

# PARKLANDS ALBURY WODONGA

## STRATEGIC PLAN 2021- 2031



**Version:** 15 June 2021

- *Not-for-profit*
- *Community-managed*
- *Deductible gift recipient*



**Bush parks and trails connecting community**

# CONTENTS:

## Part 1

### Organisational Overview

• About Parklands Albury Wodonga	page 3
• Mission (Purpose)	page 5
• Vision	
• Guiding Values	
• Organisational Pillars (Objects)	
• Strategic Framework 2021-2031	page 6

## Part 2 Our business

a) Overview of our business practices	page 7
b) Our Roles and Structure	
c) Challenges to our business	page 8
d) Business Plan 2021 to 2024	page 9
e) Alignment to United Nations Sustainable Development Goals	page 17

## Part 3 Appendices

<b>Table 1:</b> Strategic Framework 2021 - 2031 .....	6
<b>Table 2:</b> Business Plan 2021-24 initiatives and progress .....	8
<b>Table 3:</b> Regional Park specific initiatives and progress .....	8
<b>Table 4:</b> Optimising biodiversity initiatives .....	9
<b>Table 5:</b> Environmental education initiatives .....	10
<b>Table 6:</b> Environmental volunteering initiatives .....	11
<b>Table 7:</b> Parklands Public Fund initiatives .....	12
<b>Table 8:</b> Best practice environmental and passive recreation initiatives.....	13
<b>Table 9:</b> Consulting community initiatives .....	15
<b>Table 10:</b> Financial independence initiatives .....	16
<b>Table 11:</b> Alignment with United Nations Sustainable Development Goals.....	17
<b>Figure 1</b> Map of regional park network and land managers .....	4
<b>Figure 2:</b> Parklands Albury Wodonga organisational pillars .....	5
<b>Figure 3:</b> Strategic planning process .....	7
<b>Figure 4:</b> Parklands Albury Wodonga role and structures.....	7

## **PART 1.**

### **ABOUT PARKLANDS ALBURY WODONGA:**

#### **Our Community Charter and Operating Model**

Parklands Albury Wodonga (Parklands) is focused on providing opportunities for people to access and experience the extraordinary range of "bush parks" in and around Albury-Wodonga. We undertake the conservation of these areas from an ecological perspective, whilst allowing sympathetic recreational access.

Our regional parklands embrace in excess of 3000 hectares of land along the riverine environment of the Murray and Kiewa Rivers; tributary creek valleys; sections of the Lake Hume foreshore; the High Country Rail Trail and hills and ranges in and around Albury-Wodonga.

We are a cross-border, community-based, not for profit organisation, undertaking conservation, recreation and cultural heritage projects for the benefit of our regional community and visitors.

The primary focus of Parklands is to facilitate the involvement of local community in each project. By so doing, we aim to ensure that the community takes ownership and responsibility for the long-term viability and enhancement of all its regional parklands.

