

- 11 Exercise of any rights or powers under the Security Agreement by the Financier will not of itself constitute a default or breach of this Lease and will not of itself entitle the Landlord to exercise any right of termination of this Lease.
- 12 The Landlord and Tenant must not amend or vary or agree to amend or vary this Lease without the prior written consent of the Financier.
- 13 Definitions
- (a) "**Financier**" means the recipient of the Security.
- (b) "**Encumbrance**" means an interest or power:
- (i) reserved in or over an interest in any asset including any retention of title; or
- (ii) created or otherwise arising in or over any interest in any asset under a bill of sale, mortgage, charge, lien, pledge, trust or power,
- by way of, or having similar commercial effect to, security for the payment of a debt, any other monetary obligation or the performance of any obligation, and includes any agreement to grant or create any of the above.
- (c) "**Security**" means an Encumbrance granted by the Tenant in favour of the Financier from time to time in respect of the Tenant's interest in this Lease.
- (d) "**Security Agreement**" means an agreement for the grant of the Security between the Tenant and Financier.
- (e) "**Step In**" means the assumption of rights and obligations of the Tenant under this Lease by the Financier in accordance with the Step-In Notice.

Schedule 2 – Plan of Drainage Basins and Batters

Signing page

DATED: _____

Certified correct for the purposes of the *Real Property Act 1900* (NSW).

Executed on and behalf of the body)
named below by the Chief Executive)
whose signature appears below)
pursuant to the authority specified.)
)

Body: **Western Sydney Parklands**
Trust (ABN 85 202 544 800)

Authority: s 8 of the Western Sydney
Parklands Act 2006

.....
Signature of witness

.....
Name of witness (print)

.....
Occupation of witness (print)

.....
Signature of Chief Executive

Suellen Fitzgerald

.....
Name of Chief Executive

.....
Position: Chief Executive

[# Tenant and Guarantor execution blocks to be inserted]

Exhibit 1 – Plan of Management



Western Sydney Parklands

WESTERN
SYDNEY
PARKLANDS
PLAN
OF MANAGEMENT 2020

December 2010



NSW
GOVERNMENT



The Plan of Management for the Western Sydney Parklands is for the purposes of the Plan adopted by the Minister for Western Sydney on 25 January 2011.

The Minister for Western Sydney's adoption of the Plan of Management for the Western Sydney Parklands excludes the Western Sydney Regional Park, Kemps Creek Nature Reserve and Prospect Nature Reserve which are gazetted and reserved under the *National Parks and Wildlife Act*. Plans of Management for these gazetted areas will be presented to the Minister for the Environment.

Prepared by the Western Sydney Parklands Trust.

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Parramatta NSW 2150
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Disclaimer

While every reasonable effort has been made to ensure that this document is correct at the time of printing, the Western Sydney Parklands Trust, its agents and its employees, disclaim any and all liability to any persons in respect of anything or the consequences of anything done or omitted to be done in reliance upon the whole or any part of this document.

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Message from the Chairman



We have come a long way since 1968 when the NSW Government began the process that would create the Western Sydney Parklands.

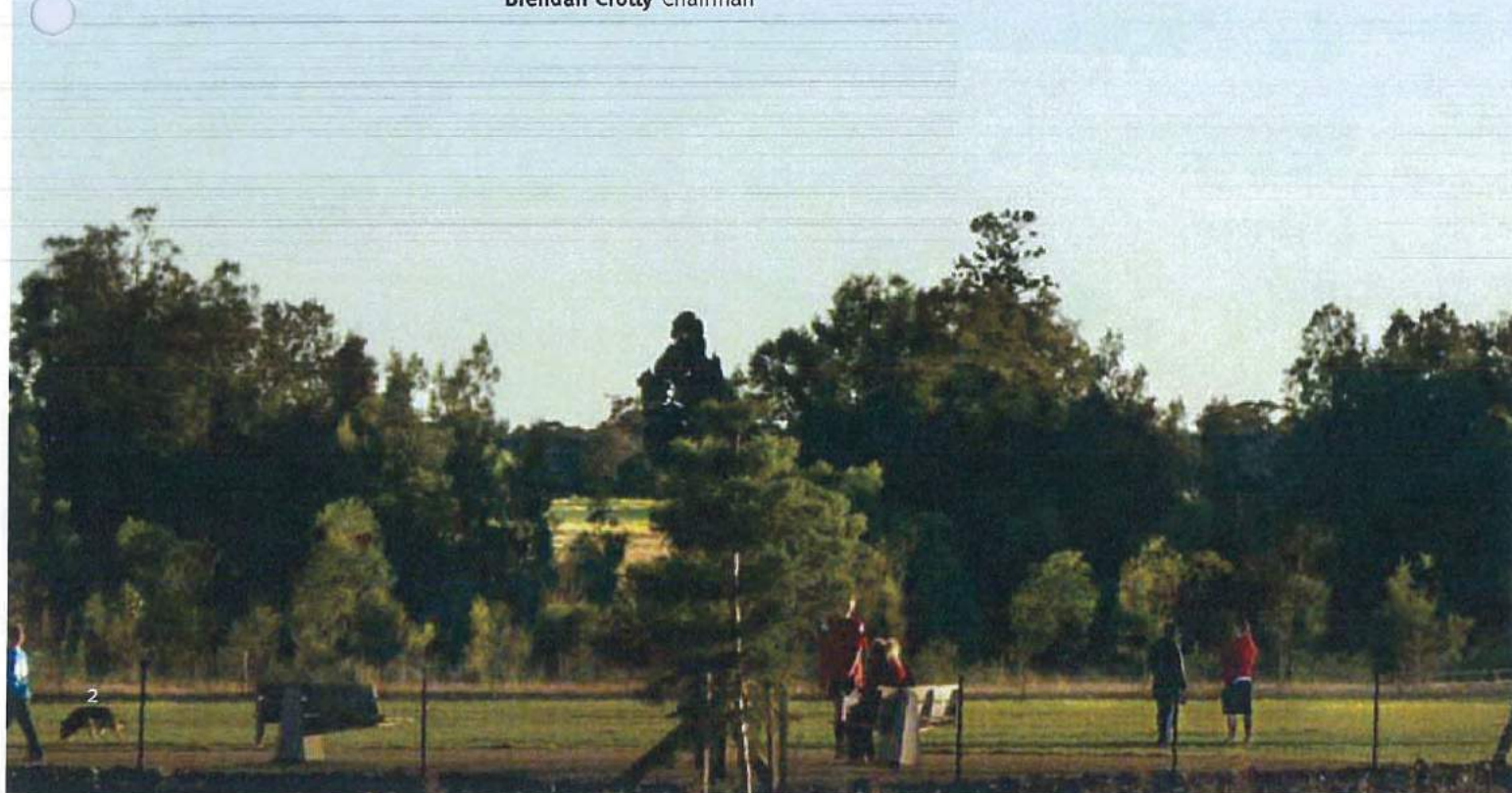
With the diverse spaces and places that comprise the Parklands now recognised as a cohesive identity as outlined in the *Western Sydney Parklands Act 2006*, we are now focusing on the future.

The Trust is committed to achieving the Government's key goals for the Parklands which are to:

- activate these lands and make them accessible for the public to enjoy;
- provide a place for many different uses such as recreation, bushland conservation, urban farming near the city, involvement in active sports and key community services; and
- continue to grow private business investment to create a sustainable funding base for the Parklands in perpetuity.

The Trust aims to act prudently and wisely in its stewardship of the Parklands to sustain its long term future and to maintain its special place in the hearts and minds of Western Sydney residents.

Brendan Crotty Chairman



Message from the Director



The 10 year Plan of Management for the Parklands has been developed with the assistance of many individuals and organisations. I would like to thank all those who took the time to provide a submission, attend a workshop or 'Have a Say' day, or participate on the online forums.

The Plan will provide a strong management framework and assist the Trust in determining actions and priorities over the coming years. To successfully implement the Plan the Trust will work closely with Blacktown, Fairfield and Liverpool City Councils, key stakeholders and landowners in the development of the Parklands.

The creation of this Plan is an important step in securing the future of the Parklands and delivering the long term vision to meet the needs of Sydney's growing population.

Suellen Fitzgerald Director



Acknowledgments

The Trust would like to thank the individuals, Indigenous people, government agencies and organisations who have provided their feedback and input to the Plan.

In addition, the Trust would also like to thank the members of the Western Sydney Parklands Trust Board and representatives on the Plan of Management Partners Group for their input into the Plan.

Western Sydney Parklands Trust Board

Brendan Crotty, Chairman
Carol Mills
Mike Patrick
Jim Mitchell
Bob Waldron
Ro Coroneos
Norma Shankie-Williams
Suellen Fitzgerald

Plan of Management Partners Group

Steve Corbett	Director and Chief Executive, Centennial Parklands
Sharon Davies	Manager, Urban Growth, Sydney Water
David Demer	Strategic Project Officer, Urban Growth, Sydney Water
Owen Graham	Place Manager, Sydney Metropolitan Catchment Management Authority
Phil Hamdorf	Director, Research and Development, Communities NSW
Liz Jeremy	Director, Sustainable Living, Blacktown City Council
Carl Malmberg	Acting Director, Office of Sustainable Lands, Land and Property Management Authority
Tanya O'Brien	Manager, Strategic Planning, City Strategy, Liverpool City Council
Travis Roberts	Area Manager, Cumberland South Area, Department of Environment, Climate Change and Water, NSW National Parks and Wildlife Service
Kerry Robinson	General Manager, Development, Landcom
Rhonda Tyne	Executive Manager, City Outcomes, Fairfield City Council
Yolanda Gil	Manager, Place and Programs, Western Sydney Parklands Trust
Suellen Fitzgerald	Director, Western Sydney Parklands Trust

Caring for Country

The Western Sydney Parklands Trust acknowledges the traditional custodians of the land on which the Parklands is situated.

The Trust will work in a respectful manner with the Indigenous Australians in Caring for Country and aim to treat Indigenous people, their cultural heritage, customs and beliefs with respect.

Your Parklands, Your Plan



Developing the Plan of Management for the Western Sydney Parklands has involved a broad range of consultation activities designed to gain stakeholder feedback and suggestions on the future management of the Parklands.

The consultation process was conducted in two stages between June and November 2010. The early part of the process helped raise awareness about the Trust's objectives, and inform the community about the various opportunities to get involved in developing the draft Plan.

The second stage of the consultation process coincided with public exhibition of the draft Plan between 11 October and 22 November 2010.

