



SOUTH COAST ENVIRONMENT SOCIETY

5 Year Strategic Plan

2021 - 2025



SCES Five Year Strategic Plan 2021 - 2025

In this document the strategic actions from 2015 have been carried over and updated where relevant, and actions from the strategic planning in 2020 have been added in. Footnotes have been made where relevant (e.g. areas where strong public feedback was provided). A list of other ideas raised during strategic planning sessions are provided by way of record in Appendix 1.

Vision and Mission

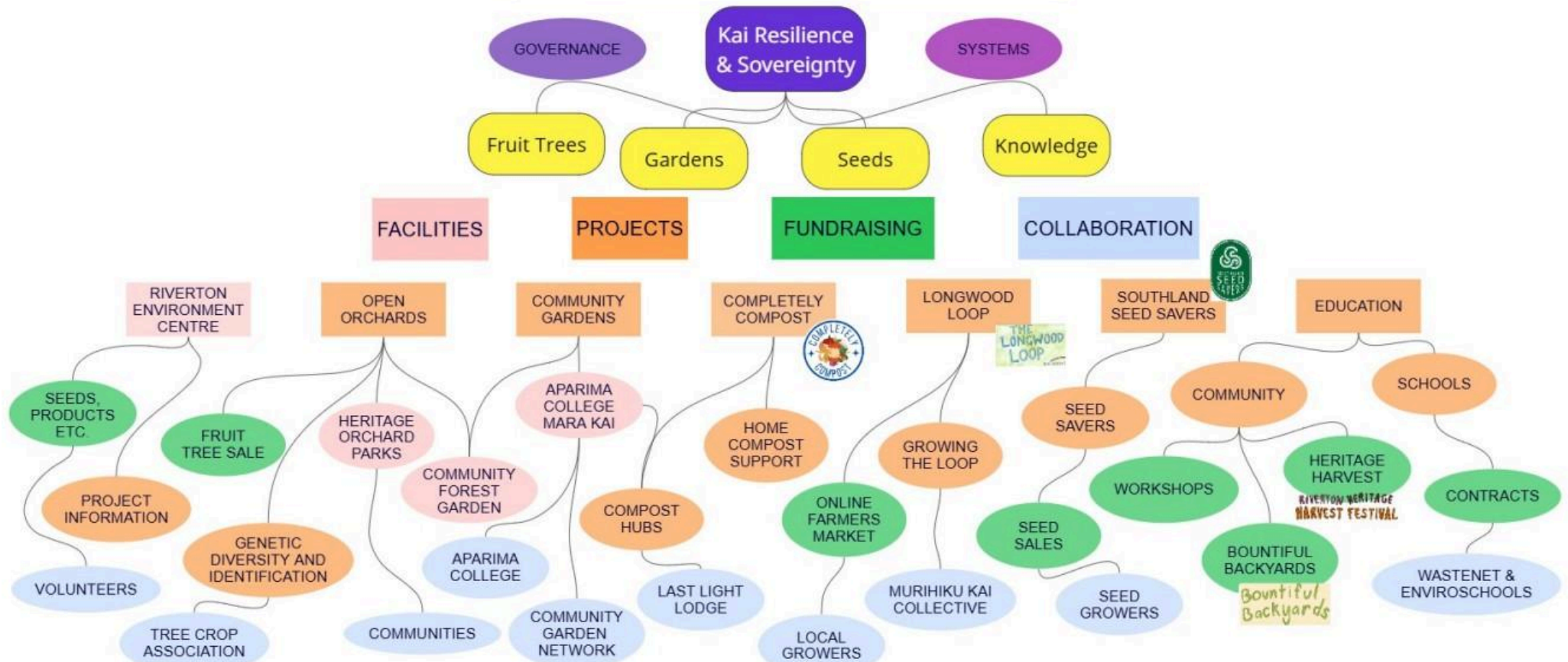
Our vision is a connected and flourishing Southland where there are leaders, resources, systems and examples available to assist and support people and communities to adopt resilient lifestyles and care for and about their environment. To achieve this vision we plan:

1. To play a leading role in promoting environmental sustainability in Southland and actively contribute to the creation of a 'Sustainable Southland Region'.
2. To be an active and committed member of a wider network of Environment Centres throughout Aotearoa / New Zealand, sharing resources, skills and experiences.
3. To provide a local hub for sharing resources, skills, and experiences, and to provide and support physical spaces where examples of sustainable methods can be demonstrated. Also to encourage and support others to develop their own local hubs.
4. To develop and collate resources related to our core activities and to make these widely available to as many people as possible.
5. To have a core of self-sustaining funding and good financial security.
6. To be flexible, adaptive and responsive to the needs of our community by providing education to the wider community and support for our members, volunteers and staff.

Visual representation of SCES activities.



