industry, reflection, tourism, sustainability and active living. These are the core values that the Food Hub project is based around.

Context: There are several existing community gardens in the area including the North Shepparton Community Garden, the Salvation Army Garden and several smaller gardens coordinated by the Goulburn Valley Community Gardens, however there is still a strong desire for more plots.

Case Studies: CERES Environment Park, Merri Corner Community Garden, Richmond Community Garden.

Partners: Local Council, Goulburn Valley Community Gardens, GO TAFE, Schools, Indigenous Groups, Multi-cultural Groups, Vic Health, DHS.

To begin with, the Community Garden will service the existing volunteer programs that already operate at KidsTown as well as establishing new programs. GO TAFE has expressed interest in partnering on the construction of the garden and Goulburn Valley Community Gardens will offer local advice on the garden set up.



CERES Community Garden

Food Box Program

The concept of the Food Box program is to provide a weekly supply of healthy fresh food to disadvantaged community members. This will contribute to existing Foodshare and food charity programs that exist in Shepparton. The long-term aim is that a portion of the Shepparton Food Hub Community Garden will be used to grow fresh produce for the program. Food Box programs work to ensure that everyone can afford the best possible produce for themselves and their families. In essence the vision is to ensure all people of Shepparton have access to healthy fresh food always. The Shepparton Food Box Program aims to connect people who live in the town with fresh local food. The program aims to make fresh food accessible to all people who live in Shepparton and the surrounding towns.

Context: Currently there is not a food box program in the region, however with high rates of food insecurity there is a real need for this program and there are programs being developed by Council and other regional groups.

Case Studies: CERES Fair Food, Food Connect Brisbane, Australian Food Sovereignty Alliance, Local Harvest 'Community Supported Agriculture'.

Case Study: CERES Fair Food operates as a commercial venture that offers boxes of sustainable, organic fruit and vegetables to customers. Weekly boxes range in price from \$25-75 and are sourced from the CERES garden, neighbouring gardens and local farmers.

Building a customer-friendly website as part of an efficient enterprise system has been a key factor in Fair Food's success. The website is Fair Food's 'shop front', where all customer transactions take place. At the back end it captures customer data, collates orders and generates invoices.

Infrastructure: Visitor centre & Shepparton Food Hub packing shed, Community Garden, food boxes, caddy wagons/utes for delivery, website.

Partners: Local council, Food Share (Food Bank Victoria), CERES Fair Food, Food Connect Foundation, Vic Health, Australian Centre for Social Innovation, Social Traders, Local Media.

Membership: Create a Community Supported Agriculture Model, where people become a member of the program and gain from this membership with special deals and prices, like a Coop model. Whilst the primary aim of the food box program is to provide disadvantaged community members with healthy food, it will need to be partly funded through a commercial enterprise that could be Council-run or through a social enterprise.

Income & Expenditure: The Food Box program has not been costed as part of the Shepparton Food Hub project as this will need to operate as a separate program. Whilst this is primarily aimed to be a charity project, income can be generated through the sale of Food Boxes to the public (as in the CERES model) The CERES Fair Food boxes currently sell for \$20 per box, resulting in a \$1.2million annual turnover with 1300 customers.

Funding Opportunities: Vic Health, Food Share (Food Bank Victoria), Local Council.



Albury Wodonga Food Box

Food Hub Features

One of the problems with improving access to fresh fruit and vegetables is the inability for less able community members to get to a market or fresh food store. A mobile Food Van is proposed to bring fresh food to the people by acting as a mobile distribution point that can be linked with the Food box program. This can be branded with the Shepparton Food Hub branding to act as a visual marketing tool at markets and events.

Transport will be essential to the success of the Food Box program and this will be a necessary purchase that can also be shared with other Food Hub programs. This can be a Council owned and operated fleet vehicle.

Education Centre

The existing house and carport is proposed to be renovated and used as an Education Centre and Workshop. The internal layout of the house will need to be updated to accommodate classroom facilities, kitchen and toilet to meet Council standards. The existing car port and shed is proposed to be renovated as a workshop to be used by TAFE students, community groups and other students for the purpose of learning garden construction techniques. The workshop could also be used to construct planter boxes, toys or other salable items as a revenue source. A communal outdoor space and updated landscaping should be developed at the same time as the renovation. It is recommended that an architect be engaged to prepare detailed design and documentation of the Centre and Workshop. As this site is within an Urban Flood Zone, plans will need to be submitted for approval to the Goulburn Broken Catchment Management Authority. The renovation is expected to cost in the order of \$250,000.

