

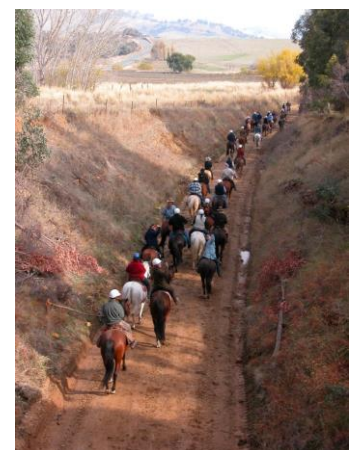
PARKLANDS ALBURY WODONGA

STRATEGIC PLAN 2021- 2031



Version: 15 June 2021

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



Bush parks and trails connecting community

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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

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

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.

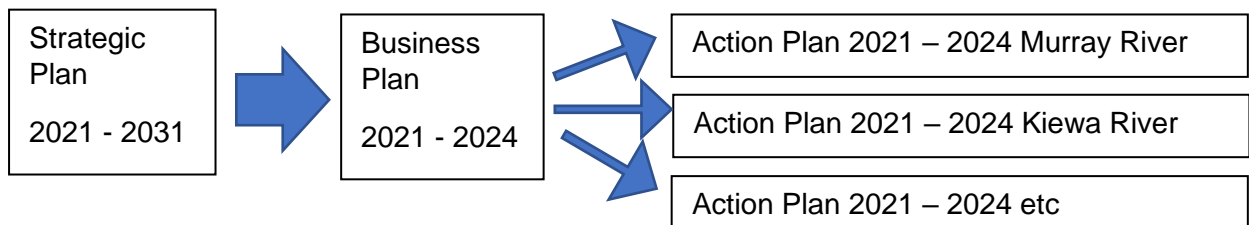


Figure 3: Strategic planning process

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

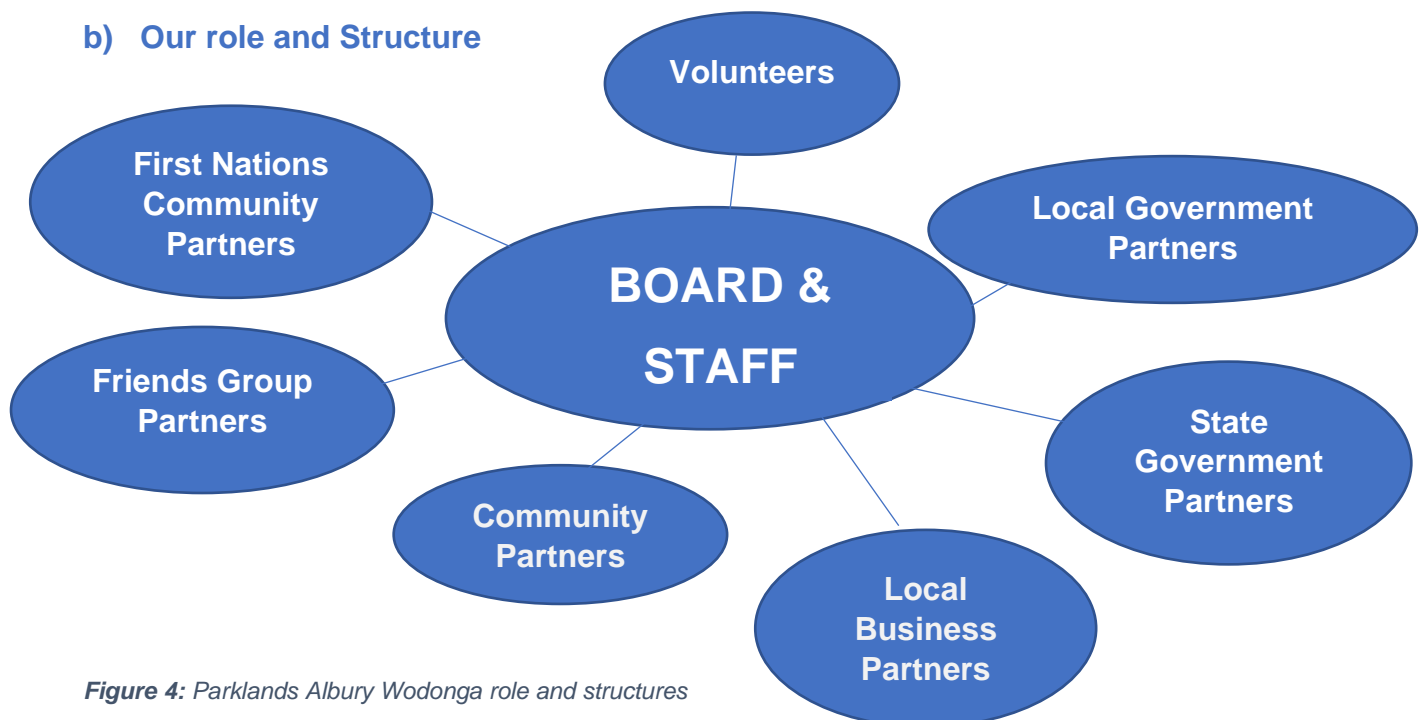


Figure 4: Parklands Albury Wodonga role and structures

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				23
2. Community education				10
3. Volunteering				24
4. Public Fund				7
5. Best practice				19
6. Consulting community				21
7. Financial independence				18
				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.