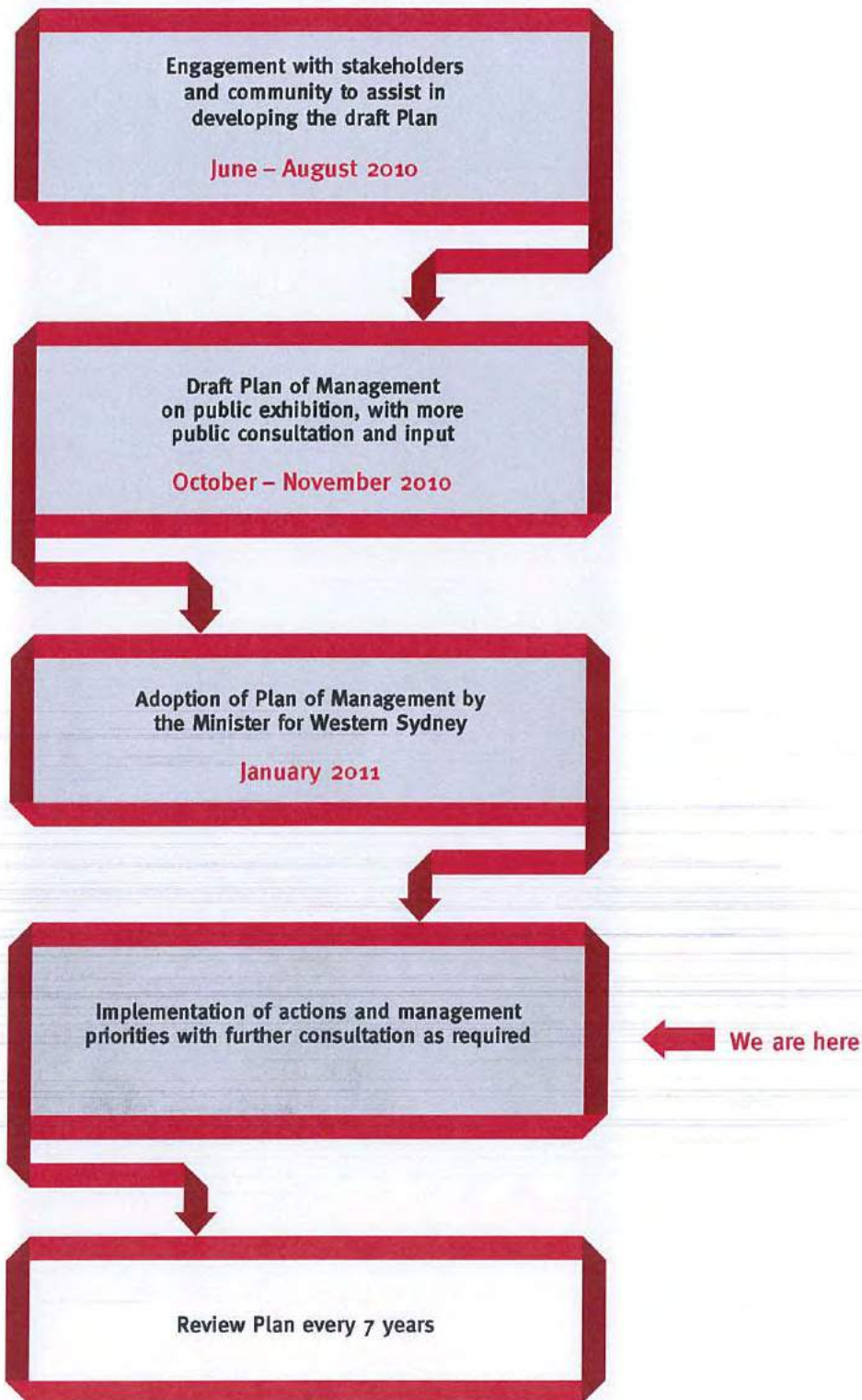
Engagement activities included stakeholder workshops structured around the five Strategic Directions, along with additional workshops focused on the 16 Parklands Precincts identified in the draft Plan. The public exhibition period was supported through newspaper advertisements, a Plan of Management web page, community 'Have a Say' days, online discussion forums, a survey (online and face-to-face) and a '1800' community phone line.

Over 840 people participated in the public engagement process. About 680 people received information on the draft Plan, contributed to the 'Have a Say' day events or attended the Stakeholder Workshops, and more than 160 people provided comments through the online discussion forums, surveys or written submissions.

Key stakeholders and the community were asked to identify opportunities, challenges and issues relating to the Strategic Directions identified in the draft Plan and comment on the Precinct Plans.

This feedback was used to develop a Plan that will guide the key priorities and actions for the Western Sydney Parklands over the next 10 years.

Plan Process



The Plan of Management at a Glance

Vision

Western Sydney Parklands is a place for people of all backgrounds to meet, celebrate, learn, play and appreciate the environment. The Parklands will be a venue for communities to create and manage a new sustainable future on the Cumberland Plain.

Strategic Directions 2020

Recreation
and Parkland
Infrastructure



Environment
and Conservation



Objectives 2020

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Improve access to the Parklands. 2. Create varied park spaces that encourage passive recreation. 3. Create venues and spaces that promote sport and active recreation. 4. Develop a cohesive and identifiable landscape character for the Parklands. 5. Promote the Parklands as a visitor and tourist destination. | <ol style="list-style-type: none"> 1. Secure a bushland corridor along the entire length of the Parklands to improve biodiversity. 2. Maximise environment and conservation research and education opportunities. 3. Trust operations to achieve carbon neutral status. 4. Improve water quality and sustainable water use in the Parklands. 5. Encourage community involvement in the environmental restoration of the Parklands. 6. Protect and enhance the Parklands' Indigenous and Non-Indigenous cultural heritage. |
|--|---|

Outcomes 2020

- | | |
|--|--|
| <ul style="list-style-type: none"> — Prepare and implement an access plan for the Parklands. — Activate an additional 5 percent (250 ha) of the Parklands for passive recreation. — Expand capacity and attractiveness of Lizard Log and Bungarabee to create two new passive recreation hubs. — Double the extent of the Parklands Track network to 70 km of pathway. — Create a cohesive image for the Parklands along its entire boundary. — Implement the Parklands design manual. — Facilitate provision of new sports facilities as required. — Provide various opportunities for tourists to visit and enjoy the Parklands. | <ul style="list-style-type: none"> — Increase percentage of on site water capture, reuse and recycling in recreation areas and urban farming. — Increase percentage of renewable energy used in the Parklands. — Expand the bushland corridor by an additional 6 percent of the Parklands (330 ha). — Trust operations to achieve the targets for best practice as outlined in the <i>NSW Government Sustainability Policy</i>. — Develop a clear description, baseline data and understanding of the state of the Parklands natural assets. — Identify and protect Indigenous and Non-Indigenous cultural heritage assets within the Parklands. — Compile a comprehensive Parklands heritage register. |
|--|--|



Principles

The Parklands will be:

- **enjoyable** for people of all ages, cultural groups and backgrounds;
- **sustainable** in its management, development and promotion;
- **identifiable** as Western Sydney's 'backyard', welcoming and inclusive for all;
- **educational** and provide information about sustainable park management, agriculture, recreation and a range of other activities;
- **accessible to all** – physically, economically, in terms of safety, transport and other factors;
- **viable** economically for the Trust and for those using the land; and
- **in partnership** – the above can only be achieved by working together with stakeholders and the broader community.

Culture and Participation



Urban Farming



Parkland Development and Management



1. Maximise community awareness of the Parklands.
2. Increase community use of the Parklands.
3. Create a sense of community ownership of the Parklands.
4. Encourage children and young people to use the Parklands.
5. Reflect and respond to culturally diverse communities.
6. Promote the Parklands as a cultural venue.

1. Establish sustainable urban farming in the Parklands.
2. Promote urban farming as integral to urban futures.
3. Utilise underdeveloped land for farming in the interim prior to long term parkland development.

1. Deliver sustainable management of the Parklands Trust's assets.
2. Maximise the use and community benefits of existing and new leased assets in the Parklands.
3. Develop new business opportunities to support the management and further development of the Parklands.
4. Allow for new infrastructure/utilities and achieve a balance between the recreation and aesthetic values of the Parklands and the infrastructure needs of external agencies.

- At a minimum double the number of visitors to the Parklands.
- Increase participation in cultural events conducted in the Parklands.
- Increase volunteer numbers by 10 percent.
- Achieve visitor satisfaction ratings of 70 percent or above.

- Increase by 8 percent (415 ha) the land used for urban farming.
- Increase the community interaction with urban farming in the Parklands by establishing produce markets, farm gates and educational programs.
- Demonstrate a model of urban farming on public land.
- Establish and develop positive partnerships with existing farmers, private owners and other operators in the Parklands.

- Develop and implement an asset management strategy.
- Lease up to 2 percent of the Parklands over a number of sites for business uses to generate income to manage the Parklands.
- Expand minor income generating opportunities in recreational areas such as cafes, and shelter and bike hire.
- Increase visitation and use of existing leased government assets.
- Allow for new infrastructure/utilities and manage the impacts of new infrastructure/utilities within the Parklands.
- Provide for community facilities as required.



Photo: Phil Carrick Vison



BACKGROUND

1.1 Parklands for Western Sydney

Pictured

Hand weeding around new plantings in the Cumberland Plain Woodland, Chandos Street, Horsley Park.

The Western Sydney Parklands, located in the heart of Western Sydney, comprise a 27km corridor stretching from Quakers Hills to Leppington. **Figure 1** shows the Parklands today.

The Parklands runs through the three Local Government Areas of Blacktown, Fairfield and Liverpool and is adjacent to two emerging residential growth centres.

Successive NSW Governments have spent over \$400 million to date in acquiring the land and establishing the Trust to manage the Parklands. Since 2008, this significant investment in community infrastructure has been supplemented by Government with a further commitment of \$75 million in capital grants.

Consisting of 5,280 hectares, the Parklands will be the largest urban parkland system in Australia and one of the largest in the world.

In comparison, Hyde Park in London including Kensington Gardens comprises 253 hectares; Central Park in New York City comprises 341 hectares; and Golden Gate National Park in San Francisco comprises 411 hectares.

Much of the land is still to be developed for its long term parklands purpose. 40 percent of the Parklands is currently interim land uses such as rural residential or vacant land.

The Parklands is characterised by its diversity. Major recreation facilities located within the Parklands include:

- Blacktown Olympic Park;
- Eastern Creek International Raceway;
- Western Sydney International Dragway;
- Sydney International Equestrian Centre; and
- Sydney International Shooting Centre.

There are also picnic grounds at Plough and Harrow, The Dairy, Sugarloaf Ridge, Lizard Log, Nurragingy, Peckys, Walder Park and extensive walking and cycling areas.

21 percent of the Parklands is long term infrastructure. The Parklands incorporates Prospect Reservoir and the associated water supply canal and pipelines, as well as electricity, gas and water easements, waste services, water storage tanks, telecommunications towers and other essential infrastructure.

Prospect Reservoir and Prospect Nature Reserve (Special Areas) and Warragamba pipelines, Upper Canal and other adjacent lands (Controlled Areas) are Sydney Catchment Authority lands within the Parklands declared under the *Sydney Water Catchment Management Act*. These Special and Controlled Areas protect Sydney's water supply and as such public access is restricted.



Extensive areas are leased for a variety of uses including agriculture, waste processing, motor sports and rural residential purposes, while about 7 percent of the corridor is still to be acquired from private owners.

In short, the Parklands provides much more than recreational space; it is a critical area in Western Sydney in terms of infrastructure, agriculture and water supply and other essential community facilities.

The Parklands provides employment and training opportunities in tourism, recreation and environment and will continue to play an important role in providing jobs and training in these sectors in Western Sydney over the coming years.



Figure 1
The Parklands Today

1.2 History of the Parklands

Pictured (from left)

Road to Prospect picnic areas adjoining Prospect Reservoir.
Photo: Christine Murphy;
Children and farm animals at Calmsley Hill City Farm 2010.

Much of the area now constituting the Parklands was originally identified in the 1968 *Sydney Region Outline Plan*, to provide for infrastructure and future regional open space needs in Western Sydney.

In the 1970s, the boundaries of the Parkland's Eastern Creek and Hoxton Park corridors were confirmed through inclusion in local planning instruments. Thanks to an active land acquisition program by the NSW Government, almost 70 percent of the current Parklands area was accumulated by 1978.



In 1989, the NSW Government introduced *SEPP No 29 – Western Sydney Recreation Area* to allow for key recreational facilities such as the Eastern Creek International Raceway. These parklands provided lands for the 2000 Olympic Games, with venues for equestrian, shooting, baseball, softball and mountain biking.

Since 2001, the NSW Government has focused on managing and developing a single and cohesive park. The gazettal of the *Sydney Regional Environmental Plan No 31 – Regional Parklands* in 2001 provided a framework to manage land uses and development located within and along the edges of the Parklands, including residential developments that had reached the Parklands' edges.

The Western Sydney Parklands Management Vision (2004) mapped out a blueprint for the future of those lands that included the creation of accessible recreation areas and the regeneration of natural bushlands as wildlife habitats.

To create a long term management framework for the Parklands, the NSW Government introduced the *Western Sydney Parklands Act 2006*. This Act confirmed the boundaries of the Parklands and established the Western Sydney Parklands Trust (Trust) to manage and develop the Parklands in partnership with other state and



local government agencies within the Parklands boundaries.

The gazettal of the *State Environmental Planning Policy (SEPP) Western Sydney Parklands*, in March 2009, provided the statutory planning framework for the Trust and its partners to develop and manage the Parklands.

This Plan of Management 2010-2020 presents the vision for the Parklands and sets out prioritised actions for the Trust to implement over the next decade.

