

# Key Objectives of Mount Annan Botanic Garden

## The Growth of the Garden

**Objective 1:** Promote the continuing growth of Mount Annan Botanic Garden (MABG), in line with the strategic direction of the Royal Botanic Gardens and Domain Trust (RBGDT), and establish an identity for the Garden which embraces the natural, social and cultural heritage of the site and is appropriate to the social and cultural fabric of Western Sydney

### What has changed and Current Validity:

- RBGDT has been incorporated into the Department of Environment and Conservation since September 2003.
- Identified corporate goals for 2006-2010 have included Towards 2016 planning for projects to celebrate the bicentenary of RBGDT.
- The Metropolitan Strategy released in 2005 plans for huge land release and urban development in South Western Sydney.
- The DEC corporate plan was released in 2006.
- The NSW State Plan was released in November 2006.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
Develop roles and activities which strengthen the importance of the Garden as a major botanic facility in western Sydney	<ul style="list-style-type: none"> <li>• Agreement with Kew Gardens and Millennium Seedbank to expand the Seed Bank facility and establish SeedQuest New South Wales (NSW) was signed 2003. Annual commitment to collect and supply seed from 250 NSW species has been fulfilled 2004 and 2005.</li> <li>• Associated presentations, workshops and training of other Australian botanic gardens staff at MABG in seed collection, banking and relevant techniques 2004, 2005.</li> <li>• Promotion of the Garden largely through editorial, workshops and website as a scientific facility</li> </ul>	<ul style="list-style-type: none"> <li>• Work toward extending funding for collection and research at NSW Seed Bank.</li> <li>• With improved facilities from 2006, actively pursue conferences and workshops at MABG.</li> <li>• Behind the scenes specialist tours to be made available, a limited number of times per annum.</li> <li>• Promotion wherever possible, including encouragement of more scientific papers and horticultural articles published.</li> <li>• More botanically inspired events to draw the public's interest.</li> <li>• Ensure future focus aligns well with the NSW State Plan particularly for funding purposes.</li> </ul>	Ongoing, medium to high priority
Establish the Garden as a focus within a larger cultural precinct in Western Sydney	<ul style="list-style-type: none"> <li>• MABG, according to stakeholder feedback and the review questionnaire (see Appendix A), is an established recreation area with growing community relevance.</li> <li>• Statistics indicate the majority of visitors (&gt;90%) come from the Macarthur region.</li> <li>• Forged Aboriginal links have taken form in the renaming of the central loop road as Yandel'ora Circuit (2002), the Stolen</li> </ul>	<ul style="list-style-type: none"> <li>• To increase visitation employing a range of methods (advertising, editorial, website, tour promotions and by increasing the number of annual events to 8 by 2010)</li> <li>• Develop and expand facilities in line with community needs (multipurpose function centre, expanded restaurant facilities, conference / exhibition centre, new visitor centre as per questionnaire responses)</li> </ul>	Ongoing, very high priority.