Research Garden & Propagation Nursery

To the west of the Market Site an area has been reserved for an Educational and Research Garden and Nursery. This can be used by TAFE or university students for research and testing of new horticulture or agricultural methods, new cultivars and other experimental gardening techniques such as aquaculture. This has been

deliberately left open as the design of the site will need to be adapted according to specific educational programs. A large dedicated garden shed and workshop will need to accompany this site as well as a large header tank which will be connected into the wider water management system. A propagation nursery will be set up to provide the Food Hub with plants and seed stock. The nursery could also be used to grow plants to sell to the community as well as for other Council sites. This site is expected to be developed on an as-needed basis in response to the requirements of particular research programs. To begin with it can simply be a fenced gravel surface with sheds and irrigation infrastructure and can be expanded as required. The setup of this site is expected to cost \$30,000, but may be supplemented with existing Council or KidsTown assets.

Wetland Education

The existing dam and wetland to the south of the site is proposed to be enhanced for water treatment and educational purposes. This would involve vegetation planting to the surrounding site as well as to the riparian zone of the wetland. Gravel paths and signage will be provided to give people access to the different zones of the wetland area and provide a self-guided education trail about the water management process. Guided tours and school groups will also interact with wetland area as an education point.

Workshop / Tool Shed

A Workshop has been proposed to be associated with the Education Centre which will provide access to tools for construction education programs as well as provide resources for social entrepreneur business such as wooden toy manufacturing. Successful 'Men's Shed' programs operate throughout Australia and may also be based out of the workshop. Programs can be timetabled with the existing KidsTown workshop to provide additional resources.

Food Hub Features

School / TAFE / Uni Education Programs

A number of education programs already exist at the KidsTown community garden and the Food Hub aims to expand upon these existing programs and build new ones. Multiple education programs can operate out of this facility from school groups to TAFE students, university research and community courses.

The Shepparton Food Hub needs to differentiate itself from other community gardens and food hubs by investigating new methods for growing food through a series of research programs at a dedicated facility. This can include horticultural, aquaculture and soil research through Melbourne and La Trobe Universities as well as horticultural and building programs through TAFE. These are capacity-building projects that may not provide direct income to the Food Hub, but will provide in-kind support and help increase the momentum of visitation. Melbourne, La Trobe and Deakin Universities as well as GOTAFE have all expressed desires to connect with the Food Hub.

CERES and Perth City Farm both operate successful school education programs. They offer weekly programs for school groups at a rate of \$5-8 per child that is usually paid for by parents or as part of the school's funding program. 50-100 children per week can be expected for this type of program which would bring over 5000 visits per year and generate over \$40,000 in income.

State government funded school education projects are limited, however as part of the Australian Sustainable Schools Initiative, schools can apply to be part of an overall program that may include visits to the Food Hub. The Stephanie Alexander and Organic Schools program both offer free curriculum-based programs that can be taken up by schools and implemented at sites such as the Food Hub.

There are multiple education opportunities at the proposed Food Hub which will involve almost every aspect of the site from the Education Centre to the Community, Indigenous and Market Gardens.

Employment Programs

Programs aimed to provide employment opportunities for local people have previously operated at KidsTown. The Food Hub will aim to build upon these programs as well as create additional food and agriculture related employment opportunities. Current and future partners include the Department of Human Services, Local Council, Regional Development Australia, Primary Care Connect, GOTAFE and the Salvation Army.

Bush Kinder / Childcare

Bush Kinder programs are becoming an increasingly popular way of introducing pre-schoolers to outdoor activities. This is primarily about connecting with nature and the environment but is also often linked to learning agricultural and food systems. The Collingwood Children's Farm runs a successful program that can be emulated. downatthechildrensfarm.blogspot.com.au/



● Artists Impression of Indigenous Garden

Indigenous Garden

The Indigenous Garden has been proposed for the north end of the site so as to blend into the adjacent forest and billabongs associated with the Goulburn River floodplain. This will be signposted as a self-guided tour through the indigenous vegetation of the area as well as incorporate guided tours of indigenous bush food and cultural customs. Two open performance areas have been included for cultural and educational events.

This is proposed to be a partnership between Local Council, Yorta Yorta Aboriginal Corporation, Rumbalara Aboriginal Co-op and the Australian Botanic Gardens Shepparton. All groups have expressed interest in developing this garden which can be implemented over a number of years as funding is allocated. The garden is expected to cost \$80-100,000 to build, depending on the level of infrastructure and interpretative signage that is designed. It is recommended that a detailed plan be developed for the design of the garden in collaboration with the local indigenous community.