Timeline

1970s
Boundaries of the Parkland's Eastern Creek and Hoxton Park corridors were confirmed through inclusion in local planning schemes

1970s – today
Ongoing acquisition of private land to create open space corridor and parklands

2001
Sydney Regional Environmental Plan No 31 – Regional Parklands provided a framework to manage land uses and development located within and along the edges of the Parklands

2006
Western Sydney Parklands Act confirmed the boundaries of the Parklands and established the Western Sydney Parklands Trust

2008
Commencement of *Western Sydney Parklands Act*, appointment of Board Members and vesting of land to the Trust

2010
Completion of the first Parklands Plan of Management

1970

1968
Sydney Region Outline Plan identifies corridor for open space and infrastructure purposes

1980

1989
SEPP No 29 – Western Sydney Recreation Area allowed for key recreational facilities

1990

2004
Western Sydney Parklands Management Vision mapped blueprint for the creation of accessible recreation areas and the regeneration of natural bushlands as wildlife habitats

2000

2007
Parklands Track completed to provide public access to the full length of the Parklands

2010

2009
State Environmental Planning Policy (SEPP) Western Sydney Parklands, provides the statutory planning framework for the development of the Parklands

1.3 Parklands Today

Pictured (this page from left)

Kids Discovery Walk 2010;
Kids on play equipment
in Lizard Log.

Photo: Phil Carrick Vision.

Pictured (opposite from left)

Clancy Catholic College Tree
Planting Day at Shale Hills 2009;
Senior's Week Nature Walk 2010;
Cycling at Lizard Log.

Photo: Phil Carrick Vision.

Metropolitan Context

Greater Western Sydney is currently home to approximately 1.8 million people and is one of Australia's fastest growing regions. It is Australia's third largest economic region.

The Parklands provides an open space link between Sydney's North West and South West Growth Centres, and acts as a major service corridor containing significant components of Sydney's trunk infrastructure.



The Parklands is a major contribution to the *NSW State Plan's* priority, E8: More people using parks and reserves, participating in sport, recreation and cultural facilities and E4: Better environmental outcomes for native vegetation, biodiversity of lands and rivers.

The Trust operates the Parklands for community use and will continue to develop facilities and programs for community involvement and enjoyment whilst also improving the quality of the biodiversity in the Parklands.

There are three sites in the Parklands gazetted and reserved under the *National Parks and Wildlife Act*; Kemps Creek Nature Preserve, Western Sydney Regional Park, and Prospect Nature Reserve. Separate Plans of Management will be prepared for each site and adopted by the Minister for the Environment.

The Metropolitan Plan for Sydney 2036 (December 2010) sets out the Parklands' role in providing valuable regional open space for new communities expected in



the North West and South West Growth Centres, as well as the rest of Western Sydney.

According to the Plan, the Parklands provides a best practice demonstration of integrated urban parkland for the 21st century by:

- providing regional environmental and conservation opportunities;
- protecting and promoting ongoing agriculture in suitable areas;
- developing park tourism and commercial uses on sites along the major transport corridors;
- maintaining secluded areas for interaction with nature; and
- delivering significant regional community and recreation facilities.

In addition to the extensive adjacent industrial areas of Smithfield, Arndell Park and Wetherill Park, new employment areas identified along the boundaries of the Parklands include the Western Sydney Employment Area, located at the intersection of the M7 and M4 Motorways. This Employment Area has the potential to employ a total of 40,000 workers and to change the nature of the land use and transport patterns along the boundaries of the Parklands.

Community Context

The places, activities, services and programs within the Parklands need to reflect this fast-growing, young and culturally diverse population. Significant factors to be considered include the following:

- The need to provide educational opportunities in environmental management and conservation, as well as agriculture, recreation, hospitality and other areas.

Studies by University of Western Sydney indicate that, while the Western Sydney region has reasonable access to open space, the type, quality and range of facilities provided requires improvement.

Long term trends, including population growth and the popularity of larger dwellings relative to lot size, will continue to diminish the amount of private open space available. This reinforces the importance of the Parklands as a regional open space destination and recreation resource.



Future population and employment growth will need to be supported by additional public transport services. Existing services in Western Sydney are largely focused on Sydney's CBD, with few cross-regional services. The lack of public transport limits the options to access the Parklands.

- The importance of access to outdoor physical activity to address community health issues.
- The need to cater to families including parking and public transport requirements.
- The need to take into account the area's cultural diversity, and to encourage greater understanding between cultural groups.
- The need to cater to a significant range of income groups.

In addition, the Parklands can play an important role in providing employment and training opportunities in the tourism, recreational, environment and business sectors in Western Sydney.

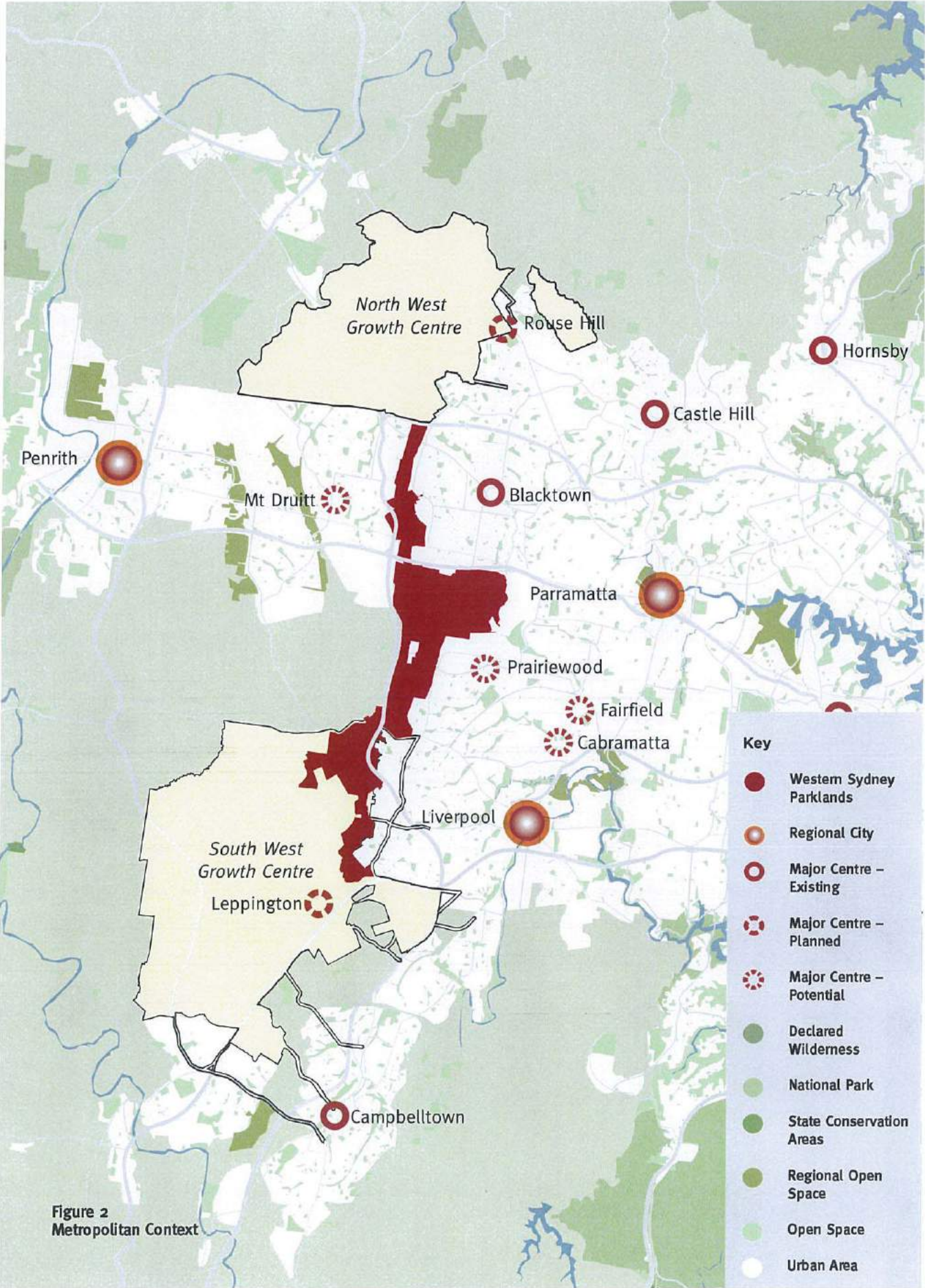


Figure 2
Metropolitan Context

“We require these patches of nature for our mental health and spiritual resilience. Future generations, regardless of whatever recreation or sport is in vogue, will need nature all the more.”

Richard Louv *Last Child in the Woods* 2006

Pictured (from left) Cycling at Sugarloaf Ridge; Picnic in the Parklands. Photo: Phil Carrick Vision.



Natural Environment and Landscape

Located on the Cumberland Plain, the Parklands contains examples of the Cumberland Plain environment as it was prior to European contact.

These habitat areas and corridors contain threatened and endangered species which are protected under State and Commonwealth legislation. Conservation of these areas and the species within are critical to maintaining the natural heritage of Western Sydney against the pressures of continued growth and development within the region.

The Parklands also contain the headwaters of Eastern Creek, as a tributary of the Hawkesbury-Nepean. The north-south ridgeline in the Parklands is the catchment boundary between the Hawkesbury-Nepean, Georges River and Parramatta River catchments.

The *Western Sydney Parklands Biodiversity Restoration Strategy 2008* provides a framework for the restoration of the ecological values of the Parklands and prioritises actions for ongoing environmental management of the Parklands.

Indigenous Heritage

The Cumberland lowlands that cover most of Western Sydney is one of the most artefact rich landscapes in Australia and is dominated by scatters of artefacts that are known to be concentrated along the margins of freshwater creeks. Eastern Creek which is central to the northern half of the Parklands has evidence of important open artefact sites.

The Parklands falls within the interests of the Darug people and the Deerubbin and Gandangara Local Aboriginal Land Councils.

Non-Indigenous Heritage

The Parklands' Non-Indigenous heritage derives from its location on the route to South Creek and the Blue Mountains, and from early grazing and farming along Cowpasture Road. The Parklands includes market gardens, former military places and major infrastructure such as reservoirs and service infrastructure. Key heritage sites include Prospect Reservoir, Upper Canal, The Rooty Hill, Bungarrabee Farm Homestead complex archaeological site, Eastern Creek and the rural ridgeline through Fairfield and Liverpool Local Government Areas.

The Parklands provides an opportunity for Western Sydney and the broader community to learn about the region's European heritage and later layers of history, as well as celebrating the cultural diversity of Western Sydney.



Western Sydney Data Snapshot

27%

of the population are children
aged 0-11 years

19%

of the population are young
people aged 12-24

1/3

of the population
were born overseas

27%

of the population were
from non-English speaking
backgrounds

1.4%

of the population are
Indigenous people

76%

of households are families

By 2031 the Western Sydney Region is estimated to accommodate an additional **350,000** new dwellings, which equates to **60 percent** of the wider Sydney Metropolitan area. This equates to an additional 889,300 people in the Region.

The population to the south of the Parklands is expected to increase by **113.1 percent** in the next 30 years. In the north it is expected to increase by **51.8 percent**.

*Source: Metropolitan Strategy
Review 2036 Discussion
Paper, NSW Planning and
NSW Statistical Local Area
Population Projection,
2006-2036, NSW Planning.*

1.4 Operational Context

Parklands around the world are acknowledged as vital leisure resources for the urban community. Globally, parklands managers acknowledge the link with the broader issues facing our individual societies. For instance, by helping promote healthy and active lifestyles, parklands can play a vital role in fighting the increasing prevalence of lifestyle diseases such as obesity, heart disease and diabetes.



Environmental challenges, such as climate change and resource depletion, will change how communities use and perceive the Parklands. To respond to these challenges, measures such as improving transport to and from the Parklands, improving water management techniques, and promoting up-to-date sustainable park management practices will be important.

In addition, the Parklands faces a range of specific issues requiring complex management strategies, many of which relate to its large scale and the diversity of uses within and adjacent to the Parklands.

