The Warrnambool Community Garden is a common ground where all people are welcome to come together to grow, learn, produce & share.

Strategic Plan
(Final Draft)
Our vision and priorities
2012-2017

Annual plans for the WCG will be developed from the strategic plan priorities and they will be reviewed annually.
1. Vision
Our community will produce its own food and have knowledge, skills and passion for sustainable living.

2. Mission
*The Warrnambool Community Garden offers:*
- A community education & resource centre for organic gardening & sustainable living;
- Garden space for growing and sharing organic food;
- Social and community activities for networking & friendship.

3. Values:
- Inclusiveness
- Empowerment
- Ecological, Social and Economic Sustainability
- Reducing, Re-Using, Recycling, Restoring, Replenishing

4. Description of site, people and activities
The Warrnambool Community Garden Project started in late 2005 with a small group discussing the idea of creating a gathering place where members of the community could meet, grow food, share knowledge, learn and practice sustainable living.

Warrnambool Community Garden Inc. formed in 2006 following a public meeting attended by around 65 people. In October 2007, after much hard work by many individuals, an old quarry site with over 2 acres of unused land near the corner of Grieve Street & Grafton Road was secured. The site was chosen because its central location and northerly aspect provides the perfect environment for growing produce with good public access and plenty of space for infrastructure development. In early 2009, work on the site began – firstly with swales to control water run-off and the laying of a path to define people movement. Since 2009, an impressive array of community and individual growing spaces, access-friendly raised garden beds, sculptures and letterboxes have materialised through the efforts and creativity of our members and volunteers.

In the past six years, Warrnambool Community Garden membership has grown with a wide diversity of people and organisations using the space for an equally wide range of reasons. These include growing produce, seeking friendship, building networks, providing a nurturing space for people with physical, mental or social/vocational disadvantage and a place to learn about organic gardening and sustainable living. There are currently around 90 members and 60 gardens, including communal gardening areas.

The HUB (Healthy Urban Building) was officially opened at the Warrnambool Community Garden in September, 2012. The HUB is an old portable classroom that has been converted through many hours of volunteer labour into a low-energy multi-purpose space for meeting, cooking and conducting a range of activities promoting organic gardening, permaculture and sustainable living. The HUB is South West Victoria’s first multi-purpose community eco-demonstration building and boasts passive-ventilation layout, solar panels, low-toxin paint, insulation made from recycled plastic bottles and a worm farm toilet.

Warrnambool Community Garden aims to equip people from all walks of life with skills to participate in a more sustainable future. These include skills like: growing and cooking with seasonal fruit and vegetables, preserving, growing and using herbs, bush foods, composting and worm farming, keeping backyard chooks, increasing energy and water efficiency, using alternative energy, recycling, repairing and re-using.
WARRNAMBOOL COMMUNITY GARDEN INC.

Executive Committee x 7
Convenor, Assistant Convenor, Treasurer, Site Coordinator, Secretary,
Marketing & Communications Coordinator, Sustainability Education Education Coordinator
MEETS MONTHLY

Strategic Area Groups
A group of members helps the Executive coordinate activities for each Strategic Area. A member of the Executive Committee leads each Strategic Area Group and reports to the Executive every month. Overall goals are in the boxes below and priorities for the term of this current plan are on the next page.
GROUPS MEET AS REQUIRED

Governance & Leadership
Goal: to create a clear system of governance that ensures WCG is a fair, safe, ethical, inclusive & sustainable community organisation.

Finances & Funding
Goal: to make sure WCG is financially sustainable & has enough money to complete all the actions outlined in the strategic plan.

Site Planning & Development
Goal: the site is established as per the WCG design, & all structures are environmentally sustainable, safe & practical & meet the needs of WCG members.

Communication Strategic Area
Goal: people join and stay connected to WCG because they feel they belong & because it is a place where all people are welcomed & kept well informed about community activities.

Education & Training
Goal: WCG to be recognised as a demonstration site for organic gardening practices and as a leader in sustainable environment training and education through both organised events and member participation.
### Vision

Our community will produce its own food and have knowledge, skills and passion for sustainable living.