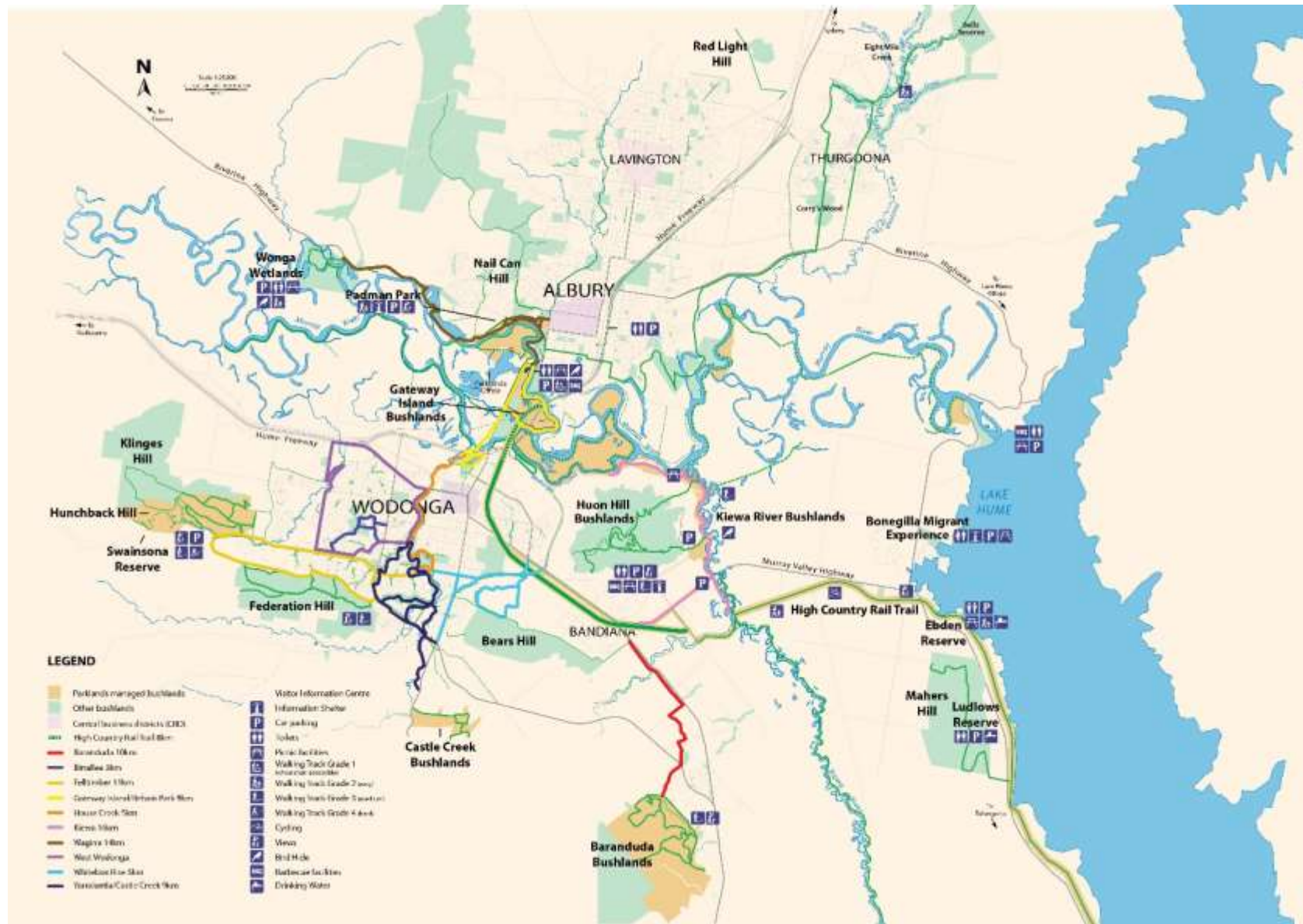


Figure 1 Map of regional park network and land managers

## **Our Mission: RESTORE. IMPROVE. MAINTAIN. EDUCATE.**

Our mission is to restore, improve and maintain the network of bush parks connecting urban and rural communities. We encourage community learning and engagement with the local natural environment.

## **Our Vision:**

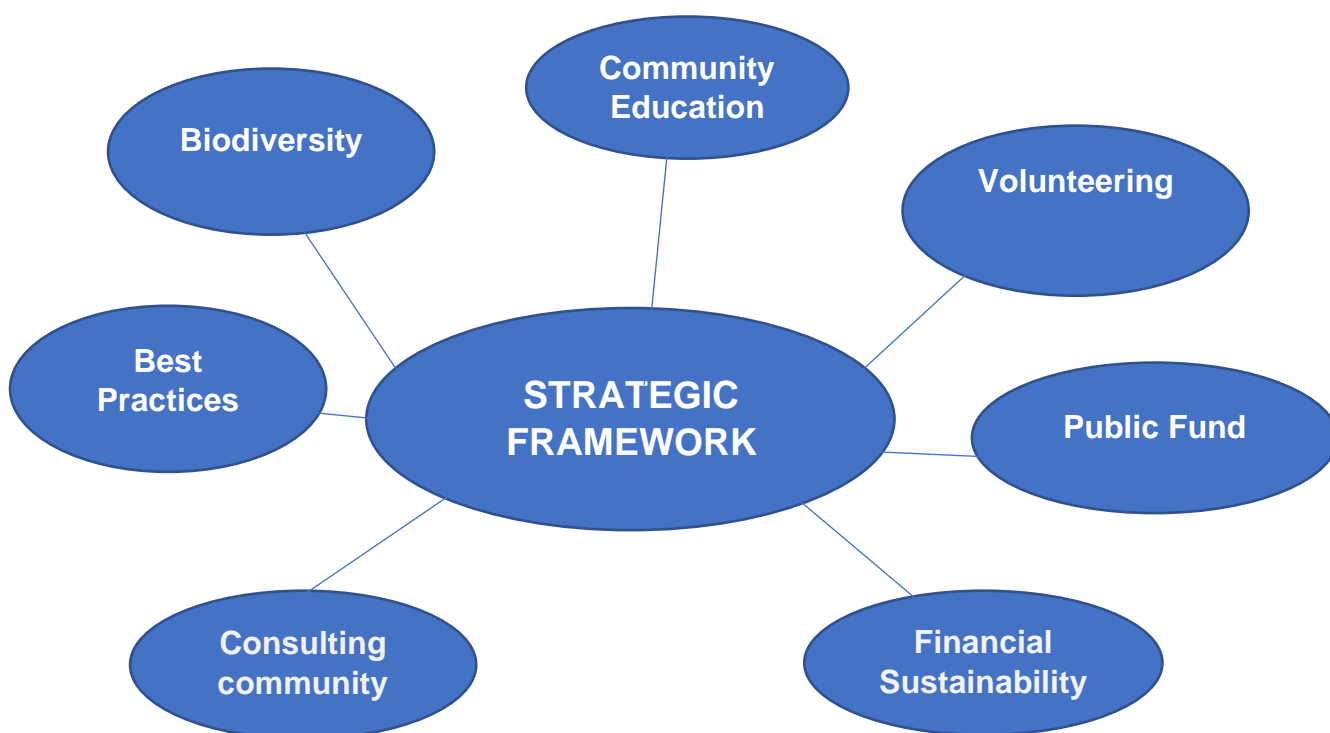
Our bush reserves and trails will have a high standard of biodiversity and natural values, achieved by empowering community participation and partnerships.