Funding Context

The Trust has been established as a self funded agency. To fully implement this Plan including developing facilities, programs and environmental initiatives, the Trust is developing an income stream of \$10 million per annum within the 10 year life of this Plan. In order to achieve this goal a significant portion of income will be derived from developing long term leases for business purposes on 2 percent of its land over the long term to be able to deliver its mandate to create the largest parkland in Australia. The Trust will also supplement its income through recreation activities such as tourism, and venue and bike hire.

Key Assumptions

The strategic thinking in this Plan has been based on a number of assumptions. These assumptions are outlined below.

- All of the Trust's land within the Parklands remain as set out in the *Western Sydney Parklands Act*.
- Outstanding acquisitions of remaining private land will continue under the *Western Sydney Parklands SEPP*.
- The Trust will continue to fund its own operational costs.
- Existing infrastructure and easements will remain in place and agencies will continue to plan for their expansion to meet the needs of infrastructure in the Sydney Basin.
- Major Parklands infrastructure will be of a regional scale.
- The current statutory framework for the Parklands such as the *SEPP* and *Western Sydney Parklands Act* remain in place.
- Objectives and timelines as put forward in the *State Plan* and *Metropolitan Plan for Sydney* continue to provide context to this Plan.

“Large parks... are complex, dynamic systems... The trick is to design a large park framework that is sufficiently robust to lend structure and identity whilst having sufficient pliancy and ‘give’ to adapt to changing demands and ecologies over time.”

James Corner *Large Parks 2007*

1.5 Best Practice in Parklands

Globally, park managers are facing an array of issues and opportunities. To deliver the best possible result for the people of Sydney, the Western Sydney Parklands Trust is learning from the experiences and examples of other parklands, through sharing experiences and practices through a range of professional bodies and forums.

Pictured (this page)

Mangrove walk at Bicentennial Park
Photo: Paul Wright

© Sydney Olympic Park Authority
Image courtesy of Sydney Olympic Park Authority

Pictured (opposite from left)

Aerial view of Cockatoo Island, Sydney Harbour. Photo: Sydney Harbour Federation Trust; Golden Gate National Park Fort Mason Oval. Photo: Christine Murphy.

Outlined below are some examples of best practice in parks management which are informing the Trust's management priorities and approach.

Community Health and Wellbeing

It is well documented that increasingly sedentary lifestyles are leading to a range of health problems — mental and physical — that hinder productivity and community wellbeing (*The Value of Parks*, Parks Forum 2008). By providing spaces for recreation and cultural activities, parks have the capacity to improve community health and wellbeing.

Central Park, New York City

contains an abundance of high quality facilities, provides extensive sports and recreation programs, hosts diverse cultural programs and events and provides a valuable resource for the 48,000 school children located in the area. (*Valuing Central Park's Contributions to New York City's Economy*, Applesseed 2008)

Productivity

Growing community interest in eating locally grown food has led to numerous partnerships between local growers and communities. These ensure the maintenance of agricultural land through sustainable farming practices, and also create opportunities for a range of education and food tourism programs.



The Canadian Farm Folk/

City Folk Society is a non-profit society that works with farm and city to cultivate a local, sustainable food system. They develop and operate projects that provide access to and protection of agricultural land; that support local growers and producers; and that educate, communicate and celebrate with local food communities (www.ffcf.bc.ca).

Funding

With park managers increasingly under pressure to generate funds for continuing parkland maintenance and development, examples of parks utilising their assets to create a range of income streams are very instructive.

Comwall Park is located in the central residential area of Auckland, New Zealand. The park generates income from a range of uses including a working farm element that includes cattle and sheep. Another key income stream is the subdivision of a large portion of the site under a 21 year renewable lease agreement. The income produced has been responsible for meeting the development and maintenance costs of the park.



Conservation and Climate Change

Population growth, diminishing biodiversity and climate change are increasing threats to native eco-systems. Parks can respond by expanding areas of natural habitat within their boundaries to provide refuges for wildlife. Parks may also be able to provide eco-linkages, such as wildlife corridors, that extend beyond their own boundaries.

Parks form the core of a new, innovative approach to conservation that is establishing habitat linkages through vegetation corridors across the landscape, on public and private lands. Many scientists view 'connectivity conservation' as the best way of maximising nature's resilience against climate change and other threats. (*The Value of Parks*, Parks Forum 2008)

Bicentennial Park, Homebush Bay

Sydney, was created in the 1980's in time to celebrate Australia's Bicentenary in 1988. The Park is part of Sydney Olympic Park and is a 100 hectare natural heritage site that includes important wetland, vegetation and environmental linkages and natural systems and offers visitors recreation, nature based tours, environmental education and outdoor event experiences.



Parks Usage

As our urban population grows, the experiences people expect from parks also evolve. Through innovative and multi-faceted offerings, park managers can deliver unique experiences, which will also assist in achieving economic and management goals.

Cockatoo Island, Sydney Harbour,

is a former imperial prison, industrial school, reformatory, gaol and dockyard. It is now a park managed by the Sydney Harbour Federation Trust and offers the opportunity to camp in the middle of Sydney Harbour. The campground provides the community with a unique city experience and generates revenue for the Trust. The island provides a venue for entertainment and tourism activities as well as running a vibrant arts, heritage and cultural program. (www.cockatooisland.gov.au).

Brand and Communication

Increasingly, the concept of the park "brand" is crucial in attracting not only patrons, but also funding from a range of sources. Branding should be clear and recognisable, and applied to all products and programs. All communication materials should also be streamlined, up to date and branded.

Online information is an increasingly important way to communicate with park users: a high quality, user-friendly, interactive website is therefore crucial. The internet also allows parks to participate in 'partner hubs' with other parks around the world.

The Golden Gate National Park

Conservancy, California, USA has a clear brand and image. Its products, such as *E-ventures*, a monthly electronic update on park news and events, is both sophisticated and user friendly. (www.parksconservancy.org).

1.6 Key Challenges

Pictured (from left)
Lizard Log playground.
Photo: Phil Carrick Vision;
Planting Day at
Glendenning 2010.

The Parklands and Trust face a number of challenges over the next decade. These include:

- the large scale of the Parklands;
- the diversity of land uses within the Parklands, including farming, waste management, recreation, bushland and trunk infrastructure;



The Parklands seeks to learn from the development and operations of other parks in order to manage the overarching challenges it faces, as well as specific challenges that face the Parklands in the future.



- the need to raise the community's awareness and understanding of the Parklands;
- the varying needs and expectations of the diverse and fast growing existing and new community accessing the Parklands;
- use of Parklands for illegal trail bike riding, and dumping of waste;
- finding ways to maintain sustainable environments, including bushland and urban farming, in the middle of Australia's largest city;
- the need for more public transport to and from the Parklands;
- engaging with the health challenges facing the community; and
- creating a sustainable business model for large scale and diverse parklands.



STRATEGIC DIRECTIONS

2.1 Vision

WESTERN SYDNEY PARKLANDS

is a place for people of all backgrounds to meet, celebrate, learn, play and appreciate the environment. The Parklands will be a venue for communities to create and manage a new sustainable future on the Cumberland Plain

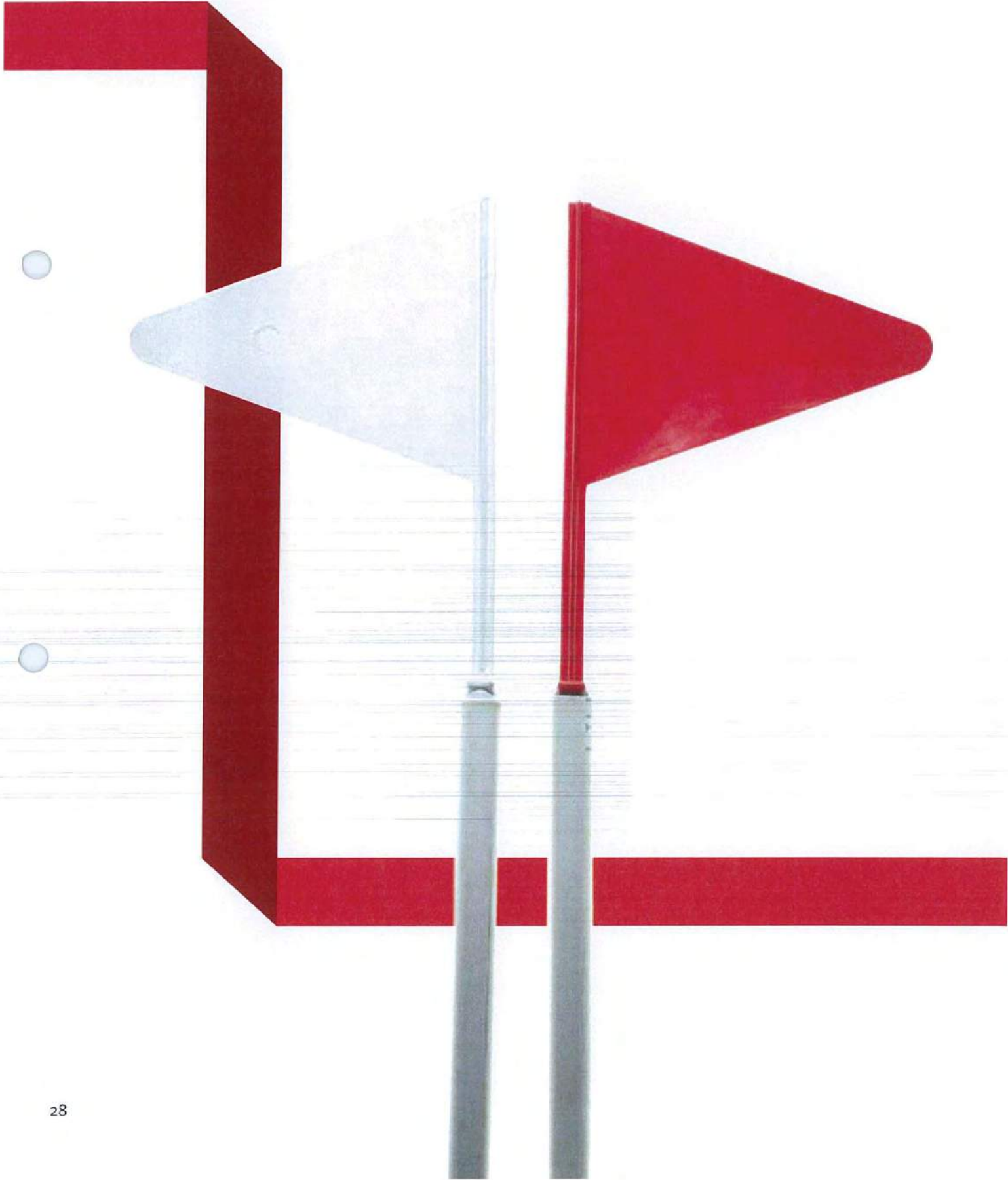
2.2 Principles

The Trust makes a commitment to the community to ensure that the Western Sydney Parklands reflect the principles of being:

- **enjoyable** for people of all ages, cultural groups and backgrounds;
- **sustainable** in its management, development and promotion;
- **identifiable** as Western Sydney's 'backyard', welcoming and inclusive for all;
- **educational** and provide information about sustainable park management, agriculture, recreation and a range of other activities;
- **accessible to all** — physically, economically, in terms of safety, transport and other factors;
- **viable** economically for the Trust and for those using the land; and
- **in partnership** — the above can only be achieved by working together with stakeholders and the broader community.



2.3 Strategic Directions



This Plan of Management is structured around five key Strategic Directions, each of which contains a number of Outcomes to be achieved.

Each Direction also contains detailed Objectives and Actions to be implemented in order to help achieve the Outcomes.

By regularly reviewing its progress against the Outcomes, the Trust will be able to measure how successfully it is delivering its Vision.

The Plan sets out the actions for the next 10 years. Some aspects of the Vision will go well beyond the 10 years of this Plan.

The Strategic Directions are:

-  Recreation and Parkland Infrastructure
-  Environment and Conservation
-  Culture and Participation
-  Urban Farming
-  Parklands Development and Management

Recreation and Parkland Infrastructure



The Trust will work towards providing the highest quality sport, passive and active recreation facilities, programs and infrastructure.

