



# STRATEGIC DIRECTIONS TO 2030

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## STRATEGIC DIRECTIONS

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Four strategic directions have been established to ensure the vision for the Parklands is achieved.

- STRATEGIC DIRECTION 1  
Environmental protection and land stewardship
- STRATEGIC DIRECTION 2  
Creating recreational and community facilities
- STRATEGIC DIRECTION 3  
Community participation and engagement
- STRATEGIC DIRECTION 4  
Financial sustainability and economic development





# STRATEGIC DIRECTION 1:

## ENVIRONMENTAL PROTECTION AND LAND STEWARDSHIP

Improve the sustainability of Parklands’ operations and the quality of the Parklands’ natural environment. Improvements to the Parklands’ natural environment extends to agricultural lands and cultural heritage assets and values.

The following Principles are reflected throughout this Strategic Direction:

- **Principle 1:** Protect natural environmental values
- **Principle 2:** Respond to the needs of new and existing communities
- **Principle 4:** Respect cultural heritage
- **Principle 7:** Co-locate complementary land uses
- **Principle 11:** Adopt a partnership approach

**Table 1**  
Environmental Protection and Land Stewardship: Past, current and future

2010	2018	2030
1,056 ha of bushland	Expanded bushland corridor by 300 ha to 1,356 ha	Provide an additional 250 ha of bushland corridors to 1,606 ha (30%)
Limited projects using sustainable practices for water, energy and waste	Created a data and monitoring capability and policy on sustainable practices	Reduce potable water use for recreation areas and urban farming by 50%  100% renewable energy for Parklands operations  Cut waste to landfill generated in picnic grounds from Parklands operations by 50%  Reduce the environmental impacts of construction and horticultural materials
Limited data on health of waterways	Captured data on health of all Parklands’ waterways	25% improvement in the health of Eastern Creek
106 ha (2%) of public land in the Parklands is being farmed	Increased urban farming land to 186 ha (3.5%)	Increase urban farming land to 264 ha (5%)
Existing farmers operating within the Parklands	Developed positive partnerships with existing farmers and private owners	Establish a successful model of urban farming by: <ul style="list-style-type: none"> <li>– providing more opportunities for education</li> <li>– increasing farm gate sales</li> <li>– expanding market garden opportunities</li> <li>– Increase community awareness and engagement</li> </ul>
Current data on natural and cultural heritage assets needs updating and expanding	Completed mapping and assessment of ecological and financial values of natural assets  Completed a heritage register	Complete mapping and assessment of Aboriginal and non-Aboriginal cultural heritage

## OBJECTIVES

### Objective 1:

**Increase sustainable outcomes for water, energy, waste, construction and horticultural materials**

- Include sustainable principles and practices in Parklands operations and the design of Parklands developments
- Secure renewable energy sources for Parklands operations
- Increase excess power returned to the electricity grid from Parklands developments
- Review waste collection and recycling methods at picnic grounds
- Provide non-potable water for irrigation and public amenities in Parklands developments
- Work with partners to achieve sustainability targets for water, energy, waste, construction and horticultural materials

### Objective 4:

**Increase bushland biodiversity**

- Expand existing biodiversity corridors and core habitats and connect the Parklands to the Green Grid across Western Sydney
- Undertake environmental management practices that improve understorey and groundcover biodiversity
- Work with partners to minimise disruption from infrastructure works and maintenance in existing biodiversity areas
- Review the Parklands Biodiversity Restoration Strategy
- Work with external organisations on restoration and recovery initiatives such as Biodiversity Stewardship Agreements
- Maintain a register of the Parklands' natural assets, including an assessment of quality and financial value

### Objective 2:

**Improve the health of waterways and wetlands and protect water supply assets**

- Work with partners to improve, measure and monitor water quality, birdlife and aquatic health in Eastern Creek, Hinchinbrook Creek, Bungarabee wetland and other waterways
- Work with State Government partners to protect water quality and assets for key water supply infrastructure such as Prospect Reservoir, Upper Canal and the Warragamba Pipelines