	Generations Memorial project (commenced 2002) and educational programs.	<ul style="list-style-type: none"> <li>Promotion of a sense of community ownership.</li> <li>Develop relationships with other cultural facilities in the local area and develop a cultural calendar of events.</li> </ul>	
Uphold and continue to promote the national and international reputation of the Garden through continuing horticultural research and development programs	<ul style="list-style-type: none"> <li>Cross-institution collaboration and promotion of the Garden as a specialist in research and development continues</li> <li>Visits to and training of SeedQuest NSW and Horticultural Research staff at Kew Gardens in 2004, 2005, 2006.</li> <li>International visitors to the Garden for training and study purposes (China, Pakistan, France, England) and a reciprocal visit by a staff member to a Chinese botanic garden 2005</li> <li>Regular presentations by MABG staff at state and national conferences about conservation and weed control methodology being trialled on site, to 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Targeted visits from overseas and Australian academics and horticulturists to contribute to specific MABG based projects.</li> <li>A Botanic Gardens Trust plan in partnership with BGANZ through CHABG is to be devised by 2007 to develop international outreach and site specific development opportunities and to establish agreement criteria and focal geographic area(s) within financial constraints.</li> <li>Productive placement of students and visiting staff and scientists from other institutions.</li> </ul>	Ongoing, high priority
Increase overall awareness of the Garden and foster increased visitation levels, drawing from local, regional, state, national, international and virtual catchments	<ul style="list-style-type: none"> <li>Local tourist group membership and partnerships established for cross-promotional opportunities</li> <li>MABG website improvements and regular updates, especially images.</li> <li>Regular editorial, photographs and paid advertising in local media.</li> <li>Sponsorship arrangements with M5 Motorway, Landcom, HSBC, and local businesses</li> <li>Friends of the Gardens support and promotion has been ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>Finalisation of a full marketing plan by end of 2006.</li> <li>Promotion including paid advertising</li> <li>Tourist group operators and regional tourism packages development</li> <li>Growth of local events calendar and wedding numbers</li> <li>Continuing local Council cross-promotion and events hosting</li> <li>Sponsorship</li> <li>Friends of the Gardens support</li> <li>Development of tours for inbound tourists by working with Tourism NSW.</li> </ul>	Ongoing, very high priority. Top priority focus for marketing will be the local regional and metropolitan area to 2010.
Develop and promote activities and services focused on community outreach programs, education and interpretation of the Garden	<ul style="list-style-type: none"> <li>Unfolding difficulties in 2005-2006 with poor local public transport services availability and high associated costs reducing local school access to programs. Despite this, approximately 3,000 students per annum access educational programs in the Garden.</li> <li>Macarthur Centre for Sustainable Living</li> </ul>	<ul style="list-style-type: none"> <li>Encouragement of public transport links to the Garden, especially from Campbelltown Station, to reduce excursion costs</li> <li>School holiday programs</li> <li>Environmental and cultural education</li> <li>Updated school programs development to</li> </ul>	Ongoing, medium to high priority

	<p>MCSL) completion mid-2006 has created the opportunity for joint development and delivery of school and community education programs.</p> <ul style="list-style-type: none"> <li>• Basic signage and interpretation document commenced 2006.</li> <li>• Consultation with WSN Environmental Solutions (originally Waste Services NSW) in 2005 and 2006.</li> </ul>	<p>support teachers' needs</p> <ul style="list-style-type: none"> <li>• Continuing involvement with MCSL.</li> <li>• Developing scientific outreach programs.</li> <li>• Full signage and interpretation plan</li> </ul>	
Develop and promote opportunities for cultural expression in the Garden	<ul style="list-style-type: none"> <li>• Carols in the Garden in December 2005 highly successful. Planned annual event.</li> <li>• Photographic and scarecrow competitions 2004, 2005.</li> <li>• Agreement in principle with Campbelltown Council to showcase large sculptures etc</li> <li>• Use of Friends funding 2005 to produce sculptures made of recycled materials, to highlight Garden attractions and enhance the drive through experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement with sponsor (Landcom) to ensure funding of Carols to 2010.</li> <li>• Funding for an annual sculpture / outdoor art event – the South West Sydney equivalent of Sculpture by the Sea.</li> <li>• Working in partnership with Campbelltown City Council's Art Gallery.</li> </ul>	2007-2010 initially, high priority
Establish opportunities within the Garden for the interpretation of local Aboriginal and European cultural heritage	<ul style="list-style-type: none"> <li>• Stolen Generations Memorial (SGM) project commenced 2002 with completion expected 2007. Centrepiece sculpture completed August 2006 by Badger Bates.</li> <li>• Canal and other historic matters (both Aboriginal and European) are included in tour information.</li> <li>• Education programs offered to 2006 have included presentations and performances by BGT's Indigenous Education Officer and casual, local staff.</li> <li>• Interaction with local Aboriginal Land Council members (Dharawal) and with Gandangara Land Council through the Stolen Generations Memorial project.</li> </ul>	<ul style="list-style-type: none"> <li>• MABG staff assistance with local Indigenous trainee programs focused on the Memorial project's completion.</li> <li>• Tours for visitors</li> <li>• Improved interpretation</li> <li>• Specific education programs to meet community cultural needs and interests</li> <li>• Continued free entry on May 26 (Sorry Day)</li> </ul>	To 2007 for SGM project very high priority. Other focal areas ongoing medium to high priority
Foster a 'customer focus' for the Garden throughout all areas and activities	<ul style="list-style-type: none"> <li>• Staff training by Visitor Services section 2004, 2006.</li> <li>• Shop / Visitor Centre systems have been improved 2005, 2006 and function bookings protocols improved 2004 to 2006.</li> <li>• General staff encouraged to be visitor</li> </ul>	<ul style="list-style-type: none"> <li>• Annual community events</li> <li>• Recreation</li> <li>• Provision of a range of educational activities</li> <li>• Family and community groups</li> <li>• Cultural activity groups</li> <li>• Event and venue hire</li> </ul>	Ongoing, high priority.

