



Parklands Albury Wodonga Ltd

ANNUAL REPORT

Year Ending 30 June 2014



Sunset over Castle Creek – Danny Jones

Parklands...
the benefits are **endless...**

PARKLANDS ALBURY WODONGA LTD

2014 Annual Report to the Albury Wodonga Regional Community

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PARKLANDS VISION

The Vision defines where Parklands seeks to be in the future

The natural environment of the region is valued and supported by its immediate community and visitors for its accessibility, connectedness and aesthetic appeal.

PARKLANDS GUIDING VALUES

These values guide the development of Parklands' planning and policies as it undertakes its journey towards achievement of its vision.

- **Our People.** We place to the forefront our communities: healthy, inclusive and connected.
- **Our Parks.** We seek to restore regional bush parks within a network that provides complementary uses built on an ethos of naturalness.
- **Our belief in Prosperity.** We adopt a social enterprise model: sustainability through shared vision, resources and partnerships.
- **Our Processes.** We adopt processes that are professionally consistent; in ways that are innovative and express passion as we work with our people.

REALISING OUR VISION

Parklands, in working across the public lands along streams and within and beyond urban areas of Albury, Wodonga, Indigo, Corowa, Towong and Greater Hume Local Government Areas will realise its vision via:

- **Our Approach.** Facilitating, identifying and innovating means for optimizing the restoration, expansion of uses and connectivity of parks, trails and facilities. Sustaining these is through building a community of people dedicated to the bush parks.
- **Our Resources.** Our greatest resource is the people of the Region especially the caring and energetic volunteers. Paramount is the fostering through educative means the link between our bush parks and their contribution towards improved physical and mental wellbeing of the Region's people.
- **Our Partnerships.** Partnering with the three levels of government, businesses, organisations and community groups to deliver the best combination of financial and community outcomes within and between areas of Public Land.

PARKLANDS STAFF

At 30 JUNE 2014

Ranger – Community / Team Leader
Ranger – Community Engagement
Ranger – Communications & GIS
Ranger – Field
Ranger – Field / Youth Programs
Finance Manager

Ant Packer
Danny Jones
Stuart Roberton
David Saxton
Tim Alexander
Noeline Elvin



CHAIRMAN'S REPORT TO THE COMMUNITY

Dear Friends and Partners of Parklands Albury Wodonga, welcome to the 17th Annual Report covering the financial year to 30th June 2014.

It has been a momentous year achieved with extraordinary contributions and effort as we pursued our vision for a network of bush parks.

Excellence in Innovation

Celebrating is a key part of any business because it allows us to commemorate what we have achieved and to publicly recognise those that have made it happen. Celebrating small steps along the way encourages team spirit and business growth, and fosters the desire within us all, to strive that extra bit, to reach that milestone. It is an effective way to keep the momentum going to something bigger.

During the past year Parklands Albury Wodonga was one of 350 attendees as a finalist at the prestigious Victorian Regional Achievement and Community Awards, as well as the Albury Wodonga Chamber of Commerce Business Awards and the Victorian Health Promotion Foundation Awards (partnering with Wodonga Urban Landcare Group, Gateway Health and City of Wodonga).

It was with much delight that I accepted the Excellence in Innovation Award as winner of this category at the Albury Wodonga Chamber of Business Awards.

Innovation is crucial to the continuing success of any organisation. Winning this award was recognition of the leadership of Parklands Albury Wodonga in fostering innovation, a focus on continuous improvement and building on good corporate governance practices.

Innovative Governance

During the year, the Board undertook an in-depth mid-term review of our Strategic Plan with new business plans resulting in clearer statements as to our vision and purposes.

I thank the honorary Board of Directors for their considerable contributions towards guiding the longer term strategic direction of the organisation. Our Directors bring great diversity of knowledge, experience and new approaches to our strategic direction.

I thank outgoing Board member Charmaine Stefani for keeping us focused on having modern policies and procedures notably in the area of managing risks and on engaging new audiences in “experiencing” our bush parks as either park user, volunteer or park partners.

I welcome new Board members Liz Fuchsen and Beverley Briggs, with their diverse mix of land management, people and visitor user perspectives.

Valuing Bush Parks

Over the past 15 years Parklands has evolved year by year. Historic strategic and business plans “measured in the main” physical activities across the 2,300 hectares of public land where we are Committee of Management with much less measurement of outcomes. This “measurement” reflected only one third of the bush parks where Parklands physically worked and did not place a value on the importance of investment in social capital. Throughout the year, the Board sought to identify performance indicators through which to measure how the organisation is progressing. In fitting with the saying “what you measure you value”, we have innovated seeking different ways of engaging the community to capture the extent of participation, capacity and sustainability of bush parks, trails and tracks.

