

EDENDALE COMMUNITY ENVIRONMENT FARM SERVICE REVIEW – PHASE 1



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1. EXECUTIVE SUMMARY

Council is looking to determine the best approach for the future use or development of the land at Edendale Community Environment Farm (Edendale). The current operation requires an ongoing annual investment from Council. The average investment for the past three was around \$600k per annum. This review has looked at the current operations and identified a range of high-level options for consideration.

At the core of this review and to help guide the future of Edendale is the mission and vision for the site. Currently there are some mixed messages that see multiple visions and missions guiding activity at the site. This lack of a clear and definite purpose needs to be addressed by Councillors before finalising the direction for the facility. Edendale was established in 2000 as a community environment farm focused on educating people about environmental sustainability. The world has changed significantly in the last 18 years, particularly in the digital space, with a greater ease of access to information for people and greater capabilities for organisations to broadcast their messages. Determining how this impacts the role that Council sees for the Edendale facility is important.

It is understood that there is limited appetite for Council to continue to invest at the current levels into the future. Council is questioning the value of delivering Edendale as a service to the community and is interested in identifying alternatives for the site and the operations.

A number of options have been proposed and reviewed. A summary of the key facts and findings that have helped to inform these options are below:

1. Edendale has multiple visions and missions in place which require rationalisation and Councillors will need to provide clarity on their intentions for the site and any parameters that should be considered when developing the final recommendations for the future of the site.
2. Council has made a long-term commitment to the site and in the last 10 years has invested \$5.05m in operational expenditure and \$2.5m in capital expenditure for a total of \$7.55m. A number of plans and reviews have been undertaken to drive the operations at the site.
3. Very limited market research is available about the site and the programs that are run there, which makes it difficult to show the value of the site for the community to balance the investment made by Council.
4. It can, however, be shown that Edendale is delivering a range of benefits to the community in its current form. If the right framework is established at some point, a deeper understanding of this value will be uncovered which is critical to determining the future of the facility. Some metrics that have been used to articulate the value to the community include:
 - a. Volunteer value = 7,020 hrs x \$41.72 = \$292,875
 - b. Economic Impact of Events = Estimated at around \$204,742
 - c. Economic Impact of Visitation = Estimated at around \$2.7m

- d. Social Impact = Not currently possible to define for Edendale. However qualitative measures and examples of value are possible. Case studies from other organisations measuring these impacts can be used as a reference point for Edendale. Key indicators of social impact may include:
 - i. Number of community organisations engaged at the facility
 - ii. Awareness outcomes
 - iii. Educational outcomes
 - iv. Environmental outcomes
 - v. Behaviour change
 - vi. Strengthening social capital of the community
5. There is a range of anecdotal evidence showing significant social impact at Edendale. This ranges from stories of grandparents bringing their autistic grandchild to the site on a regular basis, to the volunteer Veggie Patch Crew, which caters for a number of National Disability Insurance Scheme clients, not to mention the feedback from schools on the quality of education and impact that this is having with their students. But the true social impact of the site and its operations to the community remains unknown and immediate action should be taken to address this important gap in understanding
6. The Nillumbik Community Survey shows that Edendale is Nillumbik's most visited attraction by local residents (57.9%) and is the second best known (30.7% unprompted) attraction in the Shire behind Montsalvat (33.5%).
7. Edendale is a key tourism attraction for the region and has been identified as one of two key family attractions alongside the Diamond Valley Miniature Railway. When the precinct, including the Eltham North Playground, is considered this provides an even stronger family attraction.
8. The 2006 Edendale Perceptions survey showed that Edendale attracts mainly adults with young children coming for a day out with the major reasons for visiting being to take the children to visit the animals. Animals were also seen as the most important feature of the site. Environmental information and school programs are considered more important to visitors than the nursery or selling produce
9. Visitation at the site has been trending upwards in the last five years and is sitting at around 100,000 visits.
10. 84% of the costs at Edendale are for staff. The lowest this has been in the last 10 years was in 2010/11 when it was 74%.
11. In the last five years Council's operational subsidy has been between \$552,478 in 2017/18 up to \$632,416 in 2015/16.
12. A commercial review of Edendale conducted in 2015 by SGS Economics showed that even by maximising the operations at the facility, Council would be required to invest around \$300k per annum.
13. Based on Council's current subsidy, the Edendale site costs around \$90k per hectare per year to maintain and service.

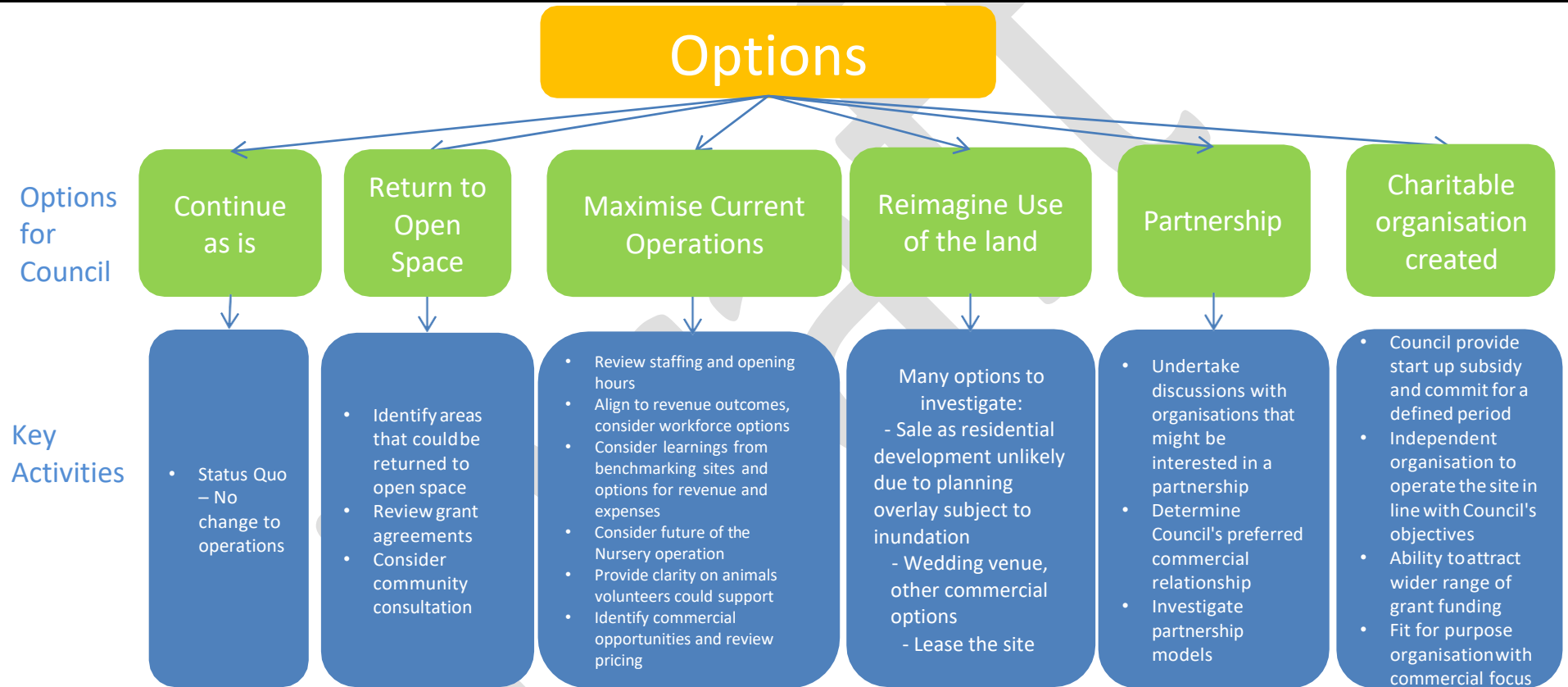
14. The average cost per hectare to maintain open space across Nillumbik is estimated at between \$4,105 and \$4,312. Edendale would cost less than \$28k to maintain per year as open space.
15. \$374k of Council's investment in 2017/18 was for activity areas not related to revenue producing activities.
16. Nearly all activity areas undertaken at Edendale run at a loss when analysed individually.
17. Council has received less than \$6k in operational grants in the last 10 years
18. Council is ineligible to apply for a range of operational grants that would support the type of activities that the site currently delivers.
19. The land where Edendale is situated is subject to inundation and previous experience by Council at 2 Bell Street, Eltham, indicates that this would make development of the land difficult. In addition, the presence of several other planning overlays would see a long and protracted planning process to change the use of the land.
20. Due to the requirements of the recently acquired Growing Suburbs Fund grant, it would appear that Council is locked into providing services tied to the capital developments that have been built with this funding for the next five years. This includes:
 - Nursery retail operation
 - Nursery hothouses
 - Kiosk
 - Children's sensory garden and play space
 - Outdoor teaching spaces
 - Maintenance of the wetland

Recommendations:

In light of the above findings, the following items are recommended for Council to consider in further detail:

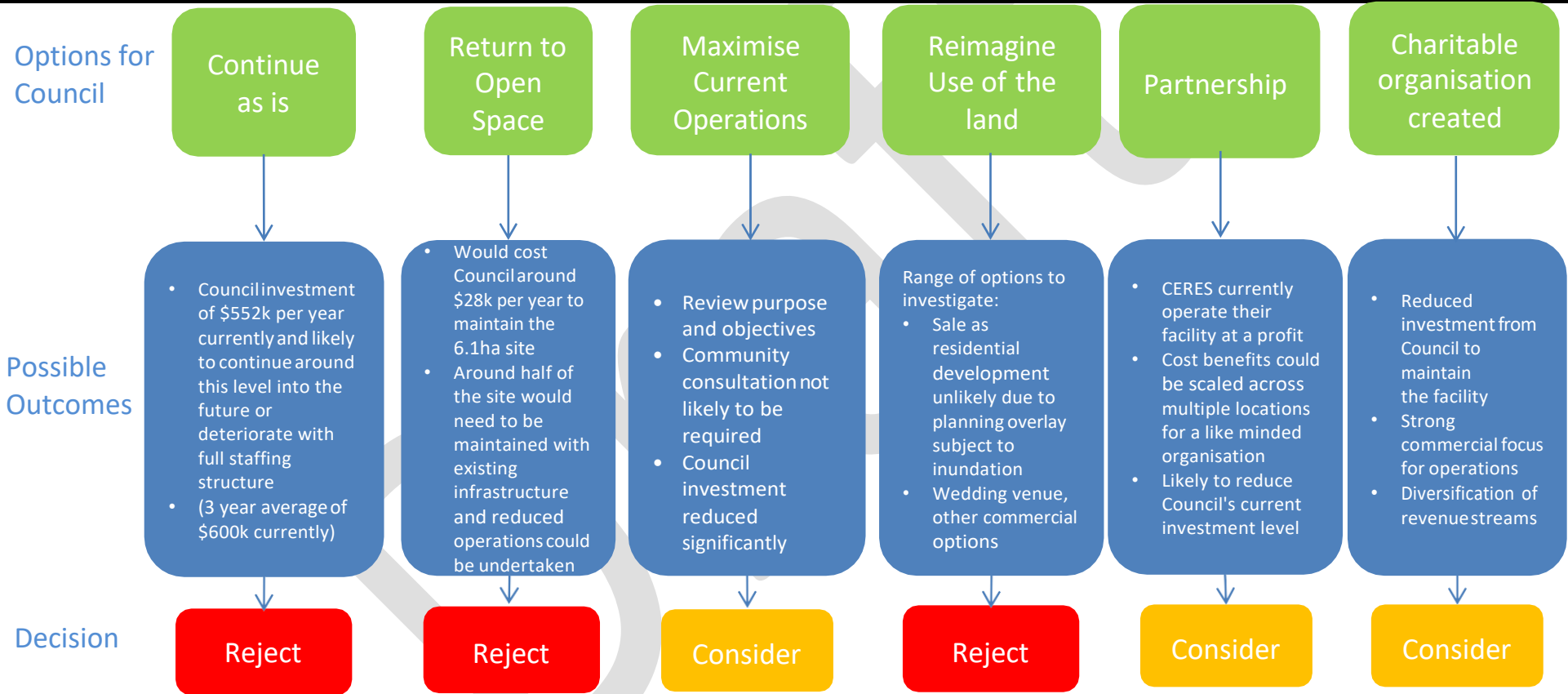
1. That Council outline the strategic direction required for the land at the Edendale Community Environment Farm to help inform the second phase of the review that will consider the following options in more detail.
2. That Council undertake an immediate review of the data that is being captured to understand the social impact of the site and take action to bridge this gap in understanding to help inform the analysis of options.
3. That Council undertake a detailed analysis of the following options that have been reviewed at a high level and identified as credible options:
 - a. maximise current operations,
 - b. investigate possible partnership models and identify interested parties, and
 - c. investigate the viability for Council to create a charitable entity to take on the services and activities offered at Edendale.

EDENDALE DECISION TREE



Commercial in Confidence

EDENDALE DECISION TREE



Commercial in Confidence

Option Evaluation against Criteria

An indicative evaluation criteria has been used to assess the options at a high level based on the current information that is available. This model could be adapted in Phase 2 to assist with determining the direction of the facility. Getting consensus on the criteria and weighting each element will be important to determine the right outcome for the next phase.

Criteria	Option 1 Continue As Is	Option 2 Return to Open Space	Option 3 Maximise Current Operations	Option 4 Reimagine Use of the Land	Option 5 Partnership	Option 6 Charitable Organisation Created
Alignment to current Strategic Direction	8	7	10	2	10	10
Alignment to wider strategic influences	7	5	9	3	9	7
Community support for option	8	5	8	3	8	8
Social, Economic & Environmental Impact	7	4	9	3	9	9
Investment by council	3	9	5	10	7	9
Risks (higher score is better for Council = Low risk)	(3)	(4)	(7)	(2)	(8)	(8)
TOTAL	36	34	48	23	51	51

Notes:

- Each rating is between 1-10 based on the best evidence available with 10 being the most favourable for Council for that criteria
- Each of the above assumes an equal weighting

2. PROJECT SCOPE

The Edendale Community Environment Farm review project has been set up to review the current operations of the site to determine if it is delivering on its stated objectives and whether there are opportunities to reduce the investment that Council is required to contribute to the site. Council do not wish to fund the facility and operation to the same level into the future. The value to the community of the programs running at the site are also currently unclear.

The review will provide a number of high-level options to gain further direction from Council as to the options that should be investigated in detail. The basis for the proposed options contained in this report are in line with the existing missions and visions that exist for the site (see Appendix 2: Staff Workshop for further detail).

The Edendale Community Environment Farm review project has been separated into two phases with this report focused on Phase 1.

Phase 1 - Current State Review

- To identify the historic purpose of the Edendale facility as determined by Councillors and Council Officers and any other key stakeholders identified – why does it exist, why does Council invest in it, what is the objective for it, are we currently meeting those objectives?
- To review the current operations at Edendale and understand the cost to Council. Both in the last financial year and over recent times. This will include both operational and capital expenditure.
- Provide a report with the initial issues and options to get feedback on before detailed work is undertaken on the options identified
- Identify models of management for the Edendale facility that will meet the agreed objectives

Phase 2 – Future Options

- To identify the future purpose/vision of the Edendale facility as determined by Councillors and Council Officers and any other key stakeholders identified – why do we want this facility, what do Council see as the objective for it?
- Undertake a detailed analysis of each of the credible options identified at Phase 1
- Complete a report that outlines the Options and recommends the future approach for Edendale

In considering what options might achieve the desired outcome a number of questions have been considered as part of this report, but Councillors need to provide their views to help inform what options are further considered. The key questions that require further input are listed below:

- What is Council's vision and mission for Edendale Community Environment Farm (there are currently multiple) or are there alternative approaches that should inform the review?
- Does Council's newly adopted mission statement "*Working with our community for a thriving, sustainable future*" have an impact on the issues and options for the future?
- Should Council continue to directly deliver the Edendale Community Environment Farm as a service for the community in line with other leisure and recreation facilities and services that require a subsidy from Council for their operation? [REDACTED]
- [REDACTED]
- In a rate capping environment is this a core business activity for Council?
- Should Council be subsidising state government education programs, not only for ratepayers, but predominantly for people outside of the Shire?
- At what point will Council be satisfied that the community is getting value (e.g. Profit position, Breakeven, \$250k deficit or the current level of \$550k+ deficit) and the land should therefore continue to be used in line with the current purposes?
- Do the social and community benefits that Edendale brings have an impact on Council's view of the investment being made into the facility?
- Does Council have a view on the operating model in which they want the facility to operate to achieve the financial position that is defined?
- Does Council have any mandatory activities that they want to be delivered at the facility? (e.g. Nursery, animals, education, tours and workshops, volunteer opportunities, venue hire and events)
- Does the facility need to be open for 364 days of the year?

3. STAKEHOLDERS

The key stakeholders that should be considered as part of this review process are listed below:

3.1 INTERNAL STAKEHOLDERS

- Councillors
- Chief Executive Officer and Executive Management Team
- Sustainability and Place Director
- Sustainability and Place
 - Environment
 - Edendale Farm
 - Assets and Property
- Business and Strategy Director
- Business and Strategy
 - Integrated Strategy
 - Connected Communities
 - Business, Tourism and Marketing
- Services and Planning
 - Planning and Health Services
 - Living and Learning
- Corporate Services

3.2 EXTERNAL STAKEHOLDERS

Edendale Community Environment Farm Stakeholders

- Local community
- Volunteers
- Visitors
- School contacts
- Nillumbik and Banyule Teachers Environment Network
- Friends Groups and Landcare Groups

Associated Stakeholders

- Environment Advisory Committee
- Local Schools
- Adult Education Program Participants
- Men's Shed
- Local Businesses and Nillumbik Tourism Association
- Staff Consultative Committee and Unions
- General Public

- Parks Victoria
- Melbourne Water
- Department of Environment, Land, Water and Planning
- Sustainability Victoria

Draft

4. CURRENT OPERATIONS

4.1 EDENDALE HISTORY

The site was originally part of a 51-acre site first purchased from the crown in 1852 by pioneer Henry Stooke. The subsequent owner was Thomas Cool, manager of the Victorian Coffee Palace, which adjoined the Town Hall in Collins Street, Melbourne. Cool purchased the Edendale site in 1896 and built the now heritage listed homestead in the same year. This weatherboard homestead was unusual for its ornate finishes and decoration compared with other farmhouses of the district.

In addition to the farm house, the Edendale site also has a heritage listed well next to the homestead and the Tony Trembath sculpture, "The Fences Act 1968" is listed as a site of regional significance by the National Trust. The artwork was commissioned in 1989 and completed in 1996 according to the National Trust database and was created with significant local community input. See Appendix 1: The Fences Act 1968, for more detailed information on this sculpture.

Various owners held the property until 1970 when The Shire of Eltham purchased the property and established an animal pound and a small nursery on the site.

The Council relocated the pound in the 1980s to develop the area initially as a community park and then an educational farm.

A summary of the key moments in the history of the Edendale Community Environment Farm is provided below. This shows the significant investment in time and money that has been directed to the facility and identifies the intent for its development across this time.

Date	Event in the History of the Edendale Community Environment Farm
1970	The Shire of Eltham purchases the Edendale Site for \$42,500. The site was established with an animal pound and had a small nursery on the site.
1980's	The Council relocated the pound in the 1980s to develop the area as a Community Park and then an Educational Farm.
December 2000	Council adopted two strategic goals for Edendale as a Community Environment Centre: <ul style="list-style-type: none">• Goal 1: To provide a Community Education Centre at Edendale which enhances community awareness of environmental sustainability and is a focus for local environmental programs.• Goal 2: To ensure that Council resources used at Edendale are

	<p>directed towards maximising the achievement of Goal 1.</p> <p>The Strategic Directions for Edendale recognised that a variety of animals would be retained at Edendale. It did however note that the range of animals would be reviewed to ensure that there is an emphasis on animals that are relevant to the Nillumbik area.</p>
October 2006	Council appoints <i>Context Pty Ltd</i> to prepare Masterplan for Edendale
January 2007	<p>Edendale perceptions survey conducted by Metropolis which surveyed 77 visitors to the site and the adjacent Eltham North Adventure Playground.</p> <p>Key Findings include:</p> <ul style="list-style-type: none"> • Edendale appears to attract mainly but not exclusively adults with young children. • The major reasons for visiting include taking the children for a day out, including visiting the animals as well as relaxation. • Visitors are extremely satisfied with the staff at Edendale. • The animals are the most important feature of Edendale and the reduced number of animals is of concern to visitors. • The environmental information and school programs are considered more important to visitors than the nursery or selling produce from Edendale. • A café or kiosk of some type would be welcomed by visitors to Edendale. • A farmer's market was identified as an activity that many visitors would welcome at Edendale.
April 2008	<p>Council adopts the Edendale Farm Master Plan as the key strategic document. The Masterplan was planned to be delivered by 2012. One of the key outcomes of the 2008 Master Plan was the development of the Edendale Major Capital Works program.</p> <p>The Masterplan reaffirms that the retention of animals is important both as a drawcard for visitors, and an appropriate way to educate visitors about environmental sustainability.</p>
November 2008	Following the adoption of the Edendale Masterplan, Council established the Edendale Advisory Committee. The Committee provides a formal mechanism for Council to consult with key stakeholders, seek specialist advice and enable community participation in the implementation of the Edendale Masterplan.
February 2009	Council employed a Project Officer to coordinate the implementation of the Master Plan over a two-year period.

2009	Edendale Farm and Living and Learning Nillumbik partner together and receive \$780,764 in government funding, augmented by a further \$400,000 from Council's Edendale Farm Master Plan for capital works related to the visitor reception building, training room, propagation shed, car park and driveway.
2010	The Edendale homestead is listed as a heritage site.
	With Federal (\$160,000), State, Heritage Victoria (\$28,000) and Council funding the Edendale homestead is restored. It is then used for educational purposes and offices.
	Edendale Farm Advisory Committee terms of reference and nominations are adopted at the 27 July 2010 Ordinary Council Meeting. The committee includes representation on behalf of Living and Learning Nillumbik.
January 2012	The Edendale Advisory Committee endorsed the <i>Edendale Landscape Master Plan</i> .
	<p>The <i>Environmental Education Strategy</i> identifies Edendale as key environmental education centre.</p> <p>The <i>Environmental Strategy</i> states that environmental education is an important responsibility of Council for several reasons:</p> <ul style="list-style-type: none"> ○ The local environment impacts directly on a broad range of community wellbeing issues. ○ Wider environmental issues are of increasing concern to both our residents and for Council service delivery. ○ Nillumbik residents demonstrate a keen awareness of, and interest in, the environment in which they live. ○ Council has obligations arising from various Council and Victorian Government policies and strategies.
2012	Nillumbik Environment Charter details the commitment to educating and inspiring the community about reducing our environmental impact and continuing education around environmental sustainability.
December 2014	Edendale Advisory Committee revised & endorsed the <i>Edendale Strategic Business Plan 2014-2018</i> . Revised plan sought to direct future development of Edendale, prioritised a range of Capital Projects and

	recommended a financial review of operations be completed.
2015	April 2015 Council were presented a program for implementation of Capital Works at Edendale. Decisions about other key capital works projects scheduled for commencement in 2016-2017 and later, would be informed by recommendations within the Edendale Commercial Review.
	Council's <i>Destination Management Plan</i> highlights the importance of Edendale as an agri-tourism asset for Nillumbik Shire which supports the conservation values of the Nillumbik Green Wedge.
	SGS Economics & Planning to complete an independent commercial review of Edendale Community Environment Farm and presented three options (scenarios) for comparison: <ul style="list-style-type: none"> • Business as usual – continue to deliver same activities and services using same practices. • Scenario 1, Optimisation • Scenario 2, Capital Investment Recommendations discouraged investment of \$500k into a food premises but to retain the existing lease arrangement with the same temporary food premises operator.
2016	23 February 2016, Council endorsed the Edendale Commercial Review and supported a motion to proceed with the development of a kiosk style café within the existing meat-safe building, develop additional toilets and a nursery point-of-sale as well as upgrades to the nursery including new hot houses and improved access to the northern entrance to Edendale.
	26 July 2016, Council endorsed an application to the Growing Suburbs Fund for the Edendale Infrastructure Enhancement project at the Ordinary Council meeting.
	November 2016, Council was successful in receiving \$500k funding through the State Governments Growing Suburbs Fund for the Edendale Infrastructure Enhancement Project. Total project costs are just under \$900k.
	The staff at Edendale develop their own Vision and Mission for the site which they adopt.
June 2017	Council Plan priority action 1.6.1 identifies need to review Edendale

	Community Environment Farm
August 2018	Review into the operations at Edendale and strategic direction for the site is kicked off. Phase 1 of the Review proposed a high-level Issues and Options report to further inform decision making for the future of direction of the site.
September 2018	Final GSF report due to DELWP to acquit funding with opening expected prior to the state election Decision on tender for new food premises operator as part of the GSF funding to be reached and recommended to Council.

4.2 MISSIONS AND VISIONS

As identified in the historical summary of Edendale above, there are multiple Visions and Missions in place for the facility along with the strategic directions that were adopted by Council in 2000. It is also important to consider the name used to describe the Edendale facility. The use of the words, “Community”, “Environment” and “Farm” are deliberate in terms of the vision for the facility.

However, it may be argued that these elements can at times be in conflict with each other and do not entirely fit with the goals and guiding principles set for the facility. In line with the review of the purpose of the facility, the name of it should also be reviewed. Indeed, if these elements are held as core to the operation, there may not be simple solutions available to alleviate the financial investment that this facility places on Council.

KEY ACTION 1: The name of the facility should be reviewed to ensure alignment with the purpose set.

It is not the first time that Edendale has lacked clarity of purpose and vision. In 2007 in the Edendale Master Plan Stage 1: Background and Issues report, delivered by Context, the following was stated:

While a range of improvements, programs and works are underway to achieve the strategic goals for Edendale, the absence of an agreed vision for Edendale means that these activities lack a coordinated focus. (Context, 2007)

The strategic goals adopted in 2000 are listed below:

- **Goal 1:** To provide a Community Education Centre at Edendale which enhances community awareness of environmental sustainability and is a focus for local environmental programs.

- **Goal 2:** To ensure that Council resources used at Edendale are directed towards maximising the achievement of Goal 1.

The first Vision and Mission was endorsed by Council in 2008 as part of the Masterplan process which included significant community engagement. These are shown below:

2008 Vision

Edendale is enhancing awareness of environmental sustainability through lifelong learning and is a place:

- for lifelong learning on environmental issues including demonstration of local solutions to global environmental challenges;
- drawing people from Nillumbik and beyond;
- that celebrates the richness of the Nillumbik environment and culture;
- of vibrant and inspiring community activity.

2008 Mission

To provide an interactive community and education centre to support sustainable living practices for the whole community

Also, of importance to the review is the guiding principles that were established as part of the Masterplan process. The following extract has been taken from the *Edendale Infrastructure Enhancement Project Plan -18 Jan 2017*:

In November 2008, Council adopted the Edendale Farm Master Plan as the key strategic document which provides direction about the future development and operation of Edendale, including its ability to grow as a regional centre for environmental sustainability. The Master Plan outlined six Guiding Principles for Edendale which were:

1. Enhance delivery of education and learning opportunities for people of all ages abilities.
2. Demonstrate sustainability through on-site commitment to reducing ecological footprint.
3. Protect, enhance and interpret local biodiversity and cultural heritage of the site
4. Provide opportunities for community involvement, inclusion and celebration in environmental education and learning.
5. Promote good design, functionality and appropriate use of the site
6. Undertaken in accordance with inclusive / good governance practices.

(Nillumbik Shire Council, 2008)

Subsequently the Edendale staff developed their own Vision and Mission in 2016 which has guided the development of their activities since that time. These are shown below:

2016 Edendale Team's Vision

"Edendale is a vibrant and innovative community environment centre that inspires people to change their behaviour towards sustainable living."

2016 Edendale Team's Mission

- Bring about environmental and social change through education by inspiring and empowering others to make lifestyle changes.
- Create a vibrant community space of connection and well-being.
- Foster connections with the natural environment.
- Give hope for the future by giving simple, practical tools to create change.
- Start conversations and initiate change
- Support the Green Wedge.
- Create an outdoor oasis to explore and relax.
- Be responsive to community needs.

While there isn't a dramatic difference between the various objectives identified for the facility it does highlight that there is a need to rationalise what it is that Council wants for the Edendale facility and what is important for it to deliver. This helps to provide clarity to those working at the facility and allows for clear measures to be set up to monitor progress towards attainment of the vision and mission as outlined by Council.

Without clarity of purpose it is very difficult to align resources and measurement of the activities undertaken to determine if the objectives are being met. As part of this review with a lack of clarity on the purpose it has been hard to determine the effectiveness of the operation in working to achieve the vision and mission. For example, use of the facility as an events venue is not identified as a core component of the site, yet there are a number of events that have evolved. Some of which support the visions and missions, others that could be argued are not aligned. Determining how much of a focus events play in the ongoing strategy for Edendale is needed and may be informed by Council Plan action 2.2.3 Review and extend Council's policy for attractions, events and festivals. Further discussion on the strategic influences impacting this review and the facility are outlined in Section 6 Strategic Setting.

As noted in Appendix 2: Staff Workshop, it is evident that there is a disconnect between the Edendale staff and the wider Council organisation. Ensuring clarity of purpose with strong measures should help to bridge that gap in the future if the same management model is continued. It should not be underestimated how much work will be required to address this issue in the short to medium term.

KEY ACTION 2: Council should determine what their vision and mission is for the Edendale facility to help guide Phase 2 of the review process.

In creating the updated vision and mission for Edendale consideration should be given to the current activities that are undertaken at Edendale and ensure that the social benefits from the facility that are currently being realised are not overlooked and measures are established for these. The previously narrow view of the facility may have contributed to the lack of data and information being recorded. This includes the volunteer program, social connectedness, social capital and reduction in social exclusion for some participants and visitors. The impact of visitation to the facility for the wider economy is also not currently represented. The market research of local residents indicates that this is a significant component, although it may be in conflict with some of the views of staff around how the site should be used.

4.3 CURRENT ACTIVITIES

Edendale is a significant property (6.1 ha.) adjacent to Diamond Creek, located at 32 Gastons Road, Eltham. The facility comprises a heritage listed homestead and heritage listed outdoor artwork, a community education building and other training spaces both inside and outside, an indigenous plant nursery, along with surrounding pastures, a range of animals and farm infrastructure. Edendale is open to the public seven days a week from 9.30am to 4.30pm and only closed on Christmas Day.

Edendale is one of Nillumbik Shire Council's key resources for the ongoing promotion, support and education of the community in the area of environmental sustainability. Programs and services include:

- Pre-school, primary and secondary school educational programs. Both incursions and excursions are delivered by staff
- Adult education courses and workshops with environmental themes
- An indigenous plant nursery with both wholesale and retail functions. The nursery is used by local Landcare and Friends groups and supports the education and volunteer programs at the site at times.
- A passive recreational venue for the community and as a demonstration site for sustainable living practices.
- A venue for hire with training and meeting rooms, outdoor pavilions as well as the Edendale Homestead currently hired by community groups as well as private companies.
- An event venue for a handful of major events per annum
- Farm management activities, including property maintenance and animal care, are also undertaken to support the delivery of these programs and are a key drawcard for families attending the site.
- Sale of compost bins, worm farms and other produce items
- Volunteer and work experience opportunities across the facility

The map below gives an overview of the facility.

Figure 1: Map of Edendale



4.4 COMMERCIAL REVIEW 2015

In 2015, Council commissioned SGS Economics & Planning to complete an independent commercial review of Edendale Community Environment Farm. The review considered existing operations and potential profit centres for future operations, as well as effective capital investment and timing.

The intent of the Commercial Review was to provide financial recommendations to inform future decision making about operations and capital investment at Edendale. The Edendale Commercial Review presents an independent analysis of three options (scenarios) for comparison. They are:

- Business as usual – continue to deliver the same activities and services using the same practices.
- Scenario 1, Optimisation – identifies activities that could be delivered on a cost recovery basis and identifies efficiencies that will reduce Council's financial contribution with minimal capital investment.
- Scenario 2, Capital Investment – uses Scenario 1 as a basis and considers the impact of key capital investments (food premises, nursery point of sale and hot house upgrade).

The Commercial Review indicated that an investment of \$500,000 into a food premises at Edendale should not be pursued. Due to the high likelihood of unfavourable market conditions, the commercial review recommends retention of the existing lease arrangement with the current temporary food premises operator. There may also be an opportunity to use a small amount of capital funding to convert an existing building into a kiosk facility.

At the Ordinary Council Meeting on 23rd February 2016, Council endorsed the Edendale Commercial Review and supported a motion to proceed with Scenario 2 which saw the development of a kiosk style café within the existing meat-safe building, develop additional toilets and a nursery point-of-sale as well as upgrades to the nursery including new hot houses and improved access to the northern entrance to Edendale.

Some of the key elements of the Commercial Review are listed below:

- SGS Economics estimated that if Edendale were to operate as is for the next 10 years the facility would realise an annual net deficit of \$520,000 per annum. In 2017/18 Edendale realised an annual net deficit of \$552,478
- Scenario 1 proposed in the Commercial Review saw the facility reduce its annual deficit to \$315,000 in year 10.
- Scenario 2 proposed in the Commercial Review saw the facility reduce its annual deficit to about \$296,000 in Year 10

This analysis has not been critically reviewed as part of this review process, but if taken as a robust analysis it shows that the best Council can hope to achieve from the current operations at the site is an annual investment from Council of around \$300,000.

4.5 GROWING SUBURBS FUND GRANT

In November 2016, Council was successful in receiving \$500,000 funding through the State Government's Growing Suburbs Fund (GSF) for the Edendale Infrastructure Enhancement Project. This funding was combined with a capital contribution of \$321,400 and a project management contribution of \$77,000 from Council. An extract from the Growing Suburbs Fund contract is provided below which details the specific activities that have been funded:

Item 1 Activity – What the Funding is for

- This project will build a new point-of-sale building, outdoor retail space and nursery hothouses, establishment of a permanent kiosk, provision of additional public amenities, improved access to the rear entrance, creation of a children's sensory garden and nature place space, new outdoor teaching spaces and upgrading the existing wetland at the Edendale Community Environment Farm.

Why the Department is Funding this Activity

- The Growing Suburbs Fund contributes towards meeting critical local infrastructure needs for communities in Melbourne's diverse and fast-growing outer suburbs. It is positioned to quickly respond to the pressures being experienced by interface communities by bringing forward local infrastructure projects that will make a big difference in the day-to-day lives of outer suburban families.

In addition, there are constraints associated with the GSF funding which directly affect this review and the future of the site for the next five years as outlined below.

Item 6: Activity specific requirements – Infrastructure Capital Activities

- The Organisation must ensure that the property is continuously used for approved purposes. The approved purposes for this property are as described under Activity Details in Item 1. The Organisation must gain any consents, approvals or permits that are required to use the property for this approved purpose.
- **The Organisation must ensure that the property is utilised for approved purposes for a minimum of five years after the expiry of this Agreement.** The approved purposes for this property are as described under the Activity Details in Item 1. The Organisation must gain any consents, approvals or permits that are required to use the property for this approved purpose.

Due to the requirements of the GSF funding agreement Council is locked into providing the following services at Edendale for the next five years unless negotiated with the Department of Environment, Land, Water and Planning (DELWP)

- Nursery retail operation
- Maintenance of the wetland
- Children's sensory garden and play space
- Nursery hothouses
- Kiosk
- Outdoor teaching space

5. THE ROLE OF LOCAL GOVERNMENT

The role of local government is important to understand when conducting this review to ensure that there is alignment with the services being delivered. A key question that needs to be answered is what is local government's role when it comes to the environment and is this part of their core business? Determining what Council's role is regarding community facilities and environmental education are core aspects to the vision and mission of Edendale. Within various statutory documents and through the Municipal Association of Victoria's view on local government responsibilities, it appears that there are a range of aspects supporting activity linked to the environment. This includes:

- maintaining community assets,
- regulating and supporting the environment through planning controls,
- reducing consumption and changing behaviour in this regard,
- a key service of waste and environmental management is outlined, and
- promoting the social, economic and environmental viability and sustainability of the area.

A review of the Municipal Association of Victoria website provides some information relevant to this review.

Local Government in Victoria

Victoria has 79 councils. Each council plans and delivers services in health, planning and building control, business and economic development, waste and environmental management, and human and community services. (Municipal Association of Victoria, n.d.)

Council responsibilities

All Victorian councils broadly have similar roles and responsibilities, and derive their power from the same legislation, however not all municipalities are the same.

In Victoria, local government is established by an Act of state parliament – the Local Government Act 1989 – which specifies council powers, duties and functions. The legal basis for councils is established under the Constitution Act 1975.

Councils have autonomy to provide services that meet the needs of their local community, and will establish a range of discretionary processes, including local laws, to guide certain activities that can occur within their municipality. (Municipal Association of Victoria, n.d.)

Environment

As a public land manager and with responsibilities for land use planning, councils help to protect our environment and regulate activities that impact on our natural resources.

Council policies can also influence council and community energy use and greenhouse gas emissions in areas such as urban development, transport planning, local economic development, community development and education.

Councils are also increasing their energy-efficiency through greenhouse gas mitigation in council operations, energy-efficient street lighting programs, and the delivery of community greenhouse abatement programs. (Municipal Association of Victoria, n.d.)

The Municipal Association of Victoria also promotes the following roles and responsibilities to all Victorian local governments.

- Minimise resource use and consumption in Council's own operations.
- Manage Council assets and infrastructure to increase longevity of assets and reduce resource consumption.
- Manage Council's linear reserves, recreational areas and bushland reserves to respect indigenous cultures, conserve native flora and fauna, control pest plants and animals and reduce fuel.
- Encourage lifestyle behaviour of residents, ratepayers and visitors to reduce resource consumption and be responsible global citizens.
- Lead by example
(Nillumbik Shire Council, 2012)

5.1 LOCAL GOVERNMENT ACT 1989

The Local Government Act 1989 specifies council powers, duties and functions and is important to consider as part of this review to ensure that the activities that are being undertaken fall in line with the legislated objectives of Council. An extract of the Local Government Act 1989 is provided at Appendix 3: Local Government Act 1989 and provides context to the wider role of Council.

Specifically, section 3C Objectives of a Council relates to the promotion of environmental viability and sustainability of the municipal district which is aligned to the objectives of Edendale. However, this is not prescriptive, and Council may be achieving this through a range of programs associated with the environment and therefore Edendale should not be seen as an exclusive contributor to Council meeting this objective.

3C Objectives of a Council

(1) The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

(2) In seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives—

(a) to promote the social, economic and *environmental viability and sustainability* of the municipal district;

(Office of the Chief Parliamentary Counsel, 1999)

5.2 LOCAL GOVERNMENT ACT (BEST VALUE PRINCIPLES) 1999

The Local Government Act (Best Value Principles) 1999, (Best Value Principles Act) applies to the service provided at Edendale and it is important to understand some of the key aspects that should be considered as part of this review. An extract of the Best Value Principles Act is contained at Appendix 4.

Advice from Blaga Naumoski, Executive Manager Governance has provided the following advice regarding consideration of the Best Value Principles Act 1999 on the Edendale Review project and the various elements that should be considered.

The Local Government (Best Value Principles) Act 1999 specifies the requirements that Councils have to report against the progress and outcomes of the Best Value principles each year.

Under the legislation, every council must report on the progress and outcomes of Best Value each year, summarising performance against the objectives of the Council Plan. This is done via the Annual Report. The main purpose of the Local Government (Best Value Principles) Act 1999 is to amend the Local Government Act 1989 to replace the compulsory competitive tendering requirements imposed on Councils with an obligation to ensure that Councils seek the best value in providing services. All other aspects of the 1989 Act still remain in force and should be considered and applied when reviewing services.

This is based on six principles that Council must comply with:

- Regular community consultation
- Responsiveness to community needs
- Accessible and appropriately targeted services
- Quality and cost standards for all services
- Continuous improvement
- Frequent reporting to the community

The aim of the act to ensure Council provides an excellent opportunity to enhance community involvement and ensures that we continue to provide services that are responsive to community needs and values.

Section 208C outlines factors that council may look at and although they are not compulsory, they are valid factors to consider in a review such as that at Edendale.

An extract of the Best Value Principles Act 1999 is provided below for context. It should be noted that Section 208C has been considered as part of this review process where appropriate.

208C. Factors that may be looked at in applying the Principles

In applying the Best Value Principles, a Council may take into account, among other factors—

- (a) the need to review services against the best on offer in both the public and private sectors; and
- (b) an assessment of value for money in service delivery; and
- (c) community expectations and values; and
- (d) the balance of affordability and accessibility of services to the community; and
- (e) opportunities for local employment growth or retention; and
- (f) the value of potential partnerships with other Councils and State and the Commonwealth governments; and
- (g) potential environmental advantages for the Council's municipal district.

208D. Quality and cost standards

- (1) A Council must develop quality and cost standards for the provision of any service it provides for its community.
- (2) A quality or cost standard must set out the performance outcomes determined by the Council in relation to each service.
- (3) In developing quality and cost standards a Council must take into account the factors listed in sections 208C(a), (b), (c), (d) and (e).
- (4) A Council may develop different quality and cost standards for different classes of services.

A Best Value Review was conducted for Edendale in 2002, however it was not endorsed by Council and the document does not identify an author. This review identified quality and cost standards that were applicable at the time. These quality and cost standards have now largely been adapted into KPIs which are part of the Edendale Strategic Business Plans 2011-2015 and 2016-2020. In order to meet the requirements of the Best Value Principles Act 1999, and to ensure alignment of purpose, it is recommended that quality and cost standards be reviewed in the future in line with the measures identified in Section 8 Evaluation of Activities. The current KPIs that are being used do not provide enough information for Council to determine the wider impacts of the facility on the community.