Indigenous Garden Education Programs

The Shepparton region is home to the Yorta Yorta people and currently has the second largest aboriginal population in Victoria outside of Melbourne. The Yorta Yorta people are the original inhabitants of this region and have a particular association with this site due to the adjacent Goulburn River floodplain as well as the history of settlement associated with Daish's Paddock and 'The Flats'. Rumbalara Aboriginal Co-operative has been proactive in building the health and wellbeing of its community for over 30 years. Through the consultation process, the local indigenous community and the Friends the Botanic Gardens are developing an Indigenous Garden for educating young indigenous people as well as the wider community. Programs can include guided tours of the garden as well as dedicated indigenous cultural education programs.



Indigenous Gardens at Shepparton Botanic Gardens



● Artists Impression of Market Site

Market Site

Whilst the design of the Food Hub has attempted to use as many of the existing facilities as possible, it is inevitable that with its expansion, purpose-built facilities will need to be developed to house certain functions.

The Food Hub Shelter is seen as being the core of the Food Hub. It is proposed to be a large, flexible, covered space that can house multiple services and change according to particular events. The shelter is intended to invoke the vernacular of a packing shed or market pavilion, though a detailed architectural investigation and design will need to be conducted.

The roof of the pavilion is proposed to be open on all sides, with two enclosed pods sitting under the canopy. These pods are flexible and can be changed as the needs of the Food Hub arise. The first pod will house a regular retail space, market, toilets and office facilities. The second pod will house a large commercial indoor and outdoor kitchen for educational, tourist and business activities. The kitchen can be programmed for different classes or events and also used by small businesses to process local produce into salable products. Associated with this will be a kitchen garden for growing herbs and other produce to be used in the kitchen as well as provide a backdrop for television or media events.

The northern half of the Market Building has been deliberately left open for regular market stalls during weekly or monthly farmer's markets. This can also expand into the open grass area to the north for larger markets or festivals.

The forecourt to the Market Building will contain seating and raised display garden beds and act as a drop-off point and entry to the site.

The Market Site is expected to cost in the order of \$1million, with the aim of acquiring state or federal government funding. It should be noted however, that a Farmer's Market can operate in the existing open field and would require little funding.



Ceres Farmers Market

Farmers Market

Farmer's Market's help connect local people to local produce at a reasonable price as well as providing local farmers with a regular point-of-sale that they may not be able to achieve with other food distribution networks. The market also acts as a catalyst to bring together the community around a local food system and culture. A farmers market will be set up based on research from farmers markets from around the region, as well as international examples. The market will not only bring additional visitors to SPC Ardmona KidsTown, but allow for other festive activities such as craft stalls and music to create a community atmosphere on the site.

Context: There are currently several markets in the region. The Violet Town Market attracts over 4000 visitors with over 200 stalls on the 2nd Saturday of every month. The Mooroopna Lions Club Farmers Market operates on the 3rd Sunday of every month with about 50 permanent stalls. The Riverside Plaza Community Market operates on the 4th Saturday of every month, however this is primarily focused on arts & crafts. The Shepparton Craft & Produce Market operates on the 1st Sunday of each month with between 60-100 stalls. This is not a dedicated Farmer's Market, so there is an opportunity for the Food Hub to accommodate a regular monthly farmer's market. There is also a strong desire to have a more regular farmer's market which could operate weekly at the proposed Market Site.

Case Studies: Byron Bay Farmers Market, Collingwood Children's Farm Farmers Market, Shepparton Craft & Produce Market, Mooroopna Lions Club Farmers Market, Violet Town Farmers Market.

Partners: Local council, Australian Farmers Markets Association, Victorian Farmers Market Association, Community groups, Local Media.

Infrastructure: Market Site, Community Garden, Shepparton Food Hub Centre, Market Stalls for Hire, Parking, Signage, Website.

Membership: Farmers are encouraged to create a COOP model that supports their local trade. Stall holders are expected to pay an annual membership for permanent stalls, whilst some casual stalls are available on a monthly basis.

Income & Expenditure: Farmer's markets should aim to operate on a cost neutral basis. An initial outlay for market management, signage, marketing and stalls for hire is expected, however this should be offset through memberships, stall hire and sponsorship. Fees for unpowered stall sites in Victoria range between \$20-50 per site, per month. With 80 stalls this would generate about \$30,000 of income per year.