## **Our Guiding Values:**

We will achieve our Mission by:

1. Protecting our natural heritage and biodiversity;
2. Developing policy in accordance with accepted best practice social, recreational and ecological principles;
3. Considering the recreation and conservation needs of present and future generations in all policy decisions;
4. Identifying and developing those partnerships, activities and uses which contribute to the social, recreational, environmental and economic wellbeing of the community;
5. Encouraging the community to participate in the planning and delivery of actions protecting our natural heritage and biodiversity.
6. Ensuring Parklands maintains financial sustainability; and
7. Ensuring Parklands Board is representative of the community and are well-informed and considered decision-makers.

## **Our Organisational Pillars:**



*Figure 2: Parklands Albury Wodonga organisational pillars*



## Strategic Framework 2021 to 2031

<b>1. Optimizing the biodiversity</b> of the reserved land surrounding the cities. <ul style="list-style-type: none"> <li>• Protect old growth trees</li> <li>• Deliver pest plant and pest animal programs</li> <li>• Create connected habitat corridors</li> <li>• Control livestock access</li> <li>• Revegetate to improve biodiversity</li> <li>• Provide and protect habitat for threatened fauna</li> </ul>
<b>2. Educating the regional community</b> about environmental issues and the wise use of resources such as soil, water and vegetation. <ul style="list-style-type: none"> <li>• Provide quality engagement activities that connect a broad cross section of the community with nature.</li> <li>• Share stories about how to protect biodiversity and help nature adapt to a changing climate.</li> <li>• Share stories illustrating how to reduce our collective environmental footprint through recycling, repurposing, reusing.</li> </ul>
<b>3. Providing opportunities for volunteers</b> to engage with and learn about the natural environment. <ul style="list-style-type: none"> <li>• Implement conservation works plans and programs</li> <li>• Develop passive recreational opportunities in the regional parks</li> <li>• Engage volunteers from a diversity of backgrounds</li> <li>• Deliver quality citizen science and park stewardship volunteer programs that build capacity, understanding and on ground outcomes.</li> <li>• Support internships (eg work experience, university practicum, Green Army / Green Corp, community service order and Land Mates programs)</li> <li>• Ensure safe and efficient delivery of all on ground works and activities</li> </ul>
<b>4. Establishing and maintaining a public fund</b> to be called the “Parklands Public Fund” for the specific purpose of supporting the environmental objectives of Parklands. <ul style="list-style-type: none"> <li>• Public Fund Management Committee meet and approve environmental projects</li> <li>• Deliver a Communications Plan to promote the Public Fund and share stories of projects</li> <li>• Fundraise to grow Public Fund</li> </ul>
<b>5. Providing international best practice environment and passive recreation management.</b> <ul style="list-style-type: none"> <li>• Improve the visitor experience</li> <li>• Improve accessibility</li> <li>• Improve awareness and online presence</li> <li>• Improve capacity with skilled bank of staff</li> <li>• Reduce environmental footprint</li> </ul>
<b>6. Involving the community</b> through regularly seeking their views, advice and participation <ul style="list-style-type: none"> <li>• Consult and involve Traditional Owners and First Nations people</li> <li>• Consult and involve neighbours</li> <li>• Consult and involve community, workplaces, natural resource management networks and government</li> <li>• Undertake social procurement and local procurement where possible</li> </ul>
<b>7. Maintaining financial sustainability</b> through rigorous pursuit of government funding, corporate sponsorship & commercial practices which are compatible with environmental and heritage values <ul style="list-style-type: none"> <li>• Pursue diverse income streams including goods, services, events, donations, sponsorships, grants, license fees and niche offerings.</li> <li>• Pursue partnerships and in-kind support</li> <li>• Work towards preferred supplier for delivery of land management and environmental projects across the region</li> <li>• Contribute to the environmental, social and economic wellbeing of the regional community</li> <li>• Efficiently and effectively manage projects and administration</li> </ul>