6. STRATEGIC SETTING

Along with the legislation of the Local Government Act 1989 and Local Government Act (Best Value Principles) 1999, there are a range of interrelated strategies and policies that have been developed by Nillumbik Shire Council which impact Edendale.

Council's own strategic planning hierarchy needs to be considered as part of the review. A series of overarching strategies (some completed, some in progress) should have an influence on the long-term future of Edendale. Below is a list of various strategies and documents that have been identified which should be considered as part of this review. Relevant extracts of these strategies are included to give further context to their impact.

6.1 COUNCIL PLAN ALIGNMENT

Council Plan 2017 -2021

The Council Plan 2017 – 2021 identifies several strategic priorities that will involve directly, or have an influence on, the Edendale facility. The key items identified are shown below:

Strategic Objective	Strategies	Priority Actions
Strategic Objective 1 Engaged and connected communities	1.3 Build on our commitment to lifelong learning for community	1.3.2 Enhance relationships with the University of the Third Age and maintain programs offered by Living and Learning Nillumbik and Edendale
	1.6 Ensure that community services, programs and facilities are inclusive and respond to current and emerging needs	1.6.1 Review Council's role in direct service provision and identify opportunities for improvement including the following: * Edendale Community Environment Farm
Strategic Objective 2 Active and creative people	2.2 Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction	2.2.3 Review and extend Council's policy for attractions, events and festivals 2.2.5 Recognise and support opportunities which develop and grow creative and cultural industries in positioning Nillumbik – the Green Wedge Shire, positioning the shire as a key destination
Strategic Objective 3 Safe and healthy environments	3.6 Work with the local community to review and implement environmental policies to protect biodiversity and conserve natural resources	3.6.4 Provide continuing support to Nillumbik's Landcare Management Groups 3.6.5 Provide advice and support to landowners on the sustainable land management of their properties
Strategic Objective 4 A prosperous economy	4.2 Develop and market the tourism industry in Nillumbik	4.2.2 Support and promote the Artisan Hills businesses and destinations

There are a range of other strategies that have an indirect relationship to Edendale, but the ones listed above are the most relevant to the operation.

6.2 MAJOR STRATEGIC INFLUENCES

Health and Wellbeing Plan 2017 -2021

Council's Health and Wellbeing Plan 2017 - 2021 highlights the importance of health and wellbeing to Council's vision. As is shown below, Edendale can be seen as supporting elements of the plan and are linked to implementing actions outlined.

Nillumbik Council's vision for Nillumbik is to be Australia's most liveable shire. Many of the social, environmental and economic features that enhance liveability in Nillumbik and make it a desirable place to live, work and play are also the determinants of good public health and wellbeing. Liveable places in the context of health have been defined as:

"Safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities; via convenient public transport, walking and cycling infrastructure" (Lowe, 2013)
(Nillumbik Shire Council, 2017)

As mentioned in Section 8 Evaluation of Activities, it is not yet possible to identify the impact of the facility to the achievement of these strategies. However, it should be acknowledged that Edendale can play a part in helping to achieve these strategies and measurement of the activities undertaken to support these should be captured. Edendale is specifically mentioned in the strategy as a delivery partner responsible for implementing actions in the plan. In addition, the Health and Wellbeing Plan 2017-2021 calls for health and wellbeing priorities to be considered into new strategies and therefore it would be prudent to ensure that these are considered as part of this review. Below is a further extract from the plan that calls out some of these aspects.

Council's approach to delivering the Health and Wellbeing Plan

Council will continue to work with our local partners and seek to partner with government and non-government agencies to respond to health and wellbeing priorities in the municipality. Our place-based approach draws on new and existing relationships with a range of community groups, service providers and other partners to deliver health-promoting projects and influence change in the Shire's priority areas. Council services, such as recreation centres, aged care, early childhood services, Living & Learning and Edendale Farm—to name a few—all have a role in implementing actions in the plan that contribute to improved health outcomes. The plan provides for the health and wellbeing priorities to be considered in land-use planning, to be integrated into new and updated plans and strategies, and to build on existing Council priorities. Council has key partnership agreements with North East Primary Care Partnership (North East Healthy Communities), healthAbility and Women's Health in the North to deliver health promotion strategies. Our population health plans are aligned to achieve maximum impact on shared priorities through collective effort. We will continue to work with the

community to create or improve the social, built, economic and natural environments for improved health outcomes in Nillumbik.

Specific strategies within the Health and Wellbeing Plan that relate to the activities at Edendale include those listed below along with the key indicators of health and wellbeing identified in the strategy to show their status in the region currently:

Priority - Promote health eating and sustainable food

Strategy 3. Support all residents to make healthier food and drink choices

- 3.2. Support actions from the Edendale Masterplan 2008 that develop food production on site; encourage public access to food growing; and promote education on food systems, food security and sustainability

Priority - Enhance Mental Wellbeing


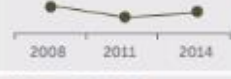





Strategy 7. Increase social connections through community participation

- 7.3. Support and promote volunteering in the community
- 7.4. Support and promote key community organisations such as healthAbility, U3A, neighbourhood houses, service groups, senior citizens groups, men’s sheds, community bus, sports clubs and playgroups as important local assets for people to create and maintain social connections and be part of their local community
- 7.5. Continue to support community events that encourage social connection through services, information, programs and festivals

Trends in modifiable factors that are risks to health and wellbeing, Nillumbik

TREND	OVERVIEW	COUNCIL'S RESPONSE
<p>Smoking status</p>	<p>The self-reported smoking rate decreased from 15% in 2008 to 11% in 2014.</p> <p>The rate among school students is about the same as the adult rate.</p>	<p>Continue to extend smoke-free public areas.</p> <p>Continue to monitor compliance on sales of cigarettes to minors.</p>
<p>Physical inactivity</p>	<p>45% of adults do not meet the physical activity guidelines. This grew from 26% in 2008.</p>	<p>Continue to increase opportunities for active living and active transport.</p> <p>Work to increase participation in active recreation and sport.</p>
<p>Inadequate vegetable intake</p>	<p>9 out of 10 adults do not eat the recommended serves of vegetables each day.</p> <p>The rate is about the same for teenagers.</p>	<p>Create better access to affordable fresh food.</p> <p>Establish Council policies and practices that enable healthy food and drink consumption.</p>
<p>Psychological distress</p>	<p>The proportion of people experiencing high or very high distress is decreasing. The rate was 9% in 2008 and 4% in 2014.</p> <p>The rate is much higher for teens (13.6%).</p>	<p>Continue to build community resilience.</p> <p>Create more local jobs.</p> <p>Increase community participation, particularly among young people.</p>
<p>Family violence</p>	<p>The rate of family violence reported to police is increasing.* In 2012, the rate was 397 per 100,000 population, compared to 618 per 100,000 in 2016.</p>	<p>Improve gender equity, safety and respectful relationships in workplaces and the community.</p>

Trends in social factors that are protective of health and wellbeing, Nilumbik

TREND	OVERVIEW	COUNCIL'S RESPONSE
Housing diversity 	In the 5 years between 2011 and 2016, medium or high-density housing increased from 5% to 6%. Diverse housing allows older and younger people to remain in Nilumbik through life transitions.	Plan suitable housing for changing community needs.
Perception of safety 	The proportion of people who feel safe walking alone in their neighbourhood at night decreased from 81% in 2008 to 72% in 2014.	Seek funding for projects that develop safe pedestrian routes, promote active transport and activate neighbourhoods.
Able to get help from neighbours 	The proportion of people who feel they can definitely get help from their neighbours declined from 78% in 2008 to 51% in 2014.	Increase social connections through community participation.
Belong to sports group 	The proportion of people who belong to a sports group increased from 32% in 2008 to 39% in 2014. However, across Victoria, membership is much higher among men and young people than women and older people.	Encourage more people in the community to participate in active recreation by providing welcoming, inclusive and flexible participation options.
Volunteering 	Volunteering declined from 39% in 2008 to 23% in 2014, but is stronger in Nilumbik compared to other areas.	Support and promote volunteering in the community.
Attend local events 	Attendance at local events remains strong in Nilumbik, at 68% in 2008 and 70% in 2014.	Continue to support community events that encourage social connection through services, information, programs and festivals.
Multiculturalism 	The proportion of people in Nilumbik who think multiculturalism makes life better declined from 76% in 2008 to 49% in 2014.	Support community groups and sports clubs to provide more welcoming and inclusive environments for all groups, including newly arrived migrants, refugees and Aboriginal and Torres Strait Islander people.

(Nillumbik Shire Council, 2017) Health and Wellbeing Plan 2017-2021 p19-20

Health and wellbeing priorities 2017–2021, Nillumbik Shire Council

PRIORITY	STRATEGY
Promote healthy eating and sustainable food	1. Create better access to affordable and healthier food and drink 2. Establish Council policies and practices that support healthy food and drink consumption 3. Support all residents to make healthier food and drink choices
Encourage active living	4. Increase active living and active transport 5. Increase participation in active recreation and sporting activities
Enhance mental wellbeing	6. Continue building a resilient community 7. Increase social connections through community participation 8. Support equitable access to economic resources
Advance gender equality and respectful relationships	9. Improve gender equity, safety and respectful relationships in the workplace 10. Ensure our services and facilities are gender equitable, safe and inclusive 11. Raise community awareness of gender equity and respectful relationships 12. Increase the promotion of gender equitable and non-violence messages through communications and social marketing 13. Collaborate with other organisations and community groups to collectively work towards preventing violence against women
Prevent harm from alcohol, other drugs and gambling	14. Develop and implement strategic plans and policies that reduce substance- and gambling-related harm 15. Implement strategic approaches that change alcohol, drug and gambling cultures 16. Build local partnerships that reduce alcohol-, drug- and gambling-related harm
Improve sexual and reproductive health	17. Engage with the community to facilitate, influence and support positive sexual and reproductive health and wellbeing 18. Engage with partners (e.g. Women's Health in the North, Northern Centre Against Sexual Assault) to deliver projects to improve the sexual and reproductive outcomes for people living in Nilumbik
Support healthy ageing	19. Work to ensure that public spaces and buildings are designed to be age friendly 20. Support access to transportation to enable older people to remain physically active, socially connected and able to access shops, health facilities and other essential services 21. Plan suitable housing for changing community needs 22. Ensure the effective participation of older people in social and civic activities

Sources: Nillumbik Shire Council 2017, SA Health Age Friendly Neighbourhoods 2012, VicHealth Local Government Action Guides 2016, WHN Building a Respectful Community 2017.

The key areas identified that Edendale can be linked to delivering include:

- Support actions that develop food production on site; encourage public access to food growing; and promote education on food systems, food security and sustainability
- Support and promote volunteer opportunities which is achieved through the 50-60 volunteers that currently assist in the operations of the site per year, including the Veggie Patch Crew (See Appendix 13 for more information on the Veggie Crew) which is made up of a number of National Disability Insurance Scheme participants.
- Support key community organisations through links to key groups that assist in the operations at Edendale such as Men's Shed, Red Tent, playgroups, Living and Learning and many more
- Continue to support community events with Edendale used as a space for small to large events that bring the community together.

Nillumbik Environment Charter

Nillumbik has a rich natural environment with many significant plant and animal species and diverse habitats and waterways. It also has productive agricultural land and valued landscapes requiring protection. And, importantly, Nillumbik has an aware community that is concerned about both the local environment and global environmental issues including biodiversity conservation, climate change and the depletion of resources.

Thus, Nillumbik Shire Council has an enormous responsibility for the protection and enhancement of our local environment and for contributing to global environmental solutions. At Nillumbik, we believe that acknowledging our commitment to the global environment as a local authority is one of the most important steps to take in developing the strategies needed to create a sustainable and resilient society. As a local government, our ability and responsibility to influence the community, contractors and other levels of government is also significant. We believe that the development of Council's Environment Charter and its related strategies and plans is a crucial step in moving the organisation, together with the community, to a more sustainable future.

'Nillumbik Shire Council's Environment Charter is a living document that guides our commitment to enhancing biodiversity, encouraging sustainable built form, reducing our environmental impact and continuing education around environmental sustainability'.

Five areas are identified in the Environment Charter that guide Nillumbik's commitment to the environment. The fifth area is of specific importance to this review:

5. Educating and inspiring: Council will work with staff, community and business through integrated, thematic and life-long learning to encourage and facilitate more sustainable environmental outcomes.

So, while there is a commitment to educating and inspiring the community, this may not require the delivery of the education to be located at a specific Council facility such as Edendale. While Edendale is undertaking to educate and inspire the community in some of its programming it does not mean that this is the only way in which to deliver on the charter and provide this service. However, the Environment Charter specifically identifies Edendale as playing role in the environmental education programs of Council.

Edendale, Council's community environment farm in Eltham, is a key site for the delivery of Council's environmental education programs and aims to demonstrate best environmental practice in all its operations.

Nillumbik has a valuable environmental resource in Edendale, which provides not only a venue but a place for growing awareness in the community of the values of environmental education.

Environmental Education Strategy 2012

The following has been extracted from Nillumbik's Environmental Education Strategy 2012 and should be considered as part of this review. This strategy was developed in response to the development of the Environment Charter along with a range of other strategies including the *Biodiversity Strategy*, *Integrated Water Management Strategy*, *Green Wedge Management Plan* and the *Conservation Management Plans*. This shows the commitment that Nillumbik Shire Council has to the environment is significant. The Environment Education Strategy identifies environmental education as an important responsibility for Council and specifically identifies Edendale as playing a role in the education of school students.

Environmental education is an important responsibility of Council for several reasons.

- The local environment impacts directly on a broad range of community wellbeing issues.
- Wider environmental issues are of increasing concern to both our residents and for Council service delivery.
- Nillumbik residents demonstrate a keen awareness of, and interest in, the environment in which they live.
- Council has obligations arising from various Council and Victorian Government policies and strategies.

This Environmental Education Strategy provides a coordinated approach to the delivery of environmental education programs across different sections of Council. There is an emphasis, where appropriate, on lifelong learning and achieving behaviour change through environmental education rather than knowledge alone.

Environmental education is clearly defined as an important objective in the *Council Plan 2009–2013*, *Climate Change Action Plan (2010)*, *Edendale Masterplan (2008)*, *Sustainable Water Management Plan (2007)*, *Green Wedge Management Plan (2010)* and *Environment Strategy (2001)*.

The new Australian Curriculum is being rolled out by the Australian Government during 2011–2014. Edendale’s current school educational programs and publications will need to be updated to align with it. The updating process of Edendale’s school resources should also include Education for Sustainability principles and where relevant, alignment with the Victorian Government’s ResourceSmart AuSSI Vic school framework (also based on EfS principles).

The Environmental Education Action Plan provides a response to environmental education with a focus on the roles and responsibilities of Council. This includes actions Council will undertake and what it can do to support residents and community groups.

The vision, objectives and actions in this document were developed by Council through interdepartmental discussions and a community stakeholder workshop.

Vision

Empowering our communities through environmental education to take action for a sustainable future.

Objectives

Nillumbik has four environmental education objectives.

1. Develop, promote and deliver innovative, targeted and viable environmental education programs.
2. Achieve community awareness of ecological sustainability and increase skills and knowledge to enable the community to live sustainably.
3. Implement a coordinated and integrated approach to environmental education program development and delivery across Council.
4. Foster strong, sustainable relationships that encourage wide community participation and dialogue.

(Nillumbik Shire Council, 2012)

With Edendale identified as playing a key role in the delivery of Council’s environmental education strategy, it would be expected that there would be alignment between these objectives and those that Edendale are delivering. As noted in Section 8 Evaluation of Activities, there are some areas that could be strengthened to ensure alignment with these objectives and identifying measures that show Edendale’s contribution to these objectives need to be defined.

Some of the key actions for Edendale from the Environmental Education Strategy are to:

- Develop an environmental education participation monitoring and evaluation program for Edendale.

- Develop additional environmental education facilities at Edendale as per the Edendale Masterplan to provide covered learning spaces and toilet facilities.
- Continue the development and implementation of environmental education at Edendale with a focus on biodiversity, energy, waste, water, farm animal husbandry, urban agriculture, local food and the Edendale visitor experience, linking to relevant frameworks.
- Continue to develop Edendale as a hub for environmental and community groups to meet, share information and provide an identity within the community.

Destination Management Plan 2015

The Destination Management Plan 2015 identifies Edendale as a key visitor destination that has alignment to the family market. There are two key family attractions in Nillumbik being the Diamond Valley Miniature Railway and Edendale Farm, both located in Eltham. In addition, it should be noted that when the precinct area at Edendale is considered this makes for a stronger family attraction proposition with the Eltham North Adventure Playground and Diamond Creek Trail. The marketing of Edendale and the Eltham North Adventure Playground as a great family experience provides a strong product for the region. Ensuring linkages and building awareness of the proximity between these tourism assets should be a consideration for the future, particularly with through the new partnership with Yarra Ranges Tourism.

KEY ACTION 3: Consider plans for promotion of Edendale and the Eltham North Adventure Playground as a family experience in the region as well as signage linking attractions. This can be aligned with the Diamond Valley Miniature Railway and other key family opportunities to develop a tourist trail for promotion via Yarra Ranges Tourism.

The Destination Management Plan states that Edendale Community Environment Farm is a significant agri-tourism asset for the Nillumbik Shire, supporting the conservation values of the Nillumbik green wedge zone, with strong community engagement.

To attract additional visitors to the site, the Destination Management Plan identified mud brick housing as a potential additional attraction and that continued investment in the facility should continue to build the visitor attraction:

Strategy 12: Establish a permanent mudbrick exhibit to attract visitors interested in Mudbrick Building.

Action 12.1: Establish a permanent exhibit at Edendale with information on the history and sustainable nature of mudbrick complimented by mudbrick construction workshops

Strategy 22: Continue to invest and develop Edendale Community Environment Farm as a primary visitor attraction in Nillumbik.

Action 22.1: Continue to improve and invest in Edendale to support and grow the small events, family and educational visitor market. Consider the development of 'earth-building heritage' products and/or a Function Centre when the Strategic Business Plan is reviewed.

Action 22.2: Seek funding to support investment.

As identified in the Destination Management Plan 2015 and through the existing market research that is available through the Nillumbik Shire Council's Annual Survey 2018, Edendale plays an important role as a tourist attraction for visitors and residents alike and this should be considered as part of any future deliberations on the future of the facility. This profile in the region would no doubt result in increased economic impact for the community.

6.3 STRATEGIC INFLUENCES

As noted above there are a series of strategies, charters of plans across Council that will have an impact on the future of the Edendale. Figure 2 Strategic Planning Influences shows the major ones that have been identified as having an influence. Some of those identified have been completed and others are currently in development or due to be completed soon. It will be prudent to ensure that there is consideration given to the impact on these strategies, charters and plans in any project that considers the future of Edendale.

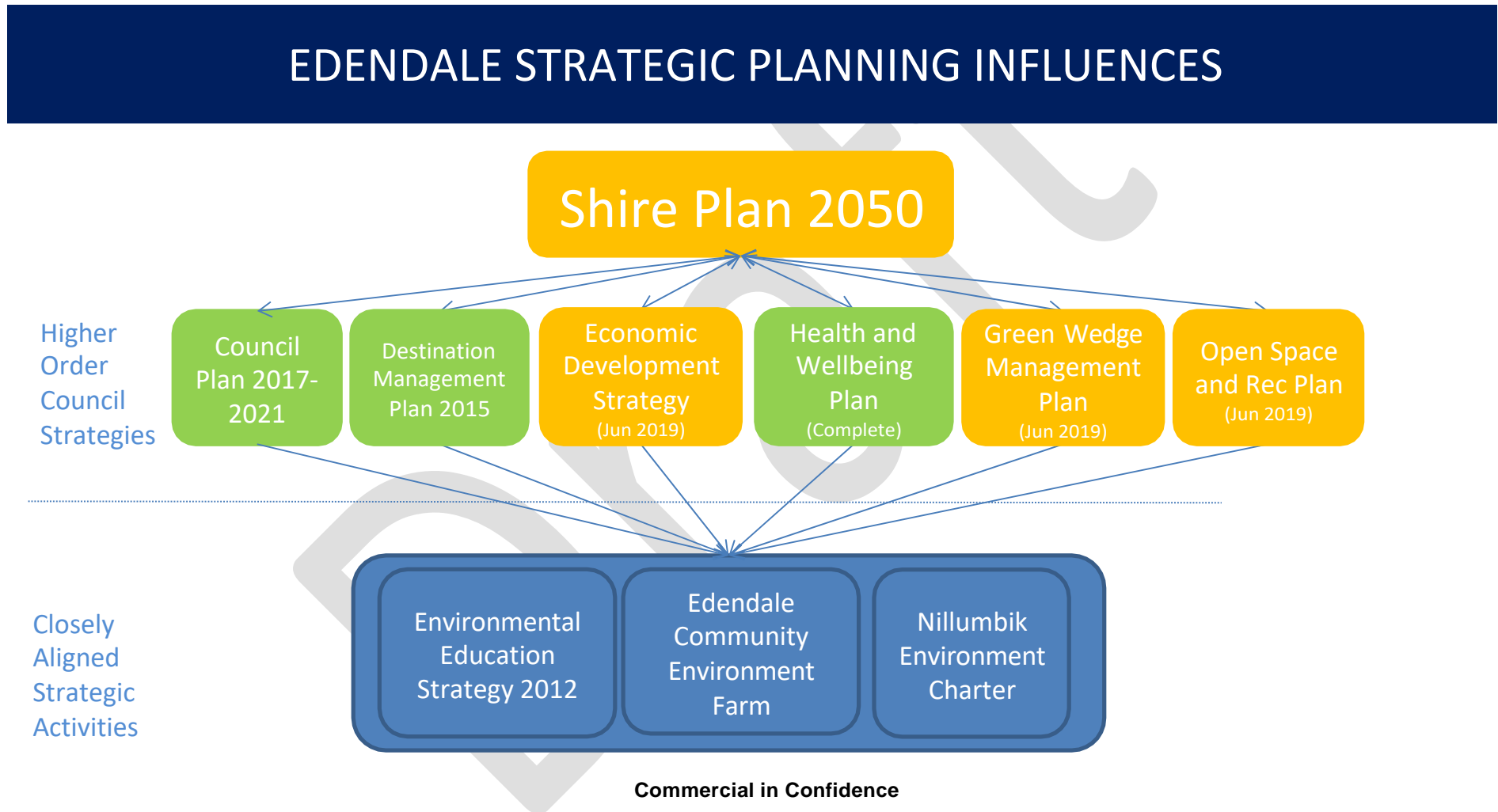
The strategies, charters and plans that have been identified as having an impact on the future of Edendale are:

- Council Plan (Various priority actions as noted above – 1.3, 1.6, 2.2, 3.6 and 4.2)
- Environmental Education Strategy 2012 – As noted above Edendale is specifically mentioned in the role of education for school programs
- Health and Wellbeing Plan 2017 -2021 – As noted above Edendale is listed as a service that has a role in implementing actions in the plan that contribute to improved health outcomes. Key linkages are relevant to Strategic Priority 3 – Promote health eating and sustainable food and Strategic Priority 7 – Enhance Mental Wellbeing
- Nillumbik Environment Charter – As noted above the Environment Charter provides a range of items that Council has stated it is committed to. Central to the current activities undertaken at Edendale are the following areas:
 - reducing our environmental impact, and
 - continuing education around environmental sustainability
- Destination Management Plan 2015 – Edendale features as one of Nillumbik's major attractions for visitors to the region who bring associated economic impact. A range of actions identify Edendale as a key site for visitation. Maintaining the attraction or enhancing it over time will be important to driving visitation to the region.
- Economic Development Strategy - With Edendale one of the Shire's main tourist attractions as noted above and in Section 8.15 Market Research, it is likely that there will be an impact to the Economic Development Strategy

- Green Wedge Management Plan (GWMP) –Environmental Education is clearly defined as an important objective in the current GWMP. The new GWMP is currently going through community consultation and the new GWMP will need to be reviewed to determine how this may impact Edendale’s future.
- Open Space and Recreation Plan – May have an influence on Edendale as there are options around how the space at Edendale is used. The future determination of how Edendale is used may influence this strategy.

Draft

Figure 2 Strategic Planning Influences



7. FINANCIAL ANALYSIS

The financial analysis for Edendale shows that Council has made an ongoing investment in the facility for both operational and capital expenditure.

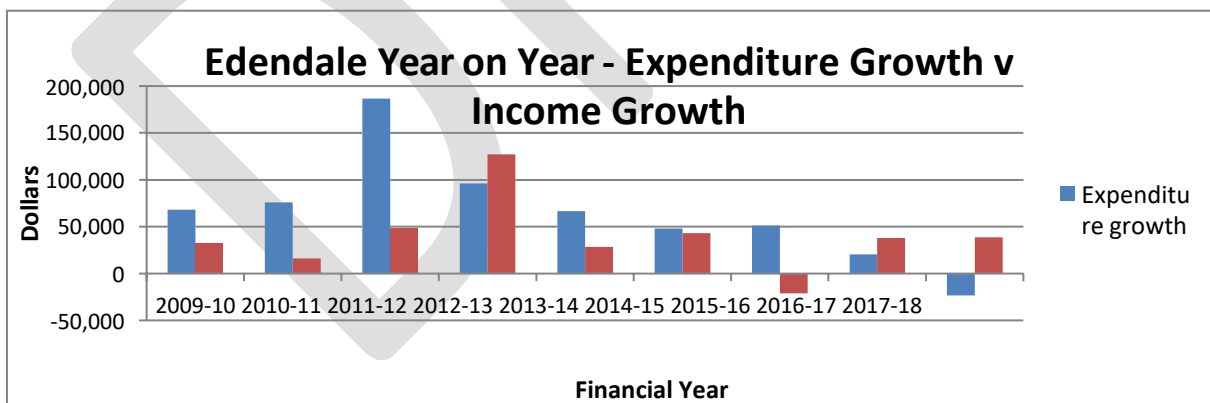
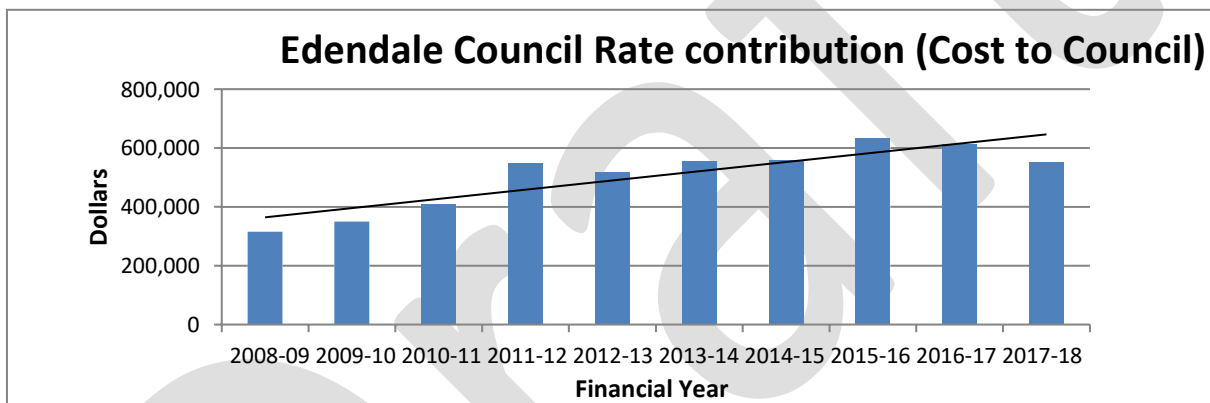
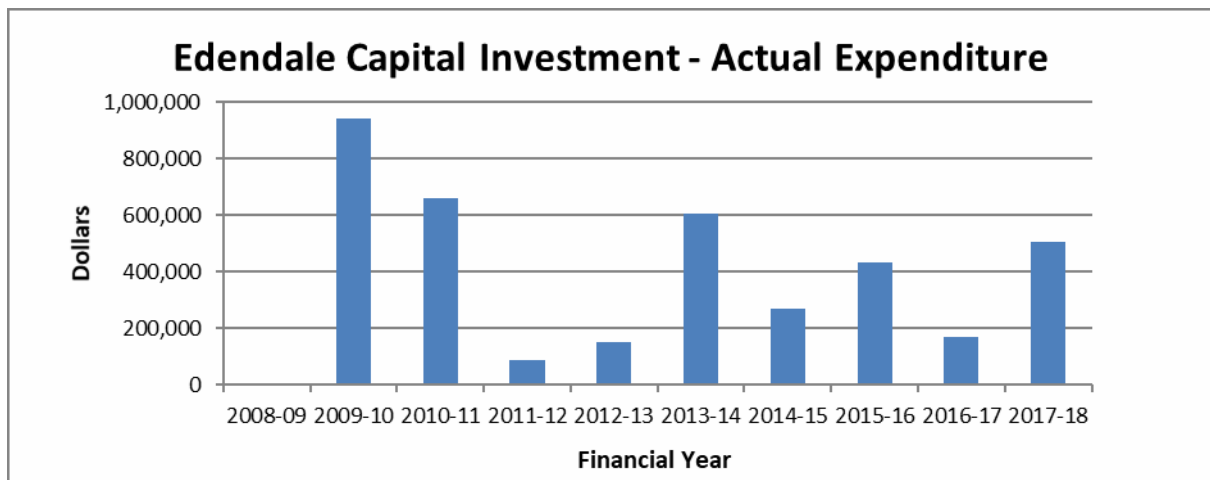
7.1 OPERATING AND CAPITAL SUMMARY

	Actual Operating Expenditure	Actual Operating Income	Council Rate contribution	Expenditure growth	Income growth
2008-09	382,001	66,825	315,176		
2009-10	450,123	99,523	350,600	68,122	32,698
2010-11	525,994	115,791	410,203	75,871	16,268
2011-12	712,620	164,272	548,348	186,626	48,481
2012-13	808,955	291,507	517,448	96,335	127,235
2013-14	875,341	320,091	555,250	66,386	28,584
2014-15	923,383	363,256	560,127	48,042	43,165
2015-16	974,653	342,237	632,416	51,270	-21,019
2016-17	994,946	380,236	614,710	20,293	37,999
2017-18	971,655	419,177	552,478	-23,291	38,941
	7,619,671	2,562,915	5,056,756		

	Actual Expenditure	Actual Grant Income	Actual Contributions	Actual Borrowings
2008-09	4,000	0	0	0
2009-10	940,234	694,569	0	650,000
2010-11	659,648	117,115	0	0
2011-12	90,348	0	0	355,000
2012-13	150,543	0	0	0
2013-14	605,134	0	0	392,000
2014-15	270,481	0	9,456	300,000
2015-16	432,335	0	0	0
2016-17	171,466	500,000	0	0
2017-18	503,889	0	0	0
	3,828,078	1,311,684	9,456	1,697,000

The financial analysis of Edendale over the past 10 years shows an increased operational investment from Council required to maintain and operate the facility. Over the 10-year period identified Council has invested \$2.5m in capital funding and \$5.05m in operational funding for a total of \$7.55m. This has been matched with an additional \$1.3m in grant funding.

The operational funding provided by Council has grown from \$315,176 in 2008/09 to \$552,478 in 2017/18. The peak investment made by Council occurred in 2015/16 which was at \$632,416.



A range of solutions are required to turn around the current investment made by Council for the provision of the facility to the community. In the last 10 years there has only been one year in which expenditure has reduced. This coincided with staff changes that saw the Coordinator position at the facility becoming vacant and not being replaced until the review into the operations was undertaken.

Currently Edendale has a reliance on a staffing model that services constituents on a below cost model which impacts the ability for the facility to run at an operational profit. Cost recovery of the individual service may be considered, but the underlying fixed costs are not factored in or the market will not bear the increase in price required. The Edendale Team have identified annual reviews of costs for programs being delivered, but there may need to be a wider analysis undertaken to incorporate fixed costs that underpin the facility. In 2017/18 there was \$375k of costs that were not related to revenue producing activities which represents around one third of the expenses each year.

For the past 2 years Edendale has been operating with staffing costs taking up 83-84% (\$812,468 in FY 17/18) of the total operating costs for the facility. This is a significant cost area that requires further investigation if the facility is to be run as is into the future.

2017/18 Financial Summary by Activity Area

The table below shows an analysis of individual activity areas at Edendale and the financial result achieved in the 2017/18 year.

Activity Areas	Revenue	Total Wages	Other Expenditure	P&L by Area
Education, Tours and Workshops	\$ 140,569	\$ 196,577	\$ 22,389	-\$78,397
Events	\$ 5,162	\$ 45,189		-\$40,027
Animals		\$ 102,055	\$ 15,124	-\$117,179
Nursery	\$ 190,578	\$ 183,047	\$ 39,059	-\$31,528
Volunteer Management		\$ 54,524		-\$54,524
Site Management		\$ 79,198	\$ 62,717	-\$141,915
Visitor Services and Admission	\$ 16,325	\$ 76,269		-\$59,944
Produce and Development Sales	\$ 18,549	\$ 9,876		\$8,673
Organisational Development		\$ 40,834		-\$40,834
Travel and Uniform			\$ 2,326	-\$2,326
Grants			\$ 340	-\$340
Bookings and Hire (Room Hire)	\$ 46,160	\$ 24,898		\$21,262
Café Rent	\$ 1,400			\$1,400
Transfer from Reserves	\$ 434			\$434
Cleaning			\$ 17,231	-\$17,231
Total	\$ 419,177	\$ 812,468	\$ 159,186	-\$552,477
		% total costs 83.62%		

This analysis shows that staff costs are a significant contributor to the operating expenditure and most of the activities at the facility are currently operating at a deficit.

8. EVALUATION OF ACTIVITIES

8.1 KPI SUMMARY

The Edendale Team Business Plan 2016 to 2020 identifies a number of key performance indicators (KPIs) for the facility which is line with Best Value Principles requirements. While these KPIs give an indication of a number of aspects of the performance of the facility, there is an opportunity to enhance these further in the future to identify a range of metrics that can be used to enhance the narrative of the facility to show how it is performing against its stated purpose and the impact that it is having on the community. The KPIs that have been identified are listed below with some commentary against the performance of them.

KPI	KPI Indicators				Comments
	FY 17-18	FY 16-17	FY 15-16	FY 14-15	
Number of annual visitors	97,257	100,043	83,892	72,736	KPI should be "Number of annual visits" as the visitor number is not known as no market research is undertaken to provide a reliable estimate of repeat visitation. The same methodology has been used since 2014 which provides a reliable trend from that time to today.
Number of students participating in Education for Sustainability programs	9,328	7,978	8,408		
Number of schools participating in Education for Sustainability programs	79 (152)	142	163		Note: FY 17/18 KPI indicator has been deduplicated. Previous reporting has counted schools by grade or class group and not deduplicated. For comparison purposes the number using the current methodology is included in brackets. Definition of this KPI is required if class groups attended is the intention of this KPI.
Number of participants in Environmental Workshops programs	475	532	449		
Number of participants in school holiday programs	777	957	2456*		The KPI indicator for 15/16 was measured using a different methodology
Number of plants sold in the Edendale Indigenous Plant Nursery	Tubes = 88,908 Pots = 1,406	Tubes = 77,194 Pots = 2,199	Tubes = 86,596 Pots = 2,031		60% of sales are to retail customers and 40% to wholesale
Cost per visitor	\$ 5.68	\$ 6.14	\$ 7.48	\$ 7.69	KPI should be "Cost per visit" as the visitor number is not known as no market research is undertaken to provide a reliable estimate of repeat visitation

Notes: No goals were identified as part of the KPIs, so trends across the past three years have been used as indicators.

In order to evaluate the effectiveness of the activities undertaken at Edendale we need to first identify the specific activity areas that are providing value to the facility. Then it is important to understand what the overall objectives are for the facility to measure against. Unfortunately, this is not a straightforward analysis as there isn't a clear framework established for measurement, and so data is not available in many instances. In addition, there is a lack of a clear purpose for the facility with associated metrics.

As detailed above, the Edendale Team Business Plan 2016-2020 provides a range of KPIs that can be reported on, but these do not show the true value of the facility to the community as they are either too narrow in focus or simply report headline numbers without uncovering the impact of those numbers on the community.

Unfortunately, there is only limited market research available about the Edendale facility and the activities that are taking place there.

It can however be shown that Edendale is delivering a range of benefits to the community in its current form and if the right framework is established a deeper understand of this value will be uncovered which is critical to determining the future of the facility.

8.2 COMMUNITY IMPACT METRICS

The project has focused on priority areas for Edendale where data was available or could be collected within the constraints of the project. As such, the analysis highlights some, but not all, of the positive impacts that Edendale has had on the community.

A summary of those impacts that can reasonably be measured is shown below. These measures only provide an indicative indication of the value to the community as there is at times incomplete data and assumptions have had to be made in some cases. The metrics do however identify aspects of the value to the community that can be further refined and, in some instances, newly created to ensure that Council understands the broad impact of the operations at Edendale.

- Volunteer value = 7,020 hrs x \$41.72 = \$292,875
- Economic Impact of Events = Estimated at around \$204,742
(See Section 8.10 Edendale Events)
- Economic Impact of Visitation = Estimated for VFR visitors at \$2.7m
(See Figure 3 Estimated Economic Impact of Visitors to Edendale)
- Social Impact = Not currently possible to define for Edendale. However qualitative measures and examples of value are provided. Case studies from other organisations measuring these impacts are shown for reference. Key indicators of social impact may include:
 - Number of community organisations engaged at the facility
 - Awareness outcomes
 - Educational outcomes

- Environmental outcomes
- Behaviour change
- Strengthening social capital

(See Social Impact Examples below as well as 8.3 Survey Question Suggestions and 8.13 Framework for Measurement Section)

As noted above, the estimated economic impact of visitors to Edendale has been determined based on looking at the Visiting Friends and Relatives (VFR) segment and using the available market research from various sources. The table below shows the methodology which uses data from Tourism Research Australia on visitation (which is shown at Appendix 11: Nillumbik Visitation Profile) alongside the Annual Community Survey data which shows those who have been to Edendale and those that would recommend visiting.

Figure 3 Estimated Economic Impact of Visitors to Edendale

	VFR Daytrip	VFR Overnight	VFR International	Other Daytrip	Other Overnight	Other International
Spend Per Head in \$	\$52.33	\$347.03	\$1,485.46	\$74.97	\$519.09	\$2,478.95
% of Visitors	40%	18%	2%	33%	7%	0%
Annual Visitor Numbers	105,647	46,459	3,939	35,058	7,436	0
Estimated party size	3	3	3	3	3	
Estimated Economic Impact	\$555,908.02	\$1,621,182.51	\$588,358.42			
Total Estimated Impact			\$2,765,448.95			TBC

Input Data	Values
Edendale Visitation	97,257
Have visited	58%
Recommend Visit	52%

Social Impact Examples

In attempting to identify the impact that Edendale has on the community there are a number of examples that can be drawn upon for Council to create an approach that works for Edendale. Three case studies are provided below which provide an example of the type of things that could be achieved for the Edendale facility if the right data is collected as discussed in Section 8.3 Survey Question Suggestions and 8.13 Framework for Measurement.

Value of a Community Football Club

The Centre for Sport and Social Impact at Latrobe University, the Australian Football League and AFL Victoria undertook a research project in 2015 to understand the value that community football clubs provide to their local communities. The study found that community football clubs generate a range of positive effects for local communities, including heightened levels of physical and mental wellbeing, social interaction and economic activity.

Some key extracts from the study are:

- For every \$1 spent on a community football club, there is at least \$4.40 return in social value.
- It does not matter where you live, how long or how often you are involved in a football club, or what role you have (player, coach, volunteer, supporter) in the club, people associated with a football club experience greater social connectedness, wellbeing and self-reported physical and mental health.
- A football club's reach is significant and extends beyond the players, coaches, administrators and volunteers within the club; for every 1 player, football clubs reach 10 people in their community.



Value of a Community Football Club



Research Background

The Centre for Sport and Social Impact (CSSI) at La Trobe University was commissioned by AFL Victoria to determine the social value of a "typical" community football club, specifically its social, health and community impact.

Research Design

The research design comprised two stages:

1. Conducting nine case studies on the activities and outcomes of football clubs in various locations across Victoria developed through 110 in-depth interviews with club and community members; and
2. A survey sent to all members of AFL Victoria football clubs across the state (with 1677 returned) examining individual health, well-being, trust and social connectedness.

It is important to note that this research includes the views of people outside of football clubs. The research design deliberately sought to confirm the views of football club members with those in their communities in developing the case studies and comparing the results of the survey of football club members with the general community.

Social Return on Investment

The social return on investment for an average community football club indicates that for every \$1 spent to run a club, there is at least \$4.40 return in social value in terms of increased social connectedness, wellbeing, and mental health status; employment outcomes; personal development; physical health; civic pride and support of other community groups.

SROI is an increasingly accepted method for undertaking impact assessments, especially for community focused organisations and has been identified by the Productivity Commission as a comprehensive method for social impact assessment. SROI is based on program logic – the process of identifying the inputs, activities, outputs, outcomes and impacts associated with an organisation.

For every \$1 spent on a community football club, there is at least \$4.40 return in social value.



In understanding the impact that local community football clubs have on their communities and being able to provide quantifiable measurements to this, the narrative around community football is reframed. No longer are these organisations seen as a drain on the community from a financial perspective, for example in terms of costs to local Council's for the provision of facilities, but now the investment that is made is multiplied many times over in terms of the social value received. This helps to balance out the rationale for the financial investment that is made.