Funding Opportunities: Membership, Local Council, Vic Health, Federal Government "National Food Plan" Grants, Social Traders Program for growing social enterprise.



Mooroopna Farmers Market

Farm Gate Trail

The Farm Gate Trail operates as a user-guided experience to enable tourists to connect with various farm gates in the region. This could be connected with the existing Greater Shepparton Visitor Information Centre via a printed brochure and website. The Shepparton Food Hub could be a key location for the Farm Gate Trail and would act as a launching site for food tourists, bringing increased visitors to the site. The Farm Gate Trail is not a designated route, but rather an opportunity for people to tour the Goulburn Valley region and know you will be able to visit a number of unique farm providers. This may also be able to tie into tour bus operations in the area.

Context: Currently there is no farm gate trail in the Shepparton Region and a need to bring tourism to the area. The farm gate trail will attract visitors to the region, engage and educate people on where food comes from and boost the sales for local farmers. This is a great project to represent the different layers and aspects of the Goulburn Valley region, not just food and wine, but history, the environment - whatever is unique in the area.

Case Studies: Otway Harvest Trail, Sun Country Farm Gate Trail, Cobram Farm Gate Trail, Locavore 'Field Guide to Victorian Produce'.

Partners: Local council, tourism groups, Tourism Victoria, many farms in the region, other farm gate trails and visitor centre. Encourage small producers and other businesses who could benefit from the group to join.

Infrastructure: Visitor centre & Shepparton Food Hub 'Touch Point', Designed Brochure & Maps, Signage and food carts/trailer based in locations throughout region.

Membership: Large membership means groups can afford insurance for community events, more lobbying power and clout with Tourism Victoria councils and group buying power for marketing and brochures.

Income & Expenditure: The initial outlay for the Farm Gate trail will be quite small, only requiring the time and fees associated with developing the trail and marketing material. Income can be generated through memberships, however the greater financial benefit to the local tourism industry is going to be greater.

Funding Opportunities: Member fees, Tourism Victoria, Local Council, Community Grants.



Sun Country Farm Gate Trail



Otway Harvest Trail Guide

Food Festival

It is envisaged that an annual Food Festival will operate on the site to bring an estimated 5000 people to the area over one weekend. This will be a celebration of local produce and will connect directly with other services operating at the Food Hub. This can be linked in with other local festivals such as the KidsTown KidsFest, the SheppARTon Festival and the Melbourne Food & Wine Festival. This is seeing as been an interactive festival with cooking and gardening classes as well as music and cultural activities.

Context: There are many festivals throughout the year in the Shepparton region, but none that focus purely on local food and food production. There are several mini-festivals and events in the region that are associated with the Melbourne Food & Wine Festival in March, however an opportunity exists for an annual food festival to celebrate the produce of the region and bring tourism to the area.

Case Studies: Melbourne Food and Wine Festival, Adventures in Cooking 'Peach and Pear Preserve', Forge Mountain Peach and Pear Preserve, Harvest week in Daylesford.

Partners: Local council, Federal Government, Tourism Victoria, Sponsors, Local Media, Australian Centre for Social Innovation, Melbourne Food and Wine Festival.

Infrastructure: Visitor centre & Shepparton Food Hub festival space, local farms, community garden, local restaurants.

Income & Expenditure: (refer to Appendix C for detailed costings) The main costs in running the Food Festival are in event management and marketing. It is expected that stallholders will bring much of the infrastructure required, part from the hire of additional toilets, marquees and other equipment. The Food Festival is not expected to bring direct income to the Food Hub as ticket sales will most likely cover the operational costs. However, indirect income will be generated for the wider region through increased tourism.

Funding Opportunities: Ticket sales, Local Council, Social Entrepreneurs, Sponsorship.



Melbourne Food Festival

Food Hub Features

Food Hub Media

The success of the Food Hub will rely on connections to several media services including TV, newspapers and the internet. This can link in with existing media services, but will need to be guided and managed by the Food Hub. This could come in the form of a local media platform for the community to engage and participate in the Food Hub and activities. National food and gardening media could also be attracted to the site for specific programs.

Food Hub Tours

As Food Hub facilities are developed, this will become a major site with multiple points of interest. Tours of the Food Hub site can be self-guided through signage and ipod guides as well as scheduled tours operated by volunteers.