SOUTH COAST ENVIRONMENT SOCIETY VISION:
Our vision is a connected and flourishing Southland where there are leaders, resources, systems and examples available to assist and support people and communities to adopt resilient lifestyles and care for and about their environment.



Contents

Vision and Mission	2
Systems - Networks and Partnerships	6
Systems - Communication and Promotion	7
Systems - Management of Resources	8
Systems - Resource Development and Information Distribution	9
Facilities - Environment Centre	10
Facilities - Riverton Community Food Forest Park	11
Current Projects - Environmental Education	10
Current Projects - Annual Educational Festivals	11
Current Projects - Open Orchard Project: Saving Heritage Diversity	12
Current Projects - Open Orchard Project: Identifying Varieties /	13
Current Projects - Southland Seed Savers Network	14
Current Projects - Grow Local – Buy Local	15
Proposed Projects - Southland Seed Enterprise	16
Proposed Projects - South Coast Quiet Tool Collective ('Tool Library')	17
Proposed Projects - South Coast Community Composters	18
Proposed Projects - Healthy Homes / Home Performance Advisory	19
Estuary Care Society	20
Appendix 1 - Older Ideas	21

Sustainable Development Goals

We consider the United Nations Sustainable Development Goals in our projects and planning. Many of our activities link across several of the Goals and all are either directly or indirectly positive, as can be seen in the visualisation below (undertaken through <https://sdgimpactassessmenttool.org/about>).



SCES SDG Impact Analysis

Direct positive		2	3	4				8	9		11	12			15		
Indirect positive	1				5	6	7			10			13	14		16	17
No impact																	
Indirect negative																	
Direct negative																	
Don't know - more knowledge needed																	

1. Systems - Networks and Partnerships

SCES will further develop and strengthen its local and nationwide networks

WHY	HOW	TARGETS	OUTCOME
Strategic Goals: 1, 2 & 3, also: ● To build the capacity of environment centres in Southland and nationwide and enable more sharing of resources and ideas (less reinventing the wheel); ● To build mutually supportive and linked national and local community; ● To make our valuable information and innovative project ideas more available locally and nationwide.	● Seeking increased opportunities to work together with the wider community, including schools, businesses and agencies such as Councils, Public Health South and Great South; ● Developing closer links with Iwi, particularly Ōraka Aparima Rūnaka, working together on common areas of interest and with their help develop a better understanding of our role in honouring te tiriti and improve our use of te reo Māori; ● Maintaining our strong partnerships with Riverton Organic Group and Riverton Estuary Care; ● Promoting local and national environmental groups where they are relevant to the Southland region; ● Having an active voice in Environment Hubs Aotearoa, working closely with affiliated organisations; ● Steadily building these partnerships when appropriate and at a pace that we can sustain into the future.	2021 - 2025 ● Mutually-beneficial relationships are maintained / initiated with Great South, Public Health South and other agencies via regular meetings and networking opportunities; ● Southland Schools are engaged with independently and in collaboration with Enviroschools (Environment Southland); ● Mutually beneficial projects are continued / developed in conjunction with these agencies;	● SCES is well networked for the benefit of our communities and others; ● SCES continues to be seen as an essential partner in regional environmental / sustainability / resilience networks; ● SCES is widely known and respected as a leader in its field; ● SCES can focus on its areas of key interest while still providing expertise and resources which focus on other specialities; ● SCES is part of an active, collaborative national community of Environment Centres.

2. Systems - Communication and Promotion

SCES will raise the profile of the Riverton Environment Centre and the Society.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 2, 3, 4, 5 & 6, also: • So we and our objectives are widely known and understood; • So people know what we do and how to get involved; • To motivate other people to start projects and make a positive difference to the world; • To celebrate our positive feedback; • To be proactive and ensure we remain responsive.	• Utilising online and hard-copy media to promote our work widely, including projects, courses, working bees and other activities; • Using local and national networks to promote our work; • Maintaining the quality and frequency of our 'Coastline' Magazine, increasing its distribution and continuing to have it available online; • Making ourselves available for talks at meetings of other organisations.	2020 • SCES profile document updated; • SCES Youtube Channel started; 2021 • Communication strategy / promotions plan developed; • SCES website refreshed and simplified; • SCES App developed; • SCES Youtube channel begins to generate revenue as regular content is developed; • QR codes utilised at Environment Centre, Forest Garden, Heritage Orchard parks to provide interpretive and informational materials; 2022 - 2024 • Coastline is provided as an insert in Southland Express (free local newspaper); • Youtube channel is generating steady income and has regularly updated content; • Website is regularly updated.	• Many businesses, organisations and people from all walks of life know about SCES and our projects, courses and activities and the importance of our role; • The public have easy access to quality information; • The local and wider community knows how they can be involved with us and how we can support them; • Potential funders know how they can best provide support for our work.