The full report can be found at: <https://www.aflvic.com.au/wp-content/uploads/2015/02/Latrobe-Value-of-a-Community-Football-Club-Final-PDF.pdf>

(AFL Victoria, 2015)

Living and Learning Nillumbik Review

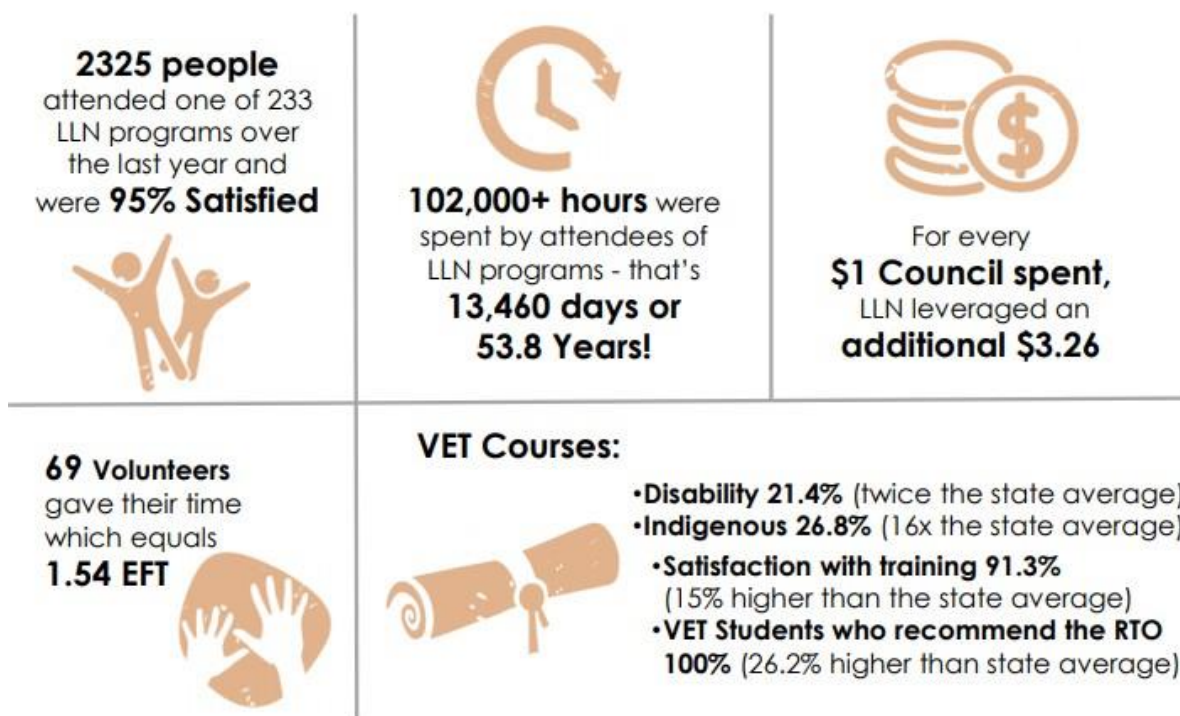
In 2018 a review of the Living and Learning program was conducted by Genesis Solutions. Amongst the work that was conducted, a social impact analysis was attempted to highlight some of the impact that the service is delivering to the community. While the below points provide some quantifiable analysis, it is acknowledged that the evaluation is incomplete, and the impacts are likely to be much greater. However, it does show that the financial investment made in the program is benefiting the community in a range of areas, some of which are quantitative and can be represented in dollar terms and many that are qualitative and provide an insight into the effect that the service is having on people's lives. Some of the highlights of the analysis are shown below:

- Living and Learning operated on less than \$300,000 Council funding in 2017/18
- Analysis of some of the impacts of LLN in 2017/18 (volunteer value and social impact on wellbeing) have been valued at approximately \$600,000
- Living and Learning is having a significant impact on their local communities, overwhelmingly the feedback has been "involvement with LLN programs has made a real difference in my life" – particularly for socially isolated and vulnerable people
- Involvement with Living and Learning has often been the first rung on a ladder of self-confidence for people who are, or have been, socially isolated, vulnerable or have experienced some form of disadvantage, whether that be from a disability or trauma from family violence
- Through participating in a safe and supportive environment, people's beliefs about their capabilities are fundamentally challenged and changed.
- By developing new skills, meeting people, being creative and simply having fun, people feel better about themselves and are more able to take on life's other challenges - such as engaging with services, living independently, getting involved with community life and securing employment.
- The key demographics that are benefiting from the activities and programs in LLN are particularly some "hard to reach" groups such as:

- People who are socially isolated in semi-rural areas
- People with mild disabilities who would otherwise not engage in social, physical or cultural activities
- People who are looking to re-skill or enter the local job market who have some form of disadvantage (whether that be mild social phobia or family trauma through to single parent families)
- Older people who find it difficult to get out and do things

(Genesis Solutions, 2018)

Living and Learning Nillumbik 2017-18

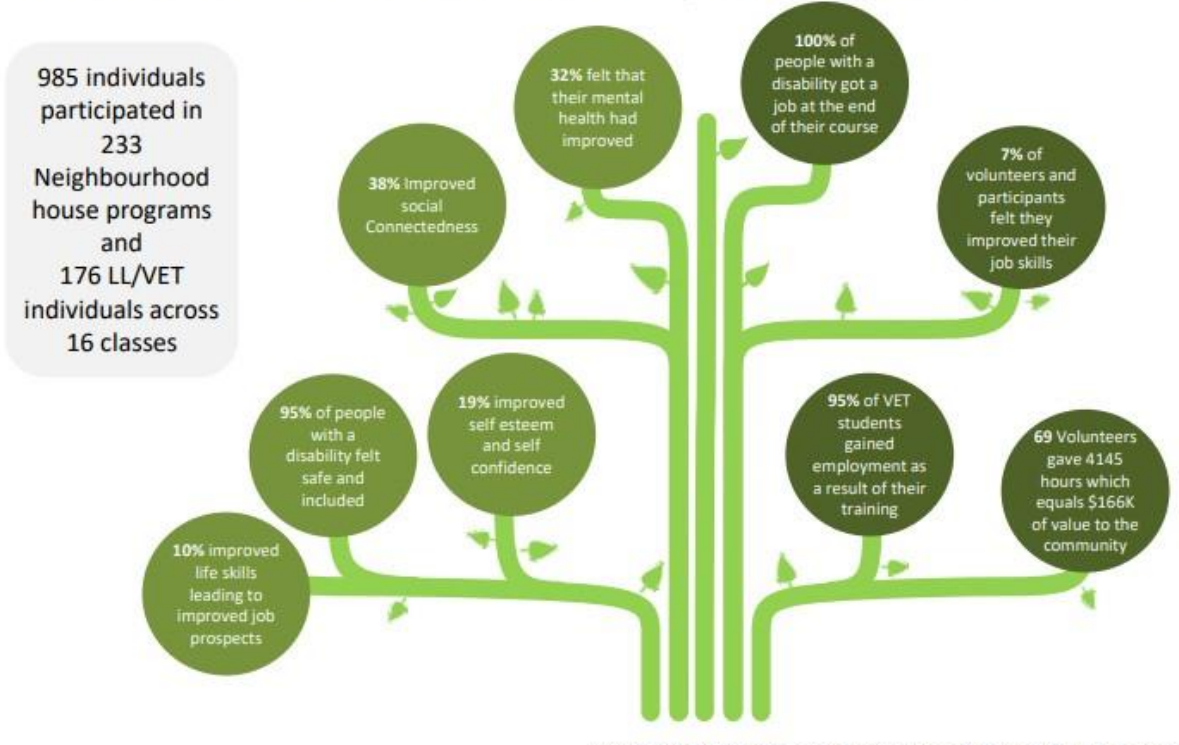


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LLN Social & Economic Impact 2017/18



Note: Cultural impact was not assessed in this service review due to lack of data

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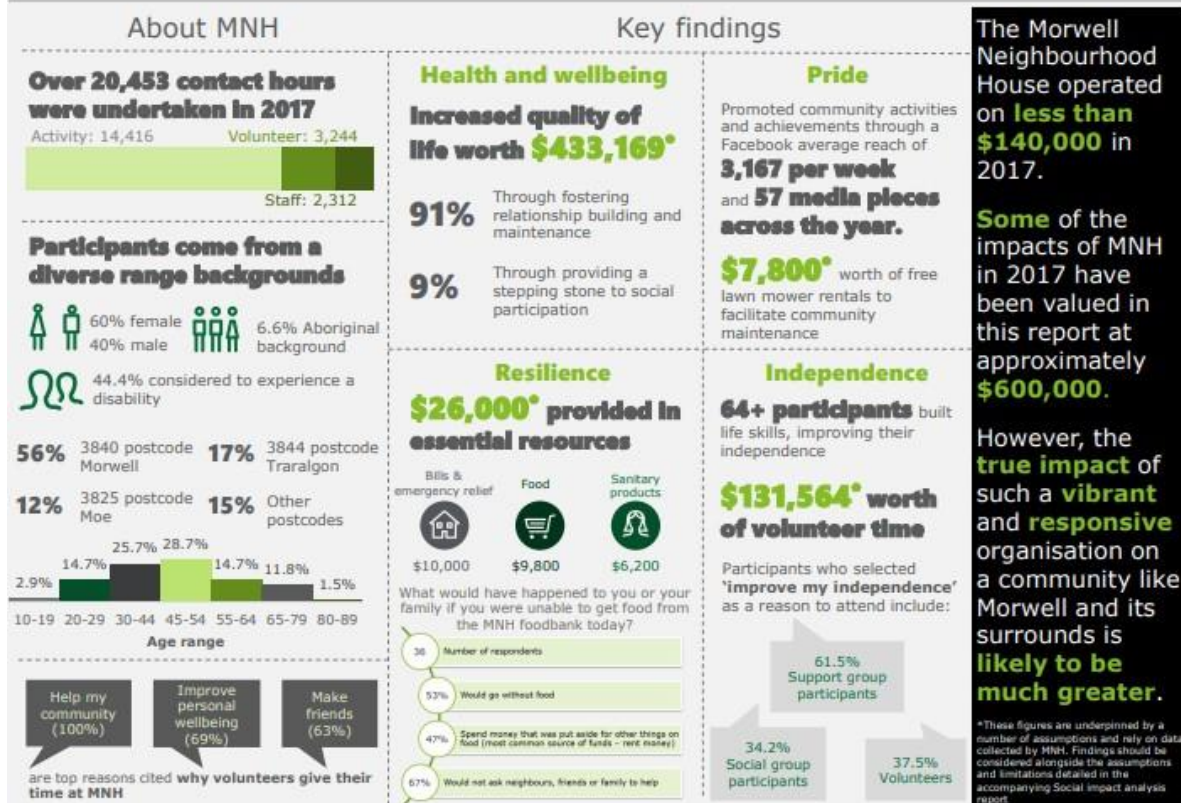
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While there were some limitations to the work undertaken which has been acknowledged, further investment in uncovering the social impact of the service provided by Living and Learning Nillumbik could be leveraged by Edendale.

Morwell Neighbourhood House

Deloitte Economics undertook an independent analysis of the social impact of the Morwell Neighbourhood House which showed that they were operating on less than \$140,000 in 2017 but delivered over \$600,000 worth of value to the community. It was also stated that this figure is likely to be a lot greater and further recommendations were made to increase the robustness of the evaluation in future years. Some of the key statistics uncovered by the social impact analysis are shown below.

2017 SOCIAL IMPACT of the MORWELL NEIGHBOURHOOD HOUSE



The detailed social impact report for the Morwell Neighbourhood House can be found at: http://www.morwellnh.org.au/wp-content/uploads/2018/05/MNH_Social-Impact-Analysis_May-2018_.pdf

(Deloitte Access Economics, 2018)

The social impact analysis outlines a framework and methodology that may have some application to activities undertaken at Edendale, but refinement of these to align with the key areas of social impact that Edendale delivers would be required. However, several recommendations for future data collection that are transferable to Edendale immediately are outlined below to help with evaluating Edendale's value to the community. The importance of this information should not be understated and the Edendale team should use this in their messaging to participants. Without this robust analysis, the value of the Edendale facility is undersold, and it will be difficult to position the facility for future investment without it. The focus for the information identified below is to assist in providing an evaluation of the community impact of the site. There will be additional points of data that the Edendale team or Council may also want to capture when conducting these surveys which should be added. When designing the questions sets for these surveys' consultation should occur across Council to ensure that alignment is achieved. As noted in Section 6 Strategic Setting there are a range of strategies and plans that Edendale is tasked with assisting in delivering, so ensuring that the data that is captured aligns to these outcomes will also be beneficial and further work is required to align the measurement

framework. A summary of some survey questions for participants is listed below in Section **8.3 Survey Question Suggestions**.

Some of the key aspects that have been identified in the Deloitte Access Economics analysis of Morwell Neighbourhood House include increased social capital and reduced social isolation are indicators that have been demonstrated to improve quality of life. The value of one quality adjusted life year (QALY) is estimated to be \$190,750 in 2017 dollars, based on the value of one statistical life year published by the Department of Prime Minister and Cabinet (Deloitte Access Economics, 2018)

KEY ACTION 4: Create an ongoing market research program for Edendale to capture the social impact and other key indicators to provide a wholistic view of the value of the facility and the activities delivered.

KEY ACTION 5: The development of a framework for Council services to uncover their social impact on the local community would be highly recommended.

Beyond the case study examples provided here, the Australian Bureau of statistics has also developed a framework for measuring social capital.

There has been considerable recent research suggesting that the quality of relationships people have and their level of involvement in a wider community life may lead to better health, longer lives and more prolonged mental alertness (Australian Bureau of Statistics, 2004). This concept of increased social capital is relevant to Edendale and the contribution that it provides to the local community in assisting to deliver outcomes for Nillumbik's Health and Wellbeing plan.

8.3 SURVEY QUESTION SUGGESTIONS

Target Market	Survey Questions and Data Points	Notes
Visitors	<ul style="list-style-type: none"> a. Summary of participant demographics and backgrounds (age, gender, disability, indigenous, language spoken at home) b. Travelling party composition, capture postcodes of any others in the group not from the same area c. Suburb of origin of travelling party d. Did the visit to Edendale result in any educational outcomes or expected behaviour change in relation to sustainable living practices f. Other than visiting Edendale has the visitor gone to another place in the Shire or do they intend to after their visit. 	<p>Visitor surveys can be conducted as an intercept survey at regular intervals across the year.</p> <p>If a digital application is developed to support interpretation of the site, then surveys can be developed to capture information on an ongoing basis.</p> <p>Creating a membership program or "friends of" also allows for ongoing market research to be undertaken.</p> <p>An annual survey of visitors that have attended the site and identifying any subsequent behaviour change would be beneficial.</p> <p>Continuation of the Annual Community Survey conducted by Metropolis should be a priority. Adding a question around attendance with visiting friends and relatives will help to assess the economic impact of the facility</p>
Volunteers	<ul style="list-style-type: none"> a. Demographics including age, gender, lifestage (single, young parent, older children etc.), b. Identify if the participant belongs to a specific hard to reach group such as youth, indigenous, migrant, people with a disability, older adults c. Identify the reasons for attending the site d. Are the participants regular attendees e. What skills were developed f. Does the volunteer believe the skills and experience will help them to attain a job (if this is part of their reason for volunteering) g. Future intentions for workforce or study h. Understand why they joined the volunteer program – was it related to indicators of improved social capital? i. On an annual basis identify the impact on quality of life for the participants j. A volunteer database that captures the hours contributed by each volunteer should be established. 	<p>Surveys should be conducted on an annual (at a minimum) basis or as volunteers attend the site (for one off instances). Importantly an exit survey should also be conducted to understand the reasons so that any benefits can be captured or program improvement can be understood.</p>
School Education Participants - Teachers	<ul style="list-style-type: none"> a. School name and location b. Identify if the school has participants belonging to specific hard to reach group such as youth, indigenous, migrant, people with a disability c. Has the school been to Edendale previously d. Why was Edendale chosen for the excursion/incursion e. What change in behaviour has been identified by the school or students that may be implemented in the future g. Would the teacher recommend the program to other teachers 	<p>Surveys should be conducted at the end of the session.</p> <p>A follow up survey should be conducted to determine any impacts of the education (waste reduction, trees planted, veggies grown etc..)</p>
School Education Participants - Students	<ul style="list-style-type: none"> a. What did the students learn at the education program b. Are they likely to change their behaviour as a result c. Who will they tell about their experience at Edendale 	<p>Due to the age of participants and the sensitivities towards school aged children and market research, a decision may be made not to survey this group. Capturing this information as part of the teacher surveys may be appropriate.</p>

Target Market	Survey Questions and Data Points	Notes
Event Attendees	<ul style="list-style-type: none"> a. Summary of participant demographics and backgrounds (age, gender, disability, indigenous, language spoken at home) b. Travelling party composition c. Suburb of origin of travelling party d. Reason for attending event activity e. Were there any impacts for behaviour change in relation to sustainable living practices f. Other than visiting Edendale has the visitor gone to another place in the Shire or do they intend to after their visit. 	<p>Working with the event operators to capture this information will require planning and may need to become part of the booking conditions. Understanding event attendance numbers will also be necessary</p>
Workshop Participants	<ul style="list-style-type: none"> a. Summary of participant demographics and backgrounds (age, gender, disability, indigenous, language spoken at home) b. Suburb of origin of participant c. Reason for attending workshop d. Outcome that participant hopes to achieve e. Follow up survey should focus on enduring outcomes from the course 	<p>Participants should be surveyed before undertaking the course. This can be captured as part of the registration process, or soon after. A further survey can be conducted at the end of the course to determine quality of the instruction and to capture an analysis of reasons participants attending the workshop. A follow up survey should be considered to determine the effectiveness of the activities that have been undertaken and identify any behaviour changes that have been made.</p>
Community Groups	<ul style="list-style-type: none"> a. Number of times Edendale was used to meet during the year b. Summary of participant demographics and backgrounds (age, gender, disability, indigenous, language spoken at home) c. If Edendale was not available to hire what impact would that have on your group? d. Suburb of origin of community group members e. Volunteer hours contributed to the community by the group (all hours that are spent assisting the community) 	<p>An annual survey of regular community groups accessing the site should be undertaken.</p>

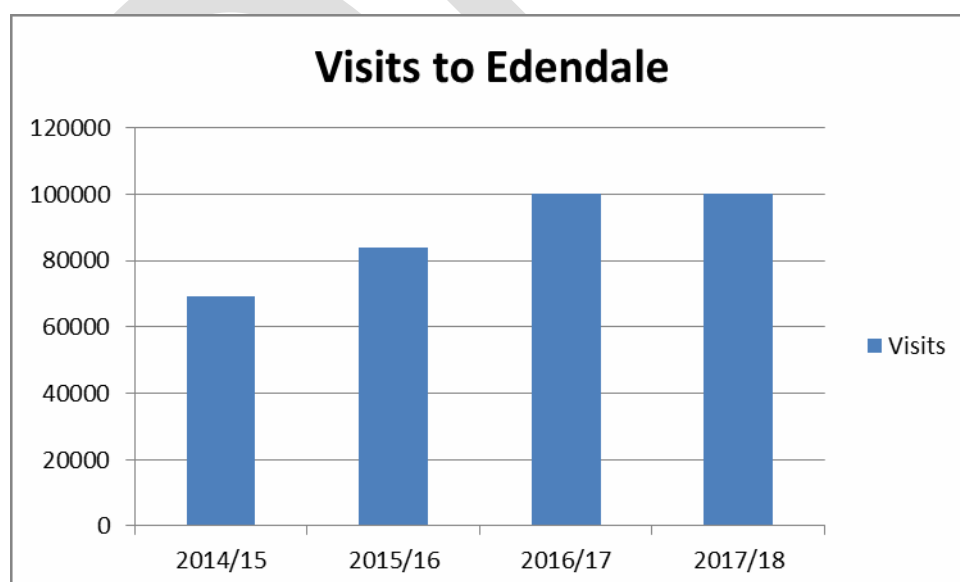
8.4 VISITATION:

Edendale Visit Numbers and Methodology

Staff and volunteers undertake a fortnightly count of visitors on the site to approximate their visit numbers. This sees staff located at key points around the site to count those that are on site. These numbers are then collated for the month and an average for each day estimated which is multiplied by the number of days in the month to give a monthly total. An example of the information collected is shown below:

Day 1 - Wednesday 15	Number of people
Casual visitor numbers (include nursery visitors/special event participants)	61
School and pre-school students, parents and teachers (including casual teachers)	119
L&LN student, trainers and staff	15
People using the Education Room or other spaces (not school)	
Workshop participant and instructor	
Volunteer	
Staff (Edendale & cafe)	7
Café Staff	1
Contractors	7

While there may be issues with the methodology, the fact that this same methodology has been used since 2014 helps to at least show indicative trends across time.



It is also very important to differentiate between visits and visitors when quoting these numbers. Currently terminology used by Council sees these figures quoted as visitors which indicates this is unique individuals when in fact these should be defined as visits as the

methodology does not identify unique individuals, but simply the number of visits at a given point in time.

KEY ACTION 6: Change terminology used by Council to Visits when describing the number of people collected through the fortnightly visit count.

Entry Fees

Currently Edendale does not charge an entry fee to visitors and at the recent Staff Workshop there were strong opinions about maintaining that approach so that the wider community can enjoy the facility. However as detailed in the 2007 Master Plan Stage 1 Issues and Options report presented by Context, this was not always the case.

Until recently general admission to Edendale was based on a fee per adult of \$2.50 and child over 2 of \$1.50. This fee raised some \$7,100 in 2004/05 and just over \$9,000 in 2005/06. This income represented some 17% of total income in 2004/05 and nearly 27% of a lower income in 2005/06. In October of the current financial year the entry fee has been replaced by a donation with the expectation visitors will contribute \$1 to \$2. This process has not been going long so there are no conclusive figures on whether this has increased visitation or what the impact is on overall income. From other venues that have adopted similar policies the evidence is that there is a spike in visitation, but this subsides to a level a little above the original and then continues on a similar trend. Some of these venues such as the National Gallery of Victoria have increased overall visitation and income by hosting successful temporary exhibitions with paid entry which encourages repeat visitation. The combination of increased general admission and significant visitation to temporary exhibitions also increases revenue from other activities such as retail and food services.

The change should be monitored closely to assess the impact of the introduction of the donation policy on visitation and income. There was a significant increase in admission income from 2004/05 to 2005/06 of some 27.3%. As such, it is useful to see: whether the change increases visitation; the impact on admission income in terms of the difference between entry fee income and donations; and whether other paid activities, either existing or potential do, or can lead to, increased overall income. (Context, 2007)

In 2017/18 Edendale generated \$16,325 from Admissions. With close to 100,000 visits estimated per year there this represents 16 cents per visit. While a number of those “visits” would come under various programs and not be subject to paying a fee, there is still an opportunity to consider what impact a fee may do for the future financial sustainability of the operation. Infrastructure to support the collection of an entry fee would need to be considered. With two key entry points, staffing costs would also be a consideration.

In addition to entry fees, consideration should be given to membership products and “friends of” activities to support an ongoing fundraising campaign to support the operations of the facility.

8.5 EDENDALE CATCHMENT NUMBERS:

Edendale is a facility that provides a range of uses to the community including the provision of open space for people to enjoy which helps to build health and wellbeing of the community. The approximate population within 800m of Edendale is 4479*. This represents 7.3% of the total population of Nillumbik (ABS 2016 = 61,273) and shows that the facility is a significant asset for this population in close proximity. Various studies indicate that people will walk between 1000m to 1500m (up to 20-minute walk) to enjoy local amenities. (Victoria Walks, 2018) The catchment for these numbers would be significantly more and cover a greater percentage of the Shire’s population.

* Methodology: The data is derived from the 2016 census. An 800m buffer around Edendale farm was used and this was intersected with the census SA1 areas which are the smallest unit of aggregation in the census dataset. From there the percentage overlap of each SA1 area intersecting with the 800m buffer was calculated and multiplied by the population of the corresponding SA1 according to the census.

For example, SA1 #2120946 has a population of 374 and 47% of the this SA1 area overlaps with the 800m buffer area. Therefore the population estimate for the part of the SA1 that intersects with the buffer area is $374 \times 0.47 = 176$. There are 23 SA1 areas that intersect the 800m buffer area. Adding all these up gives a total approximate population of 4,479 people.

8.6 EDENDALE ROOM HIRE:

There are a range of community and school groups that hire rooms at Edendale for their community activities. Council charges some groups, but also provides free hire to others at times.

Some of the groups that are currently hiring rooms at Edendale include:

- Diamond Valley Breastfeeding Association
- Diamond Valley Red Tent (The Red Tent R&R nights are a gently facilitated space, which allows for women to come and find stillness and some important and well deserved me time. This space can provide women with the opportunity to rest, reflect and re-fill their cups)
- Nillumbik Business Network
- Nillumbik Tourism Association
- Reuse Clothing Market
- Local schools hire the facility for various uses across the year and are regular hirers

Casual hire from the community is also undertaken for a range of uses and provides a gathering point for the local community. The impact of these organisations in the community would be significant and Edendale is playing a role in maintaining the social connection of these groups and in assisting in their ability to operate. While not a direct

benefit to the community and arguably could be replaced by another facility it is still worth understanding the broader use and impact of the facility.

8.7 EDUCATION PROGRAM

There are a range of Education Programs undertaken at Edendale. The core delivery is through a range of programs that are aligned to the Australian curriculum and services preschool, primary and secondary students. The programs for schools can also assist to complete the ResourceSmart AuSSI Vic modules of energy, biodiversity, waste and water. The main users of the service are currently primary school students.

In 2017/18 9,328 students experienced the education classes provided at Edendale. The provision of the education program requires a financial investment from Council as outlined in Section 7 Financial Analysis with \$218,966 expense and \$140,569 revenue being generated.

The course modules that can be selected by Early Years classes include:

- Farm Tour
- Mini Beasts
 - Eltham Copper Butterfly
 - A bug's life
- Waste Not
- Hands on veggie gardening
- Environmental art
- Wonderful Worms
- Buzzing Around

The course modules that can be selected by primary and secondary classes are listed below:

- Water
- Waste
- Biodiversity
- Energy Year 4+
- Food
- Sustainable Living (Year 4+)
- Environmental Art (not offered for Secondary Schools)

Alignment to Strategy and Purpose

While the education classes see over 9,000 students, including 164 students with special needs, the true impact of this work in achieving the mission of Edendale is not clear. Feedback forms are distributed to teachers at the end of sessions, but these do not capture metrics that can determine the value of the program in line with Edendale's mission. A copy of the current form is attached at Appendix 8: School Program Evaluation Form.

Updating this form to capture additional information will be a simple process and Section 8.3 Survey Question Suggestions and Section 8.13 Framework for Measurement show some areas that may be considered to help identify the impact of these classes.

KEY ACTION 7: Update Education feedback forms given to teachers and determine how to identify the behaviour change of students after a set time period.

As outlined in Section 6 Strategic Setting the Environmental Education Strategy 2012 outlines a range of objectives that Edendale is aligned to. These are listed below:

Environmental Education Strategy 2012

Vision

Empowering our communities through environmental education to take action for a sustainable future.

Objectives

Nillumbik has four environmental education objectives.

1. Develop, promote and deliver innovative, targeted and viable environmental education programs.
2. Achieve community awareness of ecological sustainability and increase skills and knowledge to enable the community to live sustainably.
3. Implement a coordinated and integrated approach to environmental education program development and delivery across Council.
4. Foster strong, sustainable relationships that encourage wide community participation and dialogue.

(Nillumbik Shire Council, 2012)

The achievement of some elements may have room for improvement. Of particular note is Objective 4 which calls for a coordinated and integrated approach to environmental education. As was identified at the staff workshop it is evident that the activities undertaken at Edendale are not fully integrated across Council departments and there is work to be done to address this if the current operation of the facility is to continue. Appendix 2: Staff Workshop provides further information on this aspect.

The word “viable” in Objective 1 can also be interpreted in a number of ways and clarification as to its meaning here is required. The current education program at Edendale does not break even from a financial sense without the support of Council funding. However, this could be seen as viable as there may be an expectation that Council does fund this type of activity.

In addition to the above, it is currently not possible to identify and measure the impact that the team at Edendale are having in regard to these four objectives. While anecdotally there is strong support for the educational activities undertaken, there is little data and market research being undertaken to build a robust case.

Including some questions in Council's current Community Survey that is conducted across the region every year would help to benchmark and monitor the effectiveness of some of these programs. This would be particularly relevant for Objective 2 which calls for "community awareness and increase skills and knowledge..." Monitoring these simple measures and attributing them to the program that contributes to these outcomes (whether that is Edendale or other environmental programs) can be quickly and simply achieved.

Schools involved in Edendale Education Programs

Figure 4 shows the distribution of schools that participate in the education programs that are provided by the Edendale team.

As can be seen by this map the majority of schools that are attending the site are from outside of the Shire boundaries. This poses the question of whether or not Council should be subsidising state government education programs, not only for ratepayers, but predominantly for people outside of the Shire?

This issue however is not unique to Edendale and there are a number of sites in Melbourne that undertake similar programs. An overview of similar sites is contained in Section 10 Case Studies. There appears to be a significant opportunity for all of these organisations to work together and lobby state government for support in providing this important service that is contributing to the education of thousands of school children across Melbourne each year. Working through the Australia Association for Environmental Education on this piece of work should be explored.

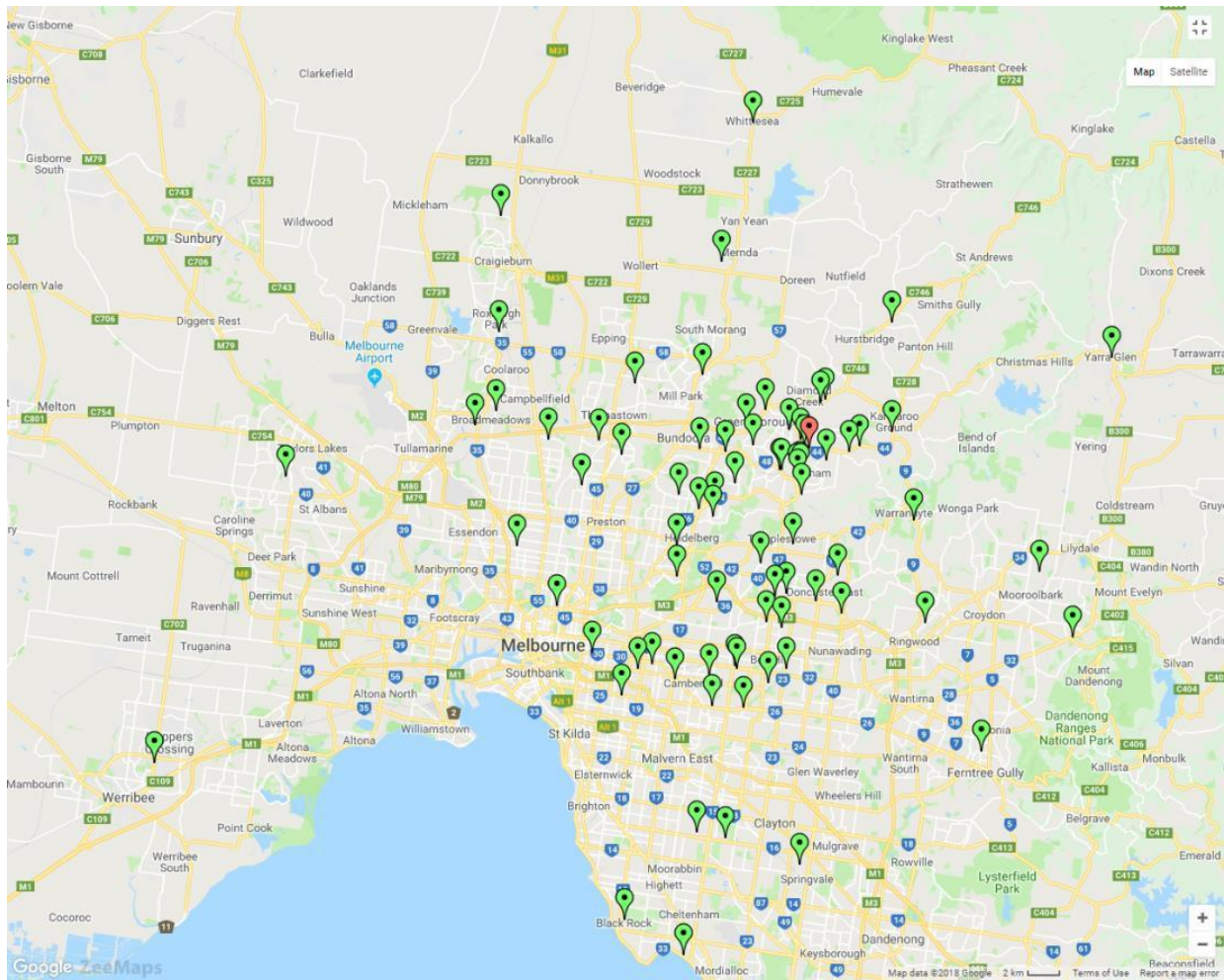
KEY ACTION 8: Work with other similar environmental education facilities to develop an advocacy program for government funding to assist in delivering environmental education programs.

As discussed in Section 8 Evaluation of Activities, there is also a fundamental requirement to develop a robust framework to assess the impact of these programs. While it is recommended that this should be done for the programs and services offered by Council, consideration should also be given to the capability of this framework to be extended to other sites engaged in environmental education programs (e.g. ██████████, CERES and others) so a holistic view of the impact of these programs can be presented to government. CERES are currently working with the Centre for Social Impact to develop measures for their facility and this may be a useful reference point.

Currently the Education team collect surveys from teachers and this form can be adapted once the measures are identified which are important to capture. An example of the current form used is shown at Appendix 7 Educational Program Evaluation Form.

KEY ACTION 9: Develop an evaluation framework for environmental education programs that can be adapted to other services in Council and possibly to other organisations delivering environmental education programs.

Figure 4 Schools involved in Edendale education programs



Regional Maps for All Schools

An analysis of the school market has been undertaken to show the potential market size that Edendale can market to in neighbouring areas.

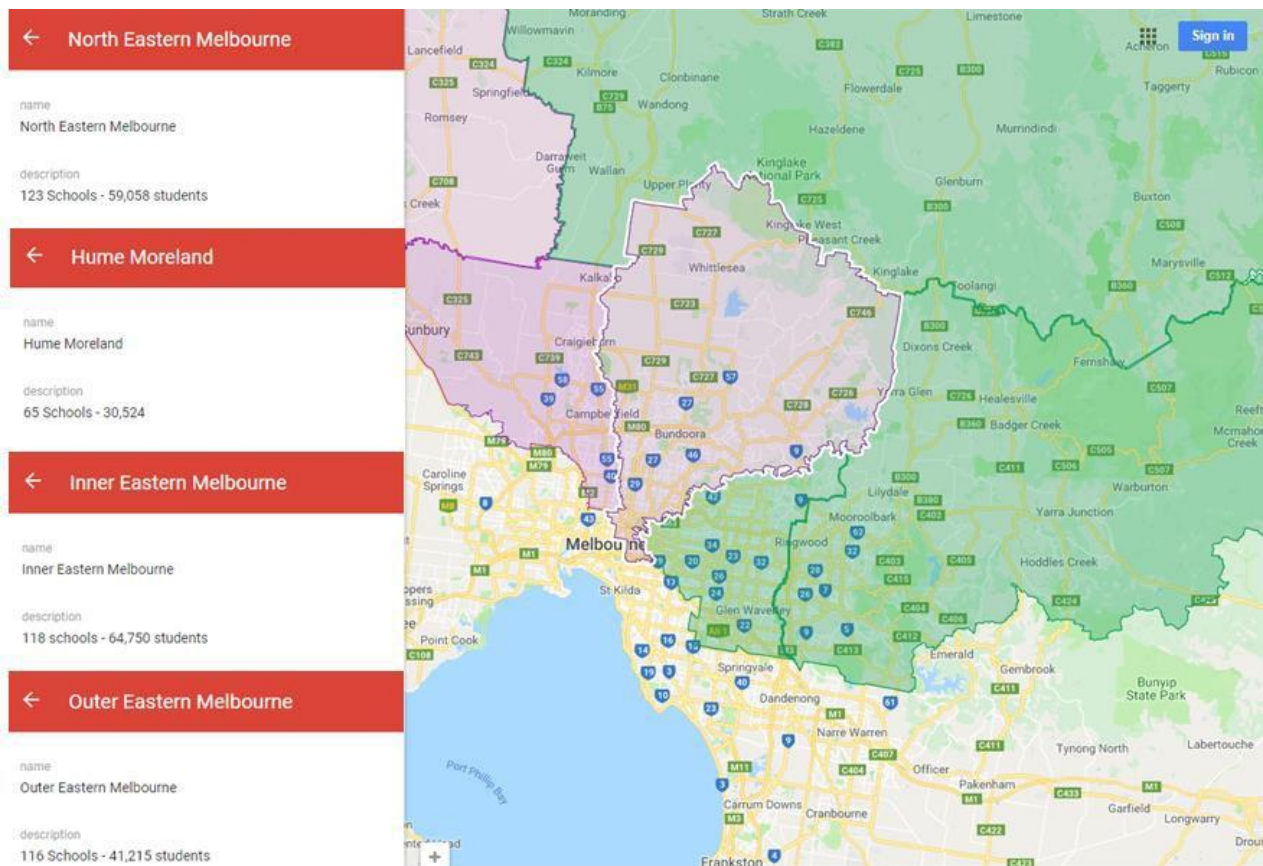
The table below shows the possible market size (does not include the Goulbourn region to the north which is more regional and includes 83 schools and 16,975 students):

Region	Schools	Students
North Eastern Melbourne	123	59,058
Hume Moreland	65	30,524
Inner Eastern Melbourne	118	64,750
Outer Eastern Melbourne	116	41,215
Total	422	195,547

On the current number of schools attending Edendale, (79 schools), this represents less than 19% of the available schools in the region. This indicates that there is a good opportunity

for growth if the product and delivery model is capable of bringing in more schools and students.

The number of schools across the past three years has largely remained flat (using Edendale’s methodology which does not deduplicate schools). However, the student numbers have been trending upwards and has grown from 8,408 to 9,328 in 2017/18.



As has been identified there is significant opportunity to expand the current educational programs. However, Council need to determine their position on subsidising state government education programs, not only to residents but to the broader Melbourne area.

Before increasing the demand of the program, further investigation should be conducted into the options for scaling the delivery model to reduce the resources required to deliver for class groups. Undoubtedly the high level of satisfaction with the program is due to the staff delivering the program. However, there may be opportunities in creating more self-guided activities for groups with activity stations, interpretive signage and the use of technology through apps and similar digital technologies. CERES Environment Park currently have these tools and may provide a useful reference point.

8.8 NURSERY OPERATIONS

The nursery operation at Edendale has evolved over the course of the last 18 years. In 2000 Council adopted the Strategic Directions Statement for Edendale Farm Community Environment Farm, following a review and a community consultation process.

The development of an indigenous plant nursery at Edendale was a specific strategic direction set out. (Context, 2007)

The overarching objective of the nursery was to create an indigenous plant nursery, and this was to be used by Council and other groups to assist in planting local provenance indigenous plants in the region.

Along with the educational facilities the indigenous plant nursery is arguably one of the key elements of Edendale, involving a number of community groups and generating a substantial proportion of the Centre's income. The nursery propagates the indigenous plants of Nillumbik from seeds and cuttings and sells them retail and to wholesalers. Local provenance indigenous plants are in particular demand by Schools and Council (local provenance is a requirement of some natural heritage grants). The nursery also provides important information to local residents.

The nursery facility is also used by local Friends Groups and Landcare to propagate plants for local revegetation projects. (Context, 2007)

The mix of retail to wholesale sales shows that the nursery is primarily servicing the retail market at this point although that focus was reduced in the last financial year. The overarching focus of the nursery has also moved somewhat to supporting the planting of indigenous plants to more of a revenue generating operation to support the broader activities at Edendale.

KPI	KPI Indicators			Comments
	FY 17-18	FY 16-17	FY 15-16	
% of sales that are retail	61%	75%	70%	Indicators show the % of income that is retail
% of stock that is retail	51%	70%	68%	Indicators show the % of stock that is retail
Total Sales	\$201,777	\$165,370	\$163,605	Note: There is a discrepancy between the Edendale team's spreadsheet that captures their metrics and the figures provided in Council's accounts. For this analysis the spreadsheet has been used.
Total Tubes	88,908	77,194	86,596	
Total Pots	1,406	2,199	2,031	

While the nursery is the number one revenue sources at Edendale, it is also a cost to the overall bottom line of the facility. SGS reviewed the commercial operations of the facility in

October 2015 and at that time the nursery had an income of just under \$160k with total costs of \$221k which resulted in a loss of \$61k for the nursery operation. This consisted of \$187k staff costs and \$34k operating expenses.

In 2017/18 the nursery operation made an income of just under \$191k with total costs of \$222k which resulted in a loss of \$31k for the nursery operation. This consisted of \$183k staff costs and \$39k operating expenses.

In the staff workshop there was clear call out for a review of the purpose of the nursery and the development of a business plan to guide the future operations.

The current nursery business has evolved through a range of developments on the site, but it is not fit for purpose and there are many operational issues as well as customer issues that the current layout presents. At the staff workshop it was identified that the current nursery is currently knocking back wholesale orders due to the lack of capacity to produce appropriate stock. This poses the question of whether or not the nursery should continue to be located at the Edendale facility in its current form.