	<p>friendly and helpful and greater focus placed on Visitor Centre role.</p> <ul style="list-style-type: none"><li>• Access issues have been assessed and where funding has allowed, improvements have been made especially to the front section of the Connections (Terrace) Garden and in the Central Precinct (e.g. car park) in 2005, 2006.</li><li>• Survey results, including questionnaire distributed as part of the Master Plan review, have indicated general satisfaction with the estate and the services it provides.</li></ul>	<ul style="list-style-type: none"><li>• Visitor bus bookings trial (weekends) and public transport linkages.</li></ul>	
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## The Presence of the Garden

**Objective 2:** Assert the position of the Garden as a gateway location at the entry to Sydney and as an important regional facility in south-western Sydney.

### What has changed and Current Validity

- The entrance to the Garden off Mount Annan Drive was developed and enhanced in 2002.
- MABG is still not advertised either along M5 Motorway or on Narellan Road.
- Traffic lights have been installed at points along Narellan Road now a 6 lane road (replaced ineffective roundabout).
- Roads and Traffic Authority estimated in 2004 cost for an entry off Narellan Road to the Garden at approximately \$3.2 million.
- Narellan Road's volume of traffic is expected to grow exponentially with urban development proposed for the region to 2020. Population in the region is expected to triple in the next 2 decades.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame
<p>Establish a new entry point to the Garden from Narellan Road, where the potential for profile and access is greatest. Ensure this arrival point to the Garden has a sense of arrival and grandeur, catering for tourists as well as local and regional users.</p>	<ul style="list-style-type: none"> <li>• The entry off Mount Annan Drive, though 1.5 kilometres from Narellan Road, established in 2002 has matured with trees and understorey signature plantings presenting very well and will suffice in the interim.</li> <li>• While this entry point is not ideal, new lights installation to replace the roundabout on Narellan Road better facilitates the turn onto Mount Annan Drive, while monolith signage brightly painted twice per annum with different colours, creates interest.</li> <li>• Mild confusion with MCSL's entrance from Mount Annan Drive from mid-2006.</li> </ul>	<ul style="list-style-type: none"> <li>• Political support (local members of state and federal government, and local Councillors).</li> <li>• Raising the Garden's profile e.g. through banners installation. A potential partnership arrangement with Camden Council.</li> <li>• Towards 2016 project inclusion.</li> <li>• Investigate alternative entry points.</li> <li>• Long-term, potential for a joint visitor centre with local Councils.</li> </ul>	<p>By 2020, so priority medium to low to 2010. After that date, priority to escalate.</p>
<p>Develop uses, activities and roadside treatments for the Garden east of the central ridgeline and along the Narellan Road frontage that heighten the Garden's profile in the local area, across south western Sydney, and as an important point of reference along the Hume Highway (M5).</p>	<ul style="list-style-type: none"> <li>• Signature plantings of Bunya Pines on eastern ridge establishing.</li> <li>• In principle agreement with Campbelltown Council that MABG's western boundary would be an ideal for location announcement i.e. entry to the Campbelltown City LGA.</li> </ul>	<ul style="list-style-type: none"> <li>• Banner and pole funding and installation along Narellan Road (inside the Garden's boundary) and on the M5 (Hume Highway) boundary.</li> <li>• Partnerships with local Councils and potential sponsors re plantings and signage promotion of Garden and LGAs.</li> </ul>	<p>By 2010, priority high.</p>
<p>Promote the Garden as part of a tourist route in the region.</p>	<ul style="list-style-type: none"> <li>• Establishment of a local Macarthur Tourism Group in 2005.</li> <li>• Appointment of a full-time Marketing and Events Coordinator January 2005.</li> <li>• First tours as part of a package commenced early 2006. Numbers expected to grow.</li> </ul>	<ul style="list-style-type: none"> <li>• Bus tour companies and international tour operators</li> <li>• Continuing partnerships and cross-promotion, including local businesses, MCSL, WSN, Councils, Landcom and other BGT estates.</li> <li>• Expand marketing staff base.</li> </ul>	<p>Ongoing, very high priority</p>