Innovative Partnerships

Community members (individuals, businesses and business communities) are the greatest resource in any community. A key focus for the Board throughout the past year was reviewing key partner relationships and identifying new sectors of the community with whom to engage and build partner relationships.

Empowering the community can deliver unconventional innovations. As part of this process of recognising and maintaining the innovative culture of the Parklands team and partnerships, Board members invested time updating strategic partners and suppliers of key projects and challenges. This inclusive partnership approach continues to foster inclusive innovations. As the saying goes: ***“a problem shared is a problem solved”***.

Innovative Future

In closing, a quote that encapsulates the innovative leadership of both our organisation and the ways we engage and partner with community, business and government;

The future is not some place we are going, but one we are creating.

The paths are not found, but made. And the making of these pathways changes both the maker and the destination.” (John Schaar)

Dennis Toohey
Chairman



Chris Rose, General Manager – Regional Services, Parks Victoria presents Award to Parklands Board Director Charmaine Stefani and Parklands Ranger Danny Jones in front of 350 guests from across Victoria.



Board Chairman Dennis and wife Yvonne with Excellence in Innovation Award.



Dr Guinever Threlkeld, Head of Albury Wodonga Campus of La Trobe University with Chair of the Board of Directors of Parklands Albury Wodonga, Mr Dennis Toohey.

OPERATIONS REPORT

The year was one of celebrating innovation. These celebrations ranged from field workshops and informal presentations through to ribbon cutting community events, such as the Koetong Trestle Bridge and winning prestigious awards at both the Albury Wodonga Chamber of Commerce Business Awards and the Victorian Regional Achievement and Community Awards.

I thank and congratulate the regional community for their award-winning efforts.

It is through our inclusive partnership culture that we collectively achieved significant outcomes with in excess of \$695,000 worth of on ground time invested in the regional parklands, working alongside 94 partner organisations and 1999 volunteers.

Lots of people ...

12 Friends Groups empowered

94 partner organizations cooperated

1,999 volunteers involved

\$694,933 volunteer hours contributed

810 community members engaged

Inclusive processes foster innovation

Empowering the community has certainly delivered some unconventional innovations over the past year. This has been fostered through keeping partners, stakeholders and suppliers informed of projects and any challenges. Through this inclusive approach, we continue to collectively find innovative ways to progress with strategic plans and projects that would otherwise end up in the “too hard basket”.

Lots of on ground outcomes...

10.2km fences constructed

35,000 seedlings planted

*3 timber trestle bridges restored
(120metres)*

3 Cultural Heritage Management Plans

115km environmental corridors maintained

Restoration works on 75% of core lands

Thousands of woody weeds removed

15 restoration projects on other public lands

Listening and responding to change

Parklands growth and future is partnership-based. That is, we are committed to a partnership culture where partnerships are integral to how work gets done and how connections are made. It is through these extensive networks, that we are kept abreast of customer and market needs, and are therefore able to be responsive to evolving community needs. Some of our largest projects (eg the Murray River Adventure Trail, Killara to Kiewa River Track and High Country Rail Trail), high profile events and publications have grown out of strong community interest.

Parklands “leadership style” is proactive rather than reactive. Much time was spent during the year working with partner organisations to develop longer term plans and talk, talk again and followed more talk. It is through listening to the needs and aspirations of stakeholders and partner organisations, we work creatively fundraising and implementing a wide diversity of park enhancement projects, events and publications.

The importance of fostering this “partnership culture” is demonstrated by the findings of the 2013 Regional Wellbeing Survey conducted by Murray Darling Basin Futures Collaborative Research Network;

“Regions with high levels of community wellbeing had higher than average access to:

- leadership and collaboration (human capital)*
- social cohesion (social capital)*
- good quality local governance (institutional capital)*
- overall liveability (physical capital).*

The results suggest community wellbeing may depend not just on having the presence of many people with high individual resources, but on being able to bring these resources together at a community scale.”

Sharing resources and expertise

Whilst many regional businesses and employees donate time, materials and equipment towards parklands projects, this is something that Parklands as an organisation also does. For example, in kind support ranges from staff time, printing and meeting space through to the loan of tools, equipment, spray rigs, vehicles and trailers. Revenue raised from fundraising events is also shared. For example, the Trail Running Series profits have been shared equally with the Border Trust and Soldier On, whilst revenue raised for Rail Trail events is shared with the Bonegilla and Tallangatta Rail Trail Advisory Groups.

Encouraging Innovative Leadership

One of our greatest barriers as a regional community is to challenge the belief that governments (local, state and federal) are responsible for making things happen locally. Through community involvement, we continue to demonstrate that much can be achieved by working together, pooling resources and focusing on what we have (resources, time and equipment) and what we can do now.