Food Hub Retail Shop & Café

As the Market Site is developed and the Food Hub begins to build momentum, a retail shop will need to be added. This will act as a foyer and information centre for the Food hub as well as selling food-related products including processed produce, books, plants and garden items. This can be as simple as a refurbished shipping container or as refined as a purpose-built facility, but any new buildings will have to adhere to the conditions of the Urban Flood Zone.

Food Hub Visitor Information Centre

Food Hub visitor information services can currently be provided at the existing Visitor Information Centre in Shepparton as well as at the proposed Market Site or in the existing KidsTown buildings, however future expansion of the Food Hub may result in the need for a dedicated Food Hub Information Centre and retail. An area has been set aside at the southern end of the site near the entry from midland Highway in order to provide maximum visual presence, however this will need to meet planning requirements as set out in the Urban Flood Zone conditions. The Food Hub VIC is expected to cost in the order of \$2million which is a significant investment that would need to be back up by an appropriate demand as the Food Hub grows.



Shepparton Visitor Information Centre



The Connection Building



Governance

Governance

The governance of the Food Hub needs to ensure that the overall goals of the project are consistently adhered to and that the Food Hub remains economically, socially and environmentally sustainable. The project needs to be managed carefully to ensure there is a solid income, the business attracts visitors, provides jobs, enhances the local community and also strongly supports an entrepreneurial spirit with innovation.

We see the governance and servicing of the Food Hub as being a gradual transition from being a localised Council-run initiative to having its own board as a not-for-profit organization. We have assessed various governance models and see this as being the best outcome for the Food Hub, Council and its stakeholders.

To begin with, the aim is for the Shepparton Food Hub to incubate with 'Social Traders' to develop a strong business plan for the early years of its development.

The governance structure needs to support the Food Hub's aims independently, whilst remaining connected to Greater Shepparton Council and KidsTown as partners. The aim of the Food Hub governance structure is to:

- Maintain the economic and social sustainability of the Food Hub;
- Maintain the values and ethos of the Food Hub;
- Act independently as a mediator between users, sponsors and Council;
- Act in the best interest of the Food Hub members and supporters.

The three main options for governance are:

- Local Government run;
- Section 86 Committee;
- Not For Profit.

Local Government

This is operated under a corporate objective to provide a community facility for residents and visitors and address health and wellbeing within the community. Budgets allocated through Council directorates, which may include the Community Directorate – Active Living Branch. Local government provides funds for staffing, maintenance, delivery of programs, activities and events. Priority may not be financial viability, but the provision of recreational space that provides leisure and health benefits to the community.

SPC Ardmona KidsTown is currently owned, managed and operated by Greater Shepparton City Council, making Council accountable and responsible for the facility. The project has the potential to be incorporated into KidsTown's core business and included in strategic business planning for the facility.

Benefits:

- Access to external funding that Council is in a position to apply for
- Internal support and sharing of resources including Information Technology, Human Resources, Finance, Administration and Marketing
- Service standards upheld, ongoing monitoring and continuous improvement
- Policies and procedures already in place and able to be applied to the project and site
- Access to tangible resources including computer, vehicle, stationary
- Asset management and maintenance
- Occupational health and safety standards, risk management, emergency management already in place
- Lease of current buildings on site already sits with Council
- Access to outgoings including telephone access, commercial waste, sanitary, sewage and cleaning
- Access to gas, electricity and water (limited supply in areas)