3. Systems - Management of Resources

SCES will increase financial sustainability and succession planning.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 3, 4, 5 & 6.	- Running an efficient organisation that operates in a professional manner; - Continuing with prudent use of funds to maximise the benefits for achieving our goals; - Preparing an annual operational budget as a guide to maintaining a low cost structure, trouble-shooting any overspending or low cash flow times; - Thinking laterally for ways to raise funds and work towards having aspects of our operations self funding, gradually reducing our dependence on Community and Government Funds; - Providing quality training for paid staff and volunteers, and ensuring they feel valued by our organisation;¹ - Providing support for groups using the Centre as a base, so that their operations can continue during any periods of shortage of their own volunteers; - Maintaining and protecting current equipment, fixtures and ICT systems, updating the inventory of all these resources annually; - Developing and expanding on our equipment, fixtures and educational resources to keep up with the needs of the community.	2020 - Budget followed and expenses versus actuals presented to month committee meetings; - Funds applied for to continue and expand projects; - Approve SCES ICT Action Plan 2020; 2021 - Develop an annually reviewed professional development plan for committee, staff and volunteers; - Regular checks to ensure Committee members follow procedures in our Governance Booklet; - Annual performance appraisals; - Develop a plan and annual budget for systematic upgrade of physical resources; - Investigate Social Enterprise structure for new projects e.g. Seed Enterprise, Community Composting; - Investigate possible ongoing contracts for e.g. Councils / DHB re. community wellbeing / waste minimisation outcomes; 2022 - 2025 - Work towards four of our present projects operating in a self-funded way. Be covering 30% of our operating costs outside of Government or Community Funding.	- SCES continues to operate as long as there is a need for its services; - SCES is seen as a financially well-managed organisation; - The public understands how our work is funded; - Funding organisations are appropriately recognised and acknowledged.

¹ Tap into skills more (volunteers, staff, committee, customers was rated as higher than average priority in public survey).

4. Systems - Resource Development and Information Distribution

SCES will make widely available quality information and resources throughout Southland, New Zealand and the world.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 2, 3 & 4	● Providing education materials, resources and information to the public, organisations and schools; ● Continuing to produce Moon Calendars and Coastline Newsletter; ● Developing resources specific to our projects, as well as general eco-lifestyle information; ● Continuing to run Educational Festivals; ● Ensuring Committee and staff are able to attend workshops and conferences; ● Delivering on-demand workshop programme, building community skills and capability;² ● Regularly attending speaking engagements, talks and seminars; ● Physically attending and supporting schools with growing projects (e.g. gardening and orchards); ● Developing and running Aotearoa Home Vegetable Growers, including generating all resources (programme, seeds, garden diary, certificates);	2020 ● Info Sheets updated to a modern format, uploaded onto web; ● More info sheets created e.g. keeping hens; ● Materials regularly added to Facebook pages, website and Youtube channel; ● Aotearoa Home Vegetable Growers materials developed, packs made and available to schools and the public; 2021 ● Public and school education programme developed (see separate section in Strategic Plan); ● AHVG programme widely known and supported; 2022 ● Circular seasonal calendar of activities for Southern NZ developed (circular format like Moon Calendar); 2022 - 2025 ● Educational materials regularly updated as required; ● Distribution methods regularly updated as technology develops e.g. hard-copy brochures - smart-phone scannable QR codes.	Children and adults have access to quality information to build their knowledge and skills to adopt sustainable lifestyles. People are supported to change to more sustainable behaviours.

² Self sufficiency workshops were identified as a high priority during the public survey.

5. Facilities - Environment Centre

SCES will maintain a physical presence in Riverton.

WHY	HOW*	TARGETS*	OUTCOME
Strategic Goals 3 & 4	● Maintaining the Centre building as a safe, secure base for SCES activities; ● Generating income to pay for maintenance and development; ● Ensuring staff and volunteers are welcoming and knowledgeable as public interface; ● Hosting local environmental groups and visiting groups; ● Providing eye-catching informative window displays. ● Providing information on a wide range of ecological products (selling a small range of these as a fundraiser); ● Providing office and administration space, including photocopying facilities and internet for local groups; ● Having internet access (via SCES Website) on a public computer for research, with support as needed from our staff; ● Maintaining a robust and efficient waste management system ● Providing access to useful physical resources (e.g. 'Tool Library' - see later in Strategic Plan);	2020 ● Stage 3*: Secure funding to complete the Detailed Building Seismic Assessment; ● Develop plan for remodelling interior of Centre, including layout, displays etc; ● Install touch screen computer in Centre for public to access information; 2021 ● Review and redesign public areas of building interior; ● Stage 4*: Secure funding to undertake seismic strengthening work; 2022 - 2025 ● Stage 5*: Once seismic strengthening is complete, finish the internal upgrade of the main building: office space moved upstairs, co-op based in the old office area; *Stage 1: Feasibility Study (completed in 2016); Stage 2: Purchase of building (completed in 2017).	SCES is known as the "go to" place for knowledge and resources to support sustainable living both physically in Southland (by 2025), and online (in 2021).