		<ul style="list-style-type: none"> <li>• Development of local, state, interstate and international network.</li> <li>• Directional signage on Northern Road.</li> </ul>	
<p>Maintain the strong promotion of Mount Annan Botanic Garden's links to the Royal Botanic Gardens Sydney (BGT) and Mount Tomah Botanic Garden, yet develop a clear sense of identity and independence at the site development and management level.</p>	<ul style="list-style-type: none"> <li>• This association with BGT has created some confusion at times, particularly re application of entry fees. There is often confusion with Mount Tomah Botanic Garden also.</li> <li>• For this reason also, as a local entity, the MABG logo is used in promotions for MCSL.</li> </ul>	<ul style="list-style-type: none"> <li>• Scientific links with BGT the key relevant focus.</li> <li>• Programs to promote the unique location and activities offered by MABG.</li> <li>• More on-site promotion of other BGT estates.</li> </ul>	<p>Lower priority</p>

## The Physical Site

**Objective 3:** Resolve the functional aspects of the Garden to protect the values of the site, define landscape elements, maximise the opportunities for commercial growth to enhance the overall visitor experience.

### What has changed and Current Validity:

- This objective has been achieved.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
Resolve Garden circulation patterns across the site	<ul style="list-style-type: none"> <li>Trial and modification of Central Loop (Yandel'ora Avenue), Caley and Cunningham Drives reversal before a return to an improved version of the original in 2005.</li> <li>Review of walking trails and updating of brochures 2004-2006.</li> </ul>	<ul style="list-style-type: none"> <li>Improve access especially in central area's Connections Garden (refurbished Terrace Garden).</li> <li>Improve cross country routes offered.</li> <li>Replace asphalt paths with concrete to expand life expectancy.</li> <li>Finalisation of signage and banner and billboard policies.</li> <li>Improve signage, interpretation and wayfinding.</li> </ul>	Connections Garden to be completed by 2010. A high priority. Otherwise, ongoing development, medium priority.
Relocate visitor facilities to maximise their potential for visitor exposure, commercial growth and aesthetic settings.	<ul style="list-style-type: none"> <li>This was undertaken in 2002 but the facility is too small, has no exhibition space and does not work well as a visitor centre and a retail outlet. Scope for expansion of the existing building is minimal.</li> <li>The expanded restaurant is also too small with seating limited to 80, representing limited revenue extension opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Towards 2016 and beyond, a multi-function centre development, a covered pavilion and a new restaurant. This was heavily endorsed by the questionnaire. See Appendices B and C.</li> <li>A new, large visitor centre, a combined venture of Councils, BGT and possibly MCSL. This would ideally be located near the proposed new entrance off Narellan Road at the front of the Garden.</li> <li>A large scientific research facility linked to conservation activities in the Garden (proposed Centre for Plant Conservation).</li> </ul>	2016 and beyond, though a very high priority consistent with future expansion of the Macarthur region.
Preserve the site's landscape integrity and significant landscape features	<ul style="list-style-type: none"> <li>Key developments since 2000 have focused on redevelopment of existing areas (Big Idea Garden / Bottlebrush Garden, and Connections Garden / Terrace Garden). Dry stone walls as works of art and for the new Grevillea Garden have been built 2002-2006. Natural materials use is in keeping with the estate's aesthetics.</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of natural areas.</li> <li>Continuing removal of African Olive.</li> <li>Protection of native flora and fauna and development of full management plans.</li> <li>Establishment and future protection of links between the Garden and the Nepean River.</li> <li>Development of partnerships with neighbours.</li> </ul>	Ongoing, high to very high priority.