The Growing Suburbs Funding that was recently received requires that the nursery operation is maintained on the site for the next five years. However, maintaining a retail operation and a smaller production capacity to support the important volunteer (particularly the long-standing veggie crew) and educational programs on the site might be a good solution. Relocating and expanding the wholesale and production capacity of the nursery could be a consideration that is explored.

Currently there is a feasibility study being undertaken by Council at the Operations Centre landfill site which may be suitable for the wholesale nursery operation. Or are there other sites that would be better suited for this operation if Council determine that this is a key service to continue operating? With North East Link on the horizon which should require indigenous stock along with other Council projects, Melbourne Water and other regular wholesale customers there may be an opportunity to look at the nursery operation further and open up space at Edendale.

A Best Value Review of the services at Edendale was conducted in 2002 and within that review it identified two actions in the implementation plan under the continuous improvement heading which seem appropriate for consideration at this stage. The actions identified the following:

- Expand nursery retail sales activities provided that the marginal return is cash positive to Council
- Continue to provide plants for Council projects provided that it is revenue positive for Edendale, and cheaper than the alternatives

In reviewing the ongoing operations of the nursery, it would be prudent to review the policy that Council has for ordering of stock to support infrastructure projects. Currently there is no requirement to order through the Edendale nursery or at least provide first right of

refusal. Provided the stock is of a high enough quality and cheaper than alternatives then it would make sense to ensure that any requirements Council has are directed to Edendale.

In consulting with some staff within Council however, a number of issues have been raised which will need to be addressed by the nursery review. These include:

- Questionable quality compared to other similar nurseries in the region,
- Many businesses now growing indigenous plants due to major infrastructure projects. The competitive environment has changed from the original set up of the nursery.
- Cost of stock is at times double the price of others. This results in business units not buying from the nursery.
- Could be further subsidised by Council who are purchasing plant stock at inflated prices and could be buying at reduced rates elsewhere.
- Have a long list of local nurseries that we currently compete against. It could be possible to turn Edendale into a retail outlet largely, buying wholesale off local nurseries which in turn will significantly reduce the staffing costs and it would be possible to maintain community groups and volunteer activities on an altered approach.
- Key question for Council is to determine if it should actually be in the nursery business at all, or should Council be supporting local businesses to deliver the service that is currently being provided by the Edendale nursery. Retail sales are a by-product of the original purpose for setting up the nursery which was to support indigenous Council's planting operations in a cost-effective manner.
- Could the nursery at Edendale be used as a location for residents to pick up free or discounted plants to help with the biodiversity of the region? Would the environmental benefits outweigh the costs?

KEY ACTION 10: In line with the Phase 2 review, undertake a review of the Edendale Nursery

Southern Dandenongs Community Nursery

An example of a community not for profit organisation running a nursery is the Southern Dandenongs Community Nursery (SDCN) which is a not for profit community nursery situated at the Birdland Reserve and is managed by a committee of management.

SDCN seek grant funding from the Commonwealth and State Governments towards increasing community awareness of the need to protect and enhance the natural environment across private and public land.

The community nursery is supported by the Shire of Yarra Ranges, City of Casey, Cardinia Shire, Melbourne Water, Parks Victoria and Bendigo Bank (Upwey and District Community Bank).

SDCN grows plants for:

- Yarra Ranges Council
- Cardinia Shire Council
- City of Casey

- Melbourne Water
- Landcare and friends' groups
- Schools
- Residents
- Community groups
- Environmental restoration contractors

More information about the nursery can be found at <http://sdcn.org.au/>

8.9 EDENDALE HOMESTEAD

History

The homestead at Edendale is a heritage listed building and is the original farm house that was built on the property.

Thomas Cool bought the property in 1896. Cool was the wealthy manager of the Victoria Coffee Palace in central Melbourne. He built the homestead as a gentleman's residence in an ornate style that was unusual for the area at this time.
(Edendale Community Environment Farm, 2015)

Redevelopment

A significant amount of funding has been spent on renewing the Homestead at Edendale and the current use of the facility is limited to meeting rooms, storage and training areas.

In 2010 with Federal, State and Council funding the residence was restored, replicating the original architectural details and paint colours. The homestead is currently used for educational purposes and offices.
(Edendale Community Environment Farm, 2015)

Council allocated \$650,000 funding in the 2009-2010 budget from capital works for new buildings and restoration works at Edendale Farm. An additional \$45,000 funding was allocated for development of a financial business plan report and establishment of a landscape design strategy and site plan.

2.2 Funding of \$160,000 was received through the Regional and Local Community Infrastructure Program of the Federal Government, as well as \$28,000 through Victoria's Heritage Grants for the restoration of Edendale Homestead.

2.3 Council was also successful in obtaining funding of \$780,764 through the Teaching and Learning Capital Fund of the Department of Education, Employment and Workplace Relations for the development of the Nillumbik Vocational Education and Training (VET) Learning Project. This enabled development of three new facilities at Edendale Farm, as well as a new access car park and driveway, which are about to be commenced.
(Lisa Walton, 2010)

Living and Learning Nillumbik moved their Early Childhood program to Edendale in 2010 as a result of the government grant to support education and training facilities at the site. However, Living and Learning Nillumbik have now scaled back their use of the Homestead and no longer use the site to the same level as in previous years. This is due in part to

direction given to Living and Learning that they should reduce their activities in the homestead. The impact to revenue sees fees move from \$30,000 which were previously collected in 2014/15 (SGS Economics & Planning, 2015) to less than \$9,000 in 2017/18.

At this point the homestead space is not utilised to its full potential. There is still willingness from Living and Learning to use the facility for their training programs and it may be possible to undertake discussions to install them as an anchor tenant on a short or medium term arrangement to underpin the use of the homestead until the use of the building is agreed.

KEY ACTION 11: Initiate conversations with Living and Learning Nillumbik about use of the homestead in the short term to utilise the space until its use is confirmed.

In addition to the discussions with Living and Learning Nillumbik it would be prudent to locate the funding agreements with the three key funding partners that supported the redevelopment of the homestead to identify any conditions that were attached to the funding and the use of the buildings in the future. As has been seen with the GSF funding received for the recent developments at Edendale, there are requirements that are attached to the funding which impact future use.

KEY ACTION 12: Locate the funding agreements associated with the redevelopment of the homestead and identify any funding conditions that impact future use.

Suggested Future Uses

A range of suggested uses for the homestead have been mentioned throughout the review. However, as with many aspects of the facility, the purpose of the site needs to be defined to ensure that the use of the homestead aligns to this. For example, at the staff workshop strong concern was shown when the homestead was suggested as a wedding venue. This was felt to be in conflict with the current environmental education ethos of the site.

Other future uses raised include:

- Living and Learning Nillumbik as a training provider and anchor tenant at the site
- Art Gallery space
- Heritage display with tours
- Office space for other commercial organisations
- Destination restaurant to drive tourism or event based experiences (pop up restaurants)

As part of the decisions on future use, consideration should be given to the nature of the building and some of the previous investigations that have been undertaken.

A 2010 proposal for the development of Edendale [REDACTED] Café saw advice being given on the possibility for a commercial kitchen to be created in the heritage listed building. It was stated that advice was sought by Council from heritage specialists [REDACTED] and approval for the renovation of the Homestead kitchen to accommodate a commercial kitchen was received. This is however contrary to the advice provided by [REDACTED] when asked about this advice recently. The report provided for the work that was

undertaken by [REDACTED] does not include recommendations for the use of the site as a commercial premises, and when asked, there was no recollection of such advice being given. Ultimately, if Council was to consider this type of use, there would need to be investment made into preliminary investigations of this nature as well as advice sought on the capital costs required to develop the building. From that point a business case could be developed to determine if the previous analysis conducted for this type of use has changed.

The SGS Commercial review conducted in 2015 recommended against investing in a commercial café/restaurant. A summary of the findings in the report are provided below:

- Assessed the risk for the capital development of a café/restaurant at Edendale as medium to high.
- The cafe is unlikely to return a substantial positive operating result.
- Benchmarking against the CERES Merri Table restaurant, with significantly higher visitation than Edendale, showed that it was operating with a “small” profit in 2014/15. This is after CERES closed their own café.
(SGS Economics & Planning, 2015)

Current Café Lease

In July 2018 a lease opportunity for a café/kiosk located at the back of the homestead was advertised. The result of this opportunity was that the existing food van operator was awarded the lease for a fee of [REDACTED] for a term of five years with an option for an additional four-year term. (Maddocks and Nillumbik Shire Council, 2018)

It is expected that any changes of use to the homestead, particularly to that of a restaurant would need to consider the impact to the current lease holder.

8.10 EDENDALE EVENTS

In 2017/18 there were only five major events held at Edendale that generated a total of \$6,969 in revenue. Two of these events were Council run events in Practically Green Festival and Home Harvest Feastival.

Date	Group	Hours	Charge	EP Charged
15/10/2017	Practically Green Festival	8		\$ 2,000.00
10/02/2018	Come Together Music Festival	8	\$ 2,690.30	
4/03/2018	Home Harvest Feastival	8		\$ 950.00
19/06/2018	Briar Hill PS Winter Solstice	2	\$ 279.00	
23/06/2018	Winter Solstice Festival	8	\$ 4,000.00	
	Total	34	\$ 6,969.30	\$ 2,950.00

While there is often discussion about events being a way to generate income for the facility, there is little evidence to support this contention. As identified in the Section 7 Financial Analysis the events activity area cost \$45,189 in staffing costs to run in 2017/18 and only generated \$5,162 in income. These figures need to be offset with the wider impacts that they have on the facility and the community.

Economic Impact of Events

The economic impact of the events held at Edendale should be considered in the evaluation of the value of the site to the community.

An analysis of the economic impact of a range of events across Council was undertaken earlier in the year. This analysis faced many of the same problems identified in this report with a lack of reliable first party data to develop a robust and rigorous evaluation. However, using attendance and visitor (from outside of the Shire) estimates from event operators and using data from Tourism Research Australia, an estimated economic impact was identified. Figure 5 Economic Impact of Edendale Events shows the estimated impact on the community from visitation to the region of these events. As noted, the Festivals and Events team have been tasked with addressing the evaluation of events across Council and more robust analysis should be possible in the future.

It should be noted that the Practically Green Festival and Home Harvest FEASTival are both Council run events, and these have significant budgets associated with them to deliver their activities.

Figure 5 Economic Impact of Edendale Events

Events	Date	Attendance	Visitors to Shire	Estimated Economic Impact
Practically Green Festival	Sunday, 14 October 2018	3,500	350	\$92,464
Home Harvest FEASTival	Saturday, 24 February 2018	400	40	\$10,567
Winter Solstice	Thursday, 21 June 2018	2,500	250	\$66,046
Come Together Festival	Saturday, 10 February 2018	1,000	100	\$26,418
Edendale Twilight Picnic	Saturday, 1 December 2018	350	35	\$9,246
		Total		\$204,742

Note: Analysis based on estimated attendance numbers with 10% visitor make up for each due to lack of reliable data

Spend per attendee using Tourism Research Australia values and visitor numbers apportioned based on profile for Nillumbik Shire Council

The smaller events run at Edendale including the twilight picnic series. The recent event in December 2018 saw around 350 people attend. Ticket prices for this event were \$5 for children, \$8 per adult or \$20 per family.

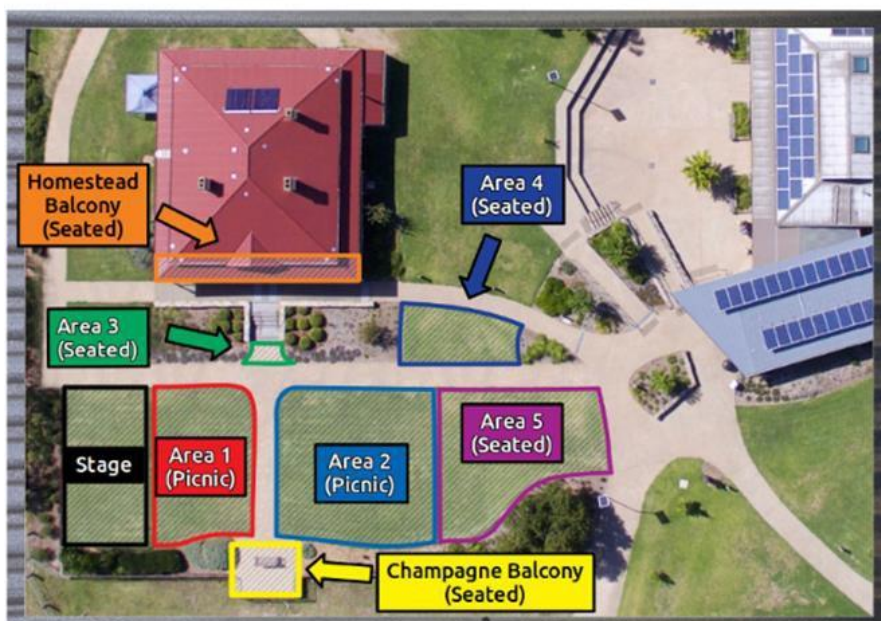
<http://www.edendale.vic.gov.au/Events-Activities-Workshops/Twilight-Picnic>

In March a concert with Ben Clark is scheduled which sees ticket at \$40 with children under 10 free.

<http://www.edendale.vic.gov.au/Events-Activities-Workshops/Twilight-Picnic-with-Ben-Clark>

A Twilight Concert at Edendale Farm featuring Ben Clark

SATURDAY, 2ND OF MARCH 2019 AT 7:30PM



While the current events program at Edendale is not exhaustive there is a feeling with the team at Edendale that they have enough events running throughout the year and the event program is at capacity. Identifying what role events play in the future of Edendale will be important to align to the purpose outlined by Council. As identified in Section 6 Strategic Setting, the Festivals and Events plan identified as Council Plan priority action 2.2.3 to Review and extend Council's policy for attractions, events and festivals will have an impact on how the site is used.

KEY ACTION 13: Work with the Festivals and Events team to ensure measurement of the economic impact of the events held at the facility

8.11 ANIMALS

The Strategic Directions for Edendale developed in 2000 recognised that a variety of animals would be retained. It did however note that the range of animals would be reviewed to ensure that there is an emphasis on animals that are relevant to the Nillumbik area. Currently the following animals are housed on site. There are seasonal fluctuations with some of the stock and the Edendale team manage this through selling stock as required.

Animals	Numbers	Notes
Chickens	42	Made up of 25 Australorp, 9 Cochins and 8 Bantams
Guinea Fowl	2	
Turkey	1	
Sheep	18	10 lambs will be sold
Goats	10	4 kids will be sold
Cows	2	Both for sale
Reptiles	3	1 Eastern long neck turtle and 1 Blue tongue lizard
Stick Insects	30	
Guinea Pig	5	
Pony	1	

The 2008 Masterplan reaffirms that the retention of animals is important both as a drawcard for visitors, and an appropriate way to educate visitors about environmental sustainability.

As outlined in Section 8.15 Market Research, there is also evidence that supports animals being a critical part of the visitor experience at the site with animals listed as the number one reason for visiting the site. While there are some limitations on the 2006 Edendale Perceptions Survey, (only 77 respondents affect the statistical validity of the results) there is no other market research to assess the impact of animals and further market research has been recommended to be undertaken.

The costs for maintaining animals at Edendale are significant with \$117k spent in 2017/18 to staff, feed and maintain the animals. This cost could be reviewed in light of the other activities taking place at the farm and identifying dependencies within the facility for specific animals. The number and types of animals could also be a consideration.

The overarching questions to be answered are:

- Does Council require Edendale to have animals on site as part of the purpose and mission for the facility?
- What impact does future visitor market research have on the decision?
- If animals are deemed to be necessary, are there any that are mandatory inclusions?
- What are the requirements of other activity centres at Edendale that generate income for the facility?
- From that point work can be done to identify the animals that most align to the mission. If, as per the current operation, the focus is on providing a showcase for sustainable living practices to encourage behaviour change then the animals that most align to this should be considered.
- In order to service the needs of the facility it will be necessary to determine the quantity of each type of animal.

- Once a list is developed the Edendale team should then look at the cost to maintain the animals from both a staffing cost and a materials cost and ancillary services perspective (e.g. Feed, vet costs, maintenance)
- This matrix will help to identify the best animals that are aligned to the purpose of Edendale and which will result in the best financial position for the facility.

8.12 VOLUNTEER ACTIVITIES

An area of significant benefit to the community and to the Edendale facility is the volunteer program. However, the value to the community of the volunteer program is not fully known.

Currently, Edendale has 60 volunteers contributing 135 hours per week to the operations of the facility. The roles undertaken are grouped in three areas which are Nursery (20 volunteers), Animals, including displays (21 volunteers) and Gardens, including food gardens (11 volunteers) The value of the time contributed by volunteers, using the ABS value of volunteer work hours of \$41.72, equates to \$292,875.

Through the 2018 financial year there were 16 volunteers that left the program at Edendale with an average tenure of 16 months. It is unclear why these volunteers left but identifying these reasons will help to uncover any subsequent impacts that could be evaluated such as returning to work, developing skills while at Edendale and creating stronger social connections and other health related impacts. This is further discussed in Section 3 Survey Question Suggestions and 8.13 Framework for Measurement with some recommendations on the type of information that could be collected through regular surveying. The case study provided on Morwell Neighbourhood House at Section 8.2 Community Impact Metrics also provides an insight into metrics used to measure a volunteer program that would have real transference to some of the activities undertaken at Edendale.

The impact to the social capital of the participants and the community is not yet defined, but other examples from similar volunteer activities show that there is a direct and quantifiable benefit to the community through similar volunteering programs. The impact on quality of life for participants can be significant and should be understood further. As stated in Nillumbik Shire Council's Annual Report 2017-2018

Volunteering is at the heart of community-building. It encourages people to be responsible and active citizens and provides them with an environment where they can be engaged and make a difference. Additionally, research supports the concept that high levels of volunteering equate with higher levels of general health and wellbeing within the community. (Nillumbik Shire Council, 2018, p. 23)

One example of this can be seen in the Veggie Crew volunteer program that is run in the Nursery. A recent report that was published in September in Council's internal publication, Wedgetails, provides a glimpse into the impact that the volunteer activities at Edendale are having, particularly on hard to reach disability groups. The full article is shown in Appendix

13: Veggie Crew. An extract of that report from the September edition of Wedgetails is shown below:

The Edendale Veggie Crew meet on Tuesdays between 9am and 1pm and are responsible for a variety of tasks related to the upkeep of the vegetable garden and children's spiral garden at Edendale. They also propagate all of the seedlings which are planted or sold at Edendale.

The group have been together as a team for three years however many of them got involved with Edendale in 2012, after they completed training in work skill education and plant propagation with Living & Learning Nillumbik.

A few team members have intellectual disability and use their NDIS funding to support their involvement in the group.

....they are responsible for growing veggie and herb seedlings. The team have become competent at this type of propagation. In 2017-18 they produced over 3,000 food plants which were sold at Edendale.

Josh, who has been a volunteer at Edendale for over 7 years, told us "I love coming to Edendale to see my friends and to work on my horticulture skills." Teammate Donna agreed, "I love my job and I am never leaving." (Nillumbik Shire Council, 2018, p. 12)

While this example shows the significant value of the volunteer opportunity for those involved it has been mentioned that the volunteer programs are at capacity. However, throughout the Staff Workshop activity and through discussions at Council it is also evident that there is an opportunity to integrate the volunteer program being run at Edendale with wider Council resources. This may help to alleviate some of the staff impacts that are evident with the volunteer program. There are many opportunities that have been identified by staff both at Edendale and in Council's inclusion department. Partnerships with local disability providers, opening up roles in Edendale's program to support visitor services, animals and the nursery have all been identified as possible opportunities. There is however a clear impact on the existing staff that needs to be managed and any changes to the volunteer program will require a concerted plan agreed by all parties.

There is no doubt that there are some great opportunities to open up the facility to wider volunteer opportunities if it can be done in a supported and measured way. Grant opportunities, private investment and fundraising programs could all be linked to these programs which would help to reduce the expenditure of the facility.

KEY ACTION 14: Create a cross functional working group to review the current volunteer program and identify opportunities for the future. This should include a review of the volunteer roles which might assist the operations and that can be linked to partnership opportunities and if possible external funding sources.

8.13 FRAMEWORK FOR MEASUREMENT

In trying to identify the value being derived by the community from the Edendale facility, the integrated strategy team was consulted to develop a framework that could help to identify the impacts being realised.

A framework for measurement of outcomes delivered by Edendale is provided in Appendix 5: Social Impact Framework. This work was developed in conjunction with Kirsten Reedy in the Integrated Strategy team at Nillumbik Shire Council and was refined through ongoing reviews and the staff workshop.

The framework could be adapted across the operations of the Edendale team once the strategic direction and purpose is clarified. The current work provides an analysis of the data required that will help to inform the measurement of the impact of the facility.

The framework is based on the Edendale Team's 2016 Vision and Mission as this was deemed to be the most likely to be aligned with the current operations of the facility. It would be expected that this document would be refined with the Edendale team in the future to ensure that the data points that are highlighted can be integrated into the operations of the facility and stored digitally so that they can be used effectively. The current paper-based approach to this type of activity will need to be revised.

It is also important to identify some of the other evaluation metrics that are being used to capture and understand the value of Edendale which should be incorporated into this matrix. This includes the economic impact of visitation and economic impact of events run at the facility along with the social impact measures highlighted in Section 10 Case Studies.

8.14 KEY FACTS AND FIGURES

Through the review process there are a range of key facts that have been identified that help to summarise the Edendale operation. These can help to provide context as to the value that the Edendale facility is generating for the community and for Council. It also identifies the investment required and importance of the facility to the community.

The presentation of the facts together in a summary document helps to communicate the issues in a succinct presentation and will be of particular use in briefing key management and Councillors as well as staff. The presentation can be found at Appendix 6: Edendale Key Facts and Figures.

8.15 MARKET RESEARCH

There are only a couple of examples of market research being undertaken at Edendale which has constrained the understanding of the value of the facility. However, the information that is available provides an insight into the esteem which the facility is held by the community and visitors that attend the site. There is certainly a great opportunity to

develop a more robust market research program to capture the value of the facility and measure that against the purpose set for the facility.

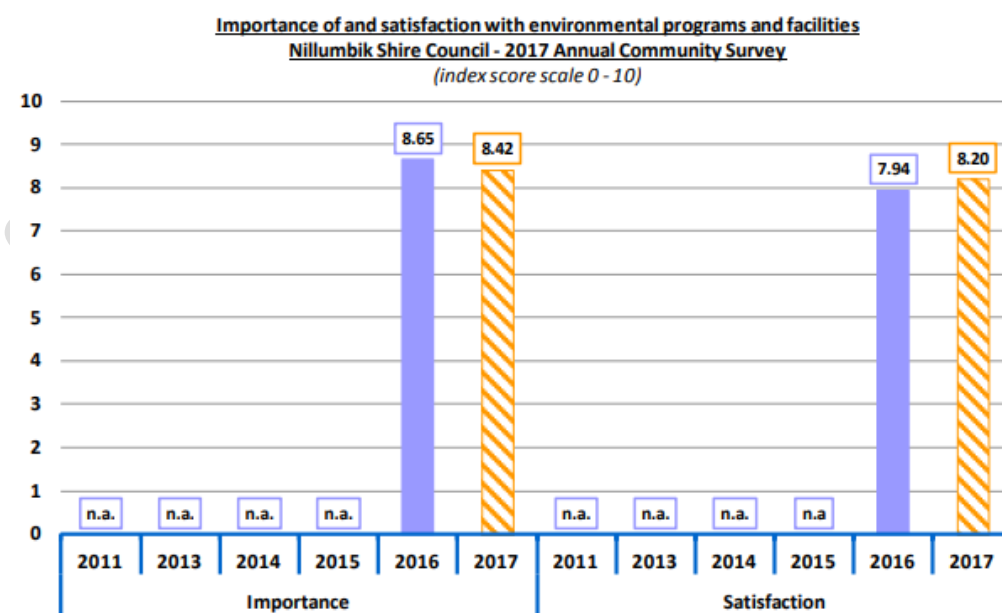
Nillumbik Shire Council Annual Community Survey

Nillumbik Shire Council’s Annual Community Survey has captured an understanding of the value that the community places on Edendale and also the awareness of it as a tourist attraction by local residents, along with their historical visitation. With the visiting friends and relatives (VFR) segment making up 60% of visitors to the Shire, this is a significant indicator which highlights the likelihood of residents bringing friends and relatives to the facility.

The Annual Community Survey provides a statistically robust analysis of the Nillumbik Shire’s population (95% confidence level with a confidence interval of 4.4%) and can be used reliably to extrapolate across the population.

The Annual Community Survey shows the importance and satisfaction of Council’s environment programs and facilities (Edendale Farm is specifically listed as part of the question). An extract from the report is shown below and more information is also provided at Appendix 9: Annual Community Survey.

Environmental programs and facilities



(Metropolis Research, 2017)

In 2018 questions were added to the Annual Community Survey to identify the community’s awareness and visitation of the region’s tourism attractions. Edendale was included as one of the regions attractions and the results show that the facility was the second most unprompted attraction (30.7%) identified in the region, just behind Montsalvat (33.5%). In addition, it was the most visited attraction in the region (57.9%) and the third most likely to

recommend (52.1%). A summary of the attractions identified and their results, including Edendale's, are shown below and further detail is contained in Appendix 9: Annual Community Survey.

Tourism

Respondents were asked:

"Are you aware of any tourist attractions in Nillumbik Shire, which have you visited in the last five years, and which would you recommend to others to visit?"

This set of questions relating to tourist attractions in the Nillumbik Shire were included for the first time in the 2018 survey. These questions were included at the request of the relevant manager of Council to help inform the development of the *Tourism Strategy*.

The list of tourist attractions included on the survey included all the known major tourist attractions, as well as a sample of the range of restaurants and wineries located in Nillumbik Shire. These were included to provide some insight into community awareness of, and engagement with restaurants and wineries. The list was not designed to preference these establishments over others in the municipality.

The list of restaurants and wineries included in the survey were provided by officers of Nillumbik Shire Council.

Tourist attractions in Nillumbik Shire
Nillumbik Shire Council - 2018 Annual Community Survey
(Number and percent of total respondents)

Attraction	Unprompted	Prompted	Have visited	Would recommend
Diamond Valley Miniature Railway	30.1%	70.1%	57.3%	58.9%
Montsalvat	33.5%	67.1%	57.3%	55.5%
Edendale Community Environment Farm	30.7%	64.1%	57.9%	52.1%
Eltham North Adventure Playground	18.0%	56.3%	51.1%	38.7%
Sugarloaf Reservoir Christmas Hills	11.2%	53.9%	44.9%	40.3%
Kangaroo ground War Memorial Park	16.0%	53.5%	40.9%	35.5%
Plenty Gorge	6.8%	41.1%	31.9%	24.2%
Plenty River Trail / other Nillumbik trails	12.8%	40.5%	34.3%	31.7%
Second Home (restaurant)	6.6%	29.5%	27.3%	22.0%
Panton Hill Winery	6.4%	22.4%	15.2%	14.4%
Nillumbik Estate (winery)	6.2%	21.2%	13.2%	12.2%
Kings of Kangaroo Ground (winery)	5.6%	21.0%	15.0%	13.8%
Fondata 1872 (restaurant)	4.4%	20.2%	15.0%	13.6%
Massaros (restaurant)	3.2%	17.2%	14.0%	11.2%
Dark Horse Café (restaurant)	2.4%	11.0%	10.0%	8.6%
Punch Wines (winery)	3.8%	8.0%	4.8%	4.6%
Other destination dining	3.6%	8.6%	8.6%	8.2%
Other tourist attractions	3.8%	4.0%	4.2%	4.0%
Other winery	1.6%	3.0%	2.4%	2.4%
Total responses	1,108	3,143	2,607	2,333
<i>Respondents identifying at least one tourist attraction</i>	<i>359</i> <i>(71.6%)</i>	<i>452</i> <i>(90.2%)</i>	<i>449</i> <i>(89.6%)</i>	<i>409</i> <i>(81.6%)</i>

(Metropolis Research, 2018)

The results of the Annual Community Survey indicate that the Edendale facility plays an important part in the regions tourism infrastructure and it would be contributing in some way to the regions visitation which will be having an impact on economic activity in the region. This is reflected in the Destination Management Plan 2015 which identifies Edendale as one of two key facilities that play an important part in building product that attracts the family audience to the region. Further discussion on this is included in Section 6 Strategic Setting.

Edendale Perceptions Survey January 2006

Currently there is only one dedicated visitor survey that has been conducted at Edendale which took place in 2006 and was conducted by Metropolis Research. See Appendix 10: 2006 Edendale Perceptions Survey for extracts of the survey. Unfortunately, while the questions that were asked could have provided some valuable insights, the sample size of only 77 respondents provides some limitations to the findings (At a 95% Confidence level the confidence interval is 11.71%). In addition, with the survey being 12 years old, much has changed at Edendale as well as within the world more broadly. So, the same perceptions may not still hold true. It is however the only survey that has been provided and the perceptions can be used as indicative to highlight key themes. This can be built upon in the future and conducting similar surveys with larger sample sizes across time would be highly recommended as has been identified as a key action within Section 8 Evaluation of Activities.

The key findings of the research showed that

- Edendale appears to attract mainly, but not exclusively, adults with young children.
- The major reasons for visiting include taking the children for a day out, including visiting the animals as well as relaxation.
- Visitors are extremely satisfied with the staff at Edendale.
- The animals are the most important feature of Edendale and the reduced number of animals is of concern to visitors.
- The environmental information and school programs are considered more important to visitors than the nursery or selling produce from Edendale.
- A café or kiosk of some type would be welcomed by visitors to Edendale.
- A farmer's market was identified as an activity that many visitors would welcome at Edendale.

Other interesting aspects of the responses from the survey include:

- About half of those surveyed were attending Edendale for the first time which indicates that the facility is attracting new visitors as well as regular visitors
- Taking the children out for the day and visiting the animals were the two main reasons for attending Edendale

- Less than half of respondents believed that the homestead should be more publicly accessible

Most valued aspect of Edendale Community Environment Centre
Nillumbik Shire Council - 2006 Edendale Perceptions Survey

(Number and percent of respondents)

<i>Aspect</i>	<i>Survey</i>	
	<i>Number</i>	<i>Percent</i>
Animals	53	68.8%
Nice place to visit	26	33.8%
Educational and environmental programs	25	32.5%
Plants and trees	16	20.8%
Good place for families and children	11	14.3%
The staff	9	11.7%
Links to local area	8	10.4%
Natural environment	7	9.1%
Accessibility	6	7.8%
Price	5	6.5%
Products	3	3.9%
Edendale House	1	1.3%
Something different	1	1.3%
Total responses	171	
<i>Total respondents providing response</i>	<i>71</i>	

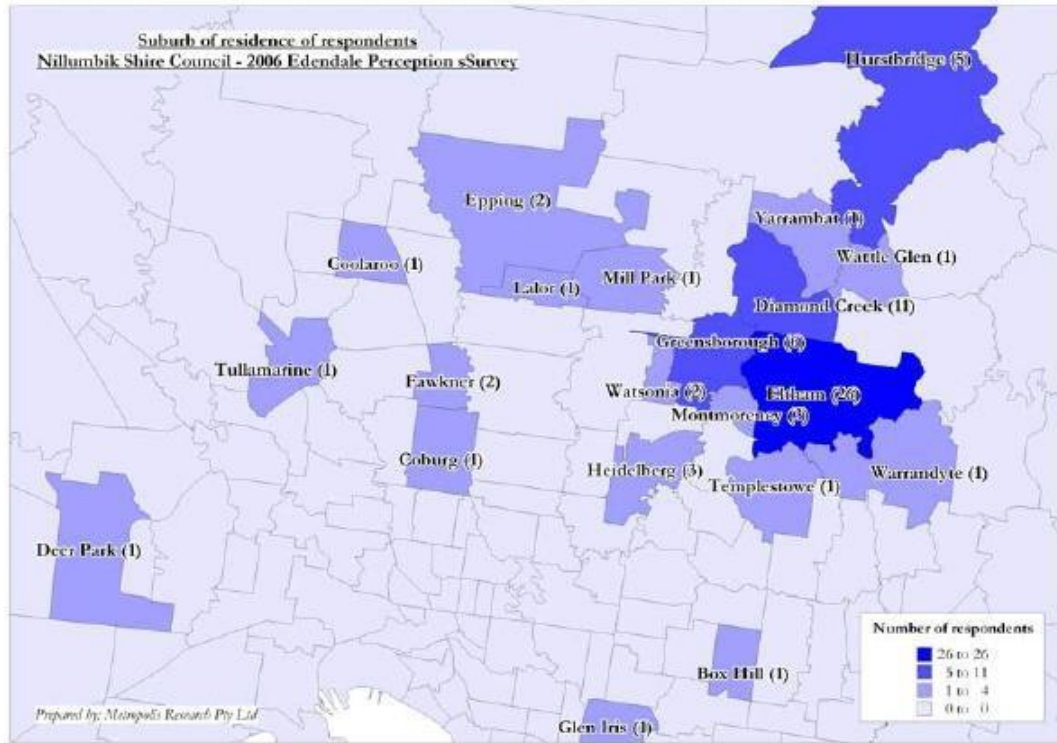
(Metropolis Research, 2006)

Also, of interest is the fact that 39% of respondents were from outside of the Shire which shows that Edendale is a drawcard for visitation and supports the contention in the Destination Management Plan 2015 that Edendale is one of two key family attractions in the region. Figure 6 Suburb of Residence provides a picture of the visitation profile capture on the day that the survey was conducted.

Figure 6 Suburb of Residence

Suburb of residence

The following map displays the suburb of residence of respondents to the Edendale survey.



(Metropolis Research, 2006)

9. STAFF WORKSHOP

As part of the review process a staff workshop was conducted to gain feedback from those closest to the operational delivery of the services at Edendale.

The focus areas for the workshop were to:

- Discuss the multiple Missions and Visions guiding the strategic direction of the site
- Undertake a Start, Stop, Continue, Review process to uncover issues important to staff
- Review the main activities undertaken at the site and determine what the outcomes for these are and how we might measure these

Appendix 2: Staff Workshop provides a consolidated summary of the data captured from the session.

A clear understanding from the staff workshop was that the staff were feeling very isolated from the wider Council organisation and felt that they were at times simply being used to deliver programs for other departments without support, acknowledgement or integration. Comments such as *“We are an island down here”*; *“We run the waste education program, they fund it, but we run it”*; *“We contact other departments about issues and never hear back”*, were all common themes. The lack of a Coordinator to guide the team and to provide a strategic view of the operations at the facility was also a significant opportunity that should be addressed.

Many aspects of the site that were discussed at the workshop identified that the lack of a clear purpose and guiding principles is resulting in a less than optimal use of resources. A theme at the workshop was that the team were pulled in different directions about what the site should be offering. This included views from stakeholders, councillors, visitors e.g. *“want more animals”* Undertaking a strategy session to define the purpose and guiding principles with Councillors has been discussed as a key first step in the Phase 2 process.

With the Phase 2 component of this review due to be completed in the New Year, a Coordinator at the facility would be an invaluable resource to assist in that process, if not to conduct it independently.

KEY ACTION 15: Appoint a Coordinator to manage the Edendale team and provide a strategic oversight of the organisation and enable greater integration with wider Council departments.

10. CASE STUDIES

Melbourne has a number of facilities that are similar in nature to that of Edendale. Understanding more about these facilities may prove useful to the operation and future of Edendale. With only two facilities currently generating a surplus, while delivering on their stated purpose, it appears that there is much to learn in developing sustainable businesses for these types of operations.

SGS Economics and Planning were asked to provide a commercial review of Edendale in 2015 and at that time provided case studies for CERES Community Environment Park (CERES), Coopers Settlement (now known as Bundoora Park Farm) and Royal National Park Education Centre (located in NSW).

An overview of the financial position of these organisations, along with ██████████ in ██████████ and Collingwood Children’s Farm is shown below:

Figure 7 Financial Position of Environment Centres

Facility	Ownership Structure	Financial Results					
		FY 17-18	FY 16-17	FY 15-16	FY 14-15	FY 13-14	FY 12-13
Edendale Community Environment Farm	Owned and operated by Nillumbik Shire Council	-552,478	-614,710	-627,616	-559,063	-555,520	-517,448
██████████	██████████						
Bundoora Park Farm	Owned and operated by Darebin City Council	SGS Economics report states contribution by Council of between \$550k to \$650k					
Royal National Park Education Centre	Owned and operated by Parks NSW				-233,159	-257,326	
CERES	Not for profit		291,917	305,004		240,815	103,682
Collingwood Childrens Farm	Not for profit	53,060	208,741	177,886	72,543	12,736	

Notes: CERES surplus from ordinary activities before depreciation

Notes: Royal National Park Education Centre receives recurrent funding of \$355,830 for staff salaries of the Department of Education that run the facility. This has been included as an expense in this table to show the true cost for the facility and to be in line with other comparisons provided here. This results

It should be stated that it is not possible to provide a directly comparable analysis of facilities as the operations at each, while similar, are not the same. Some may have an emphasis on certain aspects such as animals, others the environment, or gate fees are collected, larger volunteer or subsidised workforces are used as well as many other variations.

However, there are certainly some aspects of the operations that provide insights into opportunities that may assist in running Edendale more efficiently if the vision and mission of the facility largely stays in line with the current approach. Short case study highlights are shown in Figure 7 Financial Position of Environment Centres, that provide some insights into areas that Edendale could look to review as part of their operations. Further information about ██████████ CERES and Collingwood Children’s Farm is also provided below.

10.1 CENTRE FOR EDUCATION AND RESEARCH IN ENVIRONMENTAL STRATEGIES (CERES)

Through discussions with key people involved with CERES, SGS Economics Commercial Review of Edendale 2015 and desktop research, the following information has been collated to provide an overview of the operations at CERES.

Centre for Education and Research in Environmental Strategies (CERES - pronounced 'series') is a not-for-profit urban environment centre located on 4.5 hectares on the Merri Creek in East Brunswick, Melbourne. Established in 1982 the site is known as one of the country's best environmental parks. CERES describe themselves as a not-for-loss community business. Their website provides an overview of their activities:

We run extensive environmental education programs, urban agriculture projects, green technology demonstrations and a number of social enterprises including a market, grocery, café, community kitchen, organic online supermarket and a permaculture and bushfood nursery. CERES is a place where people come together to share ideas about living well together, and directly participate in meeting their social and material needs in a sustainable way. Through social enterprises, education and training, employment and community engagement, CERES provides the means by which people can build awareness of current local and global issues, and join in the movement for economic, social and environmental sustainability.

CERES mission is also shown here "CERES is a place for community-based learning and action to create environmentally beneficial, socially just, economically satisfying, culturally enriching and spiritually nurturing ways of living together".

Figure 8 CERES Organisational Overview provides an overview of the CERES operation and is taken from the 2016-17 Annual Report.

Figure 8 CERES Organisational Overview

CERES is a not-for-profit organisation and is managed by a voluntary Board with representatives elected from the membership. The Board appoints a CEO to oversee the activities of the organisation. CERES activities are divided into portfolios, each with a senior Group Manager. Each portfolio includes a number of enterprises and projects, many of which are overseen by an Area Manager.



Key Items of Interest

- CERES generated \$11.9m in revenue in the 2017 financial year as reported in their annual report. CERES have created 18 social enterprises that contribute to the overall financial position of the facility. These are listed below and are reported to provide “95% of our funding” with the remaining 5% made up of memberships, donations, grants and sponsorships. This comment has not been tested and it would be prudent not to quote these figures, but simply use them as an indicative profile of their revenue.
 - 1. Excursions
 - 2. Incursions and Outreach
 - 3. Adult Courses
 - 4. DHS Farm work program for adults with a disability
 - 5. VET accredited training delivery
 - 6. Room Hire

- 7. Nursery
- 8. Merri Cafe
- 9. Tamil Feasts
- 10. Community Kitchen
- 11. Global Purposeful Travel Program
- 12. Grocery
- 13. Propagation, Honey Lane Garden and Eggs
- 14. Joe's Market Garden & Farm Gate (Coburg)
- 15. Fair Food online grocery (Preston)
- 16. Microgreens Farm (Preston)
- 17. Fair Wood (Preston)
- 18. Events
- Moreland City Council provide the land and capital works funding - so still underpin the operation. \$115k identified in Moreland City Council's annual budget for 2018/19 for CERES Capital Works. There is however no mention of operational funding being provided by Moreland City Council.
- CERES currently operate from a number of sites including the main Merri Creek site, Joe's Market Garden in Coburg and Fair Food, Fair Wood and Microgreens at a warehouse in Preston on the Darebin Creek.
- 3,500 volunteer days support the operation (Edendale has 7,020 hrs or 936 volunteer days)
- CERES use technology ("The Chook" app helps visitors tour the site) and informative interpretive signage on the site to educate visitors who can tour the facility independently if required.
- Run an annual fundraising appeal and have regular donors
- Have partnerships with a range of organisations which provides an insight into some of the revenue streams that are being realised by CERES:
 - Sustainability Victoria – Have an 8-year relationship to deliver ResourceSmart program into 350 schools
 - Advanced Resource Recycling: Funded a new Excursions e-waste activity and provided onsite e-waste recycling.
 - Catholic Education Melbourne: Continued as a Strategic Partner to provide teacher professional learning in catholic schools in Metropolitan Melbourne.
 - Victorian Government Department of Education and Training: Commenced a partnership to deliver energy education.
 - Victorian State Government: Provided funding towards the building of 15 Victorian schools, in which CERES is the Sustainability Partner.
 - Victorian Local Government: Continued partnerships with over 15 local governments to provide teacher professional learning and sustainable facilities management to schools in each locality.