*Also see Facility Development and Maintenance Plan

6. Facilities - Riverton Community Food Forest Park

SCES will provide visible examples of sustainable methods of producing food locally.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3 & 4	- Planting of trees, shrubs and herbs on an annual basis; - Care for plants as required (e.g. pruning, trampling, mulching); - Providing a low-maintenance set up – but ensuring that paths are accessible and safe; - Provision of space for educational / experiential activities e.g. workshops, quiet reflection, forest bathing etc. - Provision of interpretational materials e.g. QR code-based self-guided tour.	2020 - Visitors to Environment Centre are encouraged to visit FFP; - Benefits of visiting FFP while in Riverton are advertised; - FFP is part of a 'Food Forest Tour Package' including the Guyton's FF; - Regular educational working bees begun for maintenance of FFP; 2021 - School and Public visits to FFP are increased by: improving paths; running workshops and working bees on-site; providing interpretation booklet to sell at Centre and online video tour via QR code; - Funding is secured to develop centralised covered area with seating opportunities; - Produce is available to the community and sold at Centre to raise funds for maintenance. 2022 - 2024 - FFP is a well-known and appreciated destination for school visits, picnics, workshops and quiet reflection; - The local community values the role played by the FF for: local food production; encouraging and supporting wildlife; being a destination for hands-on learning opportunities; supporting economic activity in the town.	- Riverton has a publicly accessible resource which provides an example of a sustainable method of producing local food; - Schools, community groups and visitors to Riverton are able to see a living example of a Food Forest and leave with inspiration and support to develop their own Food Forest; - Activities based around the FFP support the local economy.

7. Current Projects - Environmental Education

SCES will develop and facilitate delivery of educational streams tailored to different age groups.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 2, 3, 4 & 6	- Offering a wide range of workshops and talks to the community (and schools) on a regular basis; - Running School Holiday Programmes; - Hosting visiting people and groups at the Environment Centre and going out into the community; - Collaborating with organisations (including <i>inter alia</i> Estuary Care Society, Ōraka Aparima Rūnaka, Te Ara a Kewa, schools, Environment Southland, local businesses) to develop citizen science programmes, where people can be involved in hands-on data collection, learning about scientific concepts, while connecting more deeply to our environment and the 12 different ecosystems represented in Western Southland ('mountains to the sea'); - Partnering with Estuary Care Society and Rūnaka to develop new educational materials that communicate Mātauraka Māori alongside environmental education, and to develop projects that help restore native biodiversity and wellbeing of the estuary; - Mentoring future environmental champions and leaders in our communities. Ideas for education / citizen science projects: - Stream/water quality testing kits, Drains for Rain; - Beach clean ups, Litter Data Collection; - Soil quality assessment, environmental audits; - Biodiversity surveys, bird monitoring.	2020 - Relationships developed with key stakeholders: Rūnaka, museum, schools, Environment Southland, local businesses etc; - Funding secured to develop first round of education programme streams; 2021 - Funding sourced to enable reinvigoration of Community Adult Education programme; - Funding for Environmental Educator to visit and work with all Southland schools in conjunction with Environment Southland's Enviroschools work; - Funding sourced to offer AHVG seeds to all Southland schools; - Southland schools continue to visit the Environment Centre to learn about a range of environmental matters; - Initial citizen science and estuary restoration programmes developed; 2022 - 2024 - Programmes developed for the other 12 ecosystem types; - School programme extends to more schools; - Marine and terrestrial ecosystems programmes developed; - Funding secured to work with local businesses: Environment Centre manages business sustainability programme, starting with a 10 business pilot and expanding as funding allows;	Riverton is a destination for a wide range of environmental education programmes tailored to locals, elderly, youth, pre-school, primary school age, visiting schools and groups, and tourists; Southland schools have quality environmental education opportunities in-school; Environment Hubs Aotearoa network members benefit from SCES education programmes; Southlanders and the wider community are inspired, supported, mentored and grown into environmental champions; The community seek and are supported in 'Citizen Science' opportunities including <i>inter alia</i>: bat research, archeology of middens that are getting washed away or destroyed, geology, monitoring and protection of dotterel and black billed gull roosting areas.