Parklands Now	2020 Outcomes
– Strong north-south track network with need to improve circulation and access to surrounding areas.	– Prepare and implement an access plan for the Parklands.
– 5 percent (264 ha) of Parklands used for passive recreation.	– Activate an additional 5 percent (250 ha) of the Parklands for passive recreation.
– Plough and Harrow fully developed recreational hub at peak capacity in the Parklands. Lizard Log and Bungarribee have capacity to be significantly expanded.	– Expand capacity and attractiveness of Lizard Log and Bungarribee to create two new passive recreation hubs.
– 35 km of Parklands Track.	– Double the extent of the Parklands Track network to 70 km of pathway.
– Not all of the Parklands' 78 km boundary is clearly marked as being within the Parklands.	– Create a cohesive image for the Parklands along its entire boundary.
– The Parklands has inherited design elements which are a legacy of different development styles, times and previous owners.	– Implement the Parklands design manual.
– 8 percent (422 ha) of Parklands used for sports.	– Facilitate provision of new sports facilities as required.
– Limited tourism opportunities.	– Provide various opportunities for tourists to visit and enjoy the Parklands.

To achieve these outcomes, the Trust will undertake the following actions.

Objective 1: Improve access to the Parklands

Key actions:

- Develop and implement an access plan for the Parklands to improve walking, cycling and vehicle links between the Parklands Precincts and continue enhancing the Parklands track network with new loop routes.
- Work with transport agencies to improve public transport to the Parklands.
- Work with local Councils, the RTA and M7 Motorway operators to create better links with neighbouring communities.
- Work with the road and rail government authorities, and Councils to improve access and signage to and from the Parklands from major roads, railway stations and key facilities.
- Develop a transport overlay for special events that includes public transport and 'park and ride'.

Objective 2: Create varied park spaces that encourage passive recreation

Key actions:

- Enhance and maintain recreation hubs at:
 - Nurragingy;
 - Bungarribee;
 - Lizard Log; and
 - Plough and Harrow.
- Create a range of regional distinctive, varied play spaces — nature-based, structured and unstructured.
- Provide spaces and facilities that encourage families and community groups to meet in an outdoor environment.
- Work with Councils and Police to maintain the Parklands' reputation as a safe, crime-free environment.

Objective 3: Create venues and spaces that promote sport and active recreation

Key actions:

- Work with Councils to identify opportunities and facilitate the development of sport and active recreation hubs at Eastern Creek (Blacktown Olympic Park), Leppington and Austral.
- Position the Parklands as a regional destination for active sports, by expanding current activities such as horse riding, and introducing new activities such as mountain biking.
- Capitalise on existing venues such as Eastern Creek International Raceway, Western Sydney International Dragway and the Sydney International Equestrian and Shooting Centres by diversifying and enhancing activities at these venues.



Objective 4:

Develop a cohesive and identifiable landscape character for the Parklands

Key actions:

1. Prepare a landscape strategy to guide capital works within the Parklands.
2. Develop a Parklands design manual to govern future capital works and achieve best practice in design and sustainability.
3. Define and maintain a cohesive image for the Parklands from the adjacent roads and properties along its boundary.
4. Develop a public art strategy that is appropriate for the Parklands and its community.

Objective 5:

Promote the Parklands as a visitor and tourist destination

Key actions:

1. Develop relationships with public and private tourism agencies to explore opportunities.
2. Promote the Parklands as a regional destination through marketing of activities such as agriculture and sport.
3. Encourage investment in supporting infrastructure such as a range of tourist accommodation.

Environment and Conservation



The Trust will develop, manage and conserve the Parklands using best practice and inclusive sustainable practices.

Parklands Now	2020 Outcomes
– Limited on site water capture, reuse and recycling in recreation areas and urban farming.	– Increase percentage of on site water capture, reuse and recycling in recreation areas and urban farming.
– Limited use of renewable energy in the Parklands.	– Increase percentage of renewable energy used in the Parklands.
– 1,056 ha of Parklands is bushland.	– Expand the bushland corridor by an additional 6 percent of the Parklands (330 ha).
– Limited implementation of targets set out in the <i>NSW Government Sustainability Policy</i> as relating to water consumption, energy use, and waste management.	– Trust operations to achieve the targets for best practice as outlined in the <i>NSW Government Sustainability Policy</i> .
– The current data is high level and needs updating and expanding.	– Develop a clear description, baseline data and understanding of the state of the Parklands natural assets.
– Limited information currently available on cultural and historical assets.	– Identify and protect Indigenous and Non-Indigenous cultural heritage assets within the Parklands.
– Informal heritage register with limited information.	– Compile a comprehensive Parklands heritage register.

To achieve these outcomes, the Trust will undertake the following actions.

Objective 1: Secure a bushland corridor along the entire length of the Parklands to improve biodiversity

Key actions:

1. Research, map and understand the quality of the Parklands natural systems and assets.
2. Continue implementing, reviewing and updating the *Biodiversity Restoration Strategy*.
3. Maintain ongoing protection and enhancement of core habitats, including weed, feral animal control and fire management.
4. Deliver key projects, including the restoration of the Cumberland Plain Woodland and linking areas of existing core habitats.
5. Create a register of the Parklands' natural assets to be incorporated into the asset management strategy.
6. Implement the *Bush Fire Management Strategy* for the Parklands for safety and biodiversity outcomes.
7. Work with external groups on restoration and recovery initiatives such as bio-banking.

Objective 2: Maximise environment and conservation research and education opportunities

Key actions:

1. Further develop an ongoing monitoring program.
2. Work with partners on case study research projects.
3. Work with research agencies and educational organisations to promote the exchange of information across the Western Sydney community.

Objective 3: Trust operations to achieve carbon neutral status

Key actions:

1. Develop and implement a Parklands operation plan that will address waste management, energy and water resources and use of materials.
2. Work with the tenants and stakeholders to reduce the Parklands' carbon footprint.



Objective 4:
Improve water quality and sustainable water use in the Parklands

Key actions:

1. Work with a range of partners to improve water quality in Eastern Creek and other water bodies.
2. In partnership, investigate and implement water harvesting and recycling systems.
3. Ensure sustainable water principles and practices are integral to the design and operations of the Parklands.

Objective 5:
Encourage community involvement in the environmental restoration of the Parklands

Key actions:

1. Establish a volunteer program to involve the local and broader community in the restoration process.
2. Work with partners to develop and implement an environmental education and training program.
3. Promote opportunities for children and young people to interact with nature.

Objective 6:
Protect and enhance the Parklands' Indigenous and Non-Indigenous cultural heritage

Key actions:

1. Develop partnerships with local Indigenous individuals and groups to understand, protect and celebrate the Indigenous heritage and cultural values of the Parklands.
2. Work collaboratively with local and state heritage groups and agencies to ensure the Parklands' Non-Indigenous heritage is considered in future planning.
3. Develop partnerships to interpret the Parklands' cultural heritage, and to uncover and promote further aspects of the area's cultural heritage.
4. Develop a consolidated Parklands heritage register to be incorporated into Parklands asset management strategy.

Culture and Participation



The Trust will work with its partners to provide spaces, facilities and programs catering for people representing a wide range of cultures, abilities and backgrounds.

Parklands Now	2020 Outcomes
– 1.6 million people visit the Parklands per annum.	– At a minimum double the number of visitors to the Parklands.
– Little opportunity to participate in cultural events in the Parklands.	– Increase participation in cultural events conducted in the Parklands.
– Little opportunity for volunteering in the Parklands.	– Increase volunteer numbers by 10 percent.
– Limited testing of visitor satisfaction.	– Achieve visitor satisfaction ratings of 70 percent or above.

To achieve these outcomes, the Trust will undertake the following actions.

Objective 1: Maximise community awareness of the Parklands

Key actions:

1. Enhance public awareness and engagement through a public relations program utilising diverse activities designed to appeal to all sections of the community.
2. Strengthen relationships with key stakeholders through a stakeholder engagement strategy.
3. Liaise with other park bodies in Australia and overseas to promote the Parklands activities and programs.
4. Develop a unique Parklands brand to be applied consistently across all activities and programs with a distinctive 'look and feel'.

Objective 2: Increase community use of the Parklands

Key actions:

1. Create a calendar of programs and activities that increases visitor numbers through multiple return visits.
2. Develop and promote diverse programs and events to attract a variety of users across a broad range of age groups.
3. Develop activities that encourage visitors to use the Parklands Precincts and areas.
4. Promote the Parklands as a venue of choice for organisations and community groups.

Objective 3: Create a sense of community ownership of the Parklands

Key actions:

1. Create volunteering opportunities in areas such as education, recreation and the environment.
2. Establish community and web based forums to build two-way relationships with Parklands stakeholders.
3. Engage directly with Parklands neighbours and private landowners in the Parklands.
4. Develop a 'Friends of the Parklands' program.
5. Maintain feedback opportunities for visitors.



Objective 4:
Encourage children and young people to use the Parklands

Key actions:

1. Develop educational programs and activities including schools and youth organisations focused on the environment, urban farming and healthy lifestyles.
2. Use new technologies including communications and interactive technologies to engage with children and young people.
3. Create nature-based spaces that encourage play and creativity.

Objective 5:
Reflect and respond to culturally diverse communities

Key actions:

1. Provide facilities that meet the needs of diverse cultural groups.
2. Work with cultural groups and organisations to develop a program of events and opportunities that will help build strong connections between these communities and the Trust.
3. Develop communications material and processes for non-English speaking people.

Objective 6:
Promote the Parklands as a cultural venue

Key actions:

1. Connect with cultural events, exhibitions and programs across the wider metropolitan area.
2. Provide venues for a range of events and activities.
3. Partner with appropriate agencies to develop and provide cultural programs.

Urban Farming



The Trust will protect and promote the Parklands as a valuable urban agricultural setting, with benefits for recreation, tourism, education and the local economy.

Parklands Now	2020 Outcomes
– 2 percent of public land in the Parklands is being farmed.	– Increase by 8 percent (415 ha) the land used for urban farming.
– Community interaction with urban farming in the Parklands is limited to Calmsley Hill City Farm’s educational program.	– Increase the community interaction with urban farming in the Parklands by establishing produce markets, farm gates and educational programs.
– Limited amount of public land in the Parklands is being farmed.	– Demonstrate a model of urban farming on public land.
– Existing farmers operating within the Parklands.	– Establish and develop positive partnerships with existing farmers, private owners and other occupants in the Parklands.

To achieve these outcomes, the Trust will undertake the following actions.

Objective 1: Establish sustainable urban farming in the Parklands

Key actions:

1. Establish agricultural uses at appropriate locations within the Parklands.
2. Recognise the status of farming on private landholdings within the Parklands.
3. Work with existing and new farmers to promote sustainable practices through improved farm management.
4. Use initiatives such as farmers markets and farm gate sales to promote sustainability.
5. Build relationships with other Sydney basin and regional farming operations.

Objective 2: Promote urban farming as integral to urban futures

Key actions:

1. Continue supporting Calmsley Hill Farm’s educational program, including programs linking to the wider Parklands.
2. Attract community based agricultural training programs and activities.
3. Partner with research and industry organisations to research and develop issues around urban farming and sustainable technology.
4. Encourage community participation in an urban farming program, its activities and events.

Objective 3: Utilise underdeveloped land for farming in the interim prior to long term parkland development

Key actions:

1. Work with agencies to achieve an understanding of long term infrastructure development within the Parklands, in order to identify opportunities for interim farming operations.
2. Plan for the transition between land identified as interim farming operations and long term recreational and environment uses.



Parklands Development and Management



The Trust will develop and manage the Parklands in a responsible manner, to ensure the ongoing viability of the Parklands and the spaces, activities and programs it contains.