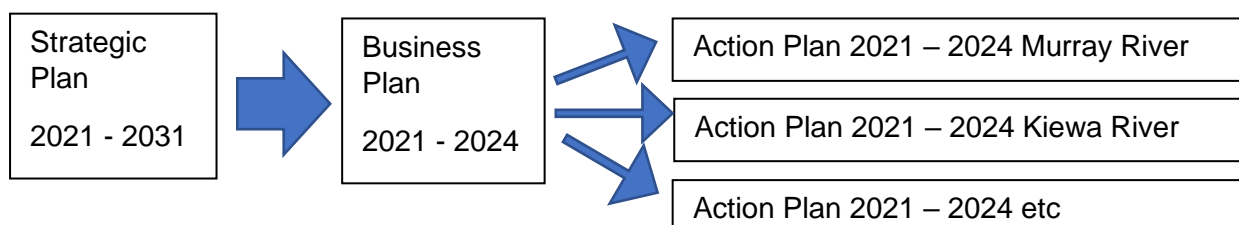
Table 1: Strategic Framework 2021 - 2031

## PART 2

### OUR BUSINESS

Parklands Albury Wodonga has developed a bush parks management framework based on the protection of nature and restoration of degraded public lands in the Albury Wodonga region, for conservation, recreation and heritage outcomes and the benefit of our community.

Parklands Board regularly reviews and updates Action Plans in order to deliver this Strategic Plan. The review process includes consultation with community and neighbours.

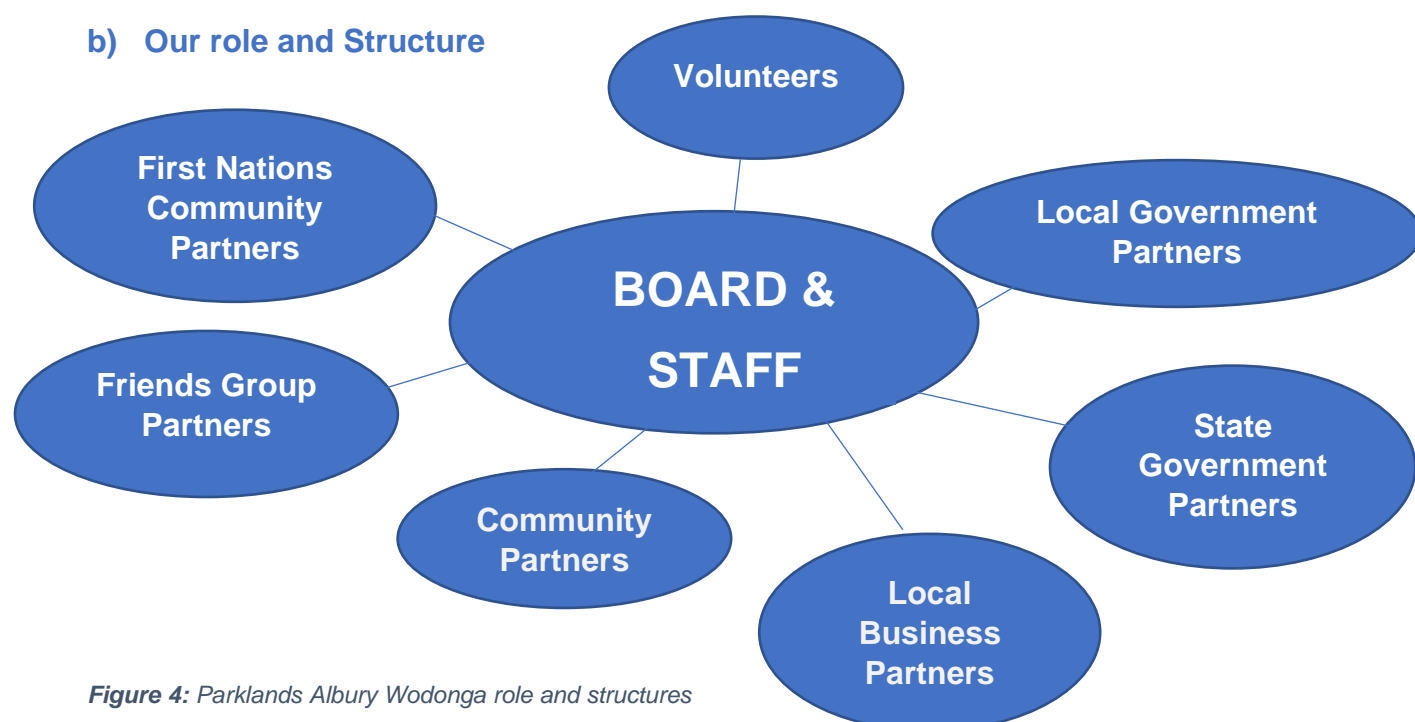


*Figure 3: Strategic planning process*

#### Overview of our Business Practice

- Our business is focussed on delivering our work program effectively and achieving our goals.
- Policies and procedures for achieving our goals are regularly reviewed by the Board.
- Risk management procedures are undertaken by both Board and Staff.
- Financial management is reviewed monthly at each Board meeting. Budget, income and expenditure is reported on by the Treasurer to ensure Parklands is financially sustainable.
- We develop action plans that guide the implementation of our projects.
- The Board receives monthly reports on progress of projects and plans for future projects from the Executive Officer.
- We transparently report on progress at the close of each year at the annual general meeting.
- We meet our commitments to funding bodies by acquitting grants as per agreements.