Once people have this experience, the lens through which they view the possibilities is changed. Creating such a view of the world is featured within our youth volunteer programs, where we encourage young people to take an active role in their communities and the things that matter in their lives.

Measuring our Impact

The following pages of this Annual Report summarise how our focus for the past year on people, parks, prosperity and process achieved key goals and outcomes identified in the Parklands Albury Wodonga Strategic Plan 2010-2022.

Innovative Team

I thank and recognise the commitment of the Parklands Board, staff and Friends Groups. Their passion, capacity to “think outside the square” and positive “can do” attitudes are the core ingredients that are the foundations of our capacity to excel in

supporting community’s attaining their longer term goals.

Ant Packer

Community Ranger

Lots of financial supporters...

Community Financial Partners:

Baranduda Landcare Group
Community members (tax deductible donations and event entry fees)
Kiewa Landcare Network
Nature Conservation Trust of NSW
Scanlon Foundation
Tallangatta Construction & Maintenance
Tallangatta Rotary Club
Tangambalanga Lions Club
The R E Ross Trust

Business Financial Partners:

Albury Wodonga Health
AusTrade (Federal)
Dysons Buses
Google
Hume Bank
Lester & Son Funeral Directors
Mars Petcare
Medibank Community Fund
Mungabareena Aboriginal Corporation
Neighbours (grazing license fees)
Riverside Housing Estate
Wilsons Transformer Company
Workways Australia

Government Financial Partners:

Albury City Council
City of Wodonga
Corrections Victoria
Department of Environment & Primary Industries (Vic)
Department of Environment, Heritage, Water, Population & Communities (Aust)
Department of Regional Australia, Local Government, Arts & Sport (Aust)
Indigo Shire Council
Land and Property Management Authority (NSW)
Murray Local Land Services (NSW)
North East Catchment Management Authority (Vic)
NSW Office of Water
NSW Office of Environment & Heritage
Towong Shire Council

GOAL 1: OUR PEOPLE – Learning and Growth

A 'people-centred' social enterprise.

We place to the forefront healthy, inclusive and connected communities

DELIVERABLES:

- A diversity of learning and engaging volunteer experiences
- Participation by a wide cross section of community and business

ACTIONS:

Innovation as a result of seeking to “measure” our impact:

The process of measuring the above deliverables resulted in identifying and trialling new and innovative engagement strategies to respond to emerging community needs.

A diversity of learning and engaging experiences:

- Appreciation of our bush reserves. A series of Parklands Ranger guided walks and talks were run to generate interest and appreciation of the natural values of Albury Wodonga’s bush reserves. The annual Nail Can Hill Wildflower Walk attracted a record crowd again with 180 local residents joining tours run by Friends of Nail Can Hill and staff from Albury City Council, NSW Office of Environment & Heritage, Murray Local Land Services, Charles Sturt University, Nature Conservation Trust of NSW and Parklands.
- Threatened species recovery activities protected endangered orchid sites and raised community awareness through involvement in field work and monitoring.
- Capacity building skills for our 12 Friends Groups have been tailored to where each of these groups is at. Our focus continues to be on building our Friends Groups’ capacity to expand their networks and supporter base to ensure longer term sustainability.
- Organisational support. For more established groups, support ranged from loan or storage of tools, equipment, materials, office and meeting space through to tuition on setting up online registrations for fundraising events and advice on appropriate chemicals or techniques for targeted weed control or revegetation.

- Group building skills. Parklands supported the establishment of a Friends of Nail Can Hill Group and an Eastern Hill Residents Group. We acknowledge financial support for this process from Murray Local Land Services and the Slopes to Summit Great Eastern Ranges Partnership.
- Bush restoration skills. Schools, businesses and community members undertook restoration works with hands-on training provided by Parklands Rangers.
- Fencing skills. 10km’s of fences were constructed with hands-on training provided to youths, school students, correctional services and those seeking employment. This included welding and metal fabrication skills.
- Traditional bridge building skills. The restoration of three timber trestle bridges on the High Country Rail Trail was a steep learning curve for all involved, under the tutelage of Puffing Billy Preservation Society. We also acknowledge the contribution of expertise, equipment and time of neighbouring farmers who assisted with milling of timber.
- Forestry skills. Army Reserve Engineer Regiment 22 spent a third year of their training program felling and milling timber for the trestle bridge restoration project. This practical exercise has provided quality training for Army Reservists as well as a sense of pride in contributing to this community project.
- Mountain bike track building. The skills learnt from an International Mountain Bike Association workshop have been invaluable in both realigning walking tracks as well as construction of new tracks. Lots of people, rake hoes and rocks later, there is a growing network of tracks where ongoing maintenance has been reduced.