Working as an independent not for profit organisation since 1982, CERES have proven that they have a strong business model in place that has resulted in a financially sustainable operation. CERES have diversified their revenue streams and have established strong and long-lasting partnerships with a range of organisations from the government, not for profit and business sectors. CERES have multiple sites from which they have established their

social enterprises and they are not constrained to the Merri Creek site. Much can be learned from this operation and there may be opportunities to work together or partner in the future that could be considered by Council.

10.2 ██████████

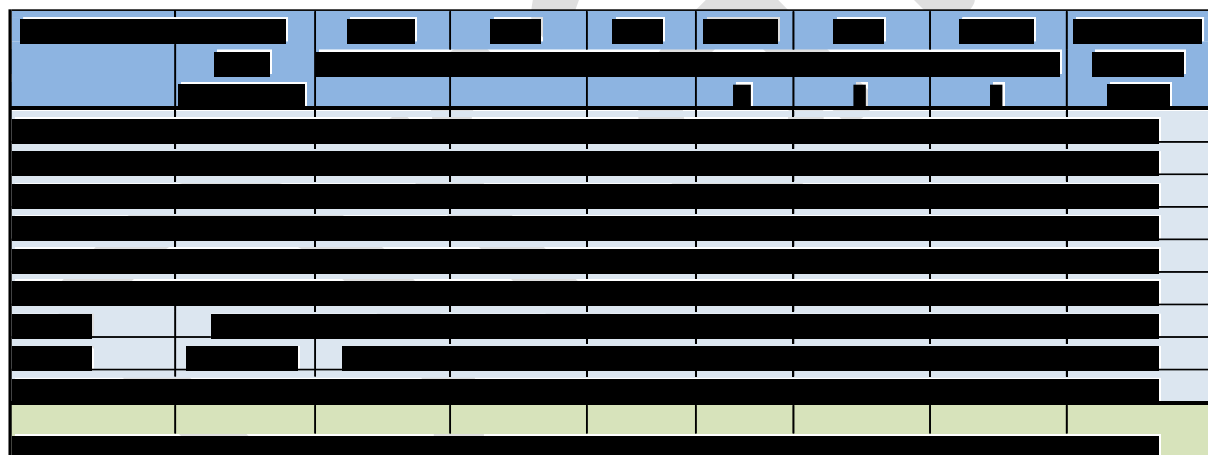
██████████ is a community farm which is managed by the ██████████ in a similar manner to Edendale and is located in Melbourne's ██████████ at ██████████.

From education to relaxation, ██████████ is preserving the agricultural history of ██████████ while focusing on current environment sustainability issues.

The working farm allows visitors to have hands-on contact with a variety of animals and to learn about farming processes, farm animals as well as various sustainability activities.

████████████████████

A detailed 10-year analysis of ██████████ was provided as part of this review process to help provide some insight into the operations of the facility and this is complemented by the Case Study that is also provided. As can be seen below, ██████████ has required an investment from ██████████ across the past 10 years at similar levels



Darebin City Council operate Bundoora Park Farm (also known as Cooper's Settlement) and are reportedly investing around \$550-650k (SGS Report 2014). As noted above ██████████ also required an investment from Council of around ██████████ The investment from Council for Edendale is at \$552k in 2017/18. In contrast according to CERES' annual report for 2017/18 it indicates that they are operating with a surplus of \$112k in 2017 and have had similar result of \$173k surplus in 2016. SGS Economics identified surplus operating results in 2014, 2013 and 2012. This shows that CERES have been running a sustainable business for a number of years and obviously have a model that is worthy of further investigation.

It is however instructive that CERES are constituted as a not for profit organisation and therefore have advantages that local government do not in attracting corporate supporters, grant funding through philanthropic organisations and others who do not fund local governments. Working as an

independent organisation would also be likely to provide a tighter fit for purpose organisation that would think and act differently to a local government authority.

10.3 COLLINGWOOD CHILDREN'S FARM

Often mentioned as a similar facility to Edendale, Collingwood Children's Farm (CCF) is in fact quite different and has a primary objective of being a working inner-city farm. An extract from CCF's 2018 Annual Report shows this:

The CCF is not a petting zoo or fun park, but a real working farm where animals are bred, and food is grown. It presents a critically important educational opportunity for all Melbourne residents and visitors to engage with those who care for farmland. By appreciating the cycles of nature and food production, children and adults can nurture and sustain a profound human connection between ourselves and the Earth.

So, while some comparisons may be relevant to Edendale, these two facilities differ greatly in their purpose. However, there are some activities that are undertaken at both facilities that are similar.

As with CERES, CCF which was established in 1979, is a not for profit organisation and also sees an operational surplus being achieved in the last 5 years ranging from \$12,736 in 2014 up to \$208,741 in 2017.

Income from gate fees is the predominant form of income at around 39-43% and bookings and farm tours at 14-20% in the last 5 years. Grants have made up between 12-14% and fundraising and membership have also contributed significantly to the bottom line. Currently Edendale receives limited income from these sources other than bookings and farm tours (room hire and tours at Edendale). Figure 9 Collingwood Children's Farm Financial Analysis shows a snapshot of some of the key revenue streams and the surplus amounts achieved in the past five years.

Figure 9 Collingwood Children's Farm Financial Analysis

Collingwood Children's Farm		FY 17-18	FY 16-17	FY 15-16	FY 14-15	FY 13-14
Grants	Local	64,000	64,720	64,720	64,720	63,235
	State	112,269	53,113	50,802	113,257	111,036
	Other	10,220	88,334	70,443	4,935	6,333
	Total	186,489	206,167	185,965	182,912	180,604
Other income	Bookings and Tours	302,265	264,743	245,879	185,746	196,474
	Gate fees	584,460	595,410	600,896	590,348	553,995
Total Income		1,505,928	1,517,421	1,451,758	1,362,761	1,318,358
Grants as % of income		12%	14%	13%	13%	14%
Bookings and Tours as %		20%	17%	17%	14%	15%
Gate Fees as %		39%	39%	41%	43%	42%
Total Expense		1,452,868	1,308,680	1,273,872	1,290,218	1,305,622
Surplus		53,060	208,741	177,886	72,543	12,736

Conclusion

In looking at the various case studies that have been provided as part of this review and others, there appears to be an opportunity to look the operating model that Edendale uses. The question for Council is whether or not it insists on the facility being run by Council, or could it entertain a range of other operating models.

This could be in a partnership with similar organisations to reduce costs of operations and expand the footprint of environmental and sustainability education centres. It may be complex to garner support from some of these groups, but perhaps there is an opportunity to partner with one or more at some point in the future.

Additionally, Council could also consider setting up its own not for profit or charity organisation to deliver the outcomes that are desired for the facility. Further investigations on these operating models are required.

10.4 GRANT OPPORTUNITIES

Edendale have not had a strong record in attracting government support for operational activities undertaken at the facility. Whilst it is acknowledged that funding for capital works has seen \$1.3m invested into the facility, there is little evidence of diversified revenue streams to support the operations of the venue. Currently Nillumbik Shire Council almost exclusively provides the finances needed to continue the operation.

If the figures quoted for CERES are largely accurate which sees 5% of their operation made up of revenue streams outside of their social enterprises, this would constitute more revenue than Edendale generates in a year. This highlights the importance of being resourced to apply for grants, whether that is internally or with external assistance, and to be constituted most effectively to be eligible to apply for grants.

Appendix 12: Grant Opportunities shows a preliminary scan of the market to identify a range of grants that would fit an organisation delivering activities that fit with Edendale's current purpose. While there are a range of grants that local governments can apply for, there are many, particularly in the private sector and philanthropic grant areas that local governments are not eligible for. This is a consideration for the future operation of the facility and further work should be undertaken to understand fully what opportunities may exist if an alternate organisational structure was employed at Edendale.

EDENDALE KEY FACTS – BENCHMARKING

CERES Community Environment Park

CERES are an example of an organisation that has similar objectives to Edendale and is situated on a similar land size of 4.5 hectares. They seem to be the only similar facility operating at a profit and generate just under \$12m revenue per year. Further investigation is needed to understand this revenue profile.

Key Stats

- 95% of revenue is from social enterprises and educational services
- 490k visits per year, reach over 200k people through school programs, have a range of social enterprises at the site including CERES Fair Food organic delivery service, CERES Global travel.
- Reach just over 168k students and children
- 3,500+ volunteers
- Saved schools and organisations working with CERES over \$2.16m by reducing their energy, water consumption and waste going to landfill

Commercial in Confidence

11. OPTIONS ANALYSIS

This report hopes to provide some direction for the Phase 2 review process whereby options that are seen as credible will be identified and agreed. Further detailed analysis of those options will then be undertaken to determine the future approach to Edendale.

As has been detailed in *Section 2 Project Scope* there are a range of questions that this report hoped to assist in answering. There are also a range of questions that Councillors will need to provide direction on to determine the approach that will be undertaken moving forward. However, through the work undertaken the following can be reasonably assumed:

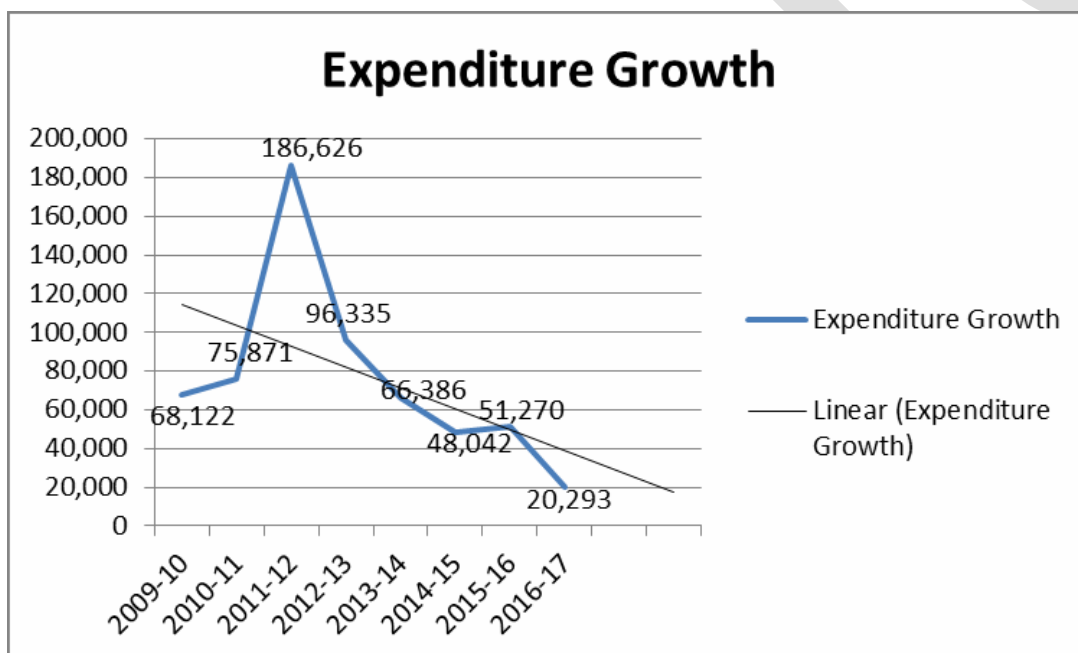
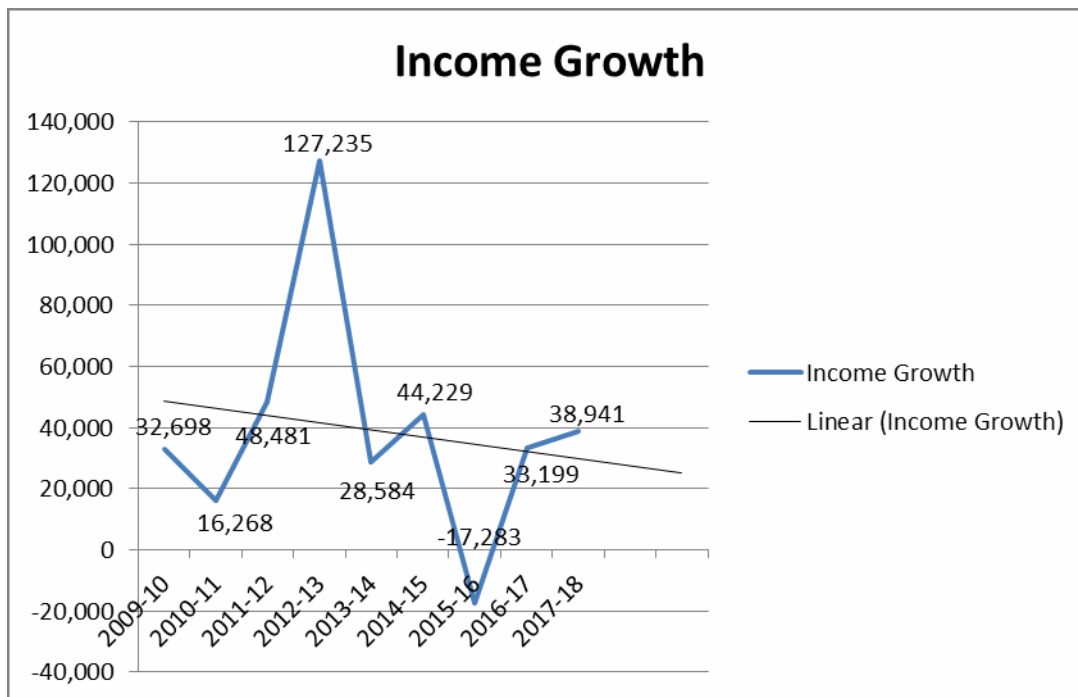
11.1 CONTINUE AS IS

Over the past three years Council has been required to invest an average of around \$600,000 per annum to maintain the operation of the facility.

It is expected that with a full staffing component and with the staff highlighting that they are under resourced currently, that the financial position would deteriorate in the coming years.

While it is acknowledged that the staff at Edendale have worked hard in recent times to try and reduce costs and increase revenue, the past 10 years have shown that they have been unsuccessful in halting the declining financial position.

Based on the trend that has been shown it would be expected that the investment from Council would at best, be maintained at similar levels seen in the last three years which would see Council investing \$6m in the next 10 years to go towards the operation of the facility. In addition to this investment Council would need to allocate ongoing renewal for capital infrastructure which would further increase the investment required by Council.



AS the trend lines above show income growth is trending down, however recent years have seen some cause for optimism. Expenditure growth (less 2017/18 results due to staff positions not being filled) is also falling, however the rate of these is not strong enough to see any material changes to the medium to long term requirements for ongoing investment.

11.2 RETURN TO OPEN SPACE

There are estimated to be 4,479 residents (7.3% of the Shire) that live within 800m of Edendale. It would be expected that many of these residents would use Edendale on a regular basis. On average people are willing to walk one kilometre to reach a functional destination. (Healthy Places, 2009) There may therefore be a consideration for using the

current land at Edendale as public open space to provide a further amenity to the area. This poses many possible issues on a community level, but a high-level analysis has been completed to illustrate what may be possible.

Golf Business Advisory Services (GBAS) provided a strategic review of the Yarrambat Park Golf Course in October 2017 which included a cost assessment of maintaining the 80ha site as an open space and recreation area on a yearly basis. This analysis shows the average cost of maintaining open space for Council in various forms.

Figure 11 Open Space Maintenance Costs

Area	Number	Size	\$ Expense	\$ per Hectare
Environmental Reserves	99	345	1,057,000	3,064
Ovals & Sports Fields	26	29	478,406	16,497
		374	1,535,406	4,105
Other Reserves & Roadsides		470	2,103,705	4,476
Total		844	3,639,111	4,312

Source: Council Reports

It is apparent that Council spends approximately \$3,000 per hectare maintaining somewhat equivalent recreation spaces, increasing to an average of \$4,100 per hectare when including ovals and sports fields. (Similar data was sourced from Whitehorse Council and an average spend of \$5,000 per hectare was reported.)

Based on Council’s current subsidy the Edendale site of 6.1ha costs around \$90,000 per hectare to maintain. (See Section 11.4: Reimagine Use of the Land, for a detailed property report). If the land at Edendale was open space, then the site would cost less than \$28,000 per year to maintain in total. While it is unrealistic to expect that the entire site is returned to open space in the near future, there may be components that are considered to reduce the costs of maintaining the facility.

The analysis does not include any capital expenditure that would be needed to invest in converting the property into a suitable open space area.

With this analysis in mind Council may want to consider returning the site to open space to reduce the investment needed into the future. In doing so however, Council would need to maintain a number of assets on site including those that have recently been funded with various government grants as well as maintaining the heritage sites that are listed. It must also be noted that the ability to run the wide variety of activities that are currently being undertaken at the site would be reduced and therefore the value to the community would also be reduced.

In considering this option Council would also need to determine the impact on the community with this approach. It is likely that with 57% of the community having visited the site and 52% recommending it as a visitor attraction that there would be many of these that would be opposed to turning the facility into open space.

11.3 MAXIMISE CURRENT OPERATIONS

In order to undertake this option a review of the purpose for Edendale is required. There are many aspects of the operation that could be altered and enhanced, but without a clear purpose outlined it is futile to investigate this further. Aspects such as the homestead come up regularly as it is acknowledged by many people that the current use is not maximising the asset. However, until it is clear what the purpose is for the wider facility and any resulting restrictions that this imposes, there is no point spending time investigating all of the various options.

However, a number of options are listed below to explore in alleviating costs and increasing revenue. These suggestions are in line with the general purpose of the facility.

Options to consider for reducing costs are listed below:

- Does the facility need to be open to the public and staffed accordingly for 364 days of the year? This increases the cost base of the operation. Reducing the days of operation by between 15% (1 day per week) to 30% (2 days per week) would result in some significant costs savings.
- A review of the current staff and volunteer roles should be undertaken to identify any opportunities to expand the volunteer programs or refocus staff activities in line with the purpose of the facility.
- Exploring new staffing opportunities through a partnership with the Department of Justice in line with the approach taken by [REDACTED]
- Working closer with other Council departments, particularly the Operations Centre and Open Space teams may help to alleviate some of the maintenance and ongoing operational costs.
- Could the education program and tours deliver solutions that meet the objectives of the organisation through self-guided and technologically advanced solutions that reduce the direct staff contact time and can increase capacity to deliver programs at scale. The approach to this type of delivery could help to change the significant cost to Council being incurred.
- Review the role of the animals at the facility, particularly those that are expensive to keep and require significant staff time to manage. Currently 87% of the costs to keep animals is related to staff time.
- Consider the future of the nursery operation. Consider maintenance of a retail footprint and a smaller work area that supports volunteer programs and environmental education activities. (GSF Funding contract will need to be reviewed to determine what is possible).

Some options to explore in generating revenue are listed below:

- Create a membership product for “friends of Edendale”.

- Generate an ongoing donation program and create an annual appeal to the broader community. Investigating bequests and setting up tax deductible components of the operation could also be considered. It must be remembered that the Edendale facility is mentioned as a regional facility and services people from surrounding areas. This campaign can be linked to dedicated activities at the site, rather than to Council, for example supporting aspects of the education program. Working with not for profit or charity groups to support activity at the site could be a good way to build this fundraising campaign.
- Identify grant opportunities and dedicate a resource or outsource to other organisations that are skilled in acquiring grant funding. Again, this can be for Council or for activities run by other organisations on site that support the purpose
- Develop a sponsorship program to attract corporate supporters for the facility
- Review fees and charges for activities offered by the Edendale team. This should include the recovery of fixed costs
- Identify complimentary activities that can be delivered at the facility in line with the purpose agreed with Council.
- Consider if Council would consider an entry fee to access the site
- Work with Australian Association for Environmental Education and other similar organisations in Victoria around advocacy for environmental education programs to encourage support from the state government.
- Can an anchor tenant be found for the homestead?

In addition to these financial components it is highly evident that a lot of work needs to be done to integrate the Edendale operation into the wider Council network. There are a range of opportunities that could be uncovered through working closer with the environment team, inclusion team, business and tourism team, marketing team, organisational development, operations centre as well as many more. Living and Learning Nillumbik are also another department that could assist in the delivery of workshops and possibly education programs at Edendale. As a Registered Training Organisations (RTO) and neighbourhood house operator the skills and experience in this organisation should be leveraged to identify any possible efficiencies that can be realised. This can help with aligning resources in a more effective manner, leveraging grant funding and maximising the operation generally.

The 2016 mission set by the Edendale team sets out to deliver behaviour change and awareness of sustainable living practices. In achieving this mission, it is clear through that there are some opportunities to improve this for the general visitor to the facility. This was identified in the Staff Workshop by the Edendale team and some aspects have been raised in the past by other reviews of the facility.

A more organised and strategic approach to promoting Edendale and to managing visitors on site is required. Integrating the visitor experience with the environmental

education goals of Edendale will be a particularly important challenge. (Context, 2007)

This focus on the visitor experience in turn should result in greater word of mouth promotion. In order to achieve this there are a range of improvements to be considered. Some of these open up partnership opportunities to support the costs to deliver and may be a new revenue stream for the facility.

- Interpretative signage – There is a requirement for a greater range of interpretative signage to support the educational displays at the site and to include information that is core to the message that Edendale is set up to provide to the wider community.
- Technology – The use of technology presents an opportunity for future revenue generating opportunities. It is highly recommended that a digital app for the site is considered. This is in line with the app that CERES currently have to support their facility. By moving to a digital product to engage with visitors there are a range of benefits that can be realised from data capture of visitors to understand the impact of the facility, commercial opportunities, revenue generating opportunities through the sale of products or information to sponsorship and advertising opportunities. Integrating the interpretative signage through to the digital application is critical to providing wider opportunities for self-discovery and exploration. Integrating the website, app and interpretative signage at the venue will be important to ensure that the engagement with Edendale goes beyond the initial visit.
- OHS Review – There is also a need to conduct an OH&S review of the site to ensure that visitor and staff safety across all of the operations is at the highest level possible.

While there are costs associated with some of the aspects identified above, there are opportunities inherent in their development. If the only outcome is to create a platform for broader engagement of the community to enable a better understanding of the impacts of the facility these costs could be seen as very worthwhile.

11.4 REIMAGINE USE OF THE LAND

Site Overview and Land Use Planning

Edendale Community Environment Farm is located at 32 Gastons Road, Eltham and is classified Public Use Zone Schedule 6 (PUZ6). Extracts of the Planning Property Report for the site are provided below and show the planning scheme and overlays associated with the site. This site is situated to the south of the Eltham North Adventure Playground. The west of the site is bordered by the Diamond Creek trail and largely sits adjacent to another public park and recreation zone that houses the Eltham Men's Shed. There are two residential developments in close proximity to the site on the western border. The East of the site is bordered by the Hurstbridge train line.

The area has the following planning overlays attached to the site:

- Land Subject to Inundation Overlay
- Environmental Significance Overlay
- Heritage Overlay
- Significant Landscapes Overlay
- Design and Development Overlay

In addition, all or part of this property is an 'area of cultural heritage sensitivity'. Areas of cultural heritage sensitivity are defined under the Aboriginal Heritage Regulations 2018 and include registered Aboriginal cultural heritage places and land form types that are generally regarded as more likely to contain Aboriginal cultural heritage. Under the Aboriginal Heritage Regulations 2018, 'areas of cultural heritage sensitivity' are one part of a two-part trigger which require a 'cultural heritage management plan' be prepared where a listed 'high impact activity' is proposed. If a significant land use change is proposed (for example, a subdivision into 3 or more lots), a cultural heritage management plan may be triggered. One or two dwellings works ancillary to a dwelling, services to a dwelling, alteration of buildings and minor works are examples of works exempt from this requirement.

Under the Aboriginal Heritage Act 2006, where a cultural heritage management plan is required, planning permits, licences and work authorities cannot be issued unless the cultural heritage management plan has been approved for the activity (Department of Environment, Land, Water and Planning, 2018)

Planning Considerations

Initial investigations as to the possibilities for changing the use of the site from its current planning zone have been undertaken. Paul Fyffe, Senior Strategic Planner at Nillumbik Council has provided the following comments on the possibility of developing the land at 32 Gastons Road, Eltham known as Edendale Community Environment Farm (Edendale).

From a planning perspective, any proposal for residential development at Edendale is at least highly problematic and will potentially not be permissible for the following reasons:

Need for rezoning to residential zone

- The land is currently within the Public Use Zone Schedule 6 (PUZ6) and any proposal to redevelop the land for residential use would require a rezoning of the land to a residential zone and the rezoning could only be conducted by a fully exhibited planning scheme amendment. This would likely be a very contentious and lengthy amendment with no guarantee that it will receive the necessary approval from the State Government.*

Further, as discussed in the next dot points, any proposal to rezone the land to a residential zone is going to be significantly affected by flood constraints which affect the site.

Flood constraints of the site

- Much of the site is floodplain of the Diamond Creek and this is firmly expected to significantly constrain and potentially prohibit any use of the site for residential development. For example:*
 - o The Land Subject to Inundation Overlay (LSIO) is extensively applied to the site. Whilst the overlay does not prohibit residential development, it requires any proposed development to demonstrate to Melbourne Water that it adequately responds to the threat of flooding.*
 - o More significantly, Melbourne Water may require that any removal of the Public Use Zone is replaced with extensive application of the Urban Floodway Zone (UFZ). The UFZ is typically applied to private land at significant threat from flood and the zone prohibits use of land for residential development (NB: The UFZ is already extensively applied to an abutting private property at 1 Gastons Road, which strongly suggests Melbourne Water would require application of the zone to a least part of 32 Gastons Road).*

The raised section of the site is noted, this contains the existing house and some surrounding land and is not within the LSIO. However, the existing access is extensively within the LSIO, which would likely be a significant issue for any proposal for residential rezoning and/or an application for residential development.

Council have had previous experience in attempting to develop land that is subject to inundation at 2 Bell Street, Eltham. This was previously 4.9ha of private vacant land, within the Urban Floodway Zone, which the State government acquired for Council to put to community use. Council developed a masterplan for the site. Initially the masterplan project was considering development of a community building on the site, which could be used for gatherings, functions etc. However, Melbourne Water advised that, due to the considerable threat of flooding at the site, the type and location of development would be significantly restricted. In particular, Melbourne Water stated that it would not allow any type of enclosed social building on the site

such as a function hall, meeting room, changing room or club room. Some simple buildings were permitted, such as a shed or toilet block, but subject to strict conditions regarding their location and design.

The final masterplan adhered to (and was significantly restricted in scope by) Melbourne Water's requirements.

The presence of a number of other planning overlays including two heritage listed areas, significant aboriginal cultural overlay and environmental significance overlay would likely see a long and protracted planning process before any change of use was considered.

Draft

Planning Property Reports



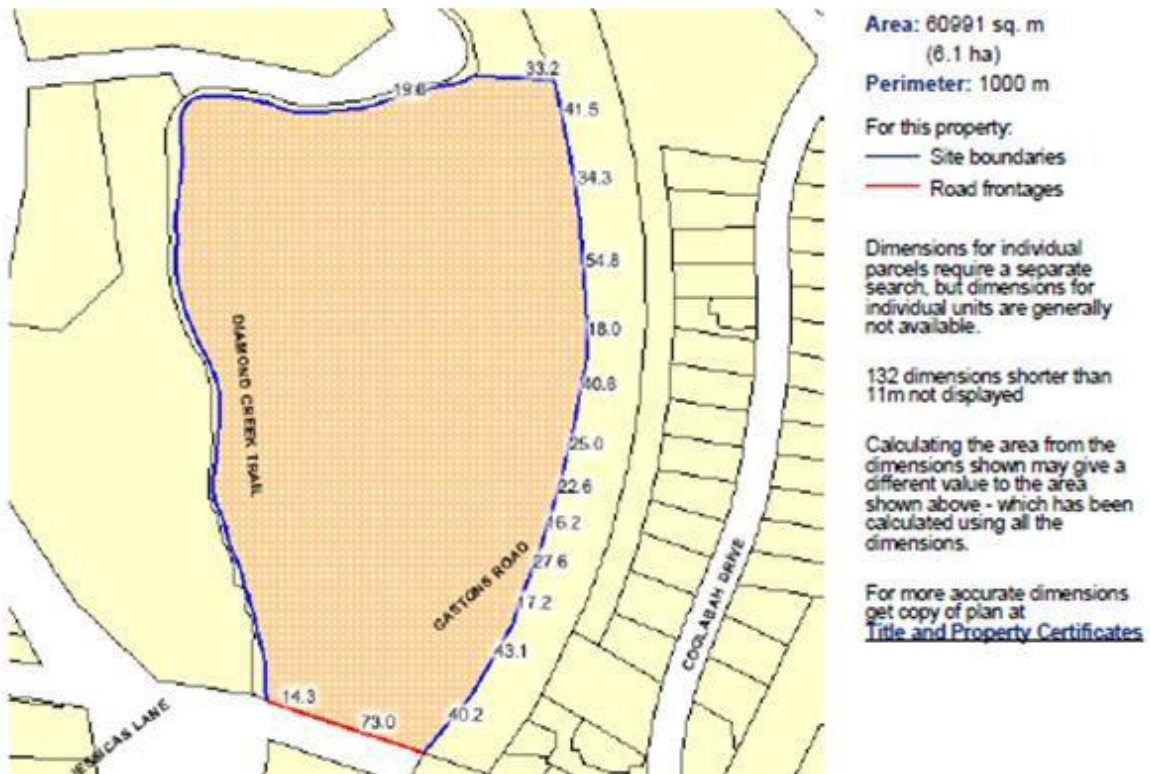
Property Report from www.land.vic.gov.au on 05 December 2018 07:45 PM

Address: 32 GASTONS ROAD ELTHAM 3095
Lot and Plan Number: Lot 1 TP700534
Standard Parcel Identifier (SPI): 1\1TP700534
Local Government (Council): NILLUMBIK Council Property Number: 167247
Directory Reference: Melway 22 A1

This property is in a designated bushfire prone area.
Special bushfire construction requirements apply. Planning provisions may apply.
Further information about the building control system and building in bushfire prone areas can be found in the Building Commission section of the Victorian Building Authority website www.vba.vic.gov.au

Site Dimensions

All dimensions and areas are approximate. They may not agree with the values shown on a title or plan.



Planning Property Report

from www.planning.vic.gov.au on 21 September 2018 11:01 AM

Address: 32 GASTONS ROAD ELTHAM 3095

Lot and Plan Number: Lot 1 TP700534

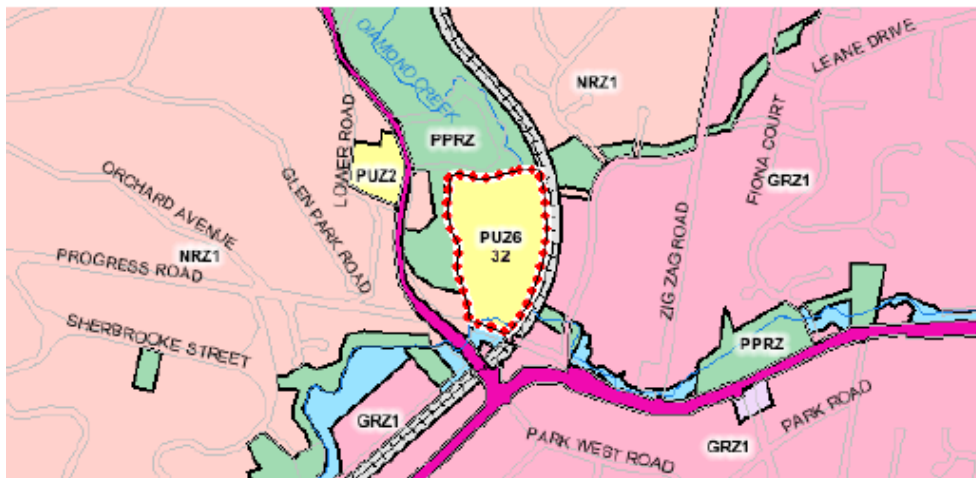
Local Government (Council): NILLUMBIK Council Property Number: 167247

Directory Reference: Melway 22 A1

Planning Zone

[PUBLIC USE ZONE - LOCAL GOVERNMENT \(PUZ6\)](#)

[SCHEDULE TO THE PUBLIC USE ZONE - LOCAL GOVERNMENT \(PUZ6\)](#)



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0 400m

Note: labels for zones may appear outside the actual zone - please compare the labels with the legend.

Zones Legend

ACZ - Activity Centre	IN12 - Industrial 1	R12 - General Residential
B1Z - Commercial 1	IN22 - Industrial 2	R2Z - General Residential
B2Z - Commercial 1	IN32 - Industrial 3	R3Z - General Residential
B3Z - Commercial 2	LDRZ - Low Density Residential	RAZ - Rural Activity
B4Z - Commercial 2	MUZ - Mixed Use	RCZ - Rural Conservation
B5Z - Commercial 1	NRZ - Neighbourhood Residential	RDZ1 - Road - Category 1
C1Z - Commercial 1	PCRZ - Public Conservation & Resource	RDZ2 - Road - Category 2
C2Z - Commercial 2	PDZ - Priority Development	RGZ - Residential Growth
CA - Commonwealth Land	PPRZ - Public Park & Recreation	RLZ - Rural Living
CCZ - Capital City	PLZ1 - Public Use - Service & Utility	RLZ - Rural
CDZ - Comprehensive Development	PLZ2 - Public Use - Education	SLZ - Special Use
DZ - Dockland	PLZ3 - Public Use - Health Community	TZ - Township
ERZ - Environmental Rural	PLZ4 - Public Use - Transport	UFZ - Urban Floodway
FZ - Farming	PLZ5 - Public Use - Cemetery/Crematorium	UGZ - Urban Growth
GRZ - General Residential	PLZ6 - Public Use - Local Government	Urban Growth Boundary
GWAZ - Green Wedge A	PLZ7 - Public Use - Other Public Use	
GWZ - Green Wedge	FZ - Port	

Railway

Tram

River, stream

Lake, waterbody

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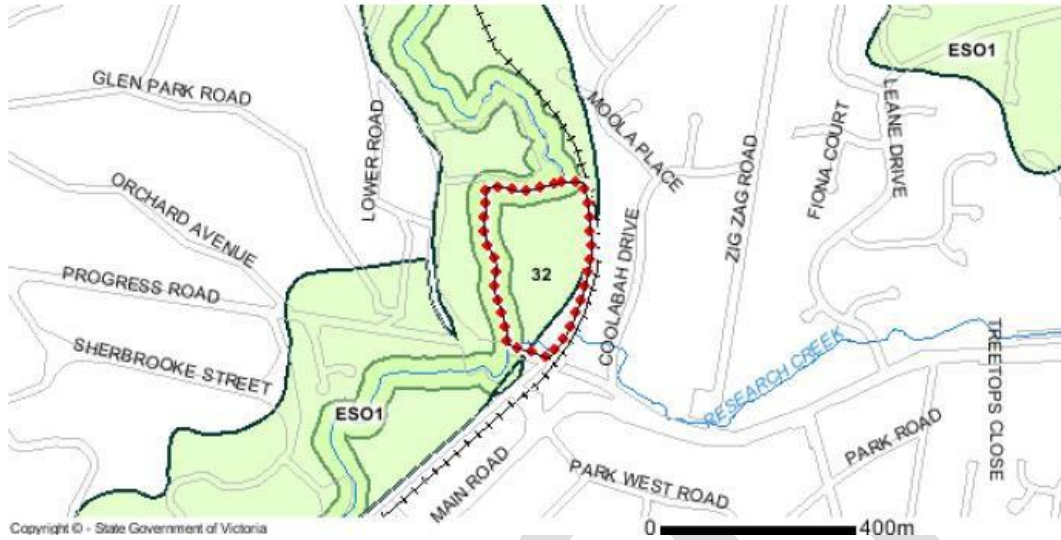
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Planning Overlays

ENVIRONMENTAL SIGNIFICANCE OVERLAY (ESO)

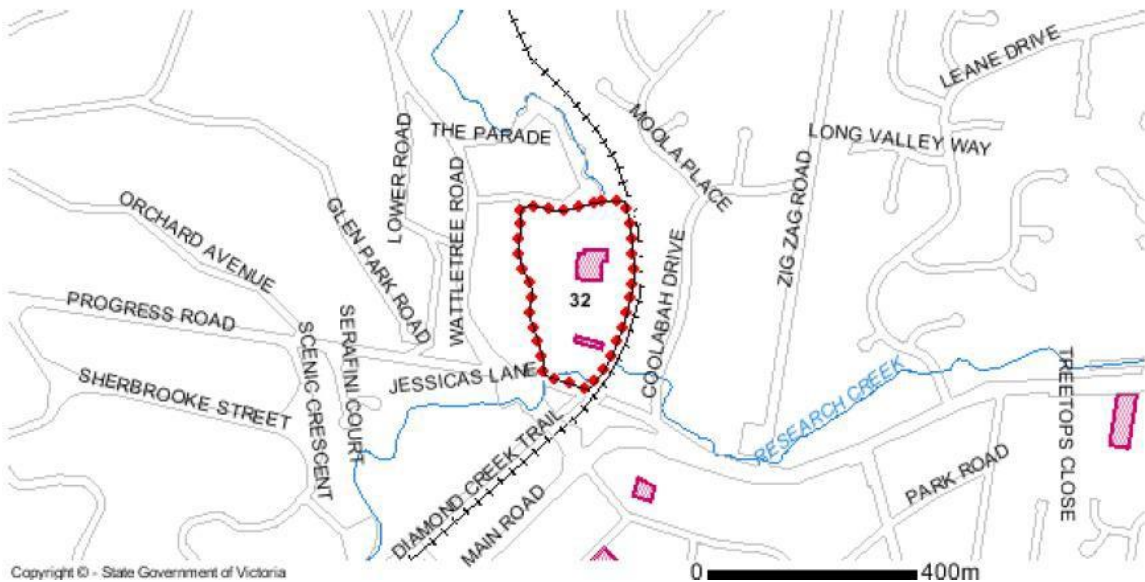
ENVIRONMENTAL SIGNIFICANCE OVERLAY - SCHEDULE 1 (ESO1)

ENVIRONMENTAL SIGNIFICANCE OVERLAY - SCHEDULE 4 (ESO4)



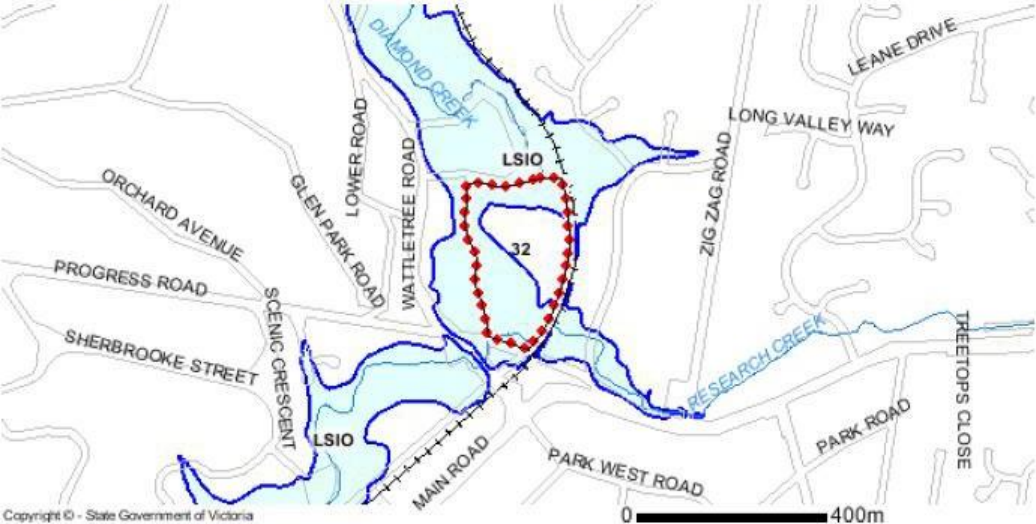
HERITAGE OVERLAY (HO)

HERITAGE OVERLAY SCHEDULE (HO204)

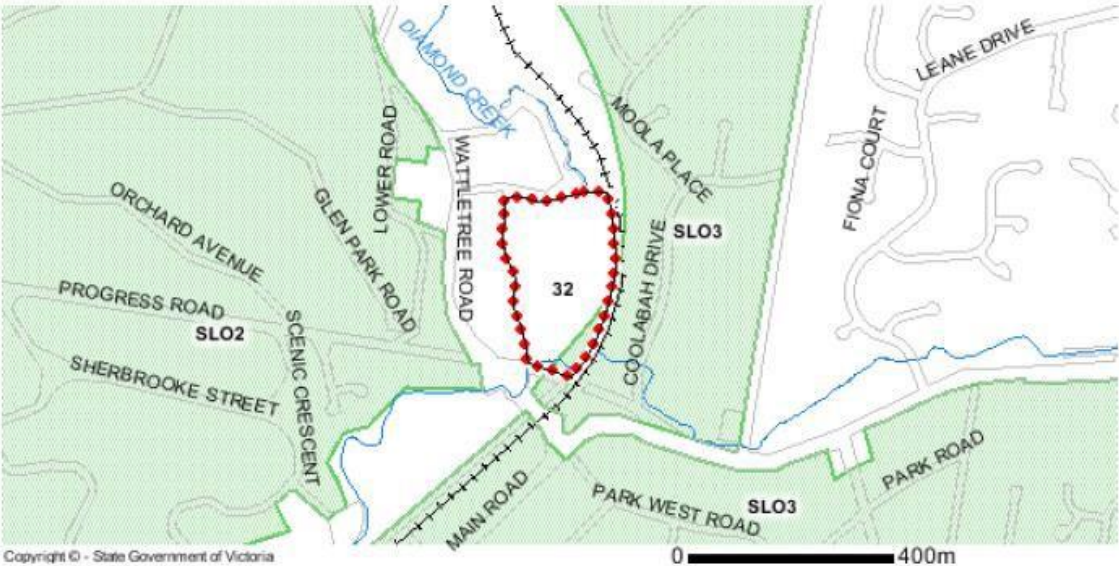


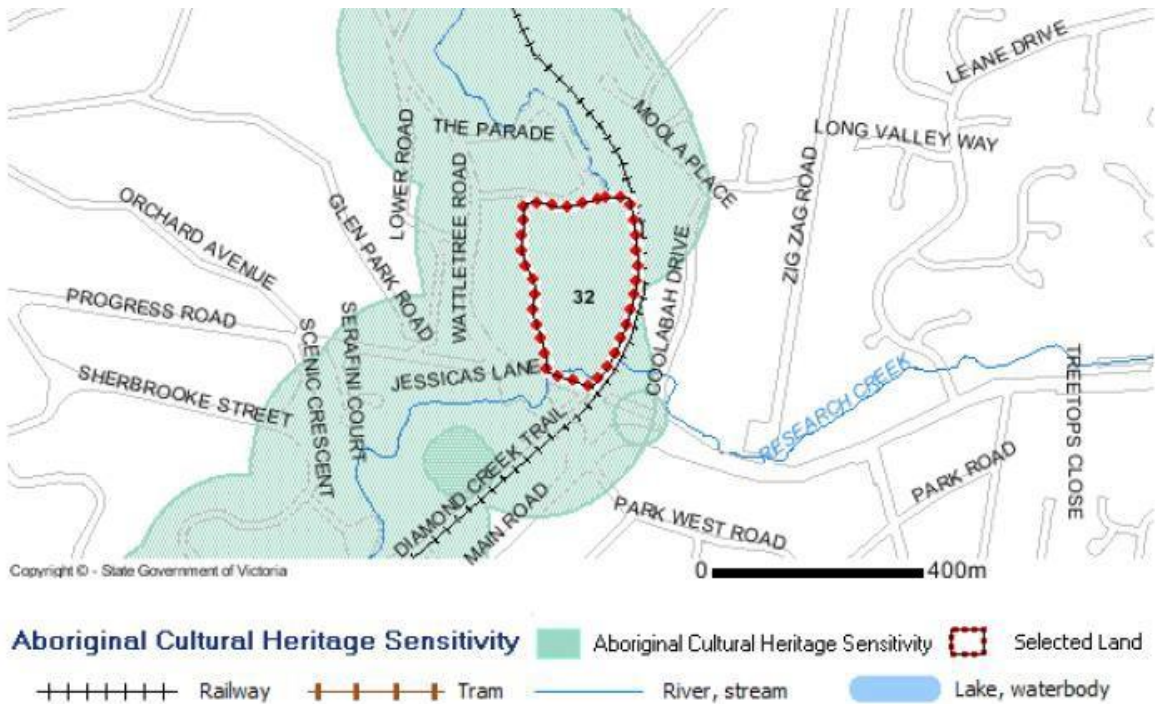
Planning Overlays

LAND SUBJECT TO INUNDATION OVERLAY (LSIO)
LAND SUBJECT TO INUNDATION OVERLAY SCHEDULE (LSIO)



SIGNIFICANT LANDSCAPE OVERLAY (SLO)
SIGNIFICANT LANDSCAPE OVERLAY - SCHEDULE 3 (SLO3)





The number of planning overlays to the site provide for a complex environment of planning approvals and changes that would need to be undertaken to change the use of the site fundamentally.