	<ul style="list-style-type: none"> <li>• Improvement of natural areas through ecological research, bush regeneration, trial burns and weed control has resulted in major improvements and website information availability.</li> <li>• Volunteer bush regenerators and Friends' funding support have resulted in 11 hectares of primary weed control (of total 108 ha) between 2003 and 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain vistas and wildlife links towards the Nepean River.</li> </ul>	
Develop a range of places in the Garden which surprise, intrigue and delight visitors	<ul style="list-style-type: none"> <li>• Connections Garden redesign incorporated this goal in its scope.</li> <li>• Installation of the sculpture designed by Jamie Durie, Room with a View.</li> <li>• Stage 1 of the Wollemi Walk of Discovery.</li> <li>• New sculptures and interpretation 2003 to 2006 to encourage visitors to interact with their surroundings including the Wedding Knot.</li> <li>• New garden developments e.g. Path improvements and water feature (front of the Connections Garden) as part of the Plants through Time Stage 1 redevelopment of the Terrace Garden; WaterWise Garden as an element of the entire Big Idea Garden (redeveloped Bottlebrush Garden) and Banksia Garden extension (dry stone retaining walls for Proteaceae planting).</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing redevelopment of the Connections Garden to make it accessible, fun, and inspiring to the senses.</li> <li>• Timber centrepiece for the Room with a View to enable use for weddings.</li> <li>• Funding of the Wollemi Walk of Discovery Stages 2 and 3, incorporating planting the remaining 140 of the clonal collection total 200. Adopt a Wollemi scheme initiated November 2006.</li> <li>• Expansion of collection.</li> <li>• Display venue for large sculptures.</li> <li>• Expand exhibition space.</li> </ul>	2010, very high priority.
Maintain the Theme Gardens as intensive areas for unstructured recreation within the Garden	<ul style="list-style-type: none"> <li>• Visitation increasing to the Theme Gardens</li> <li>• Bottlebrush Garden realigned to display accessible plant material and renamed Big Idea Garden.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance and refurbishment of beds when areas are tired.</li> <li>• Connect with sustainability, conservation, horticultural, environmental and recycling advances.</li> <li>• Ecoplayground planned for 2010.</li> <li>• Expand collection in Banksia Garden (within Proteaceae framework).</li> </ul>	Ongoing, very high priority.
Preserve remnant vegetation communities, and use these areas to demonstrate and interpret ecological communities interrelationships.	<ul style="list-style-type: none"> <li>• Green vision for the Garden is in draft form.</li> <li>• Established there are good gene pools of local flora in neighbouring areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant to assist with developing full plans for vegetation and fauna management at MABG.</li> <li>• Ensure full staff awareness of weed control programs and focus areas.</li> </ul>	Very high priority for vegetation corridors 2006, 2007.