#### b) Our role and Structure



*Figure 4: Parklands Albury Wodonga role and structures*

### c) Challenges to our business

- Climate change
- Involving the community
- Educating the community about environmental issues
- Managing risks
- Meeting increased levels of compliance and government regulation
- Developing community awareness about Parklands Albury Wodonga
- Attaining financial sustainability
- Public Fund development and growth

### d) Business Plan 2021 to 2024

This business plan breaks down the seven pillars into specific actions with a total of 122 initiatives identified. Measurable targets have been set for each of these initiatives. The colour coded summary below identifies progress towards these targets, with a summary of what initiatives have not started, are progressing or have been completed.

OBJECTIVE	NOT STARTED	ON TRACK	COMPLETED	TOTAL INITIATIVES
1. Biodiversity	5	11	7	23
2. Community education	2	2	6	10
3. Volunteering	3	5	16	24
4. Public Fund	3	3	1	7
5. Best practice	7	9	3	19
6. Consulting community	2	7	12	21
7. Financial independence	6	4	8	18
	30	38	52	122

**Table 2:** Business Plan 2021-24 initiatives and progress

Action Plans have been updated for each of the Regional Parks, setting targets to be achieved in the next three years. The colour coded summary below demonstrates how these 191 initiatives are tracking from not started to completed.

Initiatives that have not started are mainly those that are contingent on securing external investment to deliver.

ACTION PLANS	NOT STARTED	ON TRACK	COMPLETED	TOTAL INITIATIVES
1. Murray River	18	36	34	88
2. Kiewa River	30	38	29	83
3. Baranduda Range				
4. McFarlanes Hill				
5. High Country Rail Trail				
6. Lake Hume foreshore				
7. Other				
	48	74	63	191

**Table 3.** Regional Park specific initiatives and progress

Note: Previous Action Plans are in the process of being reviewed and updated into similar format to the Strategic Plan and Business Plan.



## 1. Optimizing the biodiversity of the reserved land surrounding the cities.

BUSINESS PLAN FOCUS	INITIATIVE	TARGET	EXISTING PLANNED	INDICATOR/ PROGRESS
Protect old growth trees	Stock exclusion fencing Tree protection zones for trails	Large block corridors to prioritise large trees	P	22
	Involve community in identifying & celebrating large trees in the landscape	Map large hollow bearing trees	P	23
Deliver pest plant and pest animal programs	Bush for Birds project at Baranduda	3 gullies of Tree of Heaven cut & poisoned 90% of blackberry sites sprayed	E	1
	Blackberries along all riparian frontages	80% sprayed	E	2
	Black Willow along lower Kiewa River	80% cut & poisoned	E	3
	Tree of Heaven on Murray Islands	50% cut & poisoned or sprayed at Browns & Grays Islands	P	4
	Feral animal volunteer network to deliver	Rabbit, fox, deer & pigs as identified	E	5
	New & emerging weeds – monitor & treat	80% removed or sprayed (Chilean Needle Grass, African Lovegrass & Barnaby Thistle)	P	6
	Environmental woody weeds programs	5 days per regional park	E	7
	Fundraise – for priority areas and drone-based delivery	5 grants / contracts	P	8
Create connected habitat corridors	Gateway Island –Flanagans Ck & Wodonga Ck	1km fenced	E	9
	Bonegilla Island (Waterworks)	1km fenced	P	10
Control livestock access	Beetoomba	1.5km fenced	E	11
	Berringama	1.5km fenced	E	12
	Cudgewa	5km fenced	E	13
	Fundraise – large block connected corridors	5 grants / contracts	P	14
Revegetate to improve biodiversity	Deliver funded projects with local provenance and climate adapted species	10,000 planted	E	15
	Fundraise - Gateway Island native grasses and yam daisies	3 grant applications	P	16
Provide and protect habitat for threatened fauna	Nestbox Network – monitoring & maintenance	10 volunteers monitoring Data onto GoogleDoc Data onto Nature Mapper	E	17
	Deliver WRENS works plans	6 reserves	E	18
	Deliver Albury Environmental Lands work plans	As directed by AlburyCity	E	19
	Deliver Oaklands & Urana wild orchid projects	4 sites fenced 5 sites planted	E	20
	Deliver Hume and Hovel track maintenance and improvements where arise	Mowing Weed control & realignments	E	21