### Objective 5:

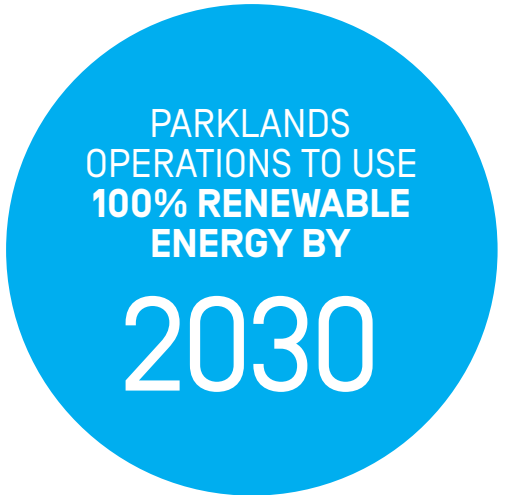
**Protecting rural landscapes**

- Continue to implement the Horsley Park Urban Masterplan and plan for new areas of urban farming within the Parklands
- Protect the status of existing farming on public or private landholdings within the Parklands
- Use initiatives such as farmers' markets, farm gate sales and food and beverage outlets to promote agricultural education
- Build relationships with other Sydney basin and regional urban farming stakeholders to promote sustainable farming practices
- Support educational programs and attract community based agricultural training activities to the Parklands, such as Calmsley Hill City Farm
- Partner with research and industry organisations to investigate urban farming initiatives

### Objective 3:

**Improve understanding of the Parklands' Aboriginal and Non-Aboriginal cultural heritage values**

- Complete mapping and assessment of Aboriginal and non-Aboriginal cultural heritage
- Maintain a consolidated heritage register in the Parklands' asset management system
- Develop a heritage strategy for the Parklands including opportunities for interpretation
- Develop partnerships with local Aboriginal individuals and groups, and the wider community, to understand, protect and celebrate the Aboriginal heritage and values of the Parklands
- Work with heritage groups and agencies and the community to identify and manage the Parklands' Non-Aboriginal cultural heritage



# STRATEGIC DIRECTION 2:

## CREATING RECREATIONAL AND COMMUNITY FACILITIES

Create a diverse range of opportunities within the Parklands, by developing a variety of community facilities.

Access to diverse facilities improves the level of liveability within the area, ensuring the Parklands meets the lifestyle needs of the Western Sydney community.

The following Principles are reflected throughout this Strategic Direction:

- **Principle 2:**  
Respond to the needs of new and existing communities
- **Principle 3:**  
Build a strong identity
- **Principle 5:**  
Provide educational opportunities
- **Principle 6:**  
Enhance community health
- **Principle 8:**  
Be accessible to visitors
- **Principle 9:**  
Be financially and operationally sustainable
- **Principle 11:**  
Adopt a partnership approach

**Table 2**  
Creating Recreational and Community Facilities: past, current and future

2010	2018	2030
Plough and Harrow fully developed. Lizard Log and Bungarribee established but with capacity for expansion	Lizard Log and Bungarribee significantly expanded. Plough and Harrow revitalised and restored	Continue to improve Northern Parklands recreation areas. Expand and develop Southern Parklands recreation areas
Limited community facilities in the Parklands	7 ha used for community facilities	Continue to meet demand for community facilities
264 ha (5%) of Parklands used for unstructured recreation	384 ha (7%) of Parklands used for unstructured recreation, including expansion of Lizard Log and Bungarribee Park	470 ha (9%) of Parklands used for unstructured recreation. Continue development of existing areas such as Bungarribee Park and new sites within the Southern Parklands
422 ha (8%) of Parklands used for sport and structured recreation.	437 ha (8%) of Parklands used for sport and structured recreation.	470 ha (9%) of Parklands used for sport and structured recreation
The Parklands has inherited park facilities which are a legacy of different development styles, times and previous owners	Completed a Parklands Design Manual to establish consistency and a high standard of design throughout the Parklands	Review the Parklands Design Manual and update as required
35km track network with a need to improve circulation and access to surrounding areas	Increased track network to 60km, mainly in the Northern Parklands	Expand the Parklands Track network to 90km, mainly into the Southern Parklands

## OBJECTIVES

### Objective 1:

#### Encourage and facilitate unstructured recreation and other community activities

- Create diverse regional spaces that provide leisure opportunities for families, young people and community groups
- Maintain and enhance Recreation Hubs at Nurragingy, Bungarribee, Lizard Log, and Plough and Harrow
- Position the Parklands as a regional destination for other types of unstructured recreational and leisure activities such as horse riding, hiking and camping
- Develop new destinations in the Southern Parklands including Cecil Park and Shale Hills, to meet demand
- Create Hubs of integrated spaces and facilities that can meet a range of community needs and maximise site usage throughout the week
- Encourage public and private investment to deliver community facilities
- Consider comfortable year-round usage through designing for the Western Sydney climate such as shade and access to water
- Integrate event opportunities into new developments at the planning and design stage