Parklands Now	2020 Outcomes
<ul style="list-style-type: none"> - Limited data available on breadth of Parklands assets. - Trust's capacity to develop Parklands limited by available funding. 	<ul style="list-style-type: none"> - Develop and implement an asset management strategy. - Lease up to 2 percent of the Parklands over a number of sites for business uses to generate income to manage the Parklands. - Expand minor income generating opportunities in recreational areas such as cafes, and shelter and bike hire.
<ul style="list-style-type: none"> - Around 900,000 visitors to government leased land in the Parklands. 	<ul style="list-style-type: none"> - Increase visitation and use of existing leased government assets.
<ul style="list-style-type: none"> - Ongoing dialogue with infrastructure utility providers and Trust on proposed new infrastructure. 	<ul style="list-style-type: none"> - Allow for new infrastructure and manage the impacts of new infrastructure/utilities within the Parklands.
<ul style="list-style-type: none"> - Limited community facilities available. 	<ul style="list-style-type: none"> - Provide for community facilities as required.

To achieve these outcomes, the Trust will undertake the following actions.

Objective 1: Deliver sustainable management of the Parklands Trust's assets

Key actions:

1. Create an asset register of the Parklands' recreational, environmental, real property and intellectual assets.
2. Develop and implement an asset management strategy for built and natural assets to deliver long term sustainability and viability.
3. Establish contamination management guidelines to be applied as needed to any affected sites within the Parklands.

Objective 2: Maximise the use and community benefits of existing and new leased assets in the Parklands

Key actions:

1. Work with lessees to increase their business opportunities and marketing profile to attract a broader range of users and enhance community reach.
2. Provide land for key community facilities with public benefit.

Objective 3: Develop new business opportunities to support the management and further development of the Parklands

Key actions:

1. Develop Business Hubs in appropriate locations in the Parklands.
2. Establish consultative committees with Blacktown, Fairfield and Liverpool City Councils to explore locations and land uses for Business Hubs, and consult with relevant State Government agencies and others as required.
3. Improve the Parklands income base by moving from small, short term lease assets to longer term, high-yield lease assets.
4. Develop and explore minor income generating opportunities such as cafés, and shelter and bike hire.
5. Develop partnerships with government and non-government entities to encourage investment in environmental, recreational, cultural or agricultural programs.



Objective 4:

Allow for new infrastructure and achieve a balance between the recreation and aesthetic values of the Parklands and the infrastructure needs of external agencies

Key actions:

1. Work with agencies to decide on the location and appearance of all new infrastructure/utilities in order to manage impacts on the Parklands whilst still allowing expansion to meet community demand.
2. Work with agencies to achieve public access and environmental benefits without adversely affecting infrastructure viability.
3. Allow for new infrastructure/utilities and manage the impacts of new infrastructure/utilities in the Parklands.
4. Where appropriate provide for critical community infrastructure such as emergency services.
5. Work with Sydney Catchment Authority and others on appropriate pedestrian and vehicle crossings over the water supply canal and pipelines to ensure that security, maintenance and integrity of the water supply infrastructure and water quality is protected.

2.4 Land Use Framework

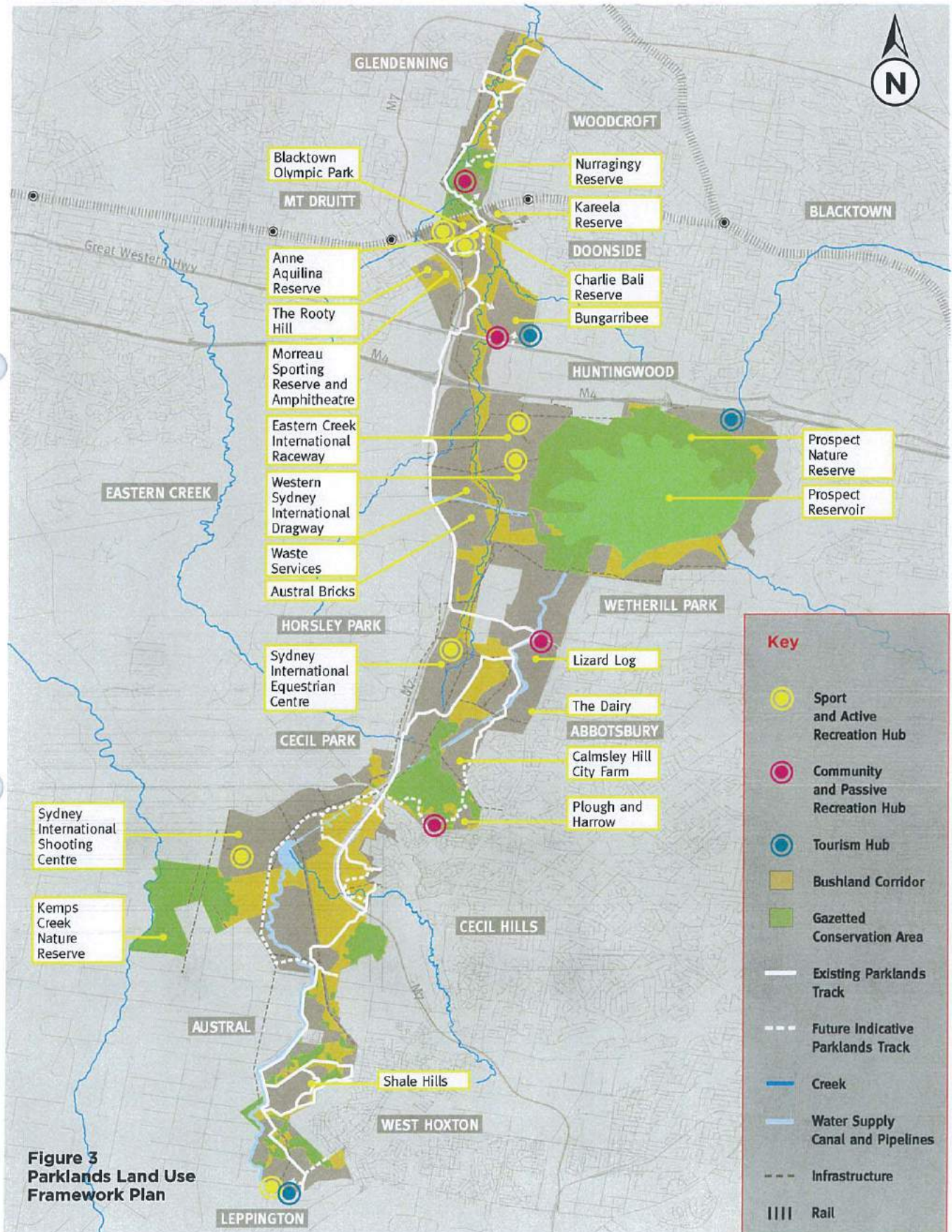


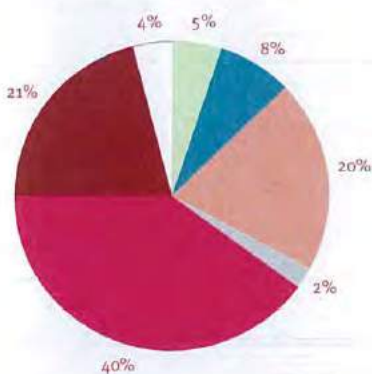
Figure 3
Parklands Land Use Framework Plan

The Parklands land use framework plan (Figure 3) identifies the various activity hubs, linkages, infrastructure, bushland corridor, and gazetted conservation areas to be planned or delivered over the next 10 years. The Parklands precincts discussed in the next section provide a greater level of detail on each precinct.

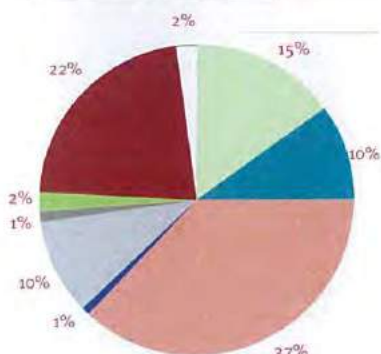
The Plan focuses on what will be delivered over the next 10 years as well as the interim land uses.

As a context for this 10 year Plan the future land use table indicates the targets for long term land uses beyond 2020 and the life of this Plan. As indicated in the Strategic Directions the Parklands will provide a mix of land uses in the long term to create a vibrant Parklands. As the Plan is reviewed every 7 years the long term land uses will also be reviewed.

Land use now



Long term land use targets



Land Use table – Now and Long Term

Land Use	Land use now Existing area (ha) and percentage of Parklands	Long term land use targets Future area (ha) and percentage of Parklands
Passive Recreation Picnic, play, events grounds, open space, walking, cycling and riding tracks, cafes	264 /5%	795/15%
Indoor and Outdoor Sports Facilities Sports fields and courts, sports centres such as equestrian and shooting centres, stadiums, racetracks, motorcycle tracks	422/8%	520/10%
Natural and Cultural Heritage Conservation Core bushland and habitat corridors, riparian corridors, wetlands	1056/20%	2006/37%
Community Facilities Meeting rooms, community centres and associated facilities	7/0%	52/1%
Urban Farming and Rural Grazing, cropping, horticulture and viticulture, forestry, agri processing plants, farmers markets, animal boarding, children's farm, agistment community gardens	105/2%	520/10%
Tourism Hotels, theme parks, wildlife parks, camping areas, entertainment venues, cinemas, convention/function centres	6/0%	52/1%
Business Hubs	—	100/2%
Interim Land Uses Short term residential tenancies, vacant land, private land yet to be acquired	2130/40%	—
Long Term Infrastructure Water storage and supply, electricity, gas, sewerage, roads, easements	1050/21%	1108/22%
Interim Infrastructure Waste services, Austral Bricks	240/4%	127/2%



2.4 Land Use Framework continued

Identification of Business Hubs

The Trust proposes that 2 percent of the Parklands will be for long term uses as Business Hubs and a further 1 percent of the Parklands for Tourism Hubs. These Hubs will be spread across the three Local Government Areas which the Parklands cover. Revenues generated from land rent from the long term leases of the Business Hubs will be used to fund the maintenance of existing facilities and the provision of additional park infrastructure.

The Trust recognises that the Parklands can make a significant contribution to economic development and employment in Western Sydney, as well as meet the Trust's recreation, environmental and sustainable funding goals.

The Plan marks the start of close consultation with the relevant local Councils and communities. The Trust intends to create council consultative committees and invite the involvement of Blacktown, Fairfield and Liverpool City Councils. The committees will be involved with the implementation of the Plan and in particular the identification of locations and land uses in Business Hubs.

In identifying these sites and land uses, four simple criteria will apply:

1. Land uses should generate an appropriate commercial return and also add to the amenity of adjacent communities.
2. Land uses must generate additional employment and training opportunities for local and regional communities.
3. Development must be undertaken in a manner that will minimise the environmental impact of such development.
4. The development of Business Hubs will only be permitted to occur on sites with low environmental and recreational values.

The Trust will also consult with relevant State Government agencies and others in identifying the Business Hubs.



PARKLANDS PRECINCTS

3.1 The Precincts

16 Precincts have been identified within the Parklands, each with its own character and land uses, infrastructure, issues and opportunities.

The Precinct boundaries are defined by their character, context, and commonality in land uses and function.