**Table 4:** Optimising biodiversity initiatives

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

BUSINESS PLAN FOCUS	INITIATIVE	TARGET	EXISTING PLANNED	INDICATOR / PROGRESS
Quality engagement activities that connect a broad cross section of the community with nature	Connect people with nature through events (guided walks, trail runs, supported bike rides, tastes of the farm)	10 CovidSafe events pa	P	24
	Connect people with nature through citizens science projects	10 volunteers undertaking nestbox monitoring	E	25
	Connect people with nature through park stewardship programs	3 days per week	E	26
	Connect culturally diverse communities with nature and learning through community farm	1 day per week support	E	27
Share stories about how to protect biodiversity and help nature adapt to a changing climate	Conversations - weekly website and Facebook posts and bi-monthly e-newsletter	12 stories on website	E	28
	Practical workshops to encourage action in regional parks and neighbourhoods	Deliver via Parks Vic grant with 16 Ranger events	E	29
	Involve Aboriginal Elders in actions to retain water in the landscape	4 Ranger events	E	30
Share stories illustrating how to reduce our collective environmental footprint	Share stories of how PAW recycle, repurpose, re-use and reduce consumption	10 stories	E	31

*Table 5: Environmental education initiatives*

### 3. Providing opportunities for volunteers to engage with and learn about the natural environment

BUSINESS PLAN FOCUS	INITIATIVE	TARGET	EXISTING PLANNED	INDICATOR PROGRESS
Implement conservation works plans and programs	Involve volunteers	1000 pa	E	32
Develop passive recreational opportunities in the regional parks	Murray River Nature trail	3 Steward Groups	E P	33
	McFarlanes Hill MTB	1 User Group		34
	High Country Rail Trail	3 Friends Groups		35
Engage volunteers from diversity of backgrounds	Friends Groups	12 Groups		36
	Volunteers - Park Stewardship Program	100 volunteers		37
	Community Groups	20 groups		38
	Businesses.	5 businesses		39
	Government	5 agencies		40
	disAbility volunteer program	1 organisation		41
Deliver quality Citizens Science volunteer programs	Involve Friends Groups as lead partners (eg Nestbox Network)	10 Friends of Nail Can Hill 10 Nestbox Network		42
	Volunteer to update Atlas of Living Australia, NaturePrint or find alternative App	2 volunteers to recruit and support		43
	Partner with researchers / Slopes to Summit for stronger scientific input	1 activity each year		44
Deliver quality park stewardship volunteer programs	Inductions and training	All volunteers		45
	Sponsor further training (eg Chemical Users Certificate)	3 volunteers		46
Support internships	University, TAFE and School practicums	2 VCAL programs 4 CSU students		47
	Working for Victoria	1 team supported		48
	Land Mates & Community Service Order	As Covid restrictions ease		49
	Employment Agency programs	Defer until 2022		50
Ensure safe and efficient delivery of all on ground works and activities	Response - GoogleDocs for Emergency Contacts and recording incidents	Entered daily Bi-annual report to Board		51
	Capacity - skilled supervision with Professional Development Programs (PDP) for all staff implemented	PDP plans for all staff PDP undertaken		52
	Efficiency - regular maintenance and servicing of tools and equipment	Casual to deliver as needed with volunteer(s)		53
	Effective - review and upgrade equipment to support effective delivery	Staff survey Fundraise – equipment to address manual handling		54
	Tenure - negotiate upgrades to depot and ongoing tenure	Safety issues addressed within 30 days Recruit volunteer partner to deliver depot upgrades Negotiate ongoing tenure		55

Table 6: Environmental volunteering initiatives

**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**

<b>BUSINESS PLAN FOCUS</b>	<b>INITIATIVE</b>	<b>TARGET</b>	<b>EXISTING PLANNED</b>	<b>INDICATOR PROGRESS</b>
Public Fund Management Committee	Meet and approve environmental projects	1 meeting	E	56
Deliver communications plan	Website stories to share stories of outcomes and promote public fund	5 stories	P	57
	Participate in Giving Tuesday appeal and associated media	2 appeals	P	58
Fundraise to grow Public Fund	Build relationships with Philanthropic organisations	2 new relationships	P	59
	The Ross Trust	1 grant report	E	60
	Rotary Club of Albury	1 grant report	E	61
	Fundraise - grant applications for environmental projects	3 grant applications	P	62