### Objective 2:

#### Include provisions for sport and structured recreation and other community activities

- Work with Councils to plan and facilitate the development of regional Sporting Hubs at Bungarribee, Southern Parklands, and elsewhere to meet demand
- Position the Parklands as a regional destination for sport and structured recreation
- Work with partners to increase the activation of their venues within the Parklands
- Encourage partners to maximise the utility of new and existing sportsgrounds by increasing their availability and resilience

### Objective 3:

#### Improve access to the Parklands

- Increase the Parklands' walking and cycling track networks to 90 kilometres by improving connectivity to adjacent communities, adding new loop routes, and providing improved wayfinding signage
- Work with transport and land use planning agencies to improve public transport to the Parklands
- Collaborate with Councils, RMS and transport agencies to improve external directional signage and clearly identify Parklands entry points from neighbouring communities
- Improve accessibility to key locations throughout the Parklands

### Objective 4:

#### Develop a cohesive and identifiable character for the Parklands

- Apply a consistent Parklands brand and character across Parklands developments
- Integrate interpretation and storytelling in new recreational facilities for the Parklands
- Protect scenic qualities and maximise future land use opportunities in planning for new services infrastructure
- Review and implement the Parklands Design Manual to influence Parklands' development including future capital and operational works
- Implement value management in design to ensure budget expenditure is appropriately prioritised



# STRATEGIC DIRECTION 3:

## COMMUNITY PARTICIPATION AND ENGAGEMENT

Encourage the Western Sydney community to use the Parklands and develop a sense of ownership.

Work with communities, stakeholders and partners to raise awareness and increase usage, visitor numbers and community engagement.

The following Principles are reflected throughout this Strategic Direction:

- **Principle 1:**  
Protect natural environmental values
- **Principle 2:**  
Respond to the needs of new and existing communities
- **Principle 3:**  
Build a strong identity
- **Principle 4:**  
Respect cultural heritage
- **Principle 5:**  
Provide educational opportunities
- **Principle 6:**  
Enhance community health
- **Principle 8:**  
Be accessible to visitors
- **Principle 11:**  
Adopt a partnership approach

**Table 3**  
Community Participation and Engagement: past, current and future

2010	2018	2030
Limited community awareness of the Parklands	Brand recognition at 17% of Western Sydney population	Increase brand recognition to a minimum of 50% of Western Sydney population
1.6 million visits to the Parklands per annum	3.5 million visits to the Parklands per annum.	10 million visits to the Parklands per annum
Little opportunity to participate in events in the Parklands	Participation in events expanded to more than 23,000 visitors annually	Participation in events to more than 70,000 visitors annually, by increasing local and out-of-area visitation
Little opportunity for volunteering or student activity in the Parklands	Over 20,000 volunteers and students from 2010 – 2018	Double Parklands volunteer and student numbers to more than 40,000 from 2018 – 2030
Limited understanding of visitor satisfaction	Visitor satisfaction 8.7 out of 10.	Maintain or improve visitor satisfaction ratings including customer service, customer effort and satisfaction
Limited online presence	450,000 website page views annually	Continue to expand the Parklands' online community



## OBJECTIVES

### Objective 1:

#### Create spaces and venues that appeal to all audiences

- Ensure the Parklands offers spaces, activities and venues to suit audiences of different life stages, capabilities and cultures, including free and paid activities
- Develop educational programs and activities for schools and youth organisations focused on the environment, urban farming and healthy lifestyles
- Create nature-based spaces which encourage play and creativity
- Work with Councils, police and emergency services to maintain the Parklands’ reputation as a safe environment
- Develop programs and events to build strong connections between cultural groups, community organisations and the Trust

### Objective 2:

#### Maximise awareness of the Parklands

- Survey visitor needs and trends regularly, and use these results to plan new activities and facilities, and to improve customer service satisfaction
- Enhance visitor awareness through culturally inclusive promotional strategies and a diverse range of programs and activities
- Apply a consistent Parklands brand across all communications and programs
- Promote Parklands activities and programs through other parks bodies in Australia and overseas
- Promote the Parklands’ venues for entertainment, tourism, the arts and culture, environmental and educational programs, health and well-being activities, and nature-based experiences
- Build the Parklands’ reputation and profile, and develop partnerships in community, corporate, government and industry networks

### Objective 3:

#### Increase community participation in the Parklands’ spaces, events and programs

- Develop a diverse calendar of events and programs, designed to appeal to a range of audiences and build connections with community and cultural groups
- Promote venue hire opportunities and actively encourage third party use
- Encourage both unstructured and structured recreational use of the Parklands as a means of improving physical and mental health
- Encourage investment in facilities that support increasing participation in events and tourism
- Develop an arts and culture strategy