		<ul style="list-style-type: none"> <li>• Ensure the genetic viability of natural flora and fauna in the Garden by working toward maintaining and improving links beyond the MABG boundary to the Nepean River.</li> </ul>	Others high priority 2007, 2008.
Extend opportunities to increase visitor awareness of plant conservation, research and development undertaken in the Garden	<ul style="list-style-type: none"> <li>• Have offered behind the scenes tours to bus companies mid-2006.</li> <li>• Have developed a good volunteer guide base.</li> <li>• Website links with other institutions and through Friends of the Gardens and similar groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Tours</li> <li>• Interpretation</li> <li>• Conferences, seminars and workshops</li> <li>• Improve web page and interactive services e.g. key word searches to directly link to BGT from DEC intranet site.</li> <li>• Develop botanically inspired events.</li> </ul>	Ongoing, high priority.
Establish additional car parking areas within the Garden	<ul style="list-style-type: none"> <li>• Funding allowed work 2005-2006 to realign the car park, improve base and bitumen surfaces, and double the capacity of the car park.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of car park gardens planting before the end of 2006.</li> <li>• Install lighting in overflow car park to assist with night events.</li> </ul>	High priority.  Goal for 2007-8, medium to high priority.
Resolve general visitor orientation and signage across the Garden	<ul style="list-style-type: none"> <li>• New brochure developed in 2004 is not a good indicator of spatial issues.</li> <li>• Signage reviewed in 2003 and a new suite of signage and interpretation developed for the Connections Garden. Draft signage policy for RBG and Domain completed Nov. 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• New signage and interpretation in line with site specific style guide.</li> <li>• Modified brochure – low priority.</li> <li>• Funding for banners and poles for two major road frontages.</li> <li>• MABG addition to signage policy to be completed by early 2007.</li> </ul>	Ongoing high priority.

## Living Collections

**Objective 4:** Develop living collections which present to the community the outstanding diversity and richness of Australia's native flora, and provide a showcase of western Sydney and/or NSW species

### What has changed and Current Validity:

- KE Emu database developed specially for BGT, has replaced the Unix system.
- Capacity to incorporate spatial data has been improved between 2004 and 2006.
- BGT is currently determining the best way to manage tree data, mapping and report generation.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame
Reconfigure the Garden's planting thematics and policies	<ul style="list-style-type: none"> <li>• Focus continues on NSW species and natural areas extension.</li> <li>• The Terrace Garden was reviewed in 2003. The result was a new design for what is currently called the Connections Garden completed in 2004. Stage 1 of Plants through Time was completed 2005.</li> <li>• Stage 1 of Wollemi Walk of Discovery was developed 2005 and 2006.</li> <li>• The Bottlebrush Garden has been realigned with sustainable horticulture objectives and renamed the Big Idea Garden.</li> <li>• Banksia Garden display beds have been increased to display Western Australian Proteaceae. Dry stone retaining walls were built over a 5 year period to mid-2006 .</li> </ul>	<ul style="list-style-type: none"> <li>• Wollemi Walk of Discovery (WWD) plantout of all 200 specimens in the clonal collection.</li> <li>• Completion of all 4 themes in the Connections Garden (CG)</li> <li>• Launch of the Big Idea Garden November 2006</li> <li>• Extended Banksia Garden planting in autumn 2007</li> </ul> <p>Note: Major issue with all new or extended garden development is the maintenance requirement.</p>	WWD by 2010 CG by 2012, high priority.
Enhance opportunities for interpretation of the living collections, to explain messages based on the intricate interrelationships within Australian ecosystems.	<ul style="list-style-type: none"> <li>• Improved interpretation and replacement of old adhesive signs since 2000 and installation of sculptures e.g. steel wallabies, carved Cumberland Land Snails.</li> <li>• Labelling of plants has improved, though plant label engraving not reliable.</li> <li>• Proposed installation of ecological information