Participation by a wide cross section of community and business

As a result of seeking to “measure the extent of participation” proactive conversations were initiated and new sectors of the community engaged;

- **3% of the Albury Wodonga community** participated in park tours, trail runs or volunteering during the past year.
- **24% of schools** in the region participated in volunteer projects. These tailored experiences connected youths with nature, reinforced the relevance of education and sought to foster youth leadership through communicating the importance of civic responsibility. For instance, Wodonga Senior Secondary College carpentry students fabricated seats and picnic tables which they then installed at Huon Reserve, Middle Creek and other spectacular sites along the High Country Rail Trail, working alongside Bonegilla Rail Trail Group volunteers.
- **Young people** from Scouts, Venturers, Youth Albury Wodonga, Church of Latter Day Saints, Wodonga TAFE, Riverina TAFE and Charles Sturt University participated in volunteering at more steep and difficult access sites. The second Wodonga Urban Landcare Network Transformation, run in partnership with Friends of the Ridges and David Wittenbottom Group provided a great fundraising opportunity for scouts, who were sponsored for every woody weed removed.
- **9 Trainees employed** in the first round of the Green Army Program
- **10 of the largest employers** in Albury Wodonga were engaged with park projects in some way during the past year. The health and wellbeing benefits of workplaces connecting with nature and physical activity are increasingly important. This was a particular focus of our partnership with Healthy Together Wodonga’s “Workplaces in Open Spaces” initiative, partnering with Wodonga Urban Landcare Group, Gateway Health and City of Wodonga to facilitate increased corporate volunteering.
- **12 Friends / Landcare Groups** supported in joint management of local bush parks. At least a dozen other volunteer groups were also supported.
- **disAbility program expanded** with a second Murray Valley Centre team. This program provides opportunities for participants to “give back” to the community whilst being physically active and develop new skills. A heap of smaller but valuable maintenance jobs have been implemented by this team over 8 years.
- **Mental health recovery** program run in partnership with Wodonga TAFE and St Luke’s Anglicare.
- **Long term unemployed** gained quality work experience, training and mentoring with a tailored volunteer program. All attained Construction Industry White Cards and some secured employment.
- **Bhutanese refugees** were informed of water market operations whilst studying organic farming at Riverina Institute of TAFE (National Environment Centre). Parklands support in negotiating the water regulatory system means this refugee led community market garden has the capacity to expand over time as they learn to grow suitable market garden produce.
- **Correctional services** programs included a 15th year supporting the Parklands – Corrections Victoria diversion program. In addition to connecting community service order participants with nature and community, opportunities were created to build communication and constructive problem-solving skills. We thank the Land Mates Team from Beechworth Prison for restoration works at the vandalised Huon Hill Lookout, as well as fencing at Ryans Lagoon Wetlands, Yackandandah Creek and sections of the High Country Rail Trail.
- **Over 800 participated in events** which were run in partnership with the Defence Community, Riverina Endurance, and Bonegilla and Tallangatta Rail Trail Advisory Groups, including a Trail Running Series and Friends of the Rail Trail walks / rides (Mahers Hill, Seniors Week, Milk Run, Whistle Stop Progressive High Tea, Jarvis Creek Jaunt and Tallangatta Tall Trestle Treadle)

GOAL 2: OUR PARKS – Customer Perspective

Delivering more nature trail options with improved connectivity.

OUTCOME:

- Matching of the campaign funding with on-the-ground projects
- A framework for measuring customer usage of tracks and trails
- Develop a new river access point, partnering with a community and organisations of common interest

ACTIONS:

Matching funding with on-the-ground outcomes:

137% of the income raised during the past year was invested in on ground outcomes. That is, for every \$1 of revenue, \$1.37 was invested in time and materials.

New River Access:

Thousands of hours and semi-trailer loads of environmental woody weeds were removed from waterways so choked with weeds that they have become impenetrable. These included APEX Park (The Pines) on Lake Hume, Oddies Creek in South Albury and Middle Creek in Baranduda, as well as smaller infestations on some of our region's magnificent Box Gum Grassy Woodland hills.

New Murray River Access:

During the past year conversations with communities, neighbours and stakeholders were ongoing as we sought to improve existing river access and increase river access, as outlined in our 2022 Strategic Plans.

A section of the Murray River nature trail in West Wodonga was formalised with public and pedestrian access off Carrolls Road.

Revegetation projects on the Murray River in Bonegilla and the nationally significant Ryans Lagoon Wetlands will enhance future sections of the Murray River nature trail.

A Cultural Heritage Management Plan was commenced for the western section of Gateway Island, with the Albury Wodonga Green Army to establish pedestrian access in the new year.

It was a delight to finally, after four years of negotiations, secure a long term lease of the 9km VicTrack railway corridor through Wodonga to Gateway Island. Lots of conversations with our new neighbours, a public meeting and community planting day were held to foster stewardship.