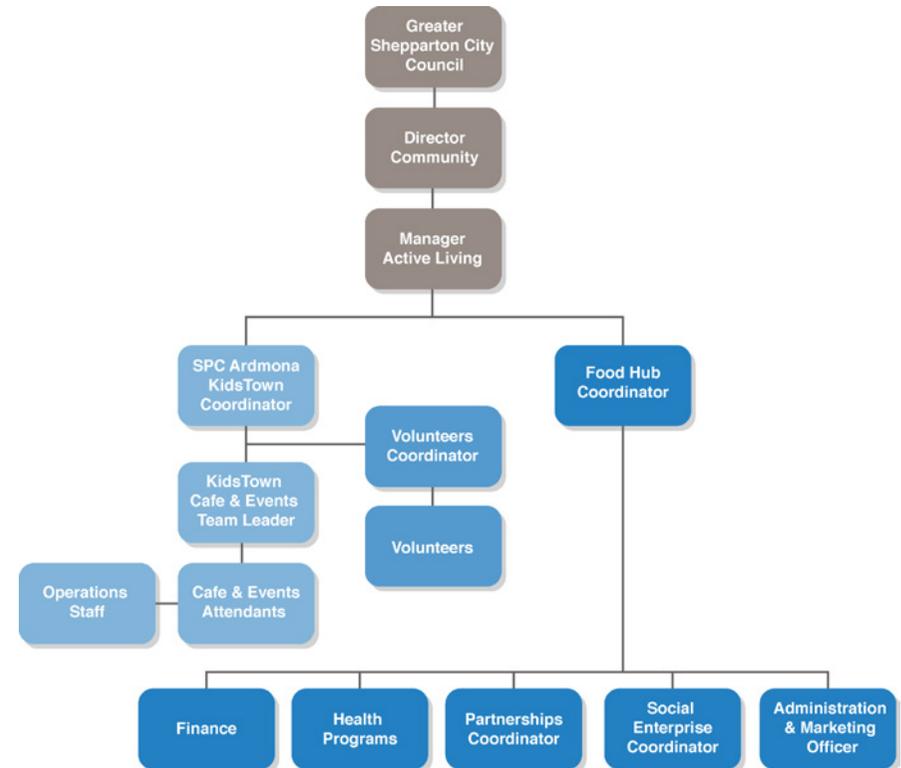
Local Government

Dis-benefits:

- Bound by policies and procedures which, if not planned for can delay progress
- Price hike against council
- Negative community perceptions can hinder project
- Unable to apply for funding that has Deductible Gift Recipient (DGR) status

Greater Shepparton City Council already has a vested interest in this project and will be the key leaders in establishing the Food Hub from the beginning. They will need to provide staff to establish programs for the site as well as manage the construction and maintenance of capital works.

The advantages of this model is that Council can provide consistent funding and staffing support, whilst maintain a strong connection to the community's needs. Conversely, this could also place an unwanted strain on Council's resources and place too much emphasis on a changing Council's priorities. The needs of the Food Hub should remain independent from Council's.



Section 86 Committee

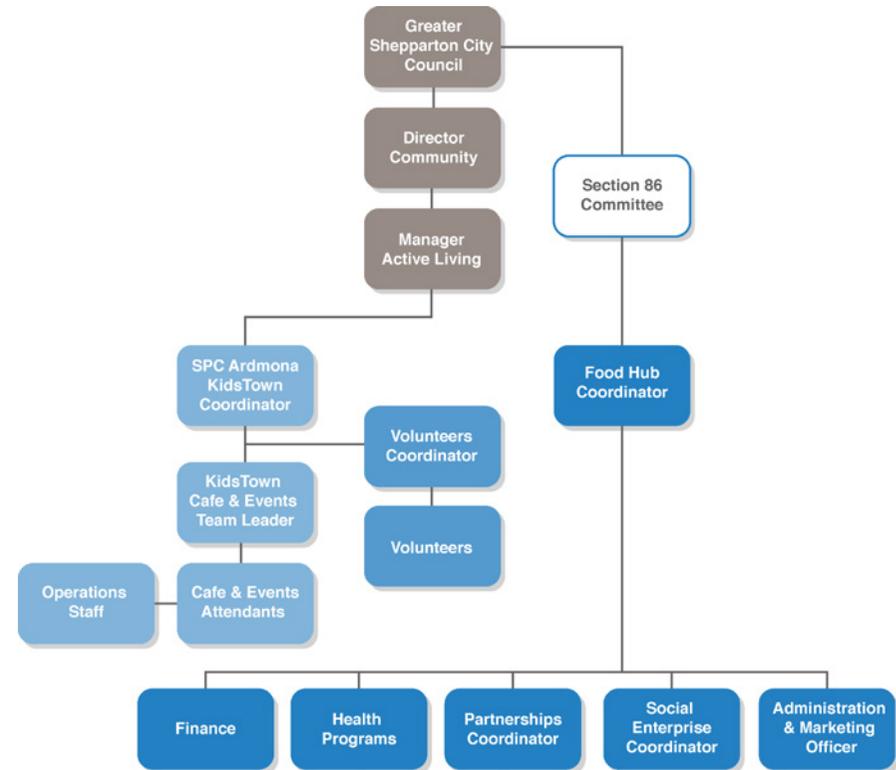
A 'Section 86' Special Committee means that a separate committee is running a Council facility through a formalised agreement called an 'Instrument of Delegation'. This allows the Food Hub to act independently from Council whilst maintaining a strong connection through board membership. This is seen as being the best outcome for both the Council and community in the short-term.