8. Current Projects - Educational Festivals

SCES will increase participation in its courses and education.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3, 4 & 6.	- Building on success of previous Heritage Harvest Festivals; - Ensuring 'overextension' and 'burnout' do not occur - festivals are well-managed and fun to run; - Developing a 'living manual' for events; - Seeking sponsorship for events to cover advertising and administration costs; - Working with strategic partners to promote events e.g. Great South; - Increasing range of events through the year - seasonal focus; - Considering alternative locations for events – e.g. Winton or another town could host the Earthcraft Festival.	2020 - Work with Great South to support promotion of 2021 Heritage Harvest Festival; - Develop ideas for a spring festival ('Bountiful Backyards') starting in 2021; 2021 13th Heritage Harvest Festival is well-promoted, well-attended and is a roaring success; - Earthcraft Festival is well-attended locally; - Work with Great South to support promotion of 2021 Bountiful Backyards Festival in Riverton; - Funding secured for festivals via sponsorships and advertising; 1st Bountiful Backyards Festival launched in October; 2022 - Develop ideas for a summer 'Ecosystems festival' starting in 2022 / 2023; - Heritage Harvest Festival, Bountiful backyards Festival and Earthcraft Festival all run successfully; 2022 - 2024 - SCES runs four seasonal festivals that are well-regarded, well-attended and which meet the needs of the public for inspiration and information around a wide range of topics; - The contribution these festivals make to the local and regional economy is well-understood and appreciated.	The community "buzz" of the Harvest Festival is maintained and is achieved at all our events and workshops, attracting more participants;³ The community has access to quality information to support living more simple, satisfying and sustainable lives; Riverton becomes known for hosting quality, fun festivals that contribute to the local economy.

³ This was mentioned during strategic planning session as being a "golden moment".

9. Current Projects - Open Orchard Project: Saving Heritage Diversity

SCES will *increase heritage fruit and nut tree availability in Southland.*

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1 & 3.	- Running grafting workshops and working bees in conjunction with our education programmes; - Ensuring that species grown in Southland for years are available for redistribution; - Inspiring and facilitating homes, schools and community locations to plant and care for fruit trees; - Fundraising through the Annual Fruit Tree Sale, with the aim of this project being fully self-funded; - Securing sites for community Heritage Orchard Parks on public land (e.g. schools, Council and Health Board assets); - Encouraging Local Government to include fruit and nut trees in planting programmes; - Working strategically with other organisations e.g. Public Health South, Koha Kai, Food & Crop Research.	2020 - Annual Fruit Tree Sale runs successfully; - Individual Management Manuals out to all 14 established Parks; - First educational materials available on Youtube channel; - Local Councils encouraged to make planting of fruit trees part of standard parks and reserves management - reduce barriers to public fruit trees; 2021 - Research and collect Scions from Gore area and graft; - Heritage pear varieties in Southland located, identified (where possible) and propagated; - More educational materials filmed and on Youtube channel; - Annual Fruit Tree Sale streamlined (focusing on online ordering system and possibly using App) to reduce work / increase fund-raising; - Fruit Tree Sale includes a wider range of locally-grown plants e.g. small fruits and supporting herbs etc ('South Coast Growers Collective' supported to provide these); - Funding secured to provide fruit trees to vulnerable communities via community gardens, street plantings, at schools etc.; - Marketing and sale of Heritage Orchard Handbook is increased; - Funding secured to 'localise' the 'Top of the South Fruit and Nut Tree Guide'; - QR codes introduced to Heritage Orchard Parks, linking to more information via website; 2022 - 2024 - Invercargill Heritage Orchard Park planted; - First 10 Heritage Orchard parks are self-sufficiently managed by their local "Friends of the Orchards"; - Heritage Orchard park trail launched complete with brochures/ QR codes; - Heritage Orchard park planted in Gore; - All plants sold in Fruit Tree Sale are propagated and grown in Southland;	Southlanders grow a majority of their own fruit once again and there are community orchards and public land fruit trees that the public can access for food, thereby increasing local food resilience;

10. Current Projects - Open Orchard Project: Identifying Varieties

SCES will *preserve genetic information* of fruit trees in Southland and the history of the early settlers who planted them.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1 & 3.	- Collecting apple trees and their history from around Southland; - Identifying varieties whose information has been lost; - Researching early settlers of Southland connected with old orchards; - Working with national and international groups to share knowledge and expertise; - Ensuring that species grown in Southland for years are protected and available for redistribution; - Fundraising through the Annual Fruit Tree Sale, with the aim of this project being fully self-funded;	2020 - Partnership developed with Crop & Food Research; - Fruit Tree Sale successfully provides some financial support for this project; 2021 - Funding secured for scientific apple research; - Funding secured for settler research; - First 100 identified varieties on our website and on International websites Orange Pippin and FRUIT ID; - Scientific research completed; - Research and collect Scions from Gore area and graft; 2022 - Next 100 newly Identified trees up on the three websites;	Southlanders grow a majority of their own fruit once again and there are community orchards and public land fruit trees that the public can access for food, thereby increasing local food resilience; An easily accessed database of locally-sourced, adapted and grown fruit tree varieties is available, connected with international research; Local Heritage Orchard Parks are protected and valued as genetic repositories for the future.