### Governance and Leadership

1. Committee members know and can do their jobs and feel supported.
   - a) Produce position descriptions for committee.
   - b) Develop committee succession plan.
   - c) Members know who's on the committee and what their roles are.
   - d) Conduct three general meetings per annum for members as per constitution.

2. Members know and follow group rules and policies.
   - a) Develop WCG procedures, rules & policies
   - b) Rules and policies are clearly articulated to members.

3. Active sub-committees and individuals will support the committee.
   - a) Establish active sub-committees and working groups for coordinating work.
   - b) Establish clear process for delegating tasks and roles.

4. The organisation is managed within available resources and capacity.
   - a) Share the WCG strategic plan.
   - b) Develop operational/annual plan & priorities.
   - c) Review plans annually.
   - d) Engage a WCG coordinator.

5. The organisation is compliant with OH&S and legal responsibilities.
   - a) Produce OH&S policies and processes.
   - b) Review policies and processes annually.

### Finance and Funding

1. Plan and budget for growth, infrastructure and financial sustainability.
   - a) Develop budget aligned to the operational plan priorities.

2. We have systems that adequately resources and manages funds, finances and fundraising.
   - a) Form finance and fundraising sub-committee.
   - b) Develop effective fundraising strategy.

### Site Planning, Maintenance and Development

1. WCG is a space designed on permaculture principles, catering for workshops, events, music/art, native biodiversity, bush food, food production and chooks.
   - a) Develop comprehensive site plan based on permaculture principles through consultation with members.
   - b) Update site plan as required.

2. Site maintenance is carried out by passionate & interested people in accordance with strategic and site plans.
   - a) Develop comprehensive site maintenance plan with annual priorities and schedule for works on site.
   - b) Develop partnerships with other organisations that can support maintenance work (e.g. WCC, WDEA, Rotary, etc.)

### Communication, Marketing, Events and Membership

1. Communication is active, open, regular, via multiple methods, clear, interactive, empowering and evolving.
   - a) Develop communication plan.
   - b) Conduct an annual survey of members.
   - c) Ensure member database is up to date.

2. Marketing is a shared responsibility and will attract increased participation.
   - a) Develop marketing plan as part of the overall communication plan.

3. Events are fun, engaging, regular, appropriate, diverse and a shared responsibility.
   - a) Develop program of social events annually.

### Education and Training

1. WCG is a place for informal learning opportunities.
   - a) Develop priorities for informal education & training.
   - b) Develop library of reference books & magazines at the HUB & procedures for maintaining, developing and managing the library.

2. WCG is a place for formal learning opportunities.
   - a) Develop WCG priorities for formal education & training.
   - b) Develop relationships with schools and other organisations.

3. WCG runs / hosts regular programs of food production, food preparation, self sufficiency and sustainability workshops and activities.
   - a) The HUB is fully operational and promoting the ‘paddock to plate’ to compost model.
   - b) A workshop program is developed teaching crafts, cooking, sustainability and other appropriate topics.

4. Our membership reflects community diversity and is sustainable in number.
   - a) Actively market membership to all and specific sectors of the community.
**Warrnambool Community Garden Executive Committee Main Role and Responsibilities:**

1. Coordinate WCG operations
2. Plan for financial viability
3. Ensure roles & policies are clearly defined
4. Lead & review strategic & annual planning
5. Ensure compliance with legal responsibilities (e.g. incorporation, OH&S, financial, etc)
6. Develop & review policies including OH&S & more as developed
7. Plan for succession of committee roles
8. Ensure processes exist for dispute resolution