*Table 7: Parklands Public Fund initiatives*

**5. Providing international best practice environment and passive recreation management.**

<b>BUSINESS PLAN FOCUS</b>	<b>INITIATIVE</b>	<b>TARGET</b>	<b>EXISTING PLANNED</b>	<b>INDICATOR PROGRESS</b>
Improve the visitor experience	Track head and wayfinding signs across all Committee of Management lands	Track head signs printed and installed Wayfinding signs printed & installed	E E	63
	Assist partners to do similar track head and wayfinding works on other lands	Map and cost for AlburyCity (AEL)	P	64
	Deliver McFarlanes Hill Rehabilitation Plan with user group	Plan delivered	P	65
	Regular maintenance and upgrades to infrastructure and trails	Monthly slashing (spring) Monthly upgrades (winter)	E	66
Improve accessibility	Boardwalks across waterways at Gateway Island,	4 boardwalks installed	E	67
	Pedestrian chicane gates to Murray River at Travellers Ck and West Wodonga	Travellers Ck access established 10 chicane gates installed	E	68
	Pedestrian chicane gates to Murray River at Gateway Island	2 gates on Flanagans Creek	P	69
	Waterway crossing to Kiewa River at Chapples Road	2 waterway crossings	P	70
	Deliver Cultural Heritage Management Plan for East & West Murray River sections	CHMP completed	P	71
	Upgrades to Huon Hill lookout to improve access for less able	Fire trail upgraded Rocks installed	E	72

BUSINESS PLAN FOCUS	INITIATIVE	TARGET	EXISTING PLANNED	INDICATOR PROGRESS
Improve awareness and online presence	Partnership to update and reprint regional parklands brochure	A2 brochure reprinted	P	73
	Improve online maps and nature trail notes	5 volunteers update online maps (PV project) 10 Nature Trail Notes updated and uploaded	P	74
	Keep AWTD online presence updated and improved	1 update	P	75
	Volunteer program to map and document nature trails across region	5 volunteers update online maps (PV project)	E	76
	QR code signs in park to capture images (Instagram) and share interpretive signs online	QR codes on track heads QR codes on scenic spots for photo points	P	77
	Deliver interpretive signage program across all regional parks	Interpretive signs printed & installed after consultation	E	78
	Add value and information to Tourism North East regional-wide WalkHighCountry and RideHighCountry campaigns	1 update to HCRT A4 flyer 1 review of TNE websites to provide updated information	P	79
Improve capacity with skilled bank of staff	Contract casuals where specific skills set required. Annual call for casual staff to register interest	1 EOI per year As budget permits and specific need identified	E	80
	Substantive employment – first preference for <i>short term positions</i> to volunteers from disadvantaged backgrounds where suitable skills	2 short term casuals pa	E	81
Reduce environmental footprint	Review of tree guard types for revegetation	Document options Incorporate into grant application budgets	P	82
	Review of fence type to find practical alternative to barbed wire for floodplains Remove redundant fences across the regional park network	Document options and discuss with neighbours  50% redundant fences removed	P	83

**Table 8:** Best practice environmental and passive recreation initiatives



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

<b>BUSINESS PLAN FOCUS</b>	<b>INITIATIVE</b>	<b>TARGET</b>	<b>EXISTING PLANNED</b>	<b>INDICATOR PROGRESS</b>
Consult and involve Traditional Owners	Consult with 4 Traditional Owner Groups on nature trail names, Murray River Island names and interpretive signage	4 TO Groups consulted	E	84
	Involve Traditional Owner representatives in field work for Cultural Heritage Management Plans	Representatives from 4 TO Groups involved	E	85
Consult and involve First Nations people	Involve First Nations people in roll out of interpretive signage	4 First Nations artists engaged	E	86
	Involve First Nations people and AWAHS Mens Shed in delivery of mega fauna trail	1 mega fauna sculpture	P	87
	Contract First Nations people to deliver Aboriginal Ranger Program (grant)	3 First Nations people engaged to deliver	E	88
	Maintain cultural sites for Boys to the Bush Aboriginal youth program	2 cultural sites slashed as required	E	89
Consult and involve neighbours	Involve Murray River Action Group in planning for pedestrian access	3 meetings	E	90
	Communication with licensees to include new regulations, PAW newsletters and opportunities to meet on site	Special letter to update prior to September 2021	E	91
	On site meetings to plan future fencing and revegetation plans – Murray	5 neighbours	P	92
	On site meetings to plan future fencing – High Country Rail Trail	5 neighbours	P	93
	Consult with DELWP in removal of unauthorised structures at Bonegilla and Huon Reserve, Huon.	Resolution at 3 sites	P	94
Consult and involve community	Survey Monkey on river access	1 survey & report back to community	P	95
	Invite key groups to meet with Board	2 Community presentations to Board	P	96
	Support Friends Groups and park stewards (meetings, advocacy, fundraising)	Ongoing as required	E	97
Consult and involve government	Input to longer term plans, eg Municipal Council Plans, Regional Catchment Strategies, as opportunities arise	Ongoing as opportunities arise	P	98
	Deliver on DELWP plans and strategies (Biodiversity 2037, Environmental Volunteering Plan, Committee of Management Best Practices)	Actively deliver of strategies	E	99