11. Current Projects - Southland Seed Savers Network

SCES will maintain availability of locally-adapted seed for edible plants in Southland/Otago bioregion.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3 & 4, also: The ongoing availability of locally-adapted heirloom fruit and vegetable varieties is crucial to a resilient, sustainable local food supply. Seeds are increasingly concentrated in the hands of a small number of overseas companies: it is critical to reduce dependence on a global seed supply chain which is vulnerable to shocks such as Covid-19. Otago and Southland gardeners see this as a priority as no-one is doing it in Southern NZ.	- Identifying and saving a living library of seeds acclimatised to grow and produce well in Southland; - Collating and distributing information on the seed varieties available; - Nurturing and supporting a dedicated group of seed savers to keep the seeds viable; - Preserving and protecting threatened local seed species; - Teaching people how to save their own seed season to season; - Covering administration costs through membership and a small charge for seeds; - Working closely with the proposed Southland Seed Enterprise (see below).	2020 - Continue to collate data on available seeds and support members to access seeds from catalogue; - Develop logo for Seed Savers and reformat catalogue; - Offer workshops to schools and the public around seed saving; 2021 - Refocus seed saving activities around Henry Harrington's original collection and 'special' seeds; - A core group of seed savers is facilitated and supported to keep seed collection alive and bulked up for wider distribution; - Secure systems developed for ensuring seed is viable and available - collection is 'alive'; - Schools are supported to become seed savers and to contribute to the project; - Public workshops continue; 2022 - 2024 - Project covers its own costs and is functioning in a sustainable way. Members feel a sense of ownership.	Viable seeds are saved from these plants for future use; Special varieties unique to Southland are identified and grown on to preserve valuable genotypes; Southlanders have an understanding of and value the role of locally-adapted 'heritage' seeds.

12. Current Projects - Grow Local – Buy Local

SCES will encourage and support local producers.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3 & 5.	• Selling local fruit and vegetables, and other locally made products at the Riverton Organic Co-op hosted in the Centre - this is an example of an ethical, not-for-profit business and something that smaller towns could aspire to when, by scale, a 'for profit' shop would not be a viable option; • Providing Electric Van and software to support selling and buying of locally-produced food and products around the Longwood Loop. Software is replicable across any rural community; • Providing education and networking opportunities for local growers⁴ and farmers, particularly in relation to Longwood Loop project; • Networking with like groups to support more home food growing; • Continuing to mentor new organic growers and new organic co-ops so they are more widespread.	2020 • Monthly Riverton Organic Growers Group meetings resume post-Covid; • Relationship with Otago Organics established - collaboration opportunities explored; • Funding secured for purchase of electric vehicle, development of software and infrastructure for local hubs; 2021 • LL software developed and Loop launched; • Eight temporary community 'Trading Posts' established, LL rounds begin; • Seminars for potential local growers around the Loop begin, sharing information on demand and supply and creating local growers' networks; • Two new local suppliers provide produce for the Loop; 2022 • First eight permanent Trading Posts established; • Five new local suppliers provide produce for the Loop; • Further seminars run for new producers; 2023 - 2024 • Loops initiated in other Southland communities; • LL software is used to establish new hub in another rural NZ community;	People in Southland have the skills and resources to produce their own and buy/sell local food; Southland has a resilient local food system and a more diversified economy; Paraphrased from the Good Food Road Map: [Southland's] food system enables all people, at all times, to have physical, social and economic access to good food which fulfills their dietary needs and food preferences for an active and healthy life. [Southlanders] exercise the right to good food and have the right to define their own food systems - placing the control of food back into the local communities.

13. Proposed Projects - Southland Seed Enterprise

SCES will sell locally-appropriate seeds for edible plants in Southland/Otago bioregion.