### Objective 4:

#### Increase community engagement and sense of ownership of the Parklands

- Engage regular, occasional and potential Parklands users through a strong digital marketing strategy
- Create a database of Parklands users and stakeholders and communicate actively and regularly with these groups
- Create volunteering opportunities with government and non-government organisations for educational, recreational, and environmental activities and programs for all ages
- Provide physical and online interpretation, educational information and programming relating to cultural heritage, recreation and the environment

8.7/10

VISITOR  
SATISFACTION

PARKLANDS BRAND  
RECOGNISED BY AT LEAST  
50% OF WESTERN SYDNEY  
POPULATION BY 2030

# STRATEGIC DIRECTION 4:

## FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Create a sustainable revenue base for the Parklands to develop and manage strategic and operational expenditure. Sustainable revenue ensures the Parklands can also contribute to the economy of Western Sydney, providing lifestyle opportunities that will help make the region a great place to live, work and visit.

The following Principles are reflected throughout this Strategic Direction:

- **Principle 7:**  
Co-locate complementary land uses
- **Principle 9:**  
Be financially and operationally sustainable
- **Principle 10:**  
Contribute to the economic development of Western Sydney
- **Principle 11:**  
Adopt a partnership approach

**Table 4**  
Financial Sustainability and Economic Development: past, current and future

2010	2018	2030
No implementation of Ecologically Sustainable Development (ESD)	Commenced integrating ESD into new Parklands developments	Carbon neutral through industry leading ESD
Limited tourism facilities within the Parklands	Provided 25 ha for tourism facilities	Continue to expand tourism facilities within the Parklands
Minimal contribution to Western Sydney economy	Creation of over 1,300 direct and indirect jobs	Significant contribution to the Western Sydney economy through direct and indirect jobs  Investment and innovation opportunities through initiatives such as environmental services and tourism
Trust's capacity to develop the Parklands limited by available funding	Income generation increased with 1.2% of the Parklands leased for WSPT Business Hubs	Achieve a sustainable business model by establishing WSPT Business Hubs with income-generating leases on up to 2% of the Parklands
Around 900,000 annual visitors to partners' venues in the Parklands	2.2 million annual visitors to partners' venues in the Parklands	More than 3.5 million annual visitors to partners' venues in the Parklands
Ongoing dialogue with infrastructure utility providers and Trust on proposed new infrastructure	Ongoing dialogue on new infrastructure impacts	Ongoing management to allow appropriate new infrastructure, while minimising impacts on the Parklands  Ongoing dialogue with service agencies on management of infrastructure within the Parklands.
Limited data available on Parklands assets	Developed and implemented an Asset Management System	Comprehensive long-term asset renewal program in place

## OBJECTIVES

### Objective 1:

#### Deliver sustainable management of the Parklands' land and assets

- Continue to implement the Asset Management Strategy to deliver long-term sustainability and viability
- Identify and manage natural and urban risks to achieve environmental outcomes
- Work with government agencies to minimise impacts of the location and appearance of new service utilities and infrastructure
- Establish interim land uses for land that might not achieve its long-term potential for many years
- Implement new technologies to improve management processes such as remote monitoring, access and communications
- Continue to implement a bushfire management strategy for asset protection and environmental sustainability
- Complete the lease of the WSPT Business Hubs on 2% of the Parklands to create a sustainable financial model and support the ongoing development and management of the Parklands
- Develop a long-term property and leasing strategy for the efficient management of a growing number of leased assets

### Objective 2:

#### Maximise the use and community benefits of existing and new leased government and private assets in the Parklands

- Work with private and government lessees and landowners within the Parklands to increase activation, attract a broader range of users and enhance community reach
- Liaise with utility providers to maintain or improve public access without adversely affecting infrastructure
- Develop partnerships with government and non-government entities to invest in environmental, recreational, cultural, agricultural, community facilities or tourism programs

### Objective 3:

#### Increase employment and economic activity in Western Sydney through private and public partnerships in new WSPT Business, Community Facility, Sport and Tourism Hubs

- Encourage employment growth through new lease opportunities in Business, Tourism, Sport and Community Facility Hubs in the Parklands
- Encourage tourism investment through establishing Tourism Hubs to boost the Western Sydney visitor economy and provide high quality destinations within the Parklands
- Support existing and new Tourism Hubs by promoting the Parklands as a regional destination through precinct development and marketing activities
- Continue to liaise and engage with existing WSPT Business, Tourism and Sport Hubs