New Kiewa River Access:

Pedestrian access along the Kiewa River from Killara to Kiewa Township was established for all but three critical access points three years ago. Conversations were ongoing throughout the year seeking progress with these sites;

Kiewa Township: Through the efforts of a three year partnership with the Kiewa - Tangambalanga River Reserve Access Group, access was negotiated through freehold land at Kiewa township. Unfortunately this became a divisive issue with Indigo Shire Council choosing to take the lead on this community issue, identified in Council community plans as a high priority.

Baranduda Township: Despite four years of discussions with key stakeholders, pedestrian access to the Kiewa River in Baranduda via a closed Crown road continues to be limited.

Killara township: A section of the Kiewa River nature trail downstream of Killara was upgraded with gravel by City of Wodonga.

Measuring customer usage

As participants in Bicycle Victoria's inaugural Super Saturday Bike Count in November 2013, it was pleasantly surprising to find usage of the Wodonga to Corryong High Country Rail Trail at Sandy Creek Inlet similar to popular sections of the Bright to Wangaratta Murray to Mountains Rail Trail.

Thanks to recognition of the need to improve awareness of the regional parklands network our website was upgraded. Thanks to grants from Google and Community Heritage, our tracks were uploaded onto Google Maps, and our website upgraded with these interactive park maps and a more mobile responsive design.

Through the process of measuring usage of our parks, we look forward to learning about users and non-users needs so as to cater for a wider diversity of park users.

GOAL 3 – OUR PROSPERITY – Financial Perspective

We adopt a social enterprise model: sustainability through shared vision, resources and partnerships.

OUTCOME:

- Improving the financial position of Parklands through best commercial practices.
- A plan for sourcing 50% of funds from non-government sources by June 2016

ACTIONS:

Improving the financial position

Considerable time was invested in fundraising throughout the past year. The tight and increasingly competitive fundraising environment together with leaner economic times meant we only secured small government and philanthropic investments in three priority projects.

After 18 months of negotiations, an Australian Government Community Infrastructure grant was secured to build two 300 metre boardwalks across the Kiewa floodplain, working in partnership with Mungabareena Aboriginal Corporation and Wilsons Transformer Company.

Innovative business model

The shift from a “funded model” of operations ten years ago to our current “social enterprise model” means we have to generate revenue to cover our operations, to meet our responsibilities as a public land manager and to implement our longer term goals.

Parklands focus is on attracting like partners to continue enhancing the Region's public lands. We have been innovative in the way we have diversified our revenue sources and revenue streams through delivering a wide range of goods and services to a growing customer base.

We thank the diverse mix of customers who purchased our goods and environmental services throughout the year. Whilst we are “earning” income by delivering physical outcomes for our customers, the process of involving local communities and businesses in delivering these projects enables us to deliver significantly more through this “co-investment” model.

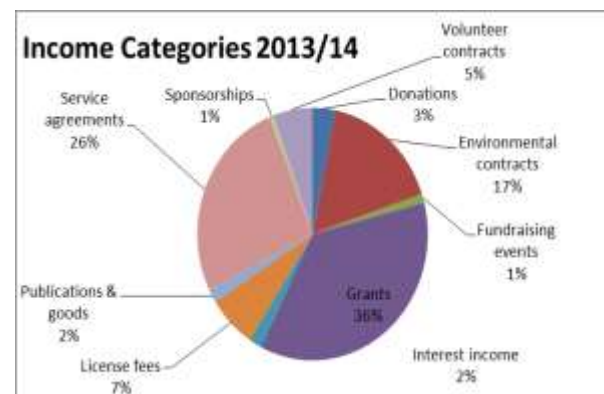
That is, we are building community skills, social cohesion and large scale environmental

restoration for a relatively low financial investment.

Supporting local business and employment

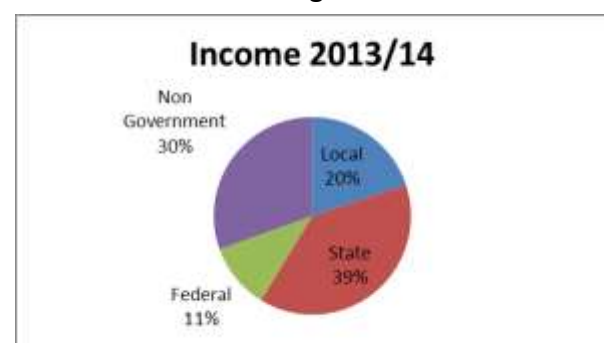
- \$332,868 of goods and services purchased from local businesses,
- 14 jobs created, employing young people in Albury Wodonga, and
- 11 community participation events

Diversify mix of revenue sources



2/3rd income sourced independent of tied project grants in 2013/14.

Increased non-government income from 23% to 30% of total income generated.