Again, while a number of other uses for the site have been discussed including providing a lease on the site to an external operator, creating a wedding venue to a high-end restaurant further investigation of these opportunities has not been undertaken at this stage. Without the clarity of purpose required it is not an effective use of time to consider what could be. Once the purpose is defined then further investigation of some of the complimentary uses of the land could be further investigated for viability.

11.5 PARTNERSHIP

It is expected that many of the aspects identified from the Maximise Current Operations option would be built upon with the partnership model.

As identified in Section 10 Case Studies there are a range of like-minded organisations that are currently delivering similar services to the community.

Darebin City Council operate Cooper's Settlement and are currently required to invest around \$550-650k (SGS Economics & Planning, 2015), ██████████ required an investment ██████████ and Edendale also required investment from Council of \$552k in 2017/18. However, CERES generate a surplus from their operations, as do Collingwood Children's Farm.

There may be an opportunity to look at a partnership with these organisations to reduce costs of operations and expand the footprint of environmental and sustainability education centres. Identifying the right partner will be dependent on the vision for the site.

Partnership models may range from:

- Sharing of staff or equipment resources – Work will need to be done to identify areas that will result in shared value. However, as there are similar activities being undertaken at these facilities there should be aspects that can be shared which will reduce costs or work to improve revenue. Advocacy as noted in the Maximise Current Operations options is an example of a partnership that aims to increase revenue. The same approach could be used as a collective voice approaching sponsors and creating other commercial products that can be marketed. Savings in shared educational resources, staffing and management may all be possible.
- Program components – There may be an opportunity to carve out specific program elements that can be undertaken by an external provider. This could be done on a no cost to Council basis with operators incentivised to generate a profitable business. The Southern Dandenongs Community Nursery is an example of a not for profit community nursery organisation that could be modelled at Edendale. Council could also offer Edendale to a local business to operate from on a lease basis.
- Lease or Managed Contract – Providing a long-term lease or management contract (10 years+) for the operation of the facility underpinned with an investment from Council which would be significantly lower than the current investment required.

As noted above there are organisations that are running their operations so that they achieve ongoing financial sustainability. Gauging their interest in expanding their operation may result in a win-win for both parties.

In addition to the organisations identified above there is scope to broaden the search for suitable partners to other environmental organisations or sustainability partners that may be interested in taking over part or all of the operations of the current facility or using it as a showcase for their corporate activities (provided these are in line with the established vision for the facility).

This may include commercial operators such as Siemens who currently work with Federation Square in the provision of energy requirements through their Combined Heat and Power technology

<https://www.siemens.com/global/en/home/products/energy/power-generation/power-plants/combined-heat-and-power.html>

Siemens, and many organisations like them, also have specific business activities that they undertake which have alignment with the objectives of Edendale.

<https://www.siemens.com/au/en/home/company/sustainability.html>

Creative Collectives, who run the Off Grid Living Festival and run a range of workshops and events are also another organisation, as are others like them, that may have an interest in partnership opportunities.

<http://creativecollectives.org/>

The development of a partnership model with like-minded organisations should result in a reduced investment from Council. Further investigation as to the opportunities that the various partnership models can realise for Council is required. Establishing the investment required in the short to medium term is critical to the viability of this option.

11.6 CHARITABLE ORGANISATION CREATED

As has been seen in the leisure sector, creating fit for purpose organisations that have a singular focus and are not constrained by local government structures has seen significant results being achieved. A good example of this is Peninsula Leisure that was created by Frankston City Council in 2015. (Frankston City Mayor, 2017) Peninsula Leisure is a wholly owned subsidiary of Frankston City Council, formed to deliver health, recreation and leisure products and services to the Frankston community. Frankston City Council set up a Board of industry experts to guide the operation and it currently manages Peninsula Aquatic Recreation Centre and Pine Forest Aquatic Centre.

This concept may not be new to Edendale either. In 2011 the establishment of the Edendale Foundation was investigated by Council Officers and a quote for the establishment of the foundation was received from Maddocks. The letter is shown in Appendix 14: Edendale Foundation and at the time Maddocks quoted [REDACTED] for the professional fees in establishing the foundation.

It is quite instructive that the two organisations that are generating a surplus from their operations are both not-for-profit organisations that have a singular focus on delivering against their stated objectives. While it is not possible to say that this is the solution to the financial sustainability of the operation, it would allow for a team of experts to be installed to guide the operation as Board members and to create a clear focus for the staff at the facility.

In establishing the charity Council may be required to propose a start-up subsidy and commit to invest for a defined period. This would enable the organisation to get started and have a runway to build their independence. Council has adopted a similar model with the operation of the Hurstbridge Farmers Market. A strong commercial focus to the operation, along with advocacy would be required. This would require building a staffing structure that is fit for purpose.

A charitable organisation working with Council should have a greater opportunity to attract funding through philanthropic and commercial organisations as well as be more attractive to the public to donate to.

In considering this option, it would be prudent to work closely with CERES and Collingwood Children's Farm to understand more about their operations and the key learnings they have had over their time in developing their business models.

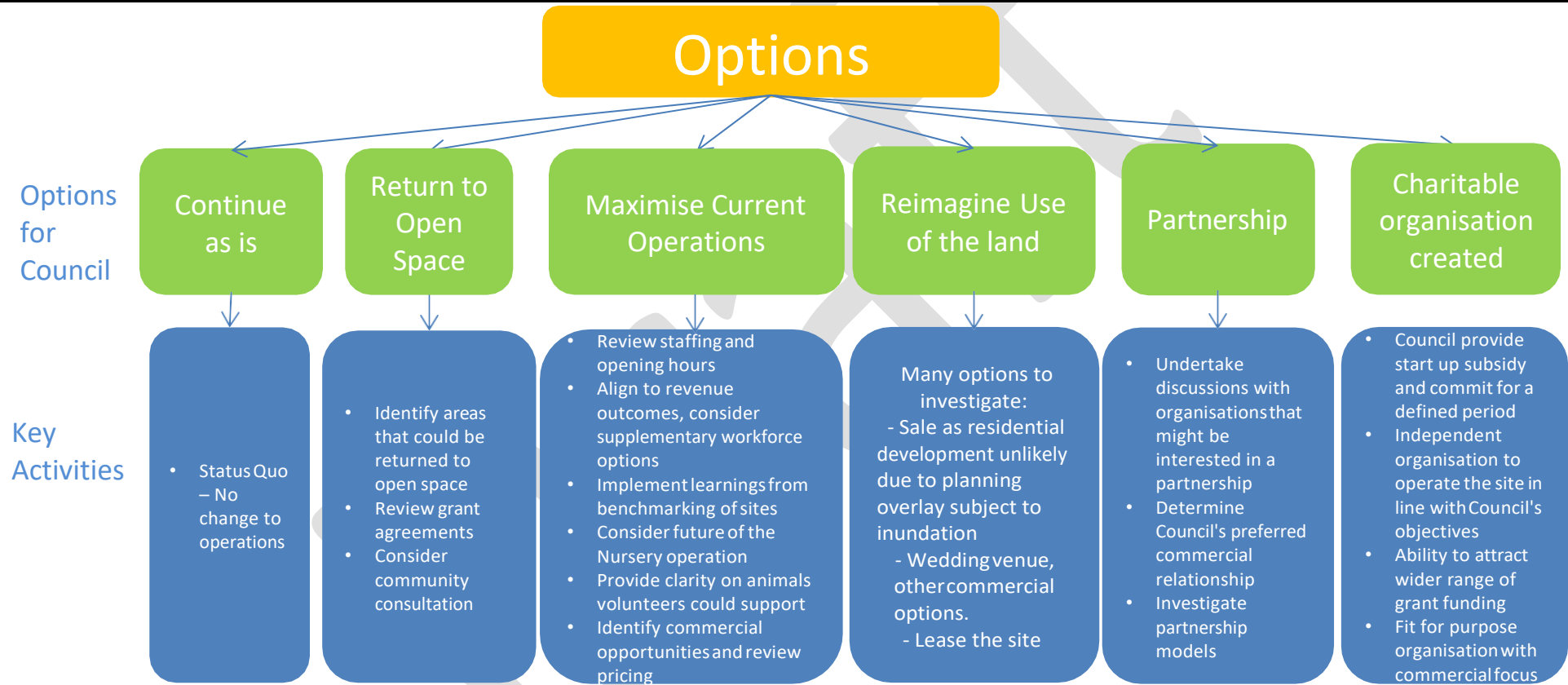
Further work is required to determine the viability of this option and developing the business case for Council to consider. Establishing the investment required in the short to medium term is critical to the viability of this option.

11.7 OPTIONS SUMMARY

After reviewing each of the options outlined a matrix has been developed that provides some indicative evaluation criteria to assess these against. There is further work required to agree the criteria that is outlined in this phase of the review process, however it provides a starting point for further discussion to confirm the criteria to assess the options. This should be a component of the work that will be undertaken to confirm the purpose of Edendale by Council.

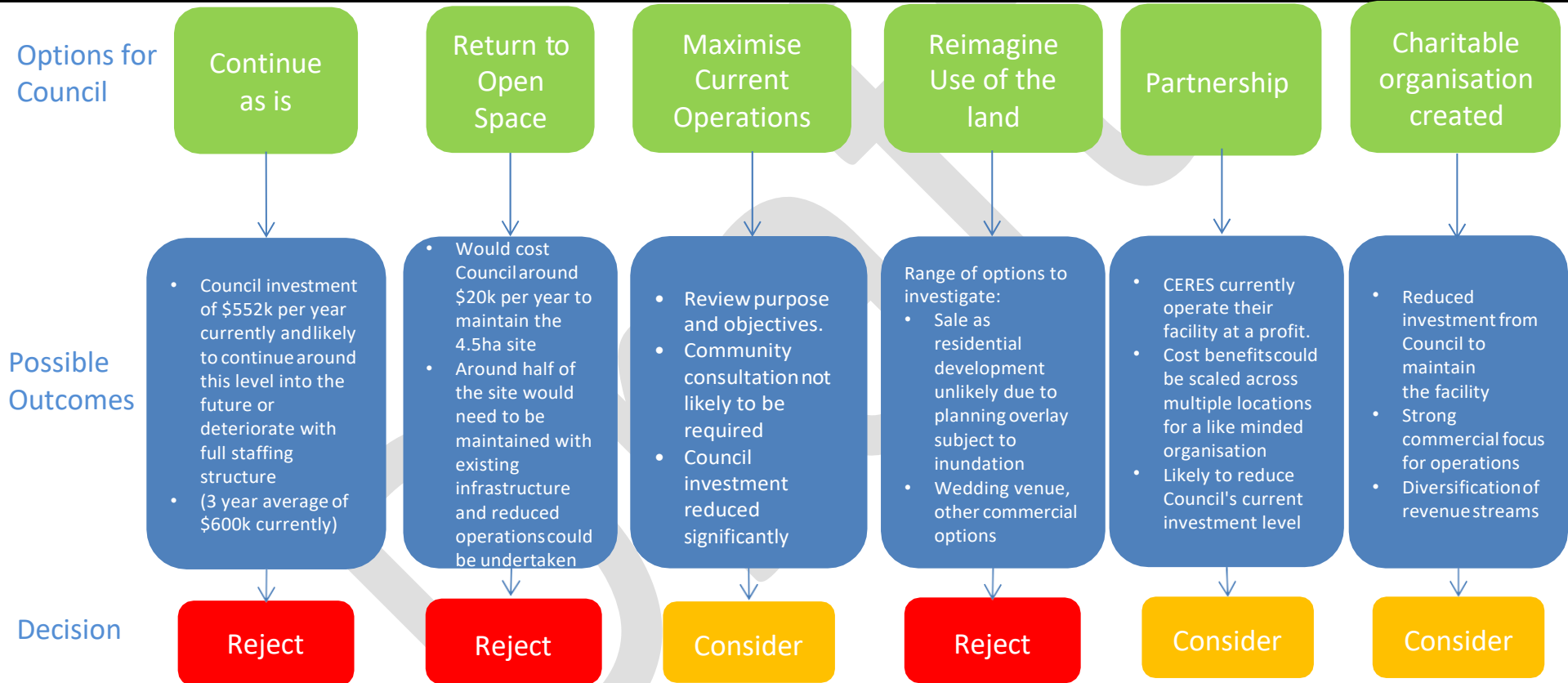
A decision tree has been constructed that gives a high-level overview of the options and the recommended decision to be presented to Council.

EDENDALE COMMUNITY ENVIRONMENT FARM DECISION TREE



Commercial in Confidence

EDENDALE COMMUNITY ENVIRONMENT FARM DECISION TREE



Commercial in Confidence

Option Evaluation against Criteria

An indicative evaluation criteria has been used to assess the options at a high level based on the current information that is available. This model could be adapted in Phase 2 to assist with determining the direction of the facility. Getting consensus on the criteria and weighting each element will be important to determine the right outcome for the next phase.

Criteria	Option 1 Continue As Is	Option 2 Return to Open Space	Option 3 Maximise Current Operations	Option 4 Reimagine Use of the Land	Option 5 Partnership	Option 6 Charitable Organisation Created
Alignment to current Strategic Direction	8	7	10	2	10	10
Alignment to wider strategic influences	7	5	9	3	9	7
Community support for option	8	5	8	3	8	8
Social, Economic & Environmental Impact	7	4	9	3	9	9
Investment by council	3	9	5	10	7	9
Risks (higher score is better for Council = Low risk)	(3)	(4)	(7)	(2)	(8)	(8)
TOTAL	36	34	48	23	51	51

Notes:

- Each rating is between 1-10 based on the best evidence available with 10 being the most favourable for Council for that criteria
- Each of the above assumes an equal weighting

12. RECOMMENDATIONS

In light of the information contained within this report the following items are recommended for Council to consider in further detail:

1. That Council outline the strategic direction required for the land at the Edendale Community Environment Farm to help inform the second phase of the review that will consider the following options in more detail.
2. That Council undertake an immediate review of the data that is being captured to understand the social impact of the site and take action to bridge this gap in understanding to help inform the analysis of options.
3. That Council undertake a detailed analysis of the following options that have been reviewed at a high level and identified as credible options:
 - a. maximise current operations,
 - b. investigate possible partnership models and identify interested parties, and
 - c. Investigate the viability for Council to create a charitable entity to take on the services and activities offered at Edendale.

13. EDENDALE ACTION PLAN

Based on the information that has been uncovered in this review process a number of key actions have been identified that are recommended to help inform Phase 2 of the review, wider Council objectives and the current operations of the facility. The implementation dates have been filled out tentatively, but further work will need to be undertaken to finalise these based on capacity within Council.

ACTION	IMPLEMENTATION PLAN		
	FY 2018/2019	FY 2019/2020	FY 2020/2021
KEY ACTION 1: The name of the facility should be reviewed to ensure alignment with the purpose set.	✓		
KEY ACTION 2: Council should determine what their vision and mission is for the Edendale facility is to help guide Phase 2 of the review process.	✓		
KEY ACTION 3: Consider plans for promotion of Edendale and the Eltham North Adventure Playground as a family experience in the region. This can be aligned with the Diamond Valley Miniature Railway and other key family opportunities to develop a tourist trail for promotion via Yarra Ranges Tourism.	✓		
KEY ACTION 4: Create an ongoing market research program for Edendale to capture the social impact and other key indicators to provide a wholistic view of the value of the facility and the activities delivered.		✓	
KEY ACTION 5: The development of a framework for Council services to uncover their social impact on the local community would be highly recommended.		✓	

ACTION	IMPLEMENTATION PLAN		
	FY 2018/2019	FY 2019/2020	FY 2020/2021
KEY ACTION 6: Change terminology used by Council to Visits when describing the number of people collected through the fortnightly visit count.	✓		
KEY ACTION 7: Update Education feedback forms given to teachers and determine how to identify the behaviour change of students after a set time period.	✓		
KEY ACTION 8: Work with other similar environmental education facilities to develop an advocacy program for government funding to assist in delivering environmental education programs.		✓	
KEY ACTION 9: Develop an evaluation framework for environmental education programs that can be adapted to other services in Council and possibly to other organisations delivering environmental education programs.		✓	
KEY ACTION 10: In line with the Phase 2 review, undertake a review of the Edendale Nursery	✓		
KEY ACTION 11: Initiate conversations with Living and Learning Nillumbik about use of the homestead in the short term to utilise the space until its use is confirmed.	✓		
KEY ACTION 12: Locate the funding agreements associated with the redevelopment of the homestead and identify any funding conditions that impact future use.	✓		

ACTION	IMPLEMENTATION PLAN		
	FY 2018/2019	FY 2019/2020	FY 2020/2021
KEY ACTION 13: Work with the Festivals and Events team to ensure measurement of the economic impact of the events held at the facility	✓		
KEY ACTION 14: Create a cross functional working group to review the current volunteer program and identify opportunities for the future. This should include a review of the volunteer roles which might assist the operations and that can be linked to partnership opportunities and if possible external funding sources.		✓	
KEY ACTION 15: Appoint a Coordinator to manage the Edendale team and provide a strategic oversight of the organisation and enable greater integration with wider Council departments.	✓		

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APPENDIX 1: THE FENCES ACT 1968

The following information is extracted from the entry on the National Trust database and other websites describing the sculpture:

The Fences Act 1968 is a major installation work by Tony Trembath. Eltham Council (now the Shire of Nillumbik) commissioned this work in 1989 to create an entrance / gateway to Edendale Community Farm. It was also aided by a grant from the Ministry of the Arts (now Arts Victoria). Created over a lengthy period but officially dated 1996. It was commissioned as a gateway to mark the boundary of a significant community facility in the area, Edendale Community Farm. The former name of this work was "Gateway to Edendale Farm". Edendale Farm is a demonstration farm modelling sustainable environmental practices, providing support to the local residents of Nillumbik.

The work is rustic and both large and informal, comprising a series of tree trunks with metal caps, suggesting groups of people talking, and other components suggesting buildings. The installation has particular significance to the location, in that it contains references that are both historical and social. The scale and complexity of the work reinforce its importance. Although the 'found nature' of the materials are usual elements in the artist's work, the monumental nature of these components is impressive. 'It makes prominent the historical and social significance of Edendale and the rural aspects of Nillumbik. The use of existing tree stumps and salt pots in the work explores the iconography of the countryside such as the isolated farmhouse, pioneering farming practices, post and rail fencing and the regrowth of lopped trees. The title of the work, as well as the extensive community involvement in its creation, also makes reference to the Victorian Fences Act 1968, which makes neighbours jointly responsible for the cost of construction and maintenance of fences in the partitioning of land for settlement.

'The Fences Act 1968' has been classified as of regional significance by the National Trust of Australia.



Source:

http://vhd.heritage.vic.gov.au/search/nattrust_result_detail/66285

APPENDIX 2: STAFF WORKSHOP

Notes from the Stop, Start, Continue, Review session are shown below followed by the workshop notes based on an analysis of the activities undertaken and the associated outcomes:



Edendale's Vision

(Adopted by Council in 2008 as part of the Edendale Farm Master Plan).

Edendale is enhancing awareness of environmental sustainability through lifelong learning and is a place:

- for lifelong learning on environmental issues including demonstration of local solutions to global environmental challenges;
- drawing people from Nillumbik and beyond;
- that celebrates the richness of the Nillumbik environment and culture;
- of vibrant and inspiring community activity.

Edendale's Mission

(Adopted by Council in 2008 as part of the Edendale Farm Master Plan).

To provide an interactive community and education centre to support **sustainable living practices** for the whole community

Edendale Team's Vision

(In 2016, the Edendale Team developed their Vision and Mission Statements).

The Vision of the Edendale Team is:

“Edendale is a vibrant and innovative community environment centre that inspires people to change their behaviour towards sustainable living.”

Edendale Team's Mission

(In 2016, the Edendale Team developed their Vision and Mission Statements).

The Mission of the Edendale Team is to:

- Bring about environmental and social change through education by inspiring and empowering others to make lifestyle changes.
- Create a vibrant community space of connection and well-being.
- Foster connections with the natural environment.
- Give hope for the future by giving simple, practical tools to create change.
- Start conversations and initiate change
- Support the Green Wedge.
- Create an outdoor oasis to explore and relax.
- Be responsive to community needs.

Other Strategic Directions

Council adopted two strategic goals for Edendale in December 2000 which are:

1. To provide a Community Education Centre at Edendale which enhances community awareness of environmental sustainability and is a focus for local environmental programs.
2. To ensure that Council resources used at Edendale are responsibly directed towards maximising the achievement of Goal 1.

Six Guiding Principles were adopted as part of the 2008 Masterplan as detailed below:

1. Enhance delivery of education and learning opportunities for people of all ages and abilities.
2. Demonstrate sustainability through on-site commitment to reducing ecological footprint
3. Protect, enhance & interpret local biodiversity & cultural heritage of the site
4. Provide opportunities for community involvement, inclusion and celebration in environmental education and learning.
5. Promote good design, functionality and appropriate use of the site
6. Undertaken in accordance with inclusive / good governance practices.

Edendale Key Performance Indicators 2014-2018

The following Key Performance Indicators have been developed to measure the success of Edendale's Strategic Themes:

- Number of visitors
- Number of students participating in environmental education programs
- Number of schools using Edendale for environmental education programs
- Number of visitors attending environmental activities and events
- Contribution towards environmental education programs per student
- Number of plants sold

- Net cost to Council
- Percentage of schools with repeat environmental education program visits
- Overall satisfaction with environmental education programs
- Number of plants produced
- Percentage of nursery plants sold retail
- Number of Living and Learning Nillumbik students attending courses at Edendale.
- Number of events
- Number of venue hire bookings

Edendale Key Performance Indicators 2016-2020

Edendale has a number of key performance indicators (KPIs) by which success is measured.

- Number of annual visitors
- Number of students participating in Education for Sustainability programs
- Number of schools participating in Education for Sustainability programs
- Number of participants in Environmental Workshops programs
- Number of participants in school holiday programs
- Number of plants sold in the Edendale Indigenous Plant Nursery

- Cost per visitor

Logic Model: Provides direction and clarity by presenting the big picture of change, along with certain important details

2008 Mission To provide an interactive community and education centre to support sustainable living practices for the whole community 2016 Vision “Edendale is a vibrant and innovative community environment centre that inspires people to change their behaviour towards sustainable living.”				
Inputs <i>(What resources does Edendale have?)</i>	Activities/Functions <i>(What does Edendale do with its resources? What activities and functions are being carried out?)</i>	Outputs <i>(What evidence is there of the things/activities that are being delivered at Edendale?)</i>	Outcomes / Results / Impacts <i>(Changes that are a result of the activities delivered)</i> Short-term (0-10 weeks) Medium-term (10wks- 1yr) Long-term (1yr – 7yrs)	Measures <i>Type of change, in what, for whom.</i> <i>(Change must be able to be seen, heard, counted, reported or enumerated)</i>
<ul style="list-style-type: none"> # staff # volunteers # animal food Knowledge \$ Council funds \$18k admission donations \$0 corporate sponsors \$ grant income 97,257 visits 4,479 residents live within 800m of the site 2006 survey showed Adults with Children make up 71% of visits 	<p>Provide a venue, setting and visitor experiences for a family day out</p> <ul style="list-style-type: none"> Provides a place where people can view a variety of animals in their natural farm habitat to improve their health and well-being. Provides a place where a variety of activities can be undertaken at a relaxed pace including nature play, picnic area, interact with the local environment Enjoy outdoor café, gardens, open space at minimum cost Ability to ask questions of staff to gain knowledge 	<ul style="list-style-type: none"> #m² vegetable gardens # orchards # animal zones # animals # pavilions # seating 1 Café Open space lawns Free clipboard activities 	<p>e.g.</p> <p><u>Short term</u> Visitors health and wellbeing outcome</p> <p>Visitors empowered and inspired to create positive sustainability change</p> <p><u>Medium term</u></p> <p>Improve health & wellbeing Connection to community</p>	<ul style="list-style-type: none"> Visitor customer service satisfaction Visitor program satisfaction

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	Animals: <ul style="list-style-type: none"> Animal husbandry functions Sustainable land management functions Education functions re food production, sustainable land management and natural environments Interaction with animals increases wellbeing of visitors Parents can educate children and pass down information Old fashioned history farm oasis in suburbia 	<ul style="list-style-type: none"> # of each type of animal cared for Interpretive information on x types of animals provided to visitors needs to improve # of hours of animal related education programs are delivered # of parties/groups are exposed to animals x% of site utilised for animal purposes x eggs available for sale (\$1,450 of eggs sold) x kg worms available for sale (\$1,744 of worms sold) \$295 of stick insects sold \$75 of poultry sold \$500 of cattle sold \$850 of goats sold 2006 survey showed 61% of visits were to visit animals # of visitors coming to the site to interact with the animals (animals seen as a drawcard) School holiday activities (visitors) 	e.g. <u>Short-term</u> <ul style="list-style-type: none"> Drawcard for visitors Enhanced visitor appreciation of good animal husbandry standards Enhanced knowledge of sustainable land management practices Increased awareness of the environment and sustainable living practices Reduced maintenance costs to maintain the property <u>Medium-term</u> Putting what was learnt into practice	
	Nursery		e.g.	Could consider measures around

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	<p>Propagate heirloom native seedlings for sale</p> <p>Propagate vegetable/herb seedlings for sale High quality</p> <p>Grow plants for Council use, local landscapers, melb water. Enviroworks / Open space</p> <p>Educate visitors (via venue and website) on the benefits of planting indigenous natives. + range of plants available. And Landscapers.</p> <p>Provide volunteer opportunities & work experience.</p> <p>Propagation & education about rare plants</p> <p>Encourage smaller food transport footprints e.g. Grow own food, local species.</p>	<ul style="list-style-type: none"> • Veggie seedlings \$8,887 • Apples \$3,312 • Tube numbers 88,908 = \$190k • Pot Numbers 1406 = \$12k • 61% retail sales • # of volunteers in programs • # of plants used by Council • # of indigenous plants sold • # of vegetable plants/ herbs sold • # of hours that education programs are delivered • x% of site used for nursery purposes 	<ul style="list-style-type: none"> • Education re the role and value of choosing indigenous plants • Consistent production of high-quality plant stock for wholesale and retail markets. • More people buying and planting Edendale's indigenous plants 	<p>these sorts of goals:</p> <ul style="list-style-type: none"> • Customers to the nursery experience a high level of customer service and satisfaction in both the retail and wholesale areas. • Edendale Nursery has a good reputation, is well known and is a go to place for local plants. • Nillumbik residents' plant local indigenous gardens.

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	<p>Education of role of local flora in the environment e.g. Butterfly gardens, lizard & insect habitats. Seedbank storage for local genetic diversity.</p> <p>Interacting with other organisations environmental / Revegetation / bushmites companies e.g. Indigenous design / Acacia</p> <p>Interaction with other nurseries and Nursery and Garden Industry Victoria</p> <p>Land management – Weed control & planting design</p>			
	<p>Community Events / Festivals:</p> <p>Provide a venue and support staff for community events</p> <p>Behaviour change outcomes</p>	<ul style="list-style-type: none"> • \$10k of festival/site hire • 6 major events <ul style="list-style-type: none"> - Practically Green - Winter Solstice - Twilight Picnic - Home Harvest - Twilight concerts 	<ul style="list-style-type: none"> • Increased economic impact to the region by attracting visitors to the Shire • Education of attendees on environmental sustainability outcomes 	<ul style="list-style-type: none"> • Location event goes have come from to help assess economic impact • Other places visited in the Shire as part of the event (before or after) • Change in awareness of

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		<ul style="list-style-type: none"> - Come together music and arts festival • # days of events • # event visitors • # and type of stallholders 		<p>environmental issues</p>
	<p>Environmental Education</p> <p>Provide a venue for community education about the environment, in the environment, for the environment.</p> <p>Provide sustainability / environmental education programs for preschools, primary schools and secondary schools.</p> <p>Provide a venue for other community users to use for education (e.g. bees, u3a)</p> <p>Additional adult education for parents & adults</p> <p>Opportunities for self-education re: animals, environment etc.</p>	<p>Delivery of Sustainable Living and Environmental Awareness education for:</p> <ul style="list-style-type: none"> - pre-school children <ul style="list-style-type: none"> • # Farm Tour • # Minibeasts (A bug’s Life and Eltham Copper Butterfly) • # Waste Not • # Hands on Veggie Gardening • # Environmental Art • # Wonderful Worms • # Buzzing Around • # Incursions • # of pre-schools schools • # of students and # teachers • Total # hours of environmental education delivered to 	<ul style="list-style-type: none"> • Increased awareness of the environment and sustainable living practices • Reduction in waste at schools or other organisations or at home • <i>Short-term</i> Learn new skill or gain more knowledge as a direct result of program/workshop • <i>Medium</i> Behaviour change at home or school. Waste reduction, Energy use, buy local food grow food, Set up worm farm or compost • Increased health and 	<ul style="list-style-type: none"> • Change in awareness of environmental issues • Follow up surveys to identify reduction in waste at schools or other organisations or at home • Skills developed, and actions intended • Social connections developed, • Did the activity increase self-confidence, ability to interact with peers • Who will the new education or skills be shared with

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	<p>Provide a venue for teachers to achieve specialist environmental outcomes in curriculum</p> <p>TEN (Teachers Enut Network) Opportunity for networking with other teachers, what they're doing in schools, what's working, what's not.</p> <p>Additional informal education as people visit. Recycling station on site (measure, weigh etc), garden displays, interpretive signage (need to develop this further)</p> <p>Edendale's Community Education programs are innovative, vibrant and engaging.</p> <p>Programs delivered are aligned to the Victorian Curriculum F -10</p>	<p>preschoolers</p> <ul style="list-style-type: none"> - primary school children <ul style="list-style-type: none"> • # Water • # Waste • # Biodiversity • # Energy Year 4+ • # Food • # Sustainable Living Year 4+ • # Environmental Art • # of schools • # of students and # teachers • Total # hours of environmental education delivered to primary school students <p>- secondary school students/ teenagers</p> <ul style="list-style-type: none"> • # Water • # Waste • # Biodiversity • # Energy • # Food • # Sustainable Living • # Educational Support 	<p>wellbeing</p>	

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		<ul style="list-style-type: none"> • # of schools • # of students and # teachers • Total # hours of environmental education delivered to secondary school students • School holiday program <p>- Adult Workshops</p> <ul style="list-style-type: none"> • \$5k for workshops • # Backyard chooks for beginners • # Love food hate waste • # Introduction to Permaculture • # Beekpeeing a taster • # Set up and maintain a worm farm • # Gardening with the plants of Nillumbik • # Soil improvement workshop • # Grow veggies from seed • # Organic gardening for beginners <ul style="list-style-type: none"> • # of each type of workshops held • # of participants attended 		

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		<ul style="list-style-type: none"> Total # hours of workshops delivered -Farm Tours <ul style="list-style-type: none"> \$8k for farm tours # participants. Age groups. Informal Education Displays/reception/brochures etc 		
	<p>Provide a venue for local parties and gatherings</p> <p>Provide a venue for community groups to meet</p> <ul style="list-style-type: none"> Commercial hire Local businesses Not for profit organisations Commercial groups that align with our ethos 	<p>Community Group Hire</p> <ul style="list-style-type: none"> Nillumbik Tourism Association Nillumbik Business Network Diamond Valley Breastfeeding Association Eltham Bookshop Diamond Valley Red Tent # School groups # of visitors / attendees # and % of visitors from outside the Shire 	<ul style="list-style-type: none"> Increase social capital in the community Develop stronger connections, provide service to the community 	<ul style="list-style-type: none"> Hours contributed by volunteers in hirer groups Number of times venue hired Number of people engaged at the meetings and also by volunteer organisation across the community
	<p>Volunteer Programs</p> <p>That support people from all sectors of the community to</p>	<ul style="list-style-type: none"> 54 volunteers 7020 hours of activity \$293k value to volunteer workforce 	<p>e.g.</p> <p><u>Short-term</u></p> <ul style="list-style-type: none"> Enhanced social connectedness 	<ul style="list-style-type: none"> Reasons for volunteering Skills developed Demographics – what hard to reach groups are we servicing

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	<p>develop new skills, make connections and make a difference.</p> <p>That help support the delivery of Edendale’s goals and objectives</p> <p>Increase work experience / placement</p> <p>Cross-functional support & participation</p> <ul style="list-style-type: none"> • Enviro works • Waste • Connected communities 	<ul style="list-style-type: none"> • # of each type of volunteer: <ul style="list-style-type: none"> ○ # volunteers Higher education placements x 4 p.a <ul style="list-style-type: none"> ○ Work experience students x 10 p.a 	<p><u>Medium-term</u></p> <ul style="list-style-type: none"> • Better health outcomes • Reduction in staffing costs 	<ul style="list-style-type: none"> • Suburb of volunteers • Volunteers that move into the workforce • Quality of life impacts

Edendale Goals and Objectives 2016-2020

1. Edendale's grounds and gardens are attractive, vibrant and engaging spaces for the community to explore and learn.

- 1.1. Grounds and gardens are well-maintained and are demonstration sites for sustainable gardening and land management.
- 1.2. Grounds and garden maintenance programs are planned to establish a consistent level of service.
- 1.3. Vegetable gardens and orchards are productive and engaging spaces.

2. Animals and livestock are well cared for and are important resources in educating the community about food production, sustainable land management and natural environments.

- 2.1. Edendale provides a place where people can safely interact with a variety of animals to improve their health and well-being.
- 2.2. Edendale's animals are healthy and productive.
- 2.3. Edendale's animals are used to demonstrate animal husbandry standards as well as sustainable land management.

3. Visitors to Edendale have a positive and engaging experience.

- 3.1. Edendale's programs and services are actively promoted and publicised to the community and other areas of Council.
- 3.2. Visitors to Edendale experience a high level of customer service and satisfaction with Edendale's programs.
- 3.3. Edendale offers a wide-range of interactive and engaging visitor experiences that educate, empower and inspire.

4. Edendale's Education for Sustainability Programs offer high quality, lifelong learning opportunities, about the environment, in the environment for the environment.

- 4.1. Education for Sustainability programs for preschools, primary schools and secondary schools are engaging and leading the way in the environmental education sector.

4.2. Edendale's Community Education programs are innovative, vibrant and engaging.

5. The Edendale team are adequately resourced, skilled, enthusiastic and operate within a safe working environment

5.1. Funding opportunities for adequately resourcing the Edendale team are actively explored and justified.

5.2. The Edendale team actively seeks opportunities to work collaboratively across the organisation and develop partnership projects with other internal departments and units.

5.3. Team members are supported to identify and undertake relevant training in order to develop and enhance their skills.

5.4. Edendale's activities operate and comply with Council's OH&S policies and requirements

5.5. The Edendale team are enthusiastic and passionate about their work.

6. Edendale has a robust and enthusiastic volunteer program which supports people from all sectors of the community to develop new skills, make connections and make a difference.

6.1. Edendale's volunteers have a safe and enjoyable working environment.

6.2. Volunteers help support the delivery of Edendale's goals and objectives.

6.3. Edendale's volunteers are rewarded and recognised for their dedication and commitment.

7. Edendale's Indigenous Nursery is a productive community nursery which produces high quality indigenous plants

7.1. Edendale Nursery consistently produces high quality plant stock for wholesale and retail markets.

7.2. Data Management systems support and enhance nursery production and inform sound decision-making.

7.3. Nursery infrastructure and wholesale and retail spaces are well maintained and are fit for purpose

7.4. Customers to the nursery experience a high level of customer service and satisfaction in both the retail and wholesale areas.

7.5. Edendale Nursery plays a significant role in educating the community about the importance of indigenous plants in protecting local flora and fauna.

7.6. Edendale Nursery has a good reputation, is well known and is a go to place for local plants.

8. Community and staff facilities are established and maintained to meet community expectations.

8.1. Capital improvements and investment at Edendale are strategically planned and implemented.

8.2. Facilities and infrastructure are well presented and maintained, and promote sustainable building practices.

8.3. Edendale is a premier destination for community festivals and events that reflect the vision and mission of the site.

8.4. Edendale's rooms, facilities and outdoor spaces are regularly hired by commercial enterprises, community groups, private persons and Council staff for events, parties, functions or meetings.

9. Edendale finances are responsibly managed and striving for sustainability and the site is well governed.

9.1. Edendale's programs are striving for financial sustainability.

9.2. Edendale governance is transparent and accountable.

APPENDIX 3: LOCAL GOVERNMENT ACT 1989

The Local Government Act 1989 specifies council powers, duties and functions and is important to consider as part of this review to ensure that the activities that are being undertaken fall in line with the legislated objectives of Council. An overview of the relevant sections of the Local Government Act is identified below. The context of the wider purpose, role and function of Council is also provided.

Local Government Act 1989

No. 11 of 1989

Part 1A—Local Government Charter

PART 1A—LOCAL GOVERNMENT CHARTER

3A What is the purpose of local government?

The purpose of local government is to provide a system under which Councils perform the functions and exercise the powers conferred by or under this Act and any other Act for the peace, order and good government of their municipal districts

3B How is a Council constituted?

A Council consists of its Councillors who are democratically elected in accordance with this Act.

3C Objectives of a Council

(1) The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

(2) In seeking to achieve its primary objective, a Council must have regard to the following facilitating objectives—

- (a) to promote the social, economic and *environmental viability and sustainability* of the municipal district;
- (b) to ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
- (c) to improve the overall quality of life of people in the local community;
- (d) to promote appropriate business and employment opportunities;
- (e) to ensure that services and facilities provided by the Council are accessible and equitable;
- (f) to ensure the equitable imposition of rates and charges;
- (g) to ensure transparency and accountability in Council decision making.

3D What is the role of a Council?

(1) A Council is elected to provide leadership for the good governance of the municipal district and the local community.

(2) The role of a Council includes—

- (a) acting as a representative government by taking into account the diverse needs of the local community in decision making;
- (b) providing leadership by establishing strategic objectives and monitoring their achievement;

- (c) maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;
- (d) advocating the interests of the local community to other communities and governments;
- (e) acting as a responsible partner in government by taking into account the needs of other communities;
- (f) fostering community cohesion and encouraging active participation in civic life.

3E What are the functions of a Council?