BUSINESS PLAN FOCUS	INITIATIVE	TARGET	EXISTING PLANNED	INDICATOR PROGRESS
Consult and involve natural resource management networks	Partner with research and landcare networks such as Slopes to Summit Great Eastern Ranges and NRM Partners.	4 meetings 4 partnerships	E	100
	Partner with Upper Murray Landcare Network and Kiewa Valley Landcare Network with extension of Recovery Team (Working for Victoria)	Deliver on Recovery Team project if successful	P	101
Consult and involve workplaces	Support Wodonga Urban Landcare Network in delivery	Support role as requested	E	102
Undertake social procurement	Where possible, eg Murray Valley Centre, Our Native Garden, Wodonga Mens Shed, Thurgoona Mens Shed	4 social procurements	E	103
Undertake local procurement	Where possible, procure from local businesses and build cooperative relationships	Corryong procurement for Upper Murray fences	E	104

**Table 9:** Consulting community initiatives

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

BUSINESS PLAN FOCUS	INITIATIVE	TARGET	EXISTING PLANNED	INDICATOR PROGRESS
Services (recurrent service agreements)	Commitment from key financial partners to ongoing but evolving partnerships in recognition of Parklands' commitment to both environmental and social outcomes for our community	5 ongoing partner projects	E	105
Services (contracts)	Proactively engage and partner with government agencies and NRM networks to deliver biodiversity projects	2 new partnerships	P	106
Goods (contracts)	Preferred supplier for delivery of park infrastructure projects across region	2 ongoing 1 new partner	E	107
	Social procurement for park infrastructure with Mens Sheds and others	3 projects	E	108
Events	Deliver Murray Marathon Running Festival and Riverina Trail Running Series in 2022	Defer until 2022	P	109
	Explore opportunities for other nature-based events in 2022 (post-Covid19)	Research	P	110
Fundraising	<b>Refer Object 4 Initiatives</b>		P	
	Participate in Giving Tuesday campaign and maintain #GiveNow page	2 campaigns	P	111
Partnerships	Pursue partnerships and in-kind support	5 conversations	P	112
Corporate sponsorship	Promote the Growing Green Offsets program	5 conversations	P	112
	Share stories of current and previous offset program partners	5 stories on website	P	113
Grants	Partner with Friends Groups to secure funds to deliver on Strategic Plan priorities	Ongoing 5 projects funded	P	114
License fees	Target of 20% of larger Crown blocks fenced and revegetated	2 large blocks	P	115
	Shift from permanent to environmental grazing over time	2 licenses changed	P	116
	Written and verbal communications annually	Annual and as required	E	117
Identify gaps in market / niche opportunities	Ecological burning - advocate for insurances and training to enable delivery of this service in partnership with local First Nations people	Recruit volunteer to advocate and research	P	118
	Report quarterly to the Board on opportunities identified for consideration	Quarterly report	P	119
Consultancies	Build relationships to partner with Consultants and reduce costs for when these are required	2 Consultants	E	120
Efficiently and effectively manage projects and administration	Operate within approved budgets	Monthly reporting	E	121
	Deliver services prudently, minimising consumption and waste	Ongoing Quarterly report	E	122

*Table 10: Financial independence initiatives*

## e) Our business objectives align to the United Nations SDGs

Parklands joined the United Nations “*Make the Global Goals Local*” campaign by incorporating the 17 Sustainable Development Goals into both our internal processes (Business Plan) and external reporting (Strategic Plan and Annual Report).

Whilst our Strategic Framework sets out **WHAT** our business does as per our Constitution, the Sustainable Development Goals to end poverty, protect the planet and ensure prosperity help to guide decisions on **WHY** and **HOW** our organisation delivers on our Strategic Plan.

STRATEGIC ALIGNMENT	SUSTAINABLE DEVELOPMENT GOAL
1. Biodiversity	6. Clean Water and Sanitation 13. Climate Action 14. Life Below Water 15. Life on Land
2. Community education	2. Zero Hunger 3. Good Health and Well-being 4. Quality Education
3. Volunteering	17. Partnerships for the Goals
4. Public Fund	8. Decent Work and Economic Growth
5. Best practice	9. Industry, Innovation and Infrastructure 11. Sustainable Cities and Communities 12. Responsible Consumption and Production
6. Consulting community	16. Peace and Justice, Strong Institutions
7. Financial independence	1. End Poverty 5. Gender Equality 7. Affordable and Clean Energy 8. Decent Work and Economic Growth 10. Reduced Inequality

**Table 11:** Alignment with United Nations Sustainable Development Goals

## APPENDICES:

- Action Plan – Murray River Regional Park
- Action Plan – Kiewa River Regional Park
- Action Plan – High Country Rail Trail
- Action Plan – McFarlanes Hill Regional Park
- Action Plan – Baranduda Regional Park
- Action Plan – Lake Hume frontages
- Action Plan – NSW environmental corridors
- Parklands Albury Wodonga Strategic Plan 2010-2022
- DELWP Biodiversity 2037 Strategy