1/3rd income from non-government sources.



GOAL 4 – OUR PROCESSES – Business Process

We adopt processes that are professionally consistent; in ways that are innovative and express passion as we work with our people.

OUTCOME:

- Improving Parklands value proposition as an innovative and valuable organisation.
- How does Parklands address its low level of awareness and appreciation of triple bottom line performance?

ACTIONS:

Improving Parklands value proposition

Conversations and activities throughout the year sought to raise awareness and understanding of the many facets of Parklands and how the organisation delivers more than just environmental goods and services.

During the year, a part time Communications Ranger position was created. With resources focused on sharing stories on what we do, it is pleasing to hear community and business members with greater awareness of the diversity of activities, projects and partners with whom we work. The challenge is to grow appreciation of “why” we work the way we do.

Awards for Excellence in Innovation and Environmental Sustainability

Parklands was winner / finalist at the prestigious Victorian Regional Achievement and Community Awards and the Albury Wodonga Chamber of Business Awards. The application and judging processes created opportunities to review and improve on our processes.

Parklands as a social enterprise has goals of demonstrating a people first approach to a sustainable future for the Region.

Sustainability is not limited to what we do to avoid, minimize and offset our carbon footprint. It is about HOW we work today that ensures our efforts are sustained into the future.

PHYSICAL CAPITAL:

Whilst our core activities are focused on environmental restoration, the application of industry best practices also ensured longer term sustainability outcomes. This means that we minimise the inputs to get the biggest outcomes for the time and resources invested. Recycled, reused and low maintenance materials are used for park

infrastructure and restoration projects strategically work from the best to the worst “patches” of bush.

SOCIAL CAPITAL:

In the process of finding work for everyone (eg social inclusion programs for physical and mental disAbility volunteers), we are also able to implement significant volumes of sustainability actions, such as recycling of revegetation and fencing materials and reuse of donated timber and steel.

COMMUNITY RESILIENCE

In supporting the involvement of 12 Park Friends Groups and project partners, volunteers develop new skills and form new networks. These skills are transferable to other projects in and beyond the region. Involvement builds community leadership skills and reduces social isolation. Examples include flood recovery and trestle bridge restoration works organised autonomously by Friends Groups. Ultimately, this means sustainability outcomes because we are building more resilient communities and active stewardship.

COMMUNITY EDUCATION:

Active engagement in the care of bush parks leads to a deeper appreciation of their value. The Park Stewardship Program especially works with youth, using the bush parks as hands-on experiential classrooms.

Examples include the organisation of 11 community participation events with partner organisations over the past year. We are raising awareness of the regional parklands, their natural heritage values and building relationships that ensure these events are grown and sustained over many years.

FINANCIAL SUSTAINABILITY: As a social enterprise, financial revenue is generated through a diversity of revenue streams and sources. This enables us to operate sustainably for the longer term.

PARKLANDS OBJECTS

Object 1

Optimizing the biodiversity of the reserved land surrounding the cities.

Object 2

Educating the regional community about environmental issues and the wise use of resources such as soil, water and vegetation.

Object 3

Providing opportunities for volunteers and members of the general community to engage with and learn about the natural environment through the implementation of conservation works plans and programs, and the development of passive recreational opportunities in the reserves.

Object 4

Establishing and maintaining a public fund to be called the "Parklands Public Fund" for the specific purpose of supporting the environmental objectives of **Parklands**. are innovative and express passion as we work with our people.

Object 5

Providing international best practice environment and passive recreation management guidance to the **community through the setting of** policies, goals and priorities, by developing appropriate plans and by monitoring on ground outcomes.

Object 6

Involving the community through regularly seeking their views, advice and participation.

Object 7

Achieving financial independence through rigorous pursuit of government funding, corporate sponsorship and commercial practices which are compatible with environmental and heritage values; and

Object 8

Parklands shall be organised and operated exclusively for the attainment of, and holds its assets and income on trust exclusively for those objects.

INSURANCE OF DIRECTORS AND OFFICERS

At 30 JUNE 2014

Insurance of Directors and Officers

During the financial year 2013/2014 Parklands Albury Wodonga Ltd paid a premium of \$3,740.00 to insure directors and officers of Parklands Albury Wodonga Ltd.

The Directors of Parklands covered, include: Charmaine Stefani, Darryl Betteridge, Dennis Toohey, Elizabeth Fuchsen, Phil Oates and Vern Hilditch.

The Officers of Parklands covered, include Ant Packer, Danny Jones, David Saxton, Noeline Elvin, Stuart Robertson and Tim Alexander.

The liabilities insured include costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the officers in their capacity as officers for Albury Wodonga Regional Parklands Inc. and or Parklands Albury Wodonga Limited.