Benefits

- Similar to other models of government-run community infrastructure, the Section 86 provides a lean governance structure for a group of people to innovate and be independent from Council's decision making processes.
- Enables community and local government to work together under a specific governance structure.
- Has successfully been used in other projects in Shepparton, such as the Botanical Gardens.

Dis-Benefits

- Over time, the community may want to fully govern and own the project.
- Need to ensure committee keeps really focused and driven.
- Board members do not get remunerated.



Not For Profit

Revenue can be generated through three main sources: income from enterprises, grants and donations. Income received from either one of or a combination of the above revenue sources would be applied to the management of the community garden, in line with an overarching vision, strategic and operational plan.

Staffing would be carried out on site, maintenance, programs, activities and events are then paid for from revenue sources. The success of the organisation is dependent on community interest and those involved in enterprises. There is a significant cost benefit from using volunteers who assist with operations. The governance structure could be based around a Board or Committee.

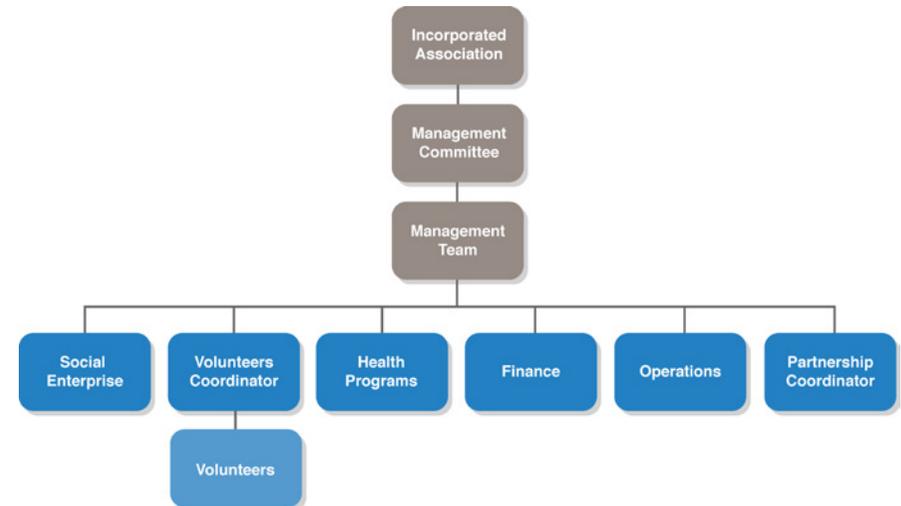
Benefits:

- Able to apply for funding that has Deductible Gift Recipient (DGR) status
- May not be bound by policies and procedures, enabling greater flexibility
- Expertise in the area especially if people on the committee have experience in community gardens/ social enterprise building.

Dis-benefits:

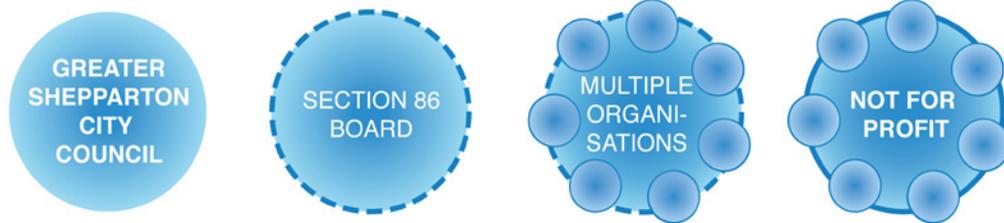
- Quality of service provided may not be the same as what a Council run facility may be
- Don't have access to policies and procedures Council already have in place
- May have limited access to resources and will incur an additional cost if sourced externally

Operating as a Not For Profit organization is the ultimate aim of the Food Hub. This places less pressure on Council's resources, whilst allowing a greater independent understanding of the Food Hub's goals. This will need to be established as an independent body with its own board members, staff and volunteers.



Proposed Governance

The governance of the Food Hub will need to adapt over time. Our vision is that Council's involvement in the project becomes less as the Food Hub grows and social entrepreneurs take over, eventually resulting in a Not-For-Profit model:



Staffing

There will need to be a strong, resourceful, energetic and entrepreneurial Food Hub team that comprises of a Food Hub Coordinator, other Council Officers, KidsTown staff, Businesses & Social Enterprises as well as Sponsors and Partners. Based on the stakeholder engagement and partnerships enquiries, there are many people and organizations in the community who will be willing to support the project and commit over a long period of time.