3.2 Precinct Management Guidelines

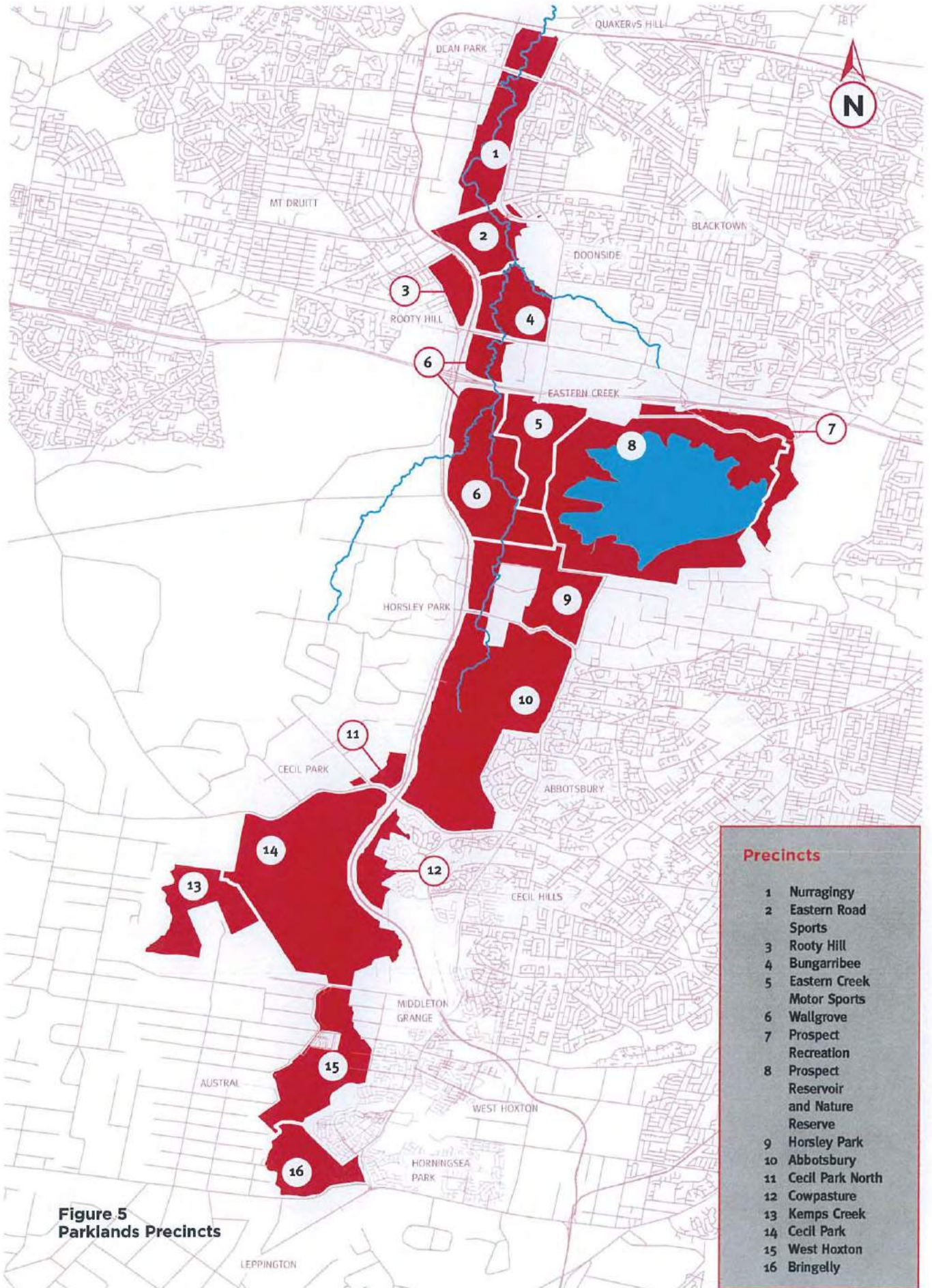
This section details the precinct management guidelines for the 16 Parklands Precincts.

The Precinct management guidelines outline the objectives, desired future character, land use opportunities and management priorities for each Precinct. In some cases, programs and issues may overlap between Precincts. A number of management approaches will be shared across Precincts, including the need to:

- work closely with local Councils and State/Commonwealth Government agencies on issues such as public transport, safety, education programs, provision of sporting activities and spaces, access and signage, pedestrian paths and cycle ways, economic development and water management;
- work with Blacktown, Liverpool and Fairfield City Councils to determine location and land uses of the Business Hubs;
- work closely with infrastructure/utility providers to manage existing and new infrastructure services, in terms of access, security, public safety and other operational requirements;
- work with environmental groups, government agencies and landowners to preserve remnant bushland, manage introduced species including weeds, run revegetation programs, manage feral animals, protect threatened species and educate people about sustainable approaches and practices such as recycling and using renewable energies;

- partner with local heritage groups and historical societies to preserve and where appropriate educate about Precinct specific aspects of Non-Indigenous heritage and culture;
- partner with local Indigenous communities in order to preserve and, where appropriate, educate about Precinct specific aspects of Indigenous heritage and culture;
- engage with the local community including schools through volunteer and education programs; and
- engage with the business community to explore partnership opportunities, sponsorship, tourism, business training/development and viable Parklands businesses.

In coming years detailed Precinct plans will be developed by the Trust in consultation with key stakeholders and the community. The Precinct plans may detail the desired future character, land uses, proposed lease opportunities, enhancements to the natural environment, access and identification of proposed programs or activities.



Precincts	
1	Nurraging
2	Eastern Road Sports
3	Rooty Hill
4	Bungarribee
5	Eastern Creek Motor Sports
6	Wallgrove
7	Prospect Recreation
8	Prospect Reservoir and Nature Reserve
9	Horsley Park
10	Abbotsbury
11	Cecil Park North
12	Cowpasture
13	Kemps Creek
14	Cecil Park
15	West Hoxton
16	Bringelly

Figure 5
Parklands Precincts

Precinct 1 Nurragingy



Precinct Description:

The 285ha Precinct includes the Eastern Creek floodplain, Nurragingy Reserve and agistment lands in the north. The Precinct is defined by the M7 Motorway in the north, Knox Road to the east, Glendenning Road to the west and the Western Railway Line to the south. Doonside and Rooty Hill Railway Stations are in close proximity to the Precinct.

Desired Future Character:

A well developed regional recreational hub focussed on the gardens and bushland at Nurragingy Reserve, connected by cycling and walking tracks to local passive and active recreational sites in a semi-rural and bushland setting.

Objectives:

- Enhance Nurragingy Reserve as a key recreation hub.
- Conserve and maintain the natural and cultural heritage values including the core habitat in Nurragingy Reserve.
- Improve walking and cycling connections to and through Nurragingy Reserve to the wider Parklands.

Land Use Opportunities

- Regional passive recreation
- Local active and passive recreation
- Environmental education facilities
- Walking and cycling trails
- Indigenous culture and heritage
- Community facilities
- Bushland regeneration/ conservation
- Creek line and flood management
- Existing and future service infrastructure



Pictured: Nurragingy Reserve, Pond and surrounds.
Photo: Blacktown City Council.

Key Management Priorities:

Recreation and Parkland Infrastructure:

- Work with Blacktown City Council to upgrade Nurragingy Reserve to improve public facilities and amenities.
- Provide opportunities for local active and passive recreation.
- Create a cohesive image for the Precinct along boundaries to Richmond Road, Power Street and Knox Road.
- Provide improved walking and cycling connections throughout the Precinct, including links to Nurragingy Reserve and to adjoining tracks.
- Provide improved local connections from the Parklands to key areas and tracks outside the Parklands.

Environment and Conservation:

- Work in collaboration with Blacktown City Council to improve riparian bushland and biodiversity along Eastern Creek including Nurragingy Reserve.
- Work with partners to improve water quality in Eastern Creek and to develop potential sustainable water projects.
- Investigate restoration of floodplain wetland (currently dam) and tributary near Owen Street.
- Explore the Non-Indigenous and Indigenous heritage values and opportunities in this Precinct.

Culture and Participation:

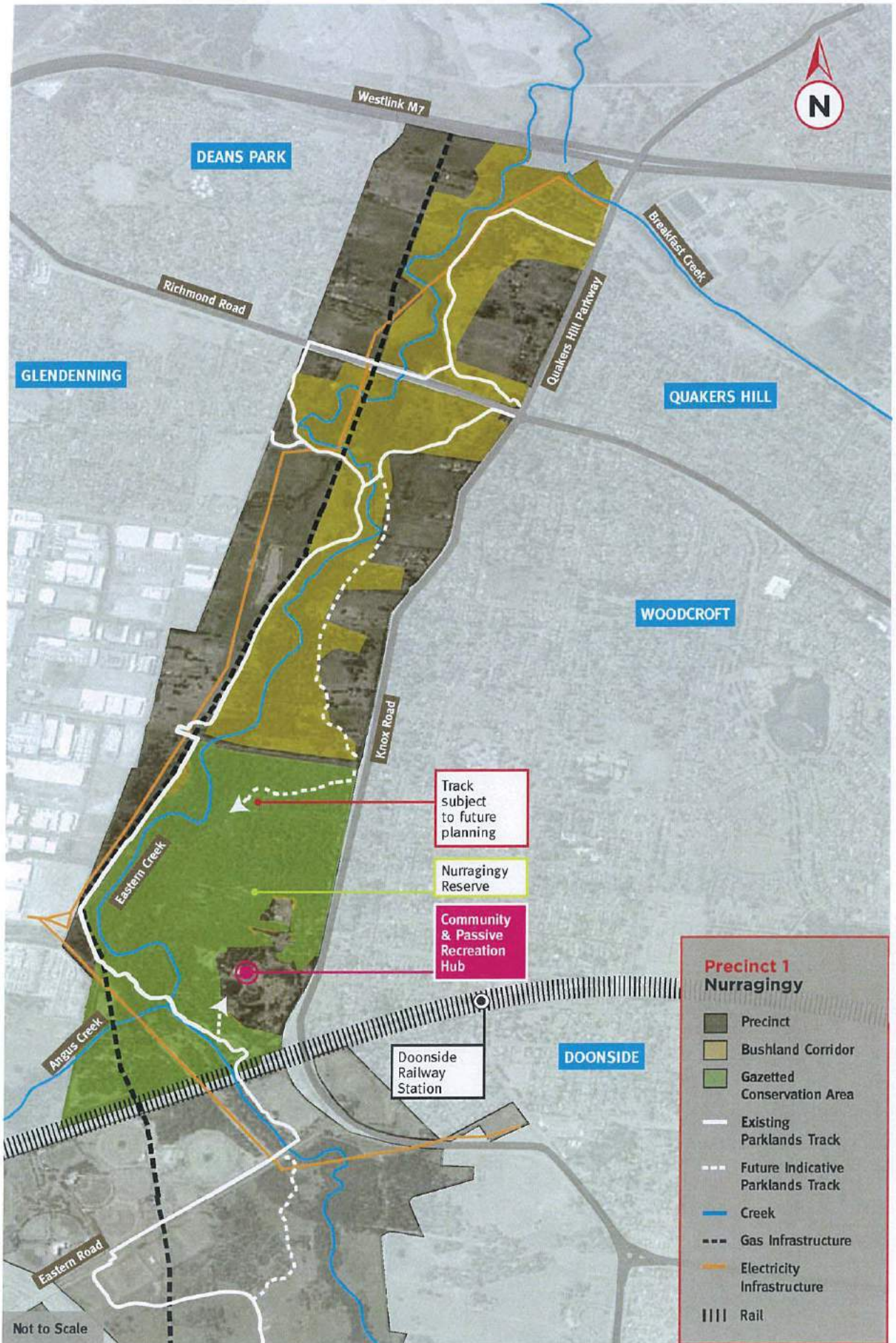
- Expand social and community programs in the Precinct.
- Increase use of the Precinct north of Nurragingy Reserve by developing engagement programs geared to local communities.

Urban Farming:

- Maintain and improve rural agistments as an interim land use, including with private landowners north of Nurragingy Reserve.

Parklands Development and Management:

- Continue to work with Blacktown City Council under the current Nurragingy Reserve lease arrangement.



Precinct 2

Eastern Road Sports



Precinct Description:

The Eastern Road Sports Precinct (188ha) includes Blacktown Olympic Park and associated sports facilities east of Eastern Creek and south of Eastern Road. The M7 Motorway provides a strong visual boundary to the west of the Precinct.

Blacktown City Council play an important role in delivering sports facilities in the Precinct and it is expected that the Trust and Council will continue to work together in delivering the management priorities.

Desired Future Character:

A key regional sport and active recreation hub for Western Sydney with strong connections to the Parklands, providing high quality facilities for the region along with bushland conservation areas.

Objectives:

- Continue to develop the Precinct as a regional and high quality sport and active recreation destination.
- Enhance linkages with the internal Parklands access trails and to surrounding areas (including the M7 Motorway cycleway).
- Provide ecological links to the east and south to Doonside Reserve and Bungarribee.