PARKLANDS ALBURY WODONGA LIMITED

ABN: 75 109 213 121

Financial Report for the year ended 30 June, 2014

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PARKLANDS ALBURY WODONGA LIMITED
ABN: 75 109 213 121

DIRECTORS' REPORT

Your directors present this report on the company for the financial year ended 30 June 2014.

Directors

The names of each person who has been a director during the year and to the date of this report are:

Daryl Betteridge (commenced 19 November 2013)
 Elizabeth Fuschen, (commenced 15 October 2013)
 Patricia Gould (resigned 15 October 2013)
 Vern Hilditch
 Phil Oates
 Charmaine Stefani
 Dennis Toohey

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal Activities

The principal activity of the company during the financial year was to foster healthy, inclusive and connected communities through the environmental restoration of degraded bush parks around the cities of Albury and Wodonga, the NSW Border Region and Victorian Upper Hume region to replicate an environment which we reasonably assume to have existed prior to European settlement. This will be achieved by implementing the Objects of our constitution (conservation, education and passive recreation).

The company's short-term objectives are:

- **Sustainable landscapes:** to enhance the biodiversity of the Riverine Landscape and regional parklands through community involvement.
- **A positive identity:** to develop a positive identity for the Riverine Landscape where visitors experience its character and importance.
- **Culture and Heritage:** to undertake activities supporting Indigenous Co-Management and the harmonious use of the Riverine Landscape by our regional community.
- **Regional Relationships and Alliances:** to undertake activities that develop relationships and alliances with community groups, other agencies and organisations that serve the interests of our regional community.

The company's long-term objectives are to:

- Restore diverse bush parklands, supporting the spiritual and physical wellbeing of current and future generations, achieved in partnership with the Albury Wodonga Border Region and Victorian Upper Hume regional communities.
- Establish linear wildlife corridors and recreational trails from Corryong to Corowa-Wahgunyah and from Tangambalanga to Murrumbidgee.

PARKLANDS ALBURY WODONGA LIMITED

ABN: 75 109 213 121

DIRECTORS' REPORT

Strategies

To achieve its stated objectives, the company has adopted the following strategies:

- **Involve** community, business and government in this environmental restoration process, building community capacity, social inclusion, resilience and a partnership culture.
- **Engage** the regional community (community – business – government) in the planned and cost effective development of the regional bush parklands with a recreational, heritage and conservation perspective.
- **Facilitate** the creation of linkages between major parks, trails and facilities especially throughout all bush parks to enhance the lifestyle
- **Build** an appreciation of natural and cultural heritage values.

Key Performance Measures

The company measures its own performance through the use of both quantitative and qualitative benchmarks. The benchmarks are used by the directors to assess the financial sustainability of the company and whether the company's short-term and long-term objectives are being achieved.

	2014	2013
	Actual	Actual
<i>On Ground Outcomes</i>		
Kilometres of fences	10.2km	6.3km
Number of seedlings planted	35,000	26,500
Kilometres of walking tracks built	8.3km	0.2km
Kilometres of Environmental corridors maintained	115km	106km
<i>People Outcomes</i>		
Number of partner organisations	94	95
Number of Friends Groups supported	12	12
Number of volunteers participating	1,999	1,692
Value of volunteer work hours provided	\$694,933	\$652,939

ABN: 75 109 213 121

DIRECTORS' REPORT

	2014	2013
	%	%
<i>Operational and Financial</i>		
Proportion of income sourced from:		
Non-Government	30	23
Local Government	20	25
State Government- Vic/NSW	39	45
Federal Government	11	7
Proportion of expenditure spent on:		
Employment	52	53
Materials	29	24
Vehicles	7	9
Administration & Insurance	8	12
Marketing	3	2

Information on Directors

Dennis Toohey	–	Chairman
Qualifications	–	Agriculture, Agriculture Extension and Executive Management
Experience	–	Agribusiness Consultant and former Director of Primary Industries
Special Responsibilities	–	Community representative since 2010
C. Philip Oates	–	Secretary / Treasurer
Qualifications	–	Accounting
Experience	–	Former Accountant with Australian Taxation Office
Special Responsibilities	–	Community representative since 2010
Vern Hilditch	–	Director
Qualifications	–	Agricultural Science and Education
Experience	–	Principal of Wodonga Senior Secondary College and Hume Region
Special Responsibilities	–	Community representative since 2010