Branding & Marketing

Branding and Marketing

All of the projects and programs require extensive marketing and branding strategies. There is a strong opportunity to 're-vision' the image of the Goulburn Valley Region through the Shepparton Food Hub Project.

To have strong engagement and visitation to the site and programs, the branding needs to be crisp, fresh and dynamic. The aim is to attract local people and many people from Melbourne and Victoria. This project involves constant marketing and engagement of the community in order for it to fully develop into a successful project in the region.

Whilst the branding of Shepparton Food Hub needs to be unique and have its own identity, it should also be strongly linked to SPC Ardmona KidsTown and the Greater Shepparton City Council.

Marketing for the project should be undertaken to ensure adequate funding is realised for the overall project as well as specific programs. This can be undertaken through targeted advertising using the Shepparton Food Hub marketing document as well as through local and social media.





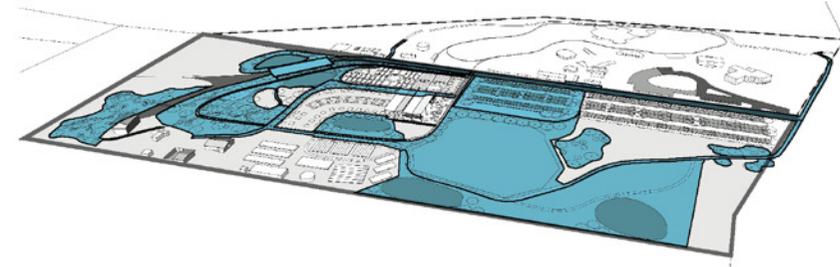
Implementation

Implementation Plan

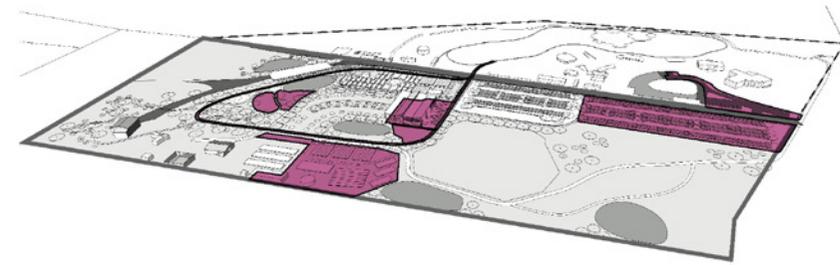
Whilst the implementation strategy needs to be flexible and many of the stages overlap, we have diagrammatically demonstrated how each stage can be rolled out over the site plan as follows. These stages are by no means definitive and may overlap as they are implemented:



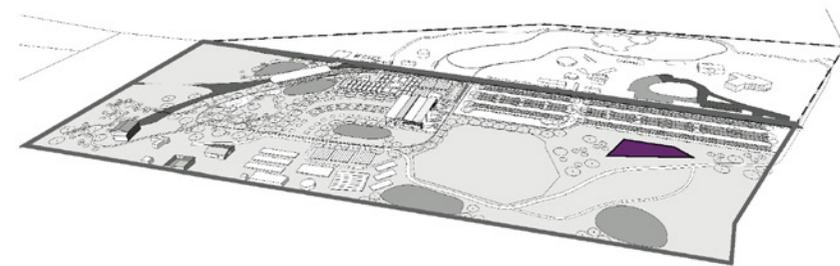
Stage 1
Community garden
Farmers market
Education centre
Nursery
Tree planting



Stage 2
Indigenous garden
Wetland system
Stage 1 carpark
Path network



Stage 3
Market site
Food Hub shelter
Industrial kitchen
Kitchen garden
Research garden



Stage 4
Information Centre



Recommendations

Recommendations

In order to achieve the proposed outcomes for the Shepparton Food Hub, there are a number of key recommendations that need to be implemented:

- Council to develop a position description for a Food Hub Coordinator and engage a suitable person to undertake the tasks of rolling out the physical implementation of the project as well as coordinating the kickstarter projects.
- Council to seek funding opportunities from local, state and federal grants as well as sponsorship and social entrepreneur proposals.
- A branding, marketing and social media strategy should be developed for the Food Hub to create a unique identity for the project.
- A detailed business plan for the Food Hub to be prepared and adopted by Council.
- A detailed levels and water management study should be developed and submitted to the Goulburn Broken Catchment Management Authority.
- Detailed designs should be developed for the Education Centre renovation, Community Garden, Market Site and Indigenous Garden.

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