Land Use Opportunities

- Active recreation
- Local passive recreation
- Bushland regeneration/conservation
- Indigenous culture and heritage
- Community facilities
- Walking and cycle trails
- Sport and fitness based tourism, employment and educational facilities
- Existing and future service infrastructure

Key Management Priorities:

Recreation and Parkland Infrastructure:

- Plan to expand the diversity of regional sport and active recreation at Eastern Creek, potentially through public private partnerships.
- Ensure auxiliary and complementary sports, tourism and education facilities in Blacktown Olympic Park.
- Improve pedestrian/cycle links between Blacktown Olympic Park, the residential development to the east and Bungarribee.
- Work in collaboration with Blacktown City Council to plan for this Precinct.
- Investigate and work with relevant transport agencies and providers to develop better public transport access to this Precinct.

Environment and Conservation:

- Work with partners to improve water quality in Eastern Creek and maximise opportunities for water recycling for irrigation and other uses.

Culture and Participation:

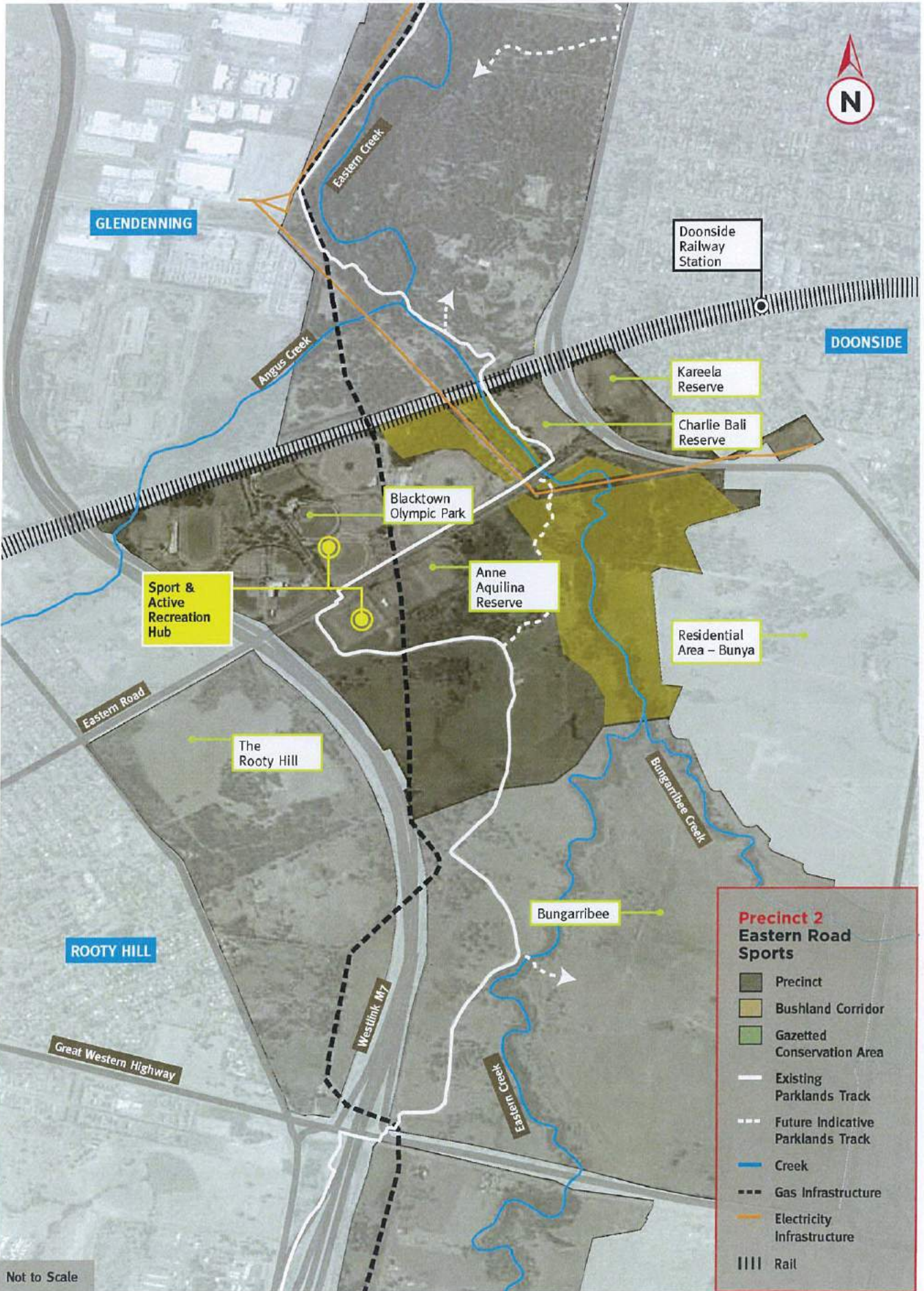
- Work with other parties to develop and coordinate an events program.

Parklands Development and Management:

- Work with sports facility stakeholders to explore carbon neutral opportunities, including waste management and use of biodegradable materials and renewable energies.



Pictured: Blacktown Olympic Park, NAB Cup Match 2010
Photo: Blacktown Olympic Park.



Precinct 3 Rooty Hill

Precinct Description:

The Rooty Hill Precinct (206ha) is isolated from the wider Parklands corridor by the M7 Motorway to the east. It contains the open bushland reserve of Rooty Hill, Morreau Sporting Reserve and amphitheatre and former agricultural flood plain lands along Rooty Hill Road.

Desired Future Character:

Maintain the prominence, and cultural and historical significance of Rooty Hill and its sports facilities and amphitheatre.

Objectives:

- Maintain local park facilities for the use of adjoining local communities.
- Conserve the scenic and cultural heritage values associated with Rooty Hill and provide opportunities for visitors to engage with the heritage of the local area.

Land Use Opportunities

- Community facilities
- Local active recreation
- Local passive recreation
- Cultural heritage facilities

Key Management Priorities:

Recreation and Parkland Infrastructure:

- Connect the Precinct with the wider Parklands through walking/cycling tracks along Eastern Road and the Great Western Highway.

Environment and Conservation:

- Allow for biodiversity links to the wider Parklands bushland corridor.
- Explore the Non-Indigenous and Indigenous heritage values and opportunities in this Precinct.

Culture and Participation:

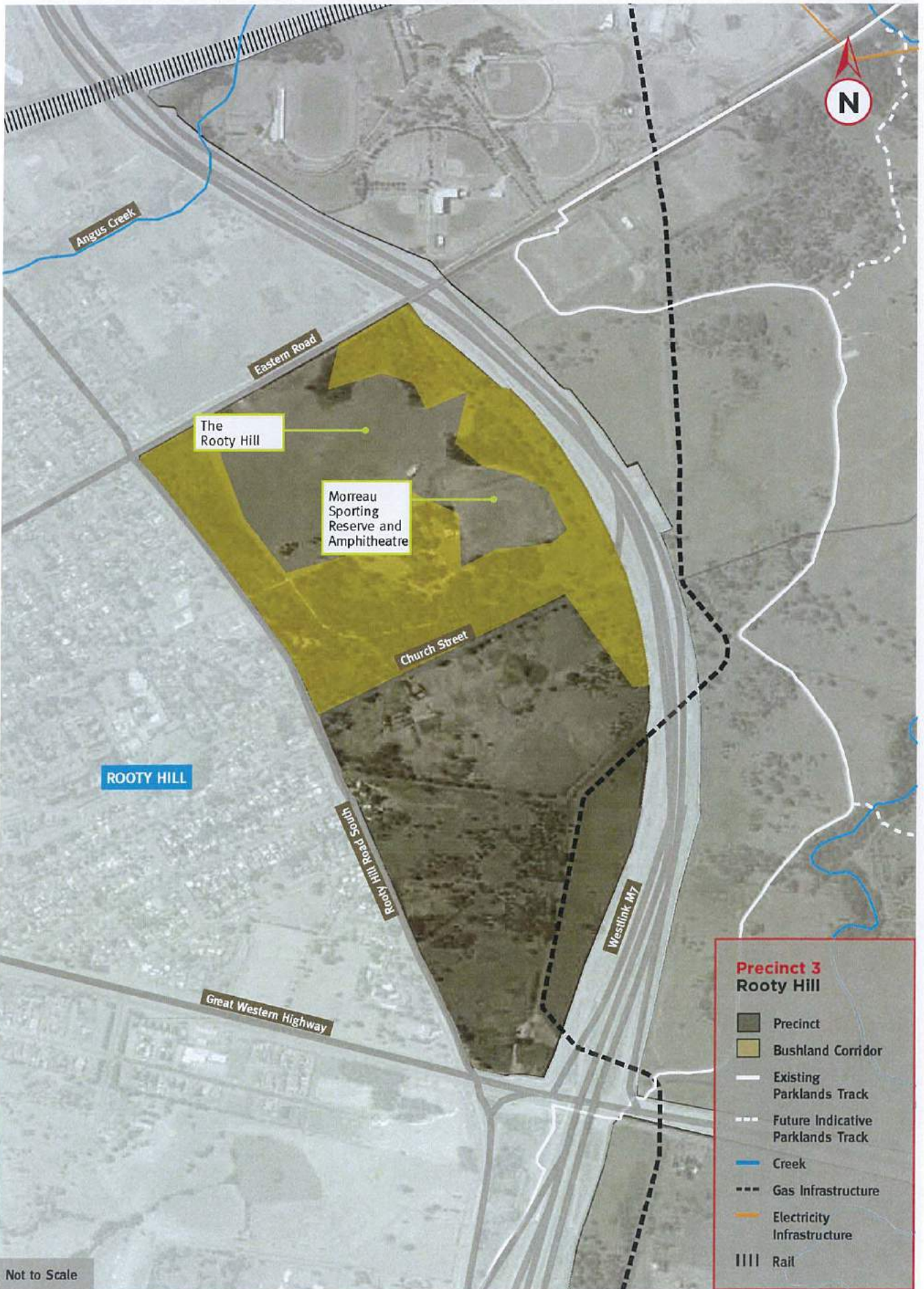
- Deliver events and programs that actively engage with residents and school communities.
- Provide opportunities for local play and involvement in public art and community and social interaction.

Urban Farming:

- Provide opportunities for urban farming and agistment as an interim land use.



Pictured: The Rooty Hill
Photo: Andy Stevens.



Precinct 4 Bungarribee



Precinct Description:

The Bungarribee Precinct (216ha) is a wide open scenic landscape that includes Eastern Creek and its flood plain, which flows through former grazing lands. The Precinct is surrounded by the M7 Motorway to the west, and residential and industrial land to the south and east.

This Precinct has a rich Indigenous and Non-Indigenous history.

Desired Future Character:

An emerging hub for regional passive recreation, tourism, social and cultural activities, with an extensive walking/cycling trail network that links across Eastern and Bungarribee Creeks.

Objectives:

- Create a major regional passive recreation and tourism hub.
- Enhance access within and to the Precinct for pedestrians and cyclists, including links to adjoining residential, employment and sporting areas.
- Conserve and maintain a vital link in the bushland corridor within the Parklands and surrounding areas.

Land Use Opportunities

- Regional passive recreation
- Local active recreation
- Walking, cycle and bridle trails
- Tourism and entertainment
- Bushland regeneration/conservation
- Indigenous culture and heritage facilities
- Community facilities
- Environmental education
- Existing and future service infrastructure

Key Management Priorities:

Recreation and Parkland Infrastructure:

- Create the facilities for a major new regional recreation setting in a scenic landscape setting.
- Expand the existing network of walking and cycling tracks with bridge crossings over Eastern and Bungarribee Creeks, and safe crossings of major adjacent roads.
- Deliver a strong and cohesive Precinct image along the Great Western Highway and Doonside Road.

Environment and Conservation:

- Improve the biodiversity and bushland quality within the Precinct.
- Work with partners to improve water quality in Eastern and Bungarribee Creeks and develop potential sustainable water projects.
- Recognise and interpret the Indigenous and Non-Indigenous heritage of the Precinct in future developments.

Culture and Participation:

- Create an entertainment and tourism precinct with a wide range of programs and events to attract a wide variety of future users and age groups.
- Actively engage with the surrounding communities.

Parklands Development and Management:

- Focus on waste management, recycling and renewable energies.
- Incorporate income generating activities as part of any tourism and commercial recreation developments.



Pictured: Bungarribee, Warrigal Run.
Photo: Andy Stevens.