⁴ In strategic planning public survey, 9/10 voted empowering people to grow their own gardens as a high priority.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3, 4, 5 & 6, also: • To ensure that everyone in Southland and Coastal Otago has access to locally-grown and -adapted seed varieties; • To contribute to a sustainable, resilient food supply; • The ongoing availability of locally-adapted heirloom fruit and vegetable varieties is crucial to a resilient, sustainable local food supply. Seeds are increasingly concentrated in the hands of a small number of overseas companies: it is critical to reduce dependence on a global seed supply chain which is vulnerable to shocks such as Covid-19. Otago and Southland gardeners see this as a priority as no-one is doing it in Southern NZ.	• Identifying seed varieties that will suit the Southland and Coastal Otago bioregion; • Working with relevant groups (e.g. Koha Kai, Otago Organics); • Buying bulk seeds and repackaging to get project up and running; • Branding, packaging and finding outlets for seeds; • Finding local growers to contract to bulk up seed varieties; • Providing ongoing support to contract growers; • Bulking up local varieties to small commercial levels;	2020 • Begin scoping for feasibility of Seed Enterprise; • Initiate Seed Enterprise to start raising funds for Seed Savers Network project; • [Aotearoa Home Vege Growers] seeds sold at the Centre, starting with the four varieties beginner's packs; 2021 • [Aotearoa Home Vege Growers] seed range increases - seeds bulk supplied from Kings, Setha's; • AHVG seed enterprise is generating funds for the Centre and providing an added income stream to growers in the South of the South. 2022 - 2024 • AHVG seed range increases annually. Locally-grown seeds included, grown under contract with local growers; • All AHVG seeds are produced locally.	Seeds are available to grow in Southland and Otago which are known to do well in our climate; Local growers are able to diversify income streams.

14. Proposed Projects - South Coast Quiet Tool Collective ('Tool Library')

SCES will facilitate the availability of a range of tools associated with sustainable landscape management and small-commercial food production.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3 & 4, also: - to meet increased community need for infrastructure used for sustainable resilient food production e.g. soil block maker, flour mill, broadfork; - To support reduction of particulate and noise pollution from 2-stroke engines e.g. lawnmowers, hedge trimmers, chainsaws.	- Exploring potential collaboration with Menzshed; - Providing system for purchase, use, care and replacement of tools; - Providing space for safe secure storage of tools; - Managing membership to cover expenses and ensure sustainability of project.	2020 - Scope feasibility of establishing 'tool library': community needs, costs, management systems etc.; 2021 - Establishment of collective: membership procedures, responsibilities, insurance, costs etc. - Initial purchase of a few key items: broadfork, electric hedge trimmer etc. - Publicity and membership drive; - An initial 6 tools are available to 20 members. 2022 - 2024 - Benefits of Tool Library are widely understood; - Library works towards being self-funding via memberships; - An increasing range of tools is available to an ever-growing membership.	The community has access to a range of tools to support them in the production of healthy local food and sustainable management of landscapes; The local environment has cleaner air and less noise pollution.

15. Proposed Projects - South Coast Community Composters

SCES will facilitate the conversion of organic household and business wastes into high-quality compost.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3, & 5, also: ● Around 40% of the waste going to landfill in Southland is compostable: Diverting this would contribute to reducing costs and environmental impact of organic waste. ● An increase in food growing projects to improve local food security will create a need for high-quality affordable compost.	● Collaborating with Wastenet; ● Inventorying and Identifying of organic wastes produced locally in Riverton and Bluff (and wider Southland); ● Developing social enterprise to manage project; ● Sourcing of sufficient locally-sourced 'high-carbon' materials to mix with organic wastes; ● Securing of appropriate location for composting; ● Providing personnel and infrastructure to collect and compost wastes and distribute compost for pilot scheme; ● Contracting to deliver services based around upskilling of community groups and champions in waste minimisation and healthy food production.	2020 ● Feasibility of establishing community composting programme in Riverton and Bluff investigated; ● Local waste streams inventoried, potential compostable high-carbon material sourced; 2021 ● Funding secured to cover initial one year pilot programme for Riverton and Bluff; ● Promotion undertaken to encourage local businesses and individuals to take part; ● High-quality compost is made on a regular basis; 2022 ● Project covers its own costs through subscriptions and selling of compost; ● Project extended in Riverton and Bluff, pilot established in Te Anau and Winton; 2023 - 2024 ● Project is functioning effectively and efficiently in Riverton and Bluff and is extended throughout Southland.	The community understands different ways to manage organic wastes in a sustainable way; Compostable waste is removed from the waste stream: costs and environmental impacts are reduced; High-quality compost is made available to the public and community groups for food-production purposes. Small local enterprises are encouraged and supported to run independently, increasing local employment and economic development.

16. Proposed Projects - Healthy Homes / Home Performance Advisory

SCES will provide encouragement and support for families/whanau to make positive changes towards healthier homes and healthier lives.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3, 4 & 6.	- Delivering Education - basic science underpinning what is happening in homes eg. principles of 'warm' (heat moves from warm to cool) and 'dry' (identifying sources of moisture, and how to manage and mitigate making heating more cost effective.); - Undertaking Assessments - an assessment of the house, informed by a comprehensive understanding of the science of home performance, best practice and a consultation with the occupants; - Providing a Diagnosis - Diagnosis of the underlying cause or causes of problems in the house and identification of actions to address the causes; - Making Recommendations - Prioritised recommendations tailored to address the underlying causes of the problems in the first instance, which meet the needs of the client and their personal circumstances.	2020 - SCES Personnel undertake training through Community Energy Network; - Feasibility of establishing Healthy Homes programme in Western Southland investigated; 2021 - Relationships with appropriate local agencies e.g. Public Health South and DHB developed; - In-house expertise is available to the community at the Environment Centre; - Information displays developed to provide education around managing a healthy home; - In-house expert is able to visit eligible households to undertake assessments and make recommendations. 2022 - 2024 - Funding is secured to offer subsidised service to all residents of Western Southland;	SCES have a trained expert in-house to provide education and assessments / recommendations. The community is aware that poorly performing homes have negative social, environmental and economic impacts on families and the community as a whole. Southlanders are empowered to make decisions that will improve their homes and their quality of life, whatever their circumstances.

