

## **Summary of Report**

### **Why Have a City Farm?**

Clouston Associates saw there was a strong the need for a city farm because

1. The production of fresh produce on the fringes of Sydney is under threat from Sydney's expanding urban edge.
2. The declining agricultural land area within proximity to our cities greatly effects our food security and increases our food miles, with significant economic, social and environmental impacts.
3. Because there is more recent interest in the principles of sustainability, patterns of consumption and attitude toward the environment.

### **Based on their assessment of operational requirements, the site would need**

1. Between .5Ha and 1 Ha depending on existing facilities
2. Large demo garden sites
3. Event spaces
4. Workshop spaces

### **the site could do**

5. Run education programs
6. Produce surplus food to supply food co-ops

## **Management**

Clouston Associates looked at 2 models for management

1. Government owned/ managed/ funded
2. Not for profit organization

Money could be raised by

1. Farmers' market,
2. Cafe
3. Event Space Fees
4. Admission Visitor Fees
5. Educational Programs
6. Community Garden Fees
7. Corporate and private donations
8. Local Government Grants
9. State Government Grants

They concluded that the ideal objective is for the city farm to become financially independent of Council. To achieve this the City Farm should set its financial objectives, then organise adequate funding to meet those objectives both in the establishment and ongoing management phases.

## **Site Evaluation**

Clouston Associates looked at 4 sites

1. Sydney Park: Sydney Park is a 44 Ha large publicly owned open space and parkland in St Peters.

2. The Crescent Lands: This area is currently tenanted and operating as a semi industrial land use.
3. The Hill / Harold Park: The site area includes two properties, both under separate ownership
4. Powerhouse Museum, Ultimo Car Park: This area includes a disused car park, the land is partly owned by the Sydney Harbour Foreshore Authority (SHIFA) and is under the control of Powerhouse Museum

Clouston Associates compared the site attributes based on

1. Site capacity/ size
2. Water availability
3. Soil management required
4. Visitor and user potential
5. Accessibility and exposure
6. Economic viability
7. Educational potential
8. Land availability/ tenure

Clouston Associates concluded there were 2 possible options

1. **Articulated Model, Sydney Park and Powerhouse Carpark.** It is apparent that the Powerhouse Carpark site presents some unique opportunities in existing established educational programs. While this site is restricted in size, the application of an articulated model on the Sydney Park site provides a good symbiotic relationship for a city farm.

OR

2. **Integral Model, Sydney Park alone.** Sydney Park has the space provisions, site location, land availability and water resources which provide the opportunity to develop a main nucleus site for the city farm.

They then went on to recommend to council the following

1. **The articulated model** is initiated and pursued as a venture of Council and the Powerhouse Museum as responsible partners
2. **The economic independence of City Farm is acknowledged** as a medium to long term objective which is underpinned through initial adequate annual funding and resourcing support in kind, provided for at least the first five years.

### **Reason for choice of Articulated Model**

This model utilises Sydney Park as the core production site with the establishment of the Powerhouse Carpark as an educational hub, thereby taking advantage of the Powerhouse Museum's established educational programs.

Advantages

1. Allows for additional sites to be incorporated over a longer time period.
2. This model allows for a higher level of exposure by utilising the two sites
3. The shared facilities between sites adds value to the range of programs and infrastructure.

### **Possible Governance of Articulated Model**

It is expected that the governance model would initially be based on a partnering agreement as a variation to the Government owned, managed and funded structure. After an establishment period, it is intended that the farm will develop as a self managed model.

The governance structure of the farm will consequently evolve into a structure similar to a not-for-profit organisation within the medium to long term. Support from community groups and volunteers will be key to this process particularly in achieving financial independence.

During the initial project implementation stage the preference will be for establishing a Memorandum Of Understanding (MoU) between the authorities.

There is also a possibility of establishing an advisory board as the overarching management to guide and develop facilities and programs associated with the City Farm.

The day to day management of the City Farm will be handled by staff and volunteers, drawing on existing resources of partnering organisations.

**Delivering the City farm: The next moves...**

Clouston Associates concluded the implementation will require a well managed strategy involving

1. Adoption of the concept and partner agreements to be finalized
2. Governance structure to be finalised
3. The design, masterplan and documentation to be completed
4. The farm program to be developed
5. A branding and promotion program to be undertaken.