ABN: 75 109 213 121

DIRECTORS' REPORT

Charmaine Stefani	–	Director
Qualifications	–	Business
Experience	–	Consultant & previous Board roles in Regional Development & Education
Special Responsibilities	–	Community representative since 2013
Patricia Gould OAM	–	Director
Qualifications	–	Business
Experience	–	40 years as Councillor & 6 years former Mayor of Albury City & numerous Board roles in region
Special Responsibilities	–	Albury City Council representative for year to September 2013
Daryl Betteridge	–	Director
Qualifications	–	Business
Experience	–	Self-employed businessman and 6 years as Councillor
Special Responsibilities	–	Albury City Council representative since 2008 except for one year sabbatical in 2013
Elizabeth Fuschen	–	Director
Qualifications	–	Health
Experience	–	Owner/Manager of Accommodation Cottages, Midwife and Landcare
Special Responsibilities	–	Community representative since 2013

Meetings of Directors

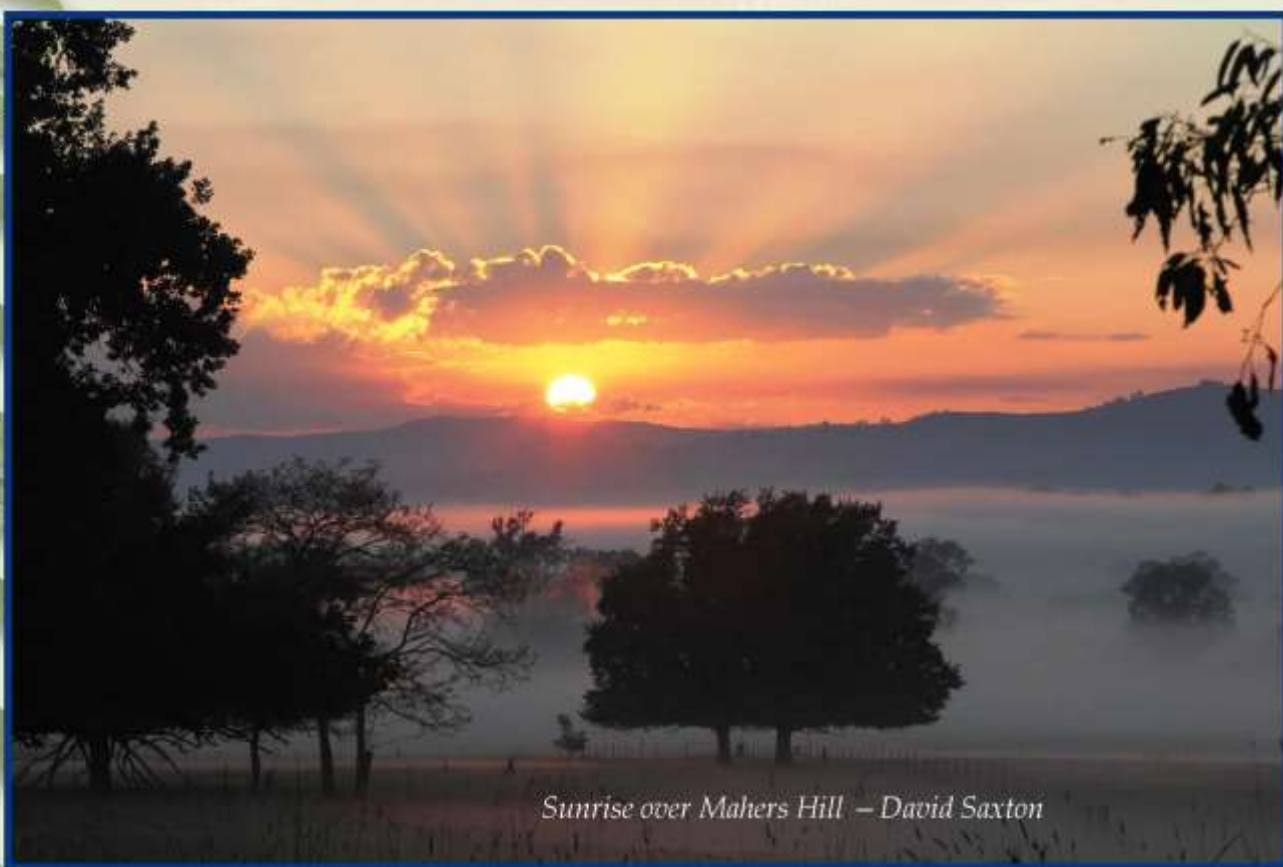
During the financial year, 10 meetings of directors (including committee meetings) were held. Attendances by each director were as follows:

	Directors' Meetings	
	Number eligible to attend	Number attended
Betteridge, Daryl	6	6
Fuschen, Liz	7	7
Gould, Patricia	4	1
Hilditch, Vern	10	5
Oates, Phil	10	8
Stefani, Charmaine	10	7
Toohey, Dennis	10	10

The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the company. At 30 June 2014, the total amount that members of the company are liable to contribute if the company is wound up is \$60 (2013: \$60).

Audited Financial Statements available
on our website:

www.parklands-alburywodonga.org.au



Sunrise over Mahers Hill – David Saxton

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