- (1) The functions of a Council include—
- (a) advocating and promoting proposals which are in the best interests of the local community;
 - (b) planning for and providing services and facilities for the local community; (c) providing and maintaining community infrastructure in the municipal district;
 - (d) undertaking strategic and land use planning for the municipal district;
 - (e) raising revenue to enable the Council to perform its functions;
 - (f) making and enforcing local laws;
 - (g) exercising, performing and discharging the duties, functions and powers of Councils under this Act and other Acts;
 - (h) any other function relating to the peace, order and good government of the municipal district.
- (2) For the purpose of achieving its objectives, a Council may perform its functions inside and outside its municipal district.

3F What are the powers of Councils?

- (1) Subject to any limitations or restrictions imposed by or under this Act or any other Act, a Council has the power to do all things necessary or convenient to be done in connection with the achievement of its objectives and the performance of its functions.
- (2) The generality of this section is not limited by the conferring of specific powers by or under this or any other Act.
- (Office of the Chief Parliamentary Counsel, 1989)

APPENDIX 4: LOCAL GOVERNMENT (BEST VALUE PRINCIPLES) ACT 1999

An extract of the Best Value Principles Act 1999 is provided below for context. It should be noted that Section 208C has been considered as part of this review process where appropriate.

208A. Best Value Principles to be followed

A Council must comply with the Best Value Principles.

208B. Best Value Principles

The Best Value Principles are—

- (a) all services provided by a Council must meet the quality and cost standards required by section 208D;
- (b) subject to section 6(1)(c), all services provided by a Council must be responsive to the needs of its community;
- (c) each service provided by a Council must be accessible to those members of the community for whom the service is intended;
- (d) a Council must achieve continuous improvement in the provision of services for its community;
- (e) a Council must develop a program of regular consultation with its community in relation to the services it provides;
- (f) a Council must report regularly to its community on its achievements in relation to the principles set out in paragraphs (a), (b), (c), (d) and (e).

208C. Factors that may be looked at in applying the Principles

In applying the Best Value Principles, a Council may take into account, among other factors—

- (a) the need to review services against the best on offer in both the public and private sectors; and
- (b) an assessment of value for money in service delivery; and
- (c) community expectations and values; and
- (d) the balance of affordability and accessibility of services to the community; and
- (e) opportunities for local employment growth or retention; and
- (f) the value of potential partnerships with other Councils and State and the Commonwealth governments; and
- (g) potential environmental advantages for the Council's municipal district.

208D. Quality and cost standards

- (1) A Council must develop quality and cost standards for the provision of any service it provides for its community.
- (2) A quality or cost standard must set out the performance outcomes determined by the Council in relation to each service.
- (3) In developing quality and cost standards a Council must take into account the factors listed in sections 208C(a), (b), (c), (d) and (e).
- (4) A Council may develop different quality and cost standards for different classes of services.

208F. Standards to be publicly available

A Council must ensure that any quality or cost standards it adopts are available for inspection by the public.

208G. Report on Best Value Principles compliance

At least once every year a Council must report to its community on what it has done to ensure that it has given effect to the Best Value Principles.

(Office of the Chief Parliamentary Counsel, 1999)

Draft

APPENDIX 5: SOCIAL IMPACT FRAMEWORK

Introduction

Edendale Community Environmental Farm's overarching vision as determined by the Edendale Team in 2016 is "Edendale is a vibrant and innovative community environment centre that inspires people to change their behaviour towards sustainable living

For the purpose of this evaluation, the social outcomes of Edendale's operations have been assessed against the mission set by the Edendale team at the same time as this is and the associated key priority areas which were identified by the Edendale team in 2016:

1. Create Environmental and Social Change

- Bring about environmental and social change through education, by inspiring and empowering people to make lifestyle changes
- Give hope for the future by giving simple, practical tools to create change
- Start conversations that initiate change
- Support the Green Wedge

2. Enhance Community Wellbeing

- Create a vibrant community space of connection and well-being
- Foster connections with the natural environment
- Create an outdoor oasis to explore and relax
- Be responsive to community needs

To achieve these priorities, a number of core functions are being delivered. They include:

1. Animal husbandry
2. Nursery
3. Management of grounds and gardens
4. Volunteer programs
5. Environmental and waste education classes and workshops
6. Community events/festivals

Together, these functions enable Edendale to operate as a community education farm with visitor and educational experiences which, in their entirety are intended to, form:

- an ‘outdoor classroom’ – (While this is the aspiration there are opportunities for improvement identified in the staff workshop, particularly with interactive signage and technology advancements).
- a venue for family visits, school visits, parties, events, gatherings and meetings

This regionally unique setting, together with the Edendale team, is the lever by which ‘creating environmental and social change’, and ‘enhancing community wellbeing’, is being driven.

Priority Area 1 - Create Environmental and Social Change			
<p>Edendale Functions utilised:</p> <p>Animal husbandry, Nursery, Volunteer Programs, Education classes, Events & Festivals</p>	<p>Edendale operates as an ‘outdoor classroom’ that demonstrates and encourages sustainable living, and seeks to bring about environmental and social change through education by:</p> <ul style="list-style-type: none"> • inspiring and empowering people to make lifestyle changes; • giving hope for the future by giving simple, practical tools to create change; and • starting conversations that initiate change. <p>Over the 12-month 2017/18 period there were approximately 97,200 visits to Edendale.</p>		
<p>OUTCOMES DISCUSSION What the outcomes are:</p> <p>The priority areas that are planned to be measured are listed below.</p> <p>These socio-environmental outcomes include the following:</p> <ol style="list-style-type: none"> 1. Visitors are being taught what, why and how to incorporate sustainable living practices into their everyday lives <i>(Immediate – short term outcome)</i> 2. Visitors are making lifestyle changes to enhance environmental outcomes <i>(medium to long term outcome)</i> 3. Schools are making operational changes to enhance environmental outcomes <i>(medium to long term outcome)</i> 4. The environment is benefiting from this environmental and social change <i>(long term outcome)</i> 	<p>POTENTIAL MEASURES of what is being achieved:</p> <p>1a) Student and Teacher access to Sustainability and Environmental Education</p> <ol style="list-style-type: none"> i. The number of schools participating in Edendale environmental education classes ii. The number of students participating in each of Edendale’s environmental education classes iii. The number of incursions undertaken and subsequent attendance numbers 	<p>Outcomes time frames</p> <p>Trend analysis</p> <p>Short term <i>What is taught and to who</i></p>	<p>Data currently collected?</p> <p>Y</p> <p>Y</p>

	<p>1b) End of day/session evaluation with students on what they remember learning and what they could implement at school and at home</p>	<p>Short term <i>What is learnt</i></p>	<p>N</p>
	<p>1c) End of day evaluation with teachers on a) what they learnt that could be implemented within their school environment; and b) whether Edendale can assist further</p>	<p>Short term</p>	<p>N</p>
	<p>1d) Follow up (after 3 months) with teachers on what changes / new initiatives have been implemented within their school environment to enhance environmental outcomes</p>	<p>Medium term <i>What is actioned</i></p>	<p>N</p>
	<p>1e) Follow up (after 3 months) with students on any changes made at home to enhance environmental outcomes (issue a standard age-appropriate worksheet for students to complete at school, to be returned to Edendale)</p>	<p>Medium term <i>What is actioned</i></p>	<p>N</p>
	<p>1f) Ongoing check-in with (returning) schools to track sustainable school progress and on-site environmental outcomes</p>	<p>Long term <i>What environmental benefits are occurring</i></p>	<p>N</p>
	<p>1g) Survey on visitors to the site. Are they being impacted by the information provided on site. Future intention would be to have more interactive and innovative solutions to encourage self-discovery (e.g. Apps, interpretative signage etc.)</p>	<p>Medium term <i>What education is being achieved and what behaviour change is occurring</i></p>	

	<i>*Consider establishing a volunteer role to manage these school follow-up tasks</i>		
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Examples of how the outcomes are being achieved:

Edendale encourages the community to improve their local environment / enhance environmental outcomes by providing information and education on topics such as:

- threatened flora and fauna and how individuals can help;
- pest animals and how to manage them;
- the weeds that pose a threat to Nillumbik bushland and agricultural areas and how to manage them;
- renewable energy opportunities;
- home harvesting opportunities; and
- responsible waste reduction and disposal.

The environmental education is designed to enable visitors (children, adults, school students and teachers) to make connections and apply their learning in the real world. The outcomes it seeks to achieve include:

- Encouraging responsible action that betters the environment – it helps learners understand how their decisions and actions affect the environment.
- Helping learners see the interconnectedness of social, ecological and cultural issues.
- Enhancing lifelong critical and creative thinking skills – by teaching learners to research, investigate how and why things happen, and to make their own decisions about environmental issues, thereby enhancing critical and creative thinking skills and helping to foster a new generation of informed consumers, workers, policy makers and decision makers.
- Fostering sensitivity, appreciation, and respect for the environment
- Encouraging healthy lifestyles - getting outside and active, helping to address health issues and improve wellbeing
- Strengthening communities – by promoting a sense of place and connection through community involvement.

This education and learning is undertaken via the ‘outdoor classroom’ design of Edendale, supplemented by formal teaching and information provision. For example:

- Filling local gardens with plants that are indigenous to Nillumbik helps to provide habitat for wildlife, increases biodiversity and enhances remnant vegetation in urban and rural areas. The Edendale nursery encourages this by propagating heirloom native seedlings for sale and educating visitors on the benefits of planting indigenous natives and on the range of such plants that are available. In 2017/18 over 90,000 indigenous plants were sold.
- The viability of local backyard urban agriculture is demonstrated via the vegetable gardens and orchards of Edendale. Resultant benefits include the health benefits of consuming locally grown seasonal food, the resultant opportunities to sell the produce and associated products that can be created to other community members and retailers (thus reducing food miles, enhancing nutritional value and reducing the carbon footprint of meals), the opportunities that exist for community connection through community gardening, and cost-saving opportunities for local families.
- Having animals on site acts as a major drawcard for visitors but also serves an important educational opportunity to learn about sustainable land practices, responsible animal husbandry, and how we get food products from animals.
- Not only does Edendale provide recycling information and school activities on 'why, what and how' (educating the community on why it is important to recycle, what different waste streams you can recycle, and how to responsibly recycle) - they also accept a range of recyclable items, sell compost bins and worm farms, and have 'outdoor classroom' demonstration examples of them in action. They are also teaching through action with their 'waste free party kits' available for hire for Edendale parties and picnics.
- A range of school-specific education programs are offered that focus on topics such as water, waste, biodiversity, energy, food, sustainable living, soil, environmental art, minibeasts, bees and veggie gardening for example. These topics are constantly being assessed and revised to keep them engaging, current and aligned with school curriculums. The aim is that students and teachers leave inspired to contribute to social and environmental change and with the knowledge on how to take action (in the home and school environment). In 2017/18, 79 schools were upskilled with sustainable living information. This equated to 9,328 students.

EDENDALE COMMUNITY ENVIRONMENT FARM KEY FACTS AND FIGURES



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EDENDALE KEY FACTS – USAGE STATS

- Estimated to have around 100k visits p.a.
- 54 volunteers in 2017/18 estimated contributing 7,020 Volunteer hours valued at \$280k p.a.
- 475 participants at various workshops
- 9,328 students from 79 individual schools attend educational programs (19% of the region and neighbouring education regions)
- 1,139 hours of room hire undertaken

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EDENDALE KEY FACTS – STRATEGIC DIRECTIONS

A number of reports, strategies, plans have been commissioned since 2000 (Strategic Directions, Masterplan, Strategic Business Plans, Landscape Masterplan, Commercial Reviews etc..)

Council adopted two strategic goals for Edendale in December 2000 which are:

1. To provide a Community Education Centre at Edendale which enhances community awareness of environmental sustainability and is a focus for local environmental programs.
2. To ensure that Council resources used at Edendale are responsibly directed towards maximising the achievement of Goal 1.

Six Guiding Principles were adopted as part of the 2008 Masterplan as detailed below:

1. Enhance delivery of education and learning opportunities for people of all ages and abilities.
2. Demonstrate sustainability through on-site commitment to reducing ecological footprint
3. Protect, enhance & interpret local biodiversity & cultural heritage of the site
4. Provide opportunities for community involvement, inclusion and celebration in environmental education and learning.
5. Promote good design, functionality and appropriate use of the site
6. Undertaken in accordance with inclusive / good governance practices.

The 2008 Masterplan states Edendale's mission is:

To provide an interactive community and education centre to support sustainable living practices for the whole community

The 2008 Masterplan was informed by a range of community consultations with 3 workshops attended by over 100 people and 30 submissions to finalise the approach to Edendale.

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EDENDALE KEY FACTS – STRATEGIC DIRECTIONS

In 2016, the Edendale Team developed their own Vision and Mission Statements

VISION

“Edendale is a vibrant and innovative community environment centre that inspires people to change their behaviour towards sustainable living.”

Mission

- Bring about environmental and social change through education by inspiring and empowering others to make lifestyle changes.
- Create a vibrant community space of connection and well-being.
- Foster connections with the natural environment.
- Give hope for the future by giving simple, practical tools to create change.
- Start conversations and initiate change
- Support the Green Wedge.
- Create an outdoor oasis to explore and relax.
- Be responsive to community needs.

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EDENDALE KEY FACTS – COMMUNITY IMPACTS

Estimated economic impact of Visitation

\$2.7 million*

*Only VFR visitation calculated applying Tourism Research Australia data and Annual Community Survey data identifying visitation to Edendale and likelihood to recommend

Estimated economic impact of Events

\$204,742

*Only VFR visitation calculated applying Tourism Research Australia data and Annual Community Survey data identifying visitation to Edendale and likelihood to recommend

Value of volunteer house

\$292,875*

*ABS valuation of \$41.72 used for 7,020 hours

Social Impact

Current Unknown, however many similar methodologies identify social capital developed through their activities which will be possible for Edendale in the future

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EDENDALE KEY FACTS – FINANCIAL ANALYSIS

Council has made a long term commitment to the site and in the last 10 years has invested \$5.05 in operational expenditure and \$1.7m in capital expenditure for a total of \$6.75m

84% of the costs at Edendale are for staff. The lowest this has been in the last 10 years was in 2010/11 when it was 74%

In 2017/18 Edendale generated \$419k in revenue and incurred \$971k in expenses. Council invested \$552k to support the operations of the facility. Nearly all activity areas undertaken at Edendale run at a loss

In the last 5 years Council's operational subsidy has been between \$552,478 in 2017/18 up to \$632,416 in 2015/16.

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EDENDALE KEY FACTS – FINANCIAL ANALYSIS

Based on Council's current subsidy the Edendale site of 6.1ha costs around \$90k per hectare per year to maintain and service.

Animals at the site cost \$117k to accommodate. This is made up of \$102k for staff

The average cost per hectare to maintain open space across Nillumbik is estimated at between \$4,105 and \$4,312. Edendale would cost less than \$28k to maintain per year

\$374k of Council's investment in 2017/18 was for activity areas not related to revenue producing activities

Currently the Edendale site has direct site costs of around \$68k per year

Practically Green festival is used to promote Edendale and has a budget of \$60k to be delivered annually

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2017/18 Financial Summary by Activity Area

Activity Areas	Revenue	Total Wages	Other Expenditure	P&L by Area
Education, Tours and Workshops	\$ 140,569	\$ 196,577	\$ 22,389	-\$78,397
Events	\$ 5,162	\$ 45,189		-\$40,027
Animals		\$ 102,055	\$ 15,124	-\$117,179
Nursery	\$ 190,578	\$ 183,047	\$ 39,059	-\$31,528
Volunteer Management		\$ 54,524		-\$54,524
Site Management		\$ 79,198	\$ 62,717	-\$141,915
Visitor Services and Admission	\$ 16,325	\$ 76,269		-\$59,944
Produce and Development Sales	\$ 18,549	\$ 9,876		\$8,673
Organisational Development		\$ 40,834		-\$40,834
Travel and Uniform			\$ 2,326	-\$2,326
Grants			\$ 340	-\$340
Bookings and Hire (Room Hire)	\$ 46,160	\$ 24,898		\$21,262
Café Rent	\$ 1,400			\$1,400
Transfer from Reserves	\$ 434			\$434
Cleaning			\$ 17,231	-\$17,231
Total	\$ 419,177	\$ 812,468	\$ 159,186	-\$552,477
		<small>% total costs 83.62%</small>		

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EDENDALE KEY FACTS - GRANTS

Council has received less than \$6k in operational grants in the last 10 years

Council has received \$1.3m in capital grants in the last 10 years and invested an additional \$1.7m

Council are ineligible to apply for a range of operational grants that would support the type of activities that the site currently delivers

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EDENDALE KEY FACTS – MARKET RESEARCH

Catchment area of 4,479 residents within 800m of Edendale = 7.3% of Nillumbik

Very limited market research is available about the site.

The Nillumbik Community Survey shows that Edendale is Nillumbik's most visited attraction by local residents (57.9%) and is the second best known (30.7% unprompted) attraction in the Shire behind Montsalvat (33.5%).

2006 survey showed that Edendale attracts mainly adults with young children coming for a day out, visiting the animals. Animals were seen as the most important feature of the site. Environmental information and school programs area considered more important to visitors than the nursery or selling produce

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EDENDALE KEY FACTS – BENCHMARKING

CERES Community Environment Park

CERES are an example of an organisation that has similar objectives to Edendale and is situated on a similar land size of 4.5 hectares. They seem to be the only similar facility operating at a profit and generate just under \$12m revenue per year. Further investigation is needed to understand this revenue profile.

Key Stats

- 95% of revenue is from social enterprises and educational services
- 490k visits per year, reach over 200k people through school programs, have a range of social enterprises at the site including CERES Fair Food organic delivery service, CERES Global travel.
- Reach just over 168k students and children
- 3,500+ volunteers
- Saved schools and organisations working with CERES over \$2.16m by reducing their energy, water consumption and waste going to landfill

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APPENDIX 7: EDUCATIONAL PROGRAM EVALUATION OVERVIEW

The staff at Edendale were asked to provide an overview of the Edendale Education Program and some of the impacts that were being seen. Below is the information that was provided by Rachel Bishop, Environmental Education Officer.

EDENDALE EDUCATION PROGRAM

1. Nillumbik's vision with regard to environmental education is "empowering our communities through environmental education to take action for a sustainable future". Two of the key objectives under this vision is to deliver innovative environmental education programs and to achieve awareness and increase skills and knowledge of sustainability.
2. The Victorian Curriculum F-10 informs our program in terms of what we offer to schools and what they come to us for. For example, in the last couple of years we have developed a water quality testing program due to demand from schools for these activities, and this year have developed activities around the Biomes and Food Security area.
3. With regards to the preschool program, it is informed by the Early Years Learning Framework (EYLF) and the Victorian Early Years Learning Development Framework (VEYLDF)
4. Edendale Education is a part of a consortium of Environmental Education providers support the delivery of the state government's ResourceSmart schools program to Victorian schools. Our role is as a resource that offers excursions and incursions that assist schools to make changes towards sustainability in their schools as they strive for 5 Star sustainability.
5. Over the years that the environmental education program has been running at Edendale, new activities have been developed to coincide with the changing curriculum and changing requests from schools and preschools for particular activities
6. The program has grown significantly in the last few years in terms of both numbers attending an Edendale Education program and income. In 2009/10 the program brought in just over \$15,000 in income (around 2300 participants). In the 2017-18 financial year, income was around \$120,000 (with approximately 9300 participants). This includes preschool, primary, secondary and special schools as well as school holiday programs (both incursions and excursions).
7. Whilst we do not undertake any formal market research around the social impact of our programs due to lack of resources, we do collect regular post-event feedback from schools that attend Edendale excursions and incursions. Some key quotes from this feedback are listed below.
8. It is worth noting that a reasonably large percentage of our bookings are re-bookings from schools and/or preschools who come every year (or every

second year, if they have multi-age classes). We also get a number of schools who come to us through word-of-mouth from other schools – and this has always been better marketing than we could ever achieve through sending our paper brochures.

9. Again, whilst we do not do formal market research, we believe the fact that the program continues to grow from year to year means that we are hitting the mark in terms of what the market wants. We are very flexible when it comes to providing what schools want and are constantly tweaking our programs to fit curriculum needs. We get many comments about this and how much teachers appreciate it.
10. When we have preschools or Early Years groups attending that bring a number of parents with them, we get a great deal of positive feedback from the adults who will often comment “I learnt so much in that session”! This is particularly the case when it comes to the waste sessions (what goes in what bin, what we can and can’t recycle etc).

2018 comments from our post-excursion feedback

“Had an amazing time. Kids enjoyed and learnt lots of new information regarding sustainability/how things grow/farm animals”

“Fits well into our program about how we can live a sustainable life. Even simple changes at home”

“This was fantastic and engaging – it fitted in perfectly for our unit. The activities were all wonderful – engaging and suitable for our age group and sustainability unit.”

“We love this program. The children get so much out of it. It is so worth the 1-hour drive.”

“The most relevant excursion I have been on for a topic being covered back at school. Thank you.”

“All activities were valuable and supported the work we are doing in our classrooms.”

“I found the excursion to be fabulous. Very age-appropriate and the size of the venue for younger children was great. The knowledge of the teachers was fabulous, and the children learnt lots of new things.”

“A lovely introduction to our sustainability theme and got the students thinking about our environment and how they can change things. Lots of ideas to reuse or follow up on at school ...”

“This has been an excellent excursion. Richard [one of our teachers] was exceptional, explaining things at the students’ level. Everything reinforced the learning/discussion at school.”

“The interactiveness was excellent and engaging ... this should be compulsory for all primary school children. Facilitators were excellent, thorough ... and knowledgeable.”

“All staff were aware of our classroom focus and referred to how their activity content would be relevant back at school. Activities were meaningful, engaging and age-appropriate ... “

“The program was AWESOME. We all thoroughly enjoyed every one of the activities and the kids got so much information to bring back to school. Thank you for going ‘above and beyond’ with our requests ... the kids now have so many ideas for not only our chickens but our veggie garden as well.”

“Today was fantastic!!! All teachers were extremely impressed with everything. The activities were informative and fun and very hands on and the teachers ran them extremely well. The kids walked away having had a great day ... “



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Excursion Feedback Form

Date:.....School:.....

....

Topic/Program:.....

How did you find out about Environmental Programs at Edendale?

- ? Yellow Pages ? Mail Out to Schools ? Cluster Coordinator
- ? Edendale Farm ? From another teacher ? Nillumbik Shire Council Website
- ? Other (please specify) _____

Please rate the following aspects of your program:

(Circle a number using the scale where 5 is excellent and 1 is very poor)

	Excellent					Very Poor
	5	4	3	2	1	
Venue- facilities	5	4	3	2	1	
Class content – what was taught	5	4	3	2	1	
Equipment or tools provided (if any)	5	4	3	2	1	N/A
Tuition – how the skills were taught	5	4	3	2	1	
Value for money (if known)	5	4	3	2	1	
How would you rate the program overall?	5	4	3	2	1	

Did the activities meet your expectations?

.....
.....

PTO...

Which activities stand out as the most valuable?

.....
.....
.....

Is there anything that you would change? Specific suggestions for improvements, little tweaks and things to be cut or added would be much appreciated.

.....
.....

Any other comments?

.....

Would you like to receive updates from Edendale Environmental Education Team re grants and support for schools, new education programs and resources, etc? If yes please provide your email address. Updates are kept to a maximum of 8 per year.

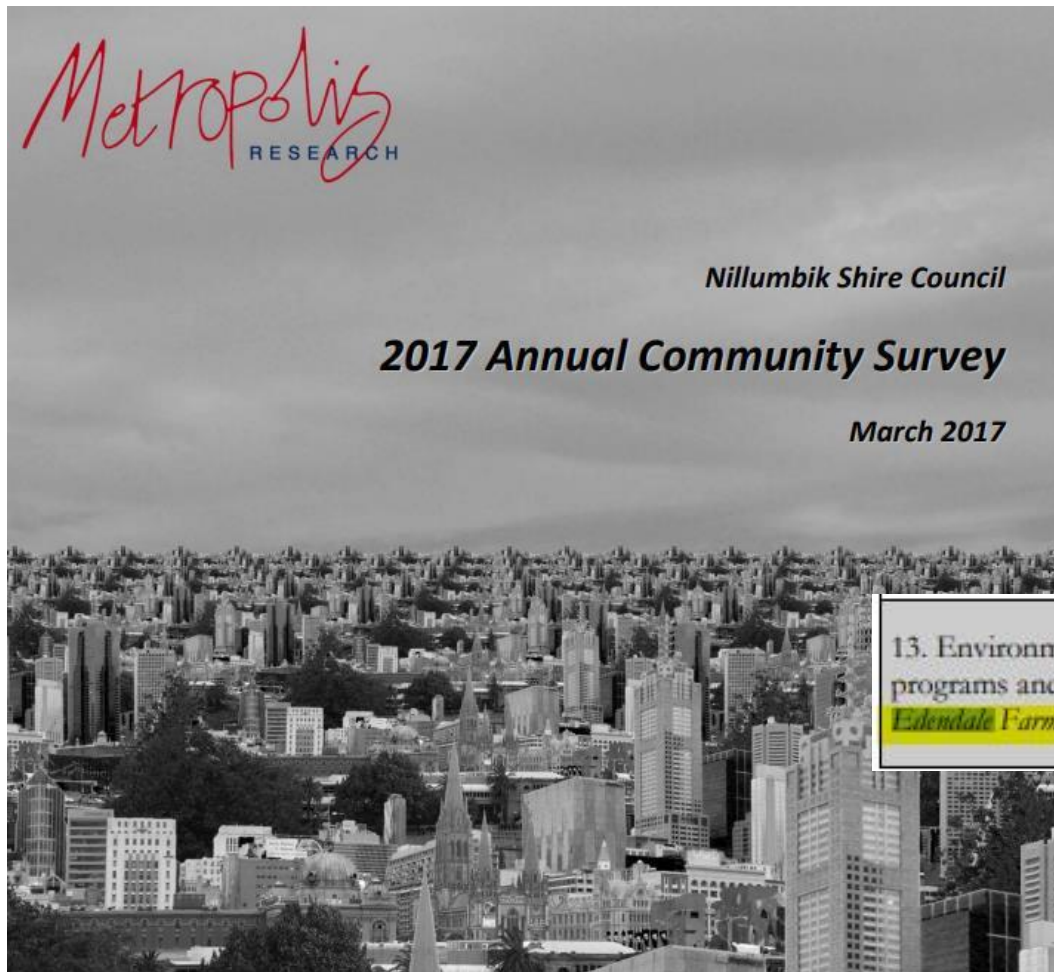
Email address:.....

Would you like to be involved in the Nillumbik and Banyule Teachers Environment Network (TEN)? This group meets 6-8 times a year and covers many environmental topics and support for schools. If yes please provide your email address.

Email address:.....

Thanks for your time

We value your feedback as it helps us to continually improve our programs



Response rate and statistical strength

A total of approximately 2,570 households were approached by Metropolis Research to participate in the *Nillumbik Shire Council – 2017 Annual Community Survey*. Of these households, 1,239 were unattended at the time, 829 refused to participate and 502 completed surveys. This provides a response rate of 37.7%, similar to previous years.

The 95% confidence interval (margin of error) of these results is plus or minus 4.4%, at the fifty percent level. In other words, if a yes / no question obtains a result of fifty percent yes, it is 95% certain that the true value of this result is within the range of 45.4% and 54.5%. This is based on a total sample size of five hundred respondents, and an underlying population of the Shire of Nillumbik of 68,850.

Importance of selected Council services and facilities
Nilumbik Shire Council - 2017 Annual Community Survey
(Number and index score scale 0 - 10)

	Service/facility	2017		2016	2015	2014	2013	metro. Melb
		Number	Mean					
Higher than average Importance	Fortnightly recycling collection	495	9.25	9.36	9.21	9.24	9.53	9.36
	Fortnightly garbage collection	498	9.22	9.35	9.20	9.43	9.50	9.39
	Fire prevention works	478	9.13	9.35	n.a.	n.a.	n.a.	n.a.
	Weekly green waste collection	491	8.90	9.18	9.08	9.30	9.29	8.80
	Services for seniors	446	8.87	9.10	9.14	9.43	8.81	9.22
	Services for children aged 0 to 5 years	429	8.79	9.03	9.10	9.34	8.74	9.10
	Hard rubbish collection	478	8.77	8.95	8.94	9.13	9.28	8.93
	Litter collection in public areas	486	8.74	8.92	8.67	8.54	8.76	8.85
Average importance	Services for youth	428	8.70	8.79	9.05	9.20	8.54	8.87
	Maintenance and repairs of local sealed roads	498	8.63	8.83	8.57	8.73	8.97	8.77
	Public toilets	472	8.62	8.84	8.93	8.77	9.04	8.81
	Drains maintenance and repairs	487	8.61	8.83	8.52	8.58	9.02	8.78
	Provision and maintenance of parks & gardens	481	8.61	8.87	8.63	8.83	8.84	8.93
	On and off road bike paths	475	8.59	8.72	8.63	8.63	8.57	8.55
	Aquatic and Leisure centres	458	8.57	8.64	8.53	8.44	8.41	8.66
	Sports ovals	471	8.54	8.83	8.82	8.66	8.55	8.62
	Provision and maintenance of street lighting	493	8.50	8.99	8.65	8.58	8.86	8.99
	Environmental programs and facilities	469	8.42	8.65	n.a.	n.a.	n.a.	8.71
	Maintenance and cleaning of shopping strips	477	8.41	8.69	8.52	8.42	8.61	8.70
	Provision and maintenance of street trees	489	8.39	8.78	8.35	8.49	8.48	8.68
	Education and Learning	452	8.38	8.78	n.a.	n.a.	n.a.	n.a.
	Footpath maintenance and repairs	460	8.36	8.82	8.35	8.40	8.91	8.85
	Local traffic management	480	8.36	8.88	8.62	9.00	8.97	8.96
Local library	469	8.36	8.83	8.90	8.80	9.00	8.70	
Lower than average Importance	Arts and cultural events, programs & activities	461	7.91	8.25	n.a.	n.a.	n.a.	8.06
	Animal management	470	7.87	8.49	8.19	8.38	8.35	8.38
	Council's Internet site	460	7.52	8.04	8.08	8.15	8.33	7.93
	Street sweeping	474	7.38	8.07	7.86	7.86	8.47	8.49
	Nilumbik News	463	6.83	7.51	7.47	7.42	7.71	7.42
	Parking enforcement	461	6.79	7.43	7.55	7.63	7.98	7.88
<i>Average importance of Council services</i>			8.40	8.73	8.56	8.62	8.70	8.69

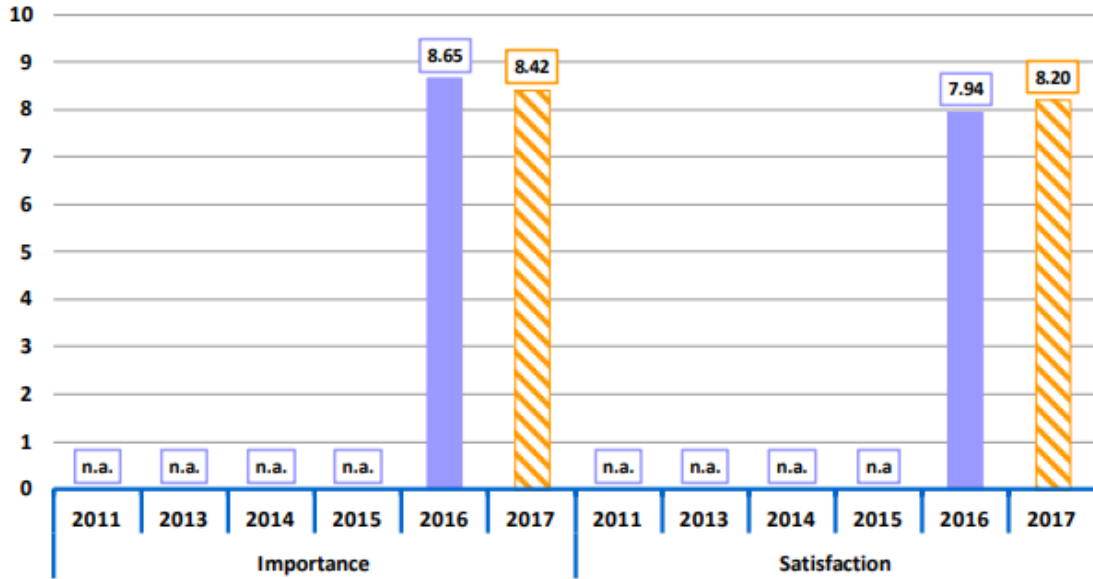
Satisfaction with selected services and facilities
Nillumbik Shire Council - 2017 Annual Community Survey
(Number and index score scale 0 - 10)

	Service/facility	2017		2016	2015	2014	2013	metro: Melb 2016
		Number	Mean					
Higher than average satisfaction	Local library	263	8.53	8.50	8.79	8.12	8.39	8.52
	Environmental programs and facilities	245	8.20	7.94	n.a.	n.a.	n.a.	7.07
	Weekly green waste collection	482	8.14	8.00	8.05	7.95	7.76	8.31
	Services for children aged 0 to 5 years	89	7.98	8.09	8.28	7.76	7.91	7.99
	Education and Learning	134	7.97	8.03	n.a.	n.a.	n.a.	n.a.
	Fortnightly recycling collection	491	7.91	7.61	8.12	7.87	8.00	8.66
	Arts and cultural events, programs & activities	212	7.83	7.85	n.a.	n.a.	n.a.	7.78
	Sports ovals	243	7.75	7.90	8.23	7.55	7.87	7.91
Average satisfaction	Provision and maintenance of street lighting	483	7.53	7.38	7.36	6.87	6.99	7.27
	Aquatic and Leisure centres	237	7.44	7.57	7.81	7.40	7.61	7.85
	On and off road bike paths	290	7.44	7.70	7.63	7.31	7.40	7.36
	Fortnightly garbage collection	494	7.43	7.36	7.81	7.88	8.03	8.75
	Provision and maintenance of parks & gardens	468	7.35	7.19	7.40	7.04	7.08	7.67
	Services for youth	64	7.31	7.41	7.83	6.75	6.85	7.63
	Maintenance and cleaning of shopping strips	468	7.31	7.22	7.50	6.96	6.80	7.35
	Council's Internet site	263	7.13	7.29	7.59	7.11	7.24	7.27
	Animal management	438	7.11	7.30	7.42	7.10	7.19	7.51
	Litter collection in public areas	477	7.02	7.02	7.20	6.77	6.58	7.20
	Services for seniors	70	6.99	7.06	8.03	7.75	7.65	7.94
	Nillumbik News	434	6.84	6.96	7.12	6.58	6.99	7.11
	Fire prevention works	461	6.80	6.89	n.a.	n.a.	n.a.	n.a.
	Hard rubbish collection	342	6.77	7.31	7.34	6.91	6.44	8.08
Lower than average satisfaction	Maintenance and repairs of local sealed roads	496	6.53	6.52	6.56	6.26	6.63	7.05
	Public toilets	238	6.51	6.82	6.37	5.62	6.27	6.45
	Provision and maintenance of street trees	481	6.42	6.67	6.92	5.92	6.66	7.00
	Street sweeping	438	6.40	6.57	6.68	5.86	6.07	7.23
	Footpath maintenance and repairs	442	6.39	6.33	6.43	5.82	6.30	6.72
	Drains maintenance and repairs	472	6.22	6.78	6.83	6.29	6.57	7.33
	Parking enforcement	426	6.12	6.42	6.66	6.14	6.63	6.41
	Local traffic management	469	6.10	6.01	6.29	5.92	6.45	6.58

Average satisfaction with selected services 7.18 7.24 7.38 6.89 7.08 7.47

Environmental programs and facilities

Importance of and satisfaction with environmental programs and facilities
Nilumbik Shire Council - 2017 Annual Community Survey
(index score scale 0 - 10)



Sample survey form in 2017 appendices

2

On a scale of 0 (lowest) to 10 (highest), please rate the importance of the following services to the community, followed by your personal level of satisfaction with only the services you or a family member has used in the past 12 months?

(Survey note: Ask importance, then use, then satisfaction only if service has been used in last twelve months)

1. Council's website	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
2. Hard rubbish collection	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
3. Local library	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
4. Sports ovals	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
5. Public toilets	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
6. On and off road bike paths <i>(including shared pathways)</i>	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
7. Aquatic and Leisure Centres	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
8. Services for children from birth to 5 years of age <i>(e.g. Maternal & Child Health, immunisation, playgroups, kinder)</i>	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
9. Services for youth	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
10. Services for seniors <i>(e.g. Day Care Program, Senior Citizens, respite, personal or domestic care, home maintenance)</i>	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
11. Arts and cultural events, programs, and activities	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
12. Education and Learning <i>(e.g. Living and Learning Centres)</i>	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	
13. Environmental programs and facilities <i>(e.g. Edenlale Farm)</i>	Importance	0	1	2	3	4	5	6	7	8	9	10	99	
	Used	Yes					No							
	Satisfaction	0	1	2	3	4	5	6	7	8	9	10	99	



Response rate and statistical strength

A total of approximately 2,576 households were approached by Metropolis Research to participate in the *Nillumbik Shire Council – 2018 Annual Community Survey*. Of these households, 1,314 were unattended at the time, 761 refused to participate and **501 completed surveys**. This provides a response rate of 39.7%, slightly higher than that of 37.7% in 2017.

The 95% confidence interval (margin of error) of these results is plus or minus 4.4%, at the fifty percent level. In other words, if a yes / no question obtains a result of fifty percent yes, it is 95% certain that the true value of this result is within the range of 45.4% and 54.5%. This is based on a total sample size of five hundred respondents, and an underlying population of the Shire of Nillumbik of 64,280. This is a more accurate 95% confidence interval than obtained in the state government satisfaction survey.

Tourism

Respondents were asked:

“Are you aware of any tourist attractions in Nillumbik Shire, which have you visited in the last five years, and which would you recommend to others to visit?”

This set of questions relating to tourist attractions in the Nillumbik Shire were included for the first time in the 2018 survey. These questions were included at the request of the relevant manager of Council to help inform the development of the *Tourism Strategy*.

The list of tourist attractions included on the survey included all the known major tourist attractions, as well as a sample of the range of restaurants and wineries located in Nillumbik Shire. These were included to provide some insight into community awareness of, and engagement with restaurants and wineries. The list was not designed to preference these establishments over others in the municipality.

The list of restaurants and wineries included in the survey were provided by officers of Nillumbik Shire Council.

Tourist attractions in Nillumbik Shire
Nillumbik Shire Council - 2018 Annual Community Survey
(Number and percent of total respondents)

Attraction	Unprompted	Prompted	Have visited	Would recommend
Diamond Valley Miniature Railway	30.1%	70.1%	57.3%	58.9%
Montsalvat	33.5%	67.1%	57.3%	55.5%
Edendale Community Environment Farm	30.7%	64.1%	57.9%	52.1%
Eltham North Adventure Playground	18.0%	56.3%	51.1%	38.7%
Sugarloaf Reservoir Christmas Hills	11.2%	53.9%	44.9%	40.3%
Kangaroo ground War Memorial Park	16.0%	53.5%	40.9%	35.5%
Plenty Gorge	6.8%	41.1%	31.9%	24.2%
Plenty River Trail / other Nillumbik trails	12.8%	40.5%	34.3%	31.7%
Second Home (restaurant)	6.6%	29.5%	27.3%	22.0%
Panton Hill Winery	6.4%	22.4%	15.2%	14.4%
Nillumbik Estate (winery)	6.2%	21.2%	13.2%	12.2%
Kings of Kangaroo Ground (winery)	5.6%	21.0%	15.0%	13.8%
Fondata 1872 (restaurant)	4.4%	20.2%	15.0%	13.6%
Massaros (restaurant)	3.2%	17.2%	14.0%	11.2%
Dark Horse Café (restaurant)	2.4%	11.0%	10.0%	8.6%
Punch Wines (winery)	3.8%	8.0%	4.8%	4.6%
Other destination dining	3.6%	8.6%	8.6%	8.2%
Other tourist attractions	3.8%	4.0%	4.2%	4.0%
Other winery	1.6%	3.0%	2.4%	2.4%
Total responses	1,108	3,143	2,607	2,333
<i>Respondents identifying at least one tourist attraction</i>	<i>359 (71.6%)</i>	<i>452 (90.2%)</i>	<i>449 (89.6%)</i>	<i>409 (81.6%)</i>

Unprompted awareness of tourist attractions

A little less than three-quarters (71.6%) of respondents unprompted identified an average of a little less than three attractions each. Unprompted means they were not shown the list of attractions prior to being asked the question.

The three tourist attractions that respondents most commonly identified unprompted were the Diamond Valley Miniature Railway (30.1%), Montsalvat (33.5%), and the Edendale Community Environment Farm (30.7%).

Approximately one-sixth of respondents were aware unprompted of the Eltham North Adventure Playground (18.0%) and the Kangaroo Ground War Memorial Park (16.0%), and a little more than ten percent were aware of the Plenty River Trail / other Nillumbik trails (12.8%) and the Sugarloaf Reservoir Christmas Hills (11.2%).

Prompted awareness of tourist attractions

Ninety percent (90.2%) of respondents were aware of at least one of the listed tourist attractions when they were shown the list on the survey form. These respondents were aware of approximately seven of the nineteen attractions (including "other").

The same attractions were identified by respondents prompted as was observed unprompted, however as would be expected a significantly larger proportion of respondents were aware of the attractions once prompted than were aware of them unprompted.

The three major tourist attractions in the Nillumbik Shire were the Diamond Valley Miniature Railway (70.1%), Montsalvat (67.1%), and the Edendale Community Environment Farm (64.1%).