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<thead>
<tr>
<th>Strategic area</th>
<th>Main Roles</th>
<th>Main Responsibilities</th>
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<tbody>
<tr>
<td><strong>Governance &amp; Leadership</strong></td>
<td>Convenor ★</td>
<td>Lead &amp; manage WCG, Chair Executive Committee meetings, media spokesperson, report to members – quarterly &amp; AGM, liaise with stakeholders (e.g. WCC, sponsors)</td>
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<td>Assistant Convenor ★</td>
<td>2 year transition to Convenor role, &amp; other WCG roles as appropriate to skills &amp; interests.</td>
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<td>OH&amp;S Co-ordinator</td>
<td>Monitor &amp; review OH &amp; S policy, manage first-aid kits shed &amp; HUB, organise first-aid &amp; OH&amp;S training as needed</td>
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<td>Public Officer</td>
<td>Annual Report to Consumer Affairs, Victoria</td>
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<td><strong>Finance &amp; Funding</strong></td>
<td>Treasurer ★</td>
<td>Bookkeeping, Financial reporting (monthly &amp; annually), petty cash</td>
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<td>Grants Officer</td>
<td>Identify grant application opportunities &amp; lead grant applications</td>
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<td><strong>Site Planning, Maintenance &amp; Development</strong></td>
<td>Site Co-ordinator ★</td>
<td>Site planning, development &amp; maintenance (for overall site plus for tools &amp; equipment), identify &amp; coordinate work for garden days, site tree care, liaise with volunteer coordinator &amp; work for dole coordinator</td>
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<td>HUB Co-ordinator</td>
<td>Bookings, maintenance, day-to-day operations</td>
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<td>Nursery Co-ordinator</td>
<td>Lead seasonal propagation, oversee day-to-day hot house use</td>
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<td>Volunteer Co-ordinator</td>
<td>Volunteer inductions, co-ordinate volunteer work</td>
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<td><strong>Communication</strong></td>
<td>Secretary ★</td>
<td>Prepare &amp; distribute minutes, distribute newsletter, manage correspondence</td>
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<td>Newsletter Coordinator</td>
<td>Prepare newsletter in liaison with Exec Committee</td>
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<td>Marketing &amp; Communications Co-ordinator ★</td>
<td>Ensure who we are &amp; what we’re on about is clear &amp; consistent &amp; known by all members for visitors, media, new members, etc. Update website &amp; monitor social media traffic. Keeper of WCG documentation of events, media, etc.</td>
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<td>Membership Co-ordinator</td>
<td>Maintain membership register, plot allocation, induction of new members</td>
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<td>Events Co-ordinator</td>
<td>Consult to determine calendar of events, initiate planning &amp; lead task allocation for major annual events e.g. DIRTY WEEKEND</td>
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<td><strong>Education &amp; Training</strong></td>
<td>Sustainability Education Co-ordinator★</td>
<td>Co-ordinate SMART LIVING workshops &amp; courses, liaise with schools &amp; other organisations, manage library,</td>
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**Annual tasks requiring combined efforts**

**AGM:** Convenor, Secretary, Assistant Convenor & Treasurer

**Annual membership fee collection:** Treasurer Membership Co-ordinator

**Seasonal planting:** Site Co-ordinator & Nursery Co-ordinator

**Summer watering:** Site Co-ordinator & Volunteers Co-ordinator

**Dirty Weekend:** Events Co-ordinator & Sustainability Education Co-ordinator

**Member’s garden days (working bees):** Site Co-ordinator & Volunteers Co-ordinator
1. Develop and maintain a community garden and promote sustainable living in Warrnambool.
2. Cultivate a productive, beautiful and financially sustainable community garden.
3. Support other community gardens in the region.
4. Use organic and sustainable gardening techniques.
5. Strive to include all members of the community in its activities, including individuals of diverse ethnic or cultural backgrounds, religion, age, relative ability or economic circumstances.
6. Welcome all members and visitors into the garden, providing them with opportunities to use and enjoy the garden.
7. Make the garden available as a place for community feasts, events and celebrations.
8. Foster opportunities for different generations and cultures to work alongside, support and learn from each other.
9. Introduce children to the joy of gardening and community.
10. Integrate the arts and foster creativity.
11. Promote gardening as a means of achieving good health and wellbeing.
12. Create opportunities for research, formal and informal learning about gardening, sustainability, healthy foods and co-operative endeavours.
13. Contribute to the preservation and improvement of Warrnambool’s natural environment.
14. Respect and work in harmony with nature.
15. Preserve and enhance the biodiversity of indigenous habitat and species.
16. Protect and enhance the genetic diversity of our food.
17. Advocate for the values expressed in this statement of purpose.