17. Estuary Care Society

SCES will support Estuary Care to develop a framework for Te Wai Korari estuary reserve.

WHY	HOW	TARGETS	OUTCOME
Strategic Goals 1, 3, 4 & 6, also: Te Wai Korari is the last remaining native fringe of Jacob's River Estuary. Pest and plant management is needed to maintain, protect and restore habitat and taonga species.	- Supporting the Estuary Care Society to collaborate with the Rūnaka, Environment Southland, Thriving Southland, Te Hikoi, Arts Centre, Aparima College etc on different wetland- and estuary-specific projects, <i>inter alia</i>: - Developing a 'Te Wai Korari Management Plan'; - Maintaining walkways around estuary; - Creating new series of information panels in partnership with the Rūnaka to display around the walkway; - Developing a very accessible walkway (e.g. accessible by residents of rest-home across the road) around the top part of the Reserve, with views across the estuary and a mix of plantings (native and exotic); - Implementing pest control trapping plan to protect taonga species; - Holding a festival that celebrates the Estuary and the land-ocean connection; - Promoting wetland creation and riparian planting, especially along creeks.	2020 - Initiate relationships with relevant organisations; - School holiday programme run including aspects of Te Wai Korari and estuary; 2021 - Funding secured to maintain walking tracks and develop pest control programme; - Initial Management Plan created; - Designs created for development of top part of Reserve; 2022 - Information panels launched; - Four planting working bees are held over 2 years subject to eco-sourced plant availability, volunteers, and weather; - Funding secured to develop top part of Reserve; - Celebratory educational festival relaunched; 2023 - 2024 - Bird hides (shelters for unobtrusive observations) constructed; - By 2025, have planted along 20 micro-catchments that feed into the estuary.	The community is more involved and engaged with Te Wai Korari and see it as a valued part of Aparima Riverton; A well-developed management plan supports the Reserve and the species within through track maintenance and pest control programmes; Jacob's River Estuary increases in biodiversity, more sightings of taonga species such as Bitterns, Fernbirds and Marsh Crakes; Te Wai Korari is a popular education trail and visitor attraction and walk.

Appendix 1 - Older Ideas

Other ideas which were raised in strategic planning sessions in the past or by the public in 2015 which could be revisited in the future:

Education opportunities
Every school kid visits the centre
Workshops lasting weekends
Model old mixed farm experience for city children
Traditional food cooking course – teach people to cook from scratch
Access to hand made flax and willow baskets – teach grow sell
Community related opportunities
Flecks Hall fixed ⁵
GMO free southland
Plastic free southland
Aim for sustainable water in Southland. Model for other provinces
Network Southland – local deliveries connected connectedness
Crop related opportunities
Set up permaculture off shoot nursery. Plant nursery where locals can learn how to grow native plants and /or other varieties with cuttings and grafting. Plant material available at low cost for participants. Possibly space available at community garden.
Innovative grow hemp
Grow oats again
Collective industries
Financial sustainability opportunities
More funding applications
A paid consultant service
Build lodge for people in ongoing projects
Tap into tourist markets e.g. Eco Tourism
One millionaire sponsor for all the jobs
Have a diverse and fully integrated community system of trade. “Mondragon” Spanish Basque whole community co-ops.
Green dollars scheme? e.g. database with persons and their skill which could be tapped into.
Own banks/ self-directed

⁵ 5/10 voted as don’t’ do/leave for someone else – so not included as action in strategy. Could revisit if this becomes high priority for some reason.

Partnership opportunities
Presence in Invercargill too
Spores for other festivals and other centres
Communications opportunities
Online shop
E magazine
Facility opportunities
Vision to 'main street' all our projects
Eco village in Riverton, more shops and service run by us e.g. Organic Bakery
Work in with existing businesses e.g commercial kitchen
Operational opportunities
100% renewable energy at centre
Bike for electricity
Have more paid roles with Centre and projects but keep volunteer opportunities
Powerpoints at front of shop
Make technology work for use (easy to work, including satellite shops)
Refuse to buy exports when it can be grown made locally