Knowledge of tourist attractions by precinct
Nillumbik Shire Council - 2018 Annual Community Survey
(Number and percent of total respondents)

Attraction	G'borough / Plenty	Diamond Creek	Eltham	Eltham North	Rural	Nillumbik Shire
Diamond Valley Miniature Railway	66.0%	63.0%	75.0%	74.0%	71.3%	70.1%
Montsalvat	46.0%	53.0%	78.0%	74.0%	75.2%	67.1%
Edendale Community Environment Farm	46.0%	58.0%	67.0%	74.0%	71.3%	64.1%
Eltham North Adventure Playground	45.0%	53.0%	64.0%	68.0%	52.5%	56.3%
Sugarloaf Reservoir Christmas Hills	48.0%	53.0%	49.0%	45.0%	66.3%	53.9%
Kangaroo ground War Memorial Park	45.0%	48.0%	49.0%	40.0%	72.3%	53.5%
Plenty Gorge	57.0%	38.0%	35.0%	39.0%	40.6%	41.1%
Plenty River Trail / other Nillumbik trails	46.0%	44.0%	41.0%	41.0%	34.7%	40.5%
Second Home (restaurant)	16.0%	23.0%	36.0%	38.0%	31.7%	29.5%
Panton Hill Winery	17.0%	30.0%	25.0%	26.0%	15.8%	22.4%
Nillumbik Estate (winery)	18.0%	22.0%	22.0%	19.0%	22.8%	21.2%
Kings of Kangaroo Ground (winery)	17.0%	18.0%	18.0%	16.0%	29.7%	21.0%
Fondata 1872 (restaurant)	12.0%	10.0%	24.0%	19.0%	28.7%	20.2%
Massaros (restaurant)	12.0%	15.0%	12.0%	15.0%	26.7%	17.2%
Dark Horse Café (restaurant)	5.0%	10.0%	8.0%	6.0%	19.8%	11.0%
Punch Wines (winery)	11.0%	5.0%	10.0%	8.0%	6.9%	8.0%
Other destination dining	7.0%	12.0%	9.0%	11.0%	5.9%	8.6%
Other tourist attractions	2.0%	5.0%	4.0%	5.0%	4.0%	4.0%
Other winery	2.0%	2.0%	2.0%	7.0%	3.0%	3.0%
Total responses	523	574	637	642	713	3,143
<i>Respondents identifying at least one tourist attraction</i>	93 (93.0%)	85 (85.0%)	91 (91.0%)	89 (89.0%)	93 (92.1%)	452 (90.2%)

Visited tourist attractions by precinct
Nillumbik Shire Council - 2018 Annual Community Survey
(Number and percent of total respondents)

Attraction	G'borough / Plenty	Diamond Creek	Eltham	Eltham North	Rural	Nillumbik Shire
Edendale Community Environment Farm	43.0%	47.0%	65.0%	69.0%	62.4%	57.9%
Diamond Valley Miniature Railway	57.0%	46.0%	66.0%	68.0%	52.5%	57.3%
Montsalvat	40.0%	41.0%	69.0%	63.0%	65.3%	57.3%
Eltham North Adventure Playground	43.0%	46.0%	63.0%	66.0%	41.6%	51.1%
Sugarloaf Reservoir Christmas Hills	42.0%	40.0%	39.0%	35.0%	59.4%	44.9%
Kangaroo ground War Memorial Park	36.0%	33.0%	34.0%	33.0%	58.4%	40.9%
Plenty River Trail / other Nillumbik trails	39.0%	36.0%	37.0%	36.0%	27.7%	34.3%
Plenty Gorge	51.0%	27.0%	26.0%	30.0%	30.7%	31.9%
Second Home (restaurant)	15.0%	24.0%	33.0%	36.0%	27.7%	27.3%
Panton Hill Winery	14.0%	20.0%	16.0%	20.0%	9.9%	15.2%
Kings of Kangaroo Ground (winery)	13.0%	11.0%	12.0%	12.0%	22.8%	15.0%
Fondata 1872 (restaurant)	11.0%	7.0%	18.0%	16.0%	19.8%	15.0%
Massaros (restaurant)	11.0%	13.0%	10.0%	12.0%	20.8%	14.0%
Nillumbik Estate (winery)	11.0%	13.0%	12.0%	15.0%	14.9%	13.2%
Dark Horse Café (restaurant)	5.0%	9.0%	7.0%	6.0%	17.8%	10.0%
Other destination dining	7.0%	12.0%	9.0%	11.0%	5.9%	8.6%
Punch Wines (winery)	9.0%	1.0%	5.0%	3.0%	5.9%	4.8%
Other tourist attractions	2.0%	6.0%	5.0%	5.0%	3.0%	4.2%
Other winery	2.0%	2.0%	2.0%	5.0%	2.0%	2.4%
Total responses	456	446	538	558	579	2,607
<i>Respondents identifying at least one tourist attraction</i>	93 (93.0%)	82 (82.0%)	89 (89.0%)	90 (90.0%)	94 (93.1%)	449 (89.6%)



APPENDIX 10: 2006 EDENDALE PERCEPTIONS SURVEY

Visiting Edendale

Frequency of visit

Respondents were asked:

"How often do you visit the Edendale Community Environment Centre?"

The overwhelming majority of respondents were only occasional visitors to Edendale or it was their first visit (71.5%). This result strongly suggests that the majority of visitors to Edendale are occasional visitors rather than regular daily or weekly visitors.

There were a small number of respondents who reported visiting Edendale every week or fortnight. All of the respondents visiting weekly or fortnightly reported that they visited for relaxation as well as some other reasons.

Respondents who were surveyed in the playground were more likely to visit the playground more regularly with a quarter visiting weekly. This result highlights the difference between those going to Edendale as a special event and those visiting the playground as a regular excursion for the children.

Frequency of visit
Nillumbik Shire Council - 2006 Edendale Perceptions Survey
(Number and percent of respondents)

<i>Frequency</i>	<i>Edendale</i>		<i>Playground</i>	
	<i>Number</i>	<i>Percent</i>	<i>Number</i>	<i>Percent</i>
Daily or every few days	0	0.0%	3	10.0%
Weekly	2	2.6%	8	26.7%
Fortnightly	2	2.6%	2	6.7%
Monthly	10	13.0%	6	20.0%
Quarterly	8	10.4%	7	23.3%
First visit	35	45.5%	3	10.0%
Other	20	26.0%	1	3.3%
Total	77	100%	30	100%

Group visiting

Respondents were asked:

"What type of group did you come with today?"

Most respondents were adults (mainly but not always parents) taking children of various ages to visit Edendale. Almost half the respondents were taking young children aged less than 5 years.

Group visiting
Nilumbik Shire Council - 2006 Edendale Perceptions Survey
(Number and percent of respondents)

Group	Edendale		Playground	
	Number	Percent	Number	Percent
Adult/s with young children (5 years or under)	33	42.9%	11	36.7%
Adult/s with school aged children (6 - 12 years)	18	23.4%	13	43.3%
Adult/s with school aged children (12 - 17 years)	4	5.2%	4	13.3%
Visiting alone	5	6.5%	0	0.0%
Young couple	4	5.2%	0	0.0%
Middle-aged couple	4	5.2%	0	0.0%
Family with adult children	3	3.9%	0	0.0%
Tour group	2	2.6%	0	0.0%
Older couple	1	1.3%	0	0.0%
Other	3	3.9%	2	6.7%
Total	77	100%	30	100%

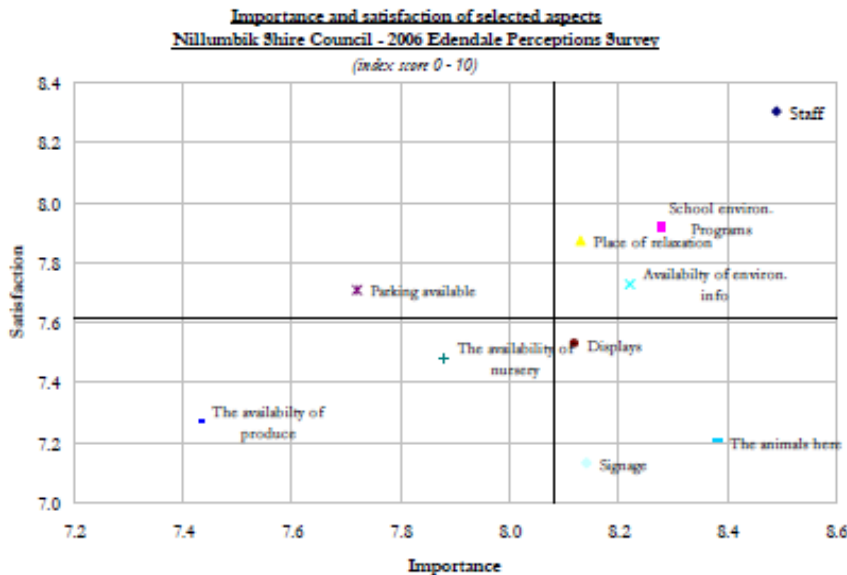
Characteristics and performance of Edendale

Importance and satisfaction of selected aspects

Respondents were asked to rate both the importance of a range of selected aspects of Edendale and their level of satisfaction with each aspect. The following graph displays the cross-tabulation of importance against satisfaction. The intersecting lines reflect the average importance and satisfaction scores obtained.

To interpret the graph, the further to the right a service appears the more important the aspect is to respondents. The further to the top of the graph the aspect appears the more satisfied respondents are with the aspect. For example the importance of "friendly and helpful/informative staff" was rated by respondents at 8.49 out of a potential 10 - a very high level of importance. Respondents' satisfaction with staff was rated at 8.30 out of 10 - also a very high level of satisfaction. Aspects in the top right hand quadrant are therefore aspects of more importance than average and with higher than average levels of satisfaction.

The two aspects of concern are clearly signage and the animals. Both these aspects were rated as more important than average by respondents and respondents were less satisfied with these aspects than the average satisfaction.



Importance of selected aspects

Respondents were asked:

"On a scale of 0 to 10 (0 being the lowest and 10 the highest), can you please rate the importance to you of the following aspects of Edendale Community Environment Centre?"

All aspects included in the survey were considered important by respondents with the lowest importance score 7.43 out of 10. That said, there is significant and measurable variation in the importance of the various aspects

The friendly and helpful/informative staff at Edendale is clearly important to respondents as are the animals.

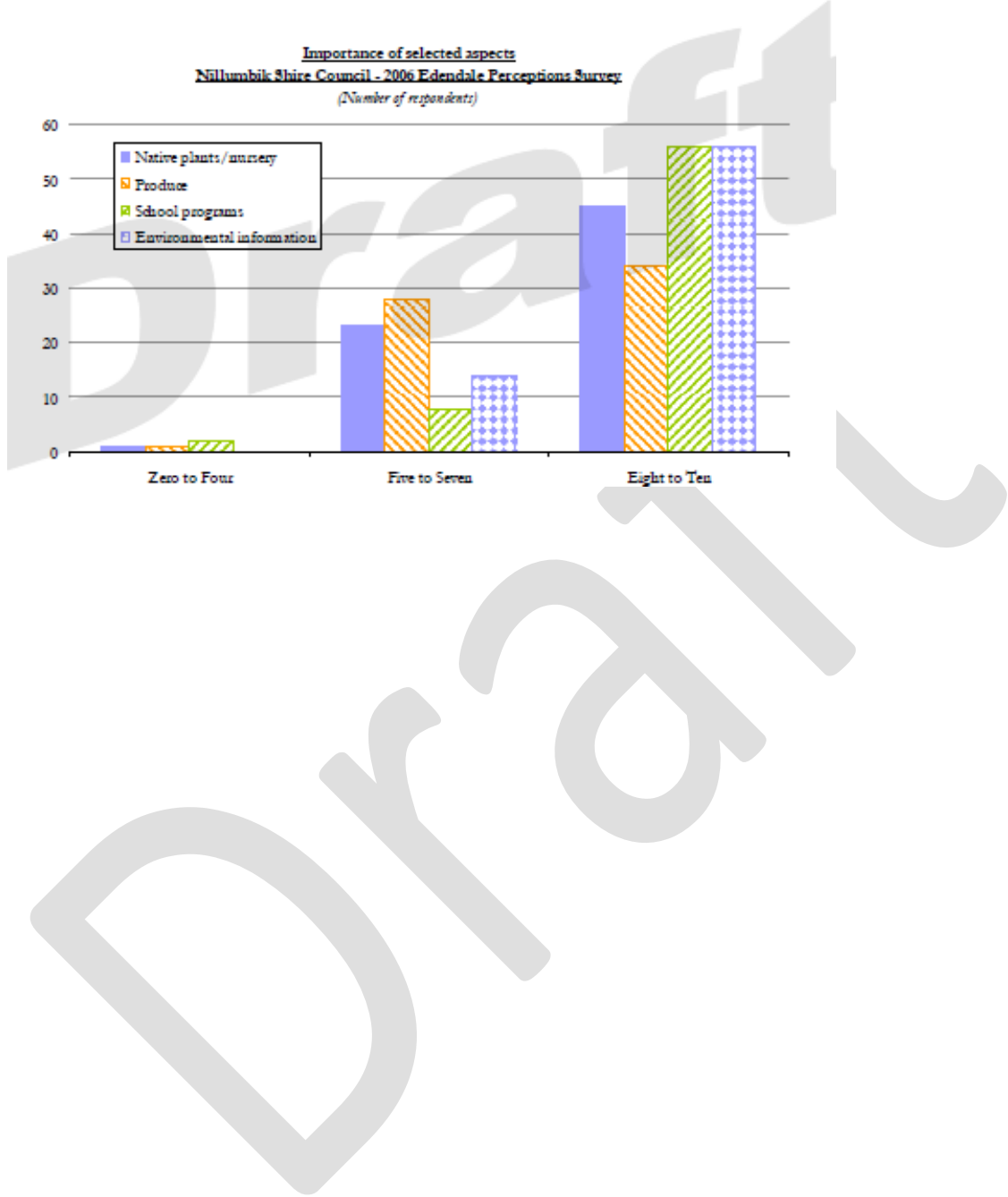
The availability of produce, despite being important with a score of 7.43 out of 10, was measurably less important than all other aspects apart from parking and availability of plants/nursery.

Importance of selected aspects
Nilumbik Shire Council - 2006 Edendale Perceptions Survey
(Index score 0 - 10)

Aspect	Number	Importance		
		Lower	Mean	Upper
Friendly and helpful/informative staff	71	8.27	8.49	8.72
The animals here	73	8.15	8.38	8.62
School environmental programs	64	7.86	8.28	8.70
Availability of environmental information	68	7.96	8.22	8.48
Signage	70	7.91	8.14	8.38
Place of relaxation	75	7.92	8.13	8.35
Displays	67	7.89	8.12	8.35
The availability of native plants/nursery	67	7.62	7.88	8.14
Parking available	67	7.35	7.72	8.08
The availability of produce	61	7.07	7.43	7.78

These results would suggest that although many respondents consider it important that Edendale sell produce and plants at a nursery, these aspects are less important on average than Edendale being a location for children to visit to see and learn about animals and the environment.

This is clearly demonstrated in the following graph which displays the raw results obtained for four aspects of Edendale. It can clearly be observed that more respondents rated the importance of environmental information and school programs at 8 to 10 than either produce or plants.



Most valued aspects

Respondents were asked:

"Can you please list the three aspects of Edendale Community Environment Centre you value the most?"

Consistent with the importance scores discussed in the previous section, the animals were the aspect most often valued by respondents with 68.8% of respondents selecting this aspect. The animals were twice as popular as the next two most valued aspects - a nice place to visit with 33.8% and educational/environmental programs 32.5%.

These results strongly suggest that the role of Edendale as a place where children can be exposed to animals as well as a location for environmental education for children is clearly defined by respondents.

The role of Edendale as a nursery is less valued by respondents. It is possible to speculate as to why the nursery and produce aspects are less important to respondents, perhaps due to the fact that alternative locations for the purchase of plants and produce are available in the area. That is however only speculation as no specific question was asked to that effect.

Most valued aspect of Edendale Community Environment Centre
Nillumbik Shire Council - 2006 Edendale Perceptions Survey
(Number and percent of respondents)

Aspect	Survey	
	Number	Percent
Animals	53	68.8%
Nice place to visit	26	33.8%
Educational and environmental programs	25	32.5%
Plants and trees	16	20.8%
Good place for families and children	11	14.3%
The staff	9	11.7%
Links to local area	8	10.4%
Natural environment	7	9.1%
Accessibility	6	7.8%
Price	5	6.5%
Products	3	3.9%
Edendale House	1	1.3%
Something different	1	1.3%
Total responses	171	
<i>Total respondents providing response</i>	<i>71</i>	



Public accessibility of Edendale Homestead

Respondents were asked:

"Do you think Edendale Homestead should be more publicly accessible?"

Respondents were evenly split on whether they considered that Edendale Homestead should be more publicly available.

Should Edendale Homestead be more publicly accessible?
Nillumbik Shire Council - Edendale Perceptions Survey
(Number and percent of total respondents)

Response	Survey	
	Number	Percent
Yes	33	42.9%
No	26	33.8%
Can't say	18	23.4%
Total	77	100%

The table displays the results to both the Edendale and playground survey. It is clear that the primary catchment of Edendale is the Eltham - Diamond Creek area.

Suburb of residence
Nillumbik Shire Council - Edendale Perceptions Survey
(Number and percent of total respondents)

Suburb	Edendale Centre		Playground	
	Number	Percent	Number	Percent
Eltham	26	33.8%	14	46.7%
Diamond Creek	11	14.3%	3	10.0%
Greensborough	6	7.8%	3	10.0%
Hurstbridge	5	6.5%	0	0.0%
Heidelberg	3	3.9%	1	3.3%
Montmorency	3	3.9%	1	3.3%
Fawkner	2	2.6%	0	0.0%
Epping	2	2.6%	0	0.0%
Watsonia	2	2.6%	0	0.0%
Deer Park	1	1.3%	0	0.0%
Tullamarine	1	1.3%	0	0.0%
Coolaroo	1	1.3%	0	0.0%
Coburg	1	1.3%	0	0.0%
Lalor	1	1.3%	0	0.0%
Mill Park	1	1.3%	0	0.0%
Yarrambat	1	1.3%	0	0.0%
Wattle Glen	1	1.3%	0	0.0%
Templestowe	1	1.3%	4	13.3%
Warrandyte	1	1.3%	1	3.3%
Box Hill	1	1.3%	0	0.0%
Glen Iris	1	1.3%	0	0.0%
Regional/Rural Victoria	1	1.3%	0	0.0%
Not stated	4	5.2%	3	10.0%
Total	77	100%	30	100%

Reasons for visiting

Respondents were asked:

"What are all the reasons you visit Edendale Community Environment Centre?"

Consistent with the group visiting results presented above, two-thirds of respondents were "taking the children for a day out" (64.9%) and to visit the animals (61.0%). The importance of the animals to the respondents, particularly baby animals is a recurrent theme of this survey.

Almost half of the respondents reported visiting Edendale for relaxation (48.1%). This is of course not mutually exclusive with the other reasons for visiting as visiting the animals for example is a relaxing activity for many respondents.

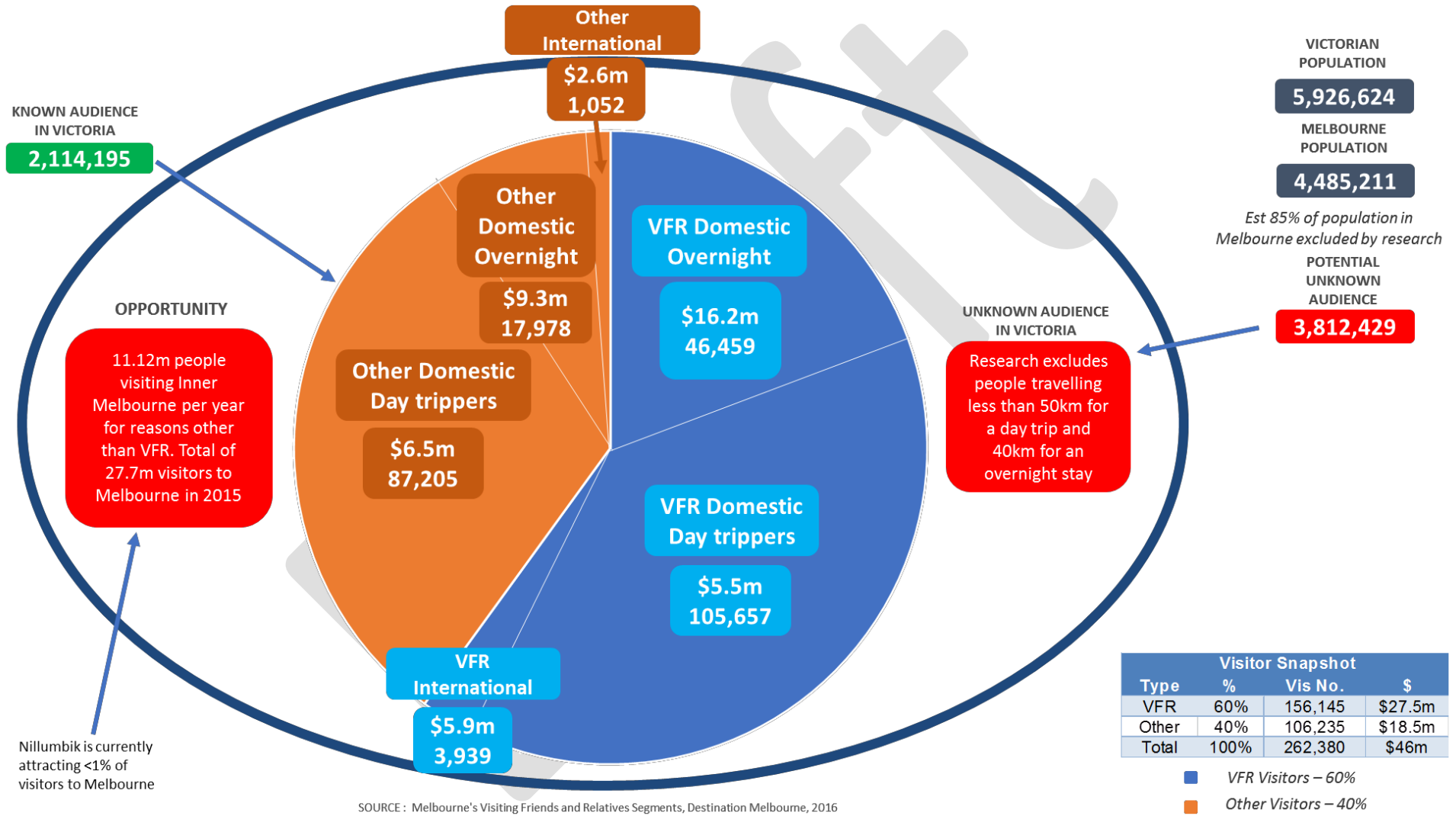
These results do strongly characterize Edendale as a location that families in particular visit for the quiet relaxation of visiting a farm like location with animals for the children.

Only a relatively small proportion of respondents reported visiting Edendale to learn about environmental sustainability (11.7%), although this is an aspect that is considered important to many respondents, as discussed later in this report.

Reason for visiting Edendale Community Environment Centre
Nilumbik Shire Council - 2006 Edendale Perceptions Survey
(Number and percent of respondents)

Reason	Edendale		Playground	
	Number	Percent	Number	Percent
Taking children for day out	50	64.9%	16	69.6%
To visit the animals	47	61.0%	16	69.6%
Relaxation	37	48.1%	8	34.8%
To buy plants	10	13.0%	3	13.0%
To learn about environmental sustainability	9	11.7%	0	0.0%
To buy eggs	8	10.4%	2	8.7%
Enquires	4	5.2%	0	0.0%
To buy compost bins/worm farms/worms	2	2.6%	2	8.7%
To attend Interpretative Tours	1	1.3%	0	0.0%
Attend Environmental workshops	1	1.3%	0	0.0%
As primary or secondary school groups	0	0.0%	3	13.0%
Other	9	11.7%	7	30.4%
Can't say	0	0.0%	1	4.3%
Total responses	178		58	
<i>Total respondents</i>	<i>77</i>		<i>23</i>	<input type="checkbox"/>

APPENDIX 11: NILLUMBIK VISITATION PROFILE



(Captura Marketing, 2018)

APPENDIX 12: GRANT OPPORTUNITIES

Grants from Federal and State government as well as philanthropic funds and private enterprises are included below. This is not an exhaustive list and further investigation should be undertaken to identify opportunities particularly through the philanthropic and private enterprise areas which may not be well known as an opportunity.

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
Federal Government							
Federal Government	Australian National Commission for UNESCO grants program	\$20,000 maximum per applicant from a total pool of \$78,000	The Australian National Commission for UNESCO provides support to projects which will further National Commission and UNESCO priorities and objectives. They include: Attaining quality education for all and lifelong learning. Mobilizing science knowledge and policy for sustainable development. Protecting, promoting and transmitting heritage. Fostering cultural diversity and intercultural dialogue. Building inclusive knowledge societies through information and communication.	Not Specified	23/11/2018	Not given	https://dfat.gov.au/international-relations/international-organisations/un/unesco/Documents/unesco-grant-guidelines-2018-19.pdf
Federal Government	Smart Farms Small Grants	Grant applications for a minimum of \$5 000 or maximum of \$200 000 (GST exclusive) available from Smart Farms Small Grants to improve the management and quality of the natural resources and increases on-farm productivity.	The National Landcare Program Smart Farms Small Grants is an open, competitive, grant opportunity to support one- to two-year projects to increase farming, forestry and fishing communities' awareness, knowledge, skills and capacity to adopt sustainable natural resource management best practice	Not Specified	11/01/2019	N/A	https://www.communitygrants.gov.au/grants/national-landcare-program-smart-farms-small-grants-0
Federal Government	Department of Sustainability, Environment, Water, Population and Communities - Grants to Voluntary Environment, Sustainability and Heritage Organisations (GVESHO)	Local \$2,000 to \$4,000 Regional \$2,000 to \$30,000 State \$3,000 to \$77,000 National \$3,000 to \$30,000	Help community-based, not-for-profit organisations to value, conserve and protect the natural environment and historic heritage, and promote a sustainable future for generations to come.	Not Specified	Not Specified	AUSTRALIAN NETWORK FOR PLANT CONSERVATION INC \$5,000 COMMUNITY ENVIRONMENT NETWORK INC \$4,000	http://webarchive.nla.gov.au/gov/20170224071951/https://www.environment.gov.au/topics/about-us/grants-and-funding/grants-voluntary-environment-sustainability-and-heritage

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
Federal Government							
Federal Government	Australian National Commission for UNESCO grants program	\$20,000 maximum per applicant from a total pool of \$78,000	<p>The Australian National Commission for UNESCO provides support to projects which will further National Commission and UNESCO priorities and objectives. They include:</p> <p>Attaining quality education for all and lifelong learning. Mobilizing science knowledge and policy for sustainable development. Protecting, promoting and transmitting heritage. Fostering cultural diversity and intercultural dialogue. Building inclusive knowledge societies through information and communication.</p>	Not Specified	23/11/2018	Not given	https://dfat.gov.au/international-relations/international-organisations/un/unesco/Documents/unesco-grant-guidelines-2018-19.pdf
Federal Government	Smart Farms Small Grants	Grant applications for a minimum of \$5 000 or maximum of \$200 000 (GST exclusive) available from Smart Farms Small Grants to improve the management and quality of the natural resources and increases on-farm productivity.	The National Landcare Program Smart Farms Small Grants is an open, competitive, grant opportunity to support one- to two-year projects to increase farming, forestry and fishing communities' awareness, knowledge, skills and capacity to adopt sustainable natural resource management best practice	Not Specified	11/01/2019	N/A	https://www.communitygrants.gov.au/grants/national-landcare-program-smart-farms-small-grants-0
Federal Government	Department of Sustainability, Environment, Water, Population and Communities - Grants to Voluntary Environment, Sustainability and Heritage Organisations (GVESHO)	Local \$2,000 to \$4,000 Regional \$2,000 to \$30,000 State \$3,000 to \$77,000 National \$3,000 to \$30,000	Help community-based, not-for-profit organisations to value, conserve and protect the natural environment and historic heritage, and promote a sustainable future for generations to come.	Not Specified	Not Specified	AUSTRALIAN NETWORK FOR PLANT CONSERVATION INC \$5,000 COMMUNITY ENVIRONMENT NETWORK INC \$4,000	http://webarchive.nla.gov.au/gov/20170224071951/https://www.environment.gov.au/topics/about-us/grants-and-funding/grants-voluntary-environment-sustainability-and-heritage

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
Federal Government							
Federal Government	20 Million Trees Program	\$20,000 and \$100,000 (GST exclusive).	<p>The Australian Government is working with the community to plant 20 million trees by 2020, to re-establish green corridors and urban forests. The Program involved competitive grants, delivered by individuals and organisations, and larger-scale plantings, delivered by service providers.</p> <p>The 20 Million Trees Program is part of the national stream of the National Landcare Program, and has four strategic objectives:</p> <ul style="list-style-type: none"> • 20 million trees – 20 million trees and associated understorey planted by 2020. • Environmental conservation – support local environmental outcomes by improving the extent, connectivity and condition of native vegetation that supports native species 	3 rounds	Closed August 2017	Heytesbury District Landcare Network - Planting for Yarra Pygmy Perch \$73k	http://www.nrm.gov.au/national/20-million-trees
Federal Government	Threatened Species Recovery Fund	Funding of over \$3 million was approved for 19 projects across Australia and announced by the Minister for the Environment and Energy on 7 September 2017.	In 2016, the Minister for the Environment announced a \$5 million Threatened Species Recovery Fund (the Fund) to support communities to actively protect Threatened Species, leverage additional investment, and assist with delivering on the Targets and Action Areas in the Threatened Species Strategy.	Not Specified	The Open Round of the Fund opened for applications on 5 May 2017 and closed on 15 June 2017 (2pm AEST).	Eyre Peninsula Natural Resources Management Board - Local Community and School Students work together to help save Acacia whibleyana at Tumby Bay, Eyre Peninsula, SA. \$75k	http://www.nrm.gov.au/national/threatened-species-recovery-fund

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
State Government							
State Government	2018 Community and Volunteer Action Grants	Grants between \$5,000 and \$50,000 have been provided to successful applicants	Community and volunteer groups (both urban and rural), Traditional Owner groups, not-for profit environmental organisations and schools primarily focused on environmental projects, such as biodiversity conservation or habitat protection and restoration.	Not Specified	CLOSED 03/04/2018	> Fire resilient farms, West Moyne - \$50,000 > Enhancing Phillip Island's biodiverse wildlife corridor through community - \$49,640.00	https://www.environment.vic.gov.au/grants/community-action
State Government	Victorian Landcare Grants 2018-19	\$500-\$20K	These grants will support Landcare and other environmental volunteer groups to undertake projects that protect and restore the land and environment.	Not Specified	CLOSED 12/06/2018	> Moyston Landcare Group - \$8k > Avon Plains Banyena Landcare Group - \$2,750 - Promoting Sustainable Agriculture - Grains Innovation Park Field Trip	https://www.environment.vic.gov.au/grants/victorian-landcare-grants-2018-19
State Government	Threatened Species Protection Initiative Community Volunteer Action Grants.	Over \$2 million dollars was provided to small-scale, local threatened species projects that build community connections to the local environment.	This program recognised the value of grassroots community action in making change happen quickly.	Not Specified	CLOSED 20/04/2016	> Darebin Creek Management Committee Inc. - Protecting Dianella species of the Darebin Parkland, Matted Flax-lily \$5k > Friends of Westgate Park Inc. - Protecting threatened plant species and habitat at Westgate Park using community volunteers \$8k	https://www.environment.vic.gov.au/conserving-threatened-species/threatened-species-protection-initiative
State Government	Community Skills Development Grants	Not Specified \$495,500 has been provided to 59 environmental volunteer groups across the state to undertake activities that will strengthen the capacity of volunteer community-based groups and networks. Average of \$8k	The Community Skills Development Grants aim to strengthen environmental volunteer group and network capacity by supporting learning and skills development opportunities, and encouraging knowledge sharing with other groups and networks. These grants will fund training and development opportunities to support groups and networks in the important work they do on-ground to enhance and protect our natural environment.	Not Specified	CLOSED 12/10/2017	> Gippsland Intrepid Landcare Leadership Training - for Young People by Young People \$5k > Nursery Data Base Training - Knox Environment Society Incorporated \$5k > Train about protecting the environment/First aid/GPS Mapping - Iranian Bushwalkers \$5k	https://www.environment.vic.gov.au/grants/community-skills-development-grants

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
State Government							
State Government	Love Food Hate Waste Grants	Up to \$10,000	The Love Food Hate Waste Local Engagement Support Grants aim to support delivery of Strategic Direction 2 of the Victorian Waste Education Strategy: to increase community awareness of waste and support and encourage waste avoidance	Previous grant provided. Unclear if this program is continuing	Unknown	10 grants were delivered in 2017	https://www.sustainability.vic.gov.au/About-Us/Grants-and-Funding/Waste-education-grants/Love-Food-Hate-Waste-Local-Engagement-Support-Grants
State Government	Social impact investment for sustainability	The program provides a combination of grant and low interest loan. Investment-ready social enterprises can apply for up to \$200,000 as a combination grant and low interest (2.5%) loan to scale up (expand) their operations.	The program is an initiative of the Victorian Government through Sustainability Victoria and developed in collaboration with Foresters Group, a financial services company which specialises in providing loans to individuals, social enterprises and non-profit organisations to improve their financial capacity and resilience.	Regular intervals 3 -4 months.	Regular intervals	Wyndham City Council, Waste education grants. The program provides grants of up to \$8,500 to Victorian local governments who co-fund waste education and behaviour change projects relating to kerbside services for household and SMEs.	http://www.sustainability.vic.gov.au/About-Us/Grants-and-Funding/Social-impact-investment-for-sustainability https://www.sustainability.vic.gov.au/About-Us/Grants-and-Funding/Waste-education-grants
State Government	The Sustainability Fund	There is no predetermined limit with respect to the amount of financial support available from the Fund for individual projects funded as grants or strategic initiatives.	Funding from Victorian landfill levies to programs and government initiatives to foster: > The environmentally sustainable use of our resources and best practices in waste management to advance the social and economic development of Victoria; or > Community action or innovation in relation to the reduction of greenhouse gas substance emissions or adaptation or adjustment to climate change in Victoria.	Not Specified	Not Specified Last successful grant listing in 2015	City of Greater Geelong - Building Victoria's Organics Recovery – Geelong Build a Composting Facility that will recover green organics, turning it into compost to be used on council land like parks and ovals, and by local farmers. \$250k City of Greater Bendigo \$6k	https://www.environment.vic.gov.au/sustainability/sustainability-fund

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
State Government							
State Government	Community Sustainability Infrastructure Fund	Covers several grant types	The objective of the program is to support small to moderate scale infrastructure projects demonstrating best practice and/or innovation that facilitates recycling, energy efficiency and/or local environmental improvement.	Not Specified	Currently closed	Manningham City Council - Street litter bins to enhance recovery \$36k	https://www.sustainability.vic.gov.au/About-Us/Grants-and-Funding/Community-Sustainability-Infrastructure-Fund
State Government	Collaborative Council - Sustainability Fund Partnerships (CCSFP) Program	Joint proposals from groups of councils that meet the program criteria (outlined in the application form) will be funded up to \$75,000	<p>The CCSFP supports councils to collaborate on projects focused on environmental sustainability and improved services.</p> <p>Through grants, councils can collectively find new ways to:</p> <ul style="list-style-type: none"> • improve procurement or shared service delivery; • invest in more socially, economically and environmentally and financially sustainable technologies; • reduce waste; and • support innovation in recycling 	Not Specified, up to round eight applications.	Round 8 closed 14/09/2018	<ul style="list-style-type: none"> • Development of behavioural change program to divert kerbside organics from waste - Moynes Shire Council (lead) amount not specified. • Grampians Central West Regional Waste and Recycling Audits - Central Goldfields Shire (lead) 	https://www.localgovernment.vic.gov.au/grants/collaborating-councils

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
Philanthropic & Other							
Philanthropic & Other	Australian Communities Foundation - Grant Type Open	Not Specified	Each year, ACF makes grants to a wide range of charitable organisations and projects across Australia and internationally. Although they can be very different in terms of size and scope, they all have one thing in common; a focus on improving the communities in which we live.	Ongoing	OPEN Not Specified	The Environment Defenders Office – Victoria \$20k. Legal centres that lost State government funding. Represent communities wanting to defend the environment from damaging and destructive schemes such as coal mines and logging.	https://www.communityfoundation.org.au/grants-2/grant-recipient-stories/
Philanthropic & Other	Wettenhall Environment Trust - Small Environmental Grant Scheme	We fund projects as small as \$1,000, and sometimes fund over \$10,000, but grants are usually under \$10,000.	The objectives of the Small Environmental Grants Scheme are to support Australian biodiversity projects that are concerned with one or more of the following: monitoring and recording data community education community capacity building (training) research and science	Four rounds every year.	19th June 2018 (funding in August 2018) – closed 18th September (funding in November 2018) – closed 3rd December 2018 (Funding in February 2019)	Falls Creek Environmental Interest Group - Community Education. Falls Creek Environmental Education Signage \$8k Yuraygir Landcare - Community education: In Community Hands with Conservation \$12k	https://wettenhall.org.au/grants/small-environmental-grants/
Philanthropic & Other	Australian Association for Environmental Education	\$5,000 per applicant. Funding pool of \$10,000	Projects need to have national significance and be tailored towards the important environmental issues of our time. We are looking for high impact projects that will: <ul style="list-style-type: none"> 1. help achieve our mission; 2. are nationally relevant and provide value to members, chapters/branches; 3. will help increase membership for specific educator groups; and 4. potentially be a saleable product or income generating activities or events. 		Closing date 7 July 2018	Not given	http://www.aeee.org.au/projects/grants/

Source	Name of Grant	Value	Description	Frequency	Application Dates	Previously Awarded Grant Example/s	Source
Private Funds Offered							
Private Funds Offered	Bank Australia Customer Grants	up to \$10,000	<p>Our annual Customer Grants Round invites our community customers to apply for funding of up to \$10,000 for projects that have a positive benefit for people, the planet, and create prosperity. We encourage applications for projects that will have an impact in areas that are important to our customers:</p> <ul style="list-style-type: none"> •Renewable energy •Environmental conservation •Family and gendered violence •Financial inclusion •Reconciliation •Disability inclusion •Educational disadvantage •Refugees and people seeking asylum 	Annual	Closed, Re-opens in 2019. Specific date not specified	<p>JCU Early Learning Centres - Kids Connecting to Country. \$8k</p> <p>Human Nature Adventure Therapy - Supporting the Recre8 Bush Adventure Therapy Program which will see vulnerable young people participate in therapeutic programs in the outdoors. \$10k</p>	https://bankaust.com.au/responsible-banking/bank-australia-impact-fund/customer-grants/
Private Funds Offered	2017 Yates Junior Landcare Grants for Gardens Program Winners	15 grants are on offer. They are made up of \$1,500 in funding, \$500 of Yates garden products and a consultation with a Yates gardening expert to really help bring the project to life!	More than 3,000 students in 25 schools across seven states will soon be donning their gardening gloves and getting stuck into creating their dream gardens thanks to the Yates Junior Landcare Grants for Gardens Program.	Not Specified	Closed	<p>\$1.5k each + \$500.00 RRP of Yates garden products:</p> <ul style="list-style-type: none"> > St Joseph's Primary School Sustainable, Sensory and Interactive Garden > Waverley Meadows Pre School Up-cycled Nature Garden > Donburn Primary School Seasonal Sustainability Garden > Estrella Pre-school 'Hands on' sensory garden fuelled by worms > The Basin Preschool The Basin Preschool Nature Playspace 	<p>Yates offer these small grants: https://landcareaustralia.org.au/grants-for-gardens/</p>

wedgetales

Meet the volunteer Edendale Veggie Crew

The Edendale Veggie Crew meet on Tuesdays between 9am and 1pm and are responsible for a variety of tasks related to the upkeep of the vegetable garden and children's spiral garden at Edendale. They also propagate all of the seedlings which are planted or sold at Edendale.

The team is made up of volunteers Donna, Tony, Scott, Josh, May, Veronica and Ali. They are overseen by Edendale team member Rachel. The group have been together as a team for three years however many of them got involved with Edendale in 2012, after they completed training in work skill education and plant propagation with Living & Learning Nillumbik.

A few team members have intellectual disability and use their NDIS funding to support their involvement in the group.

On a typical Tuesday, after meeting and greeting each other, this highly motivated volunteer crew head out round the farm to work on different tasks such as veggie garden and wicking bed maintenance, herb pot watering or topping up and tidying the vegetable seedling sales table. The crew then come back together for morning tea with all of the farm staff.

Following a their morning tea the group head to the propagation nursery where they are responsible for growing veggie and herb seedlings. The team have become competent at this type of propagation. In 2017-18 they produced over 3,000 food plants which were sold at Edendale. Like income from other farm sales, the funds raised help to deliver activities for visitors.

Customer feedback about the quality and survival rate of their plants gives the team a great boost and is always well received.



Scott, Josh, Donna, Tony and Veronica working hard at Edendale

The team are highly valued by Edendale staff and they love giving their time to the farm each week. Josh, who has been a volunteer at Edendale for over 7 years, told us "I love coming to Edendale to see my friends and to work on my horticulture skills." Teammate Donna agreed, "I love my job and I am never leaving."

APPENDIX 14: EDENDALE FOUNDATION

Email Letter

[Redacted]

[Redacted]

[Redacted]

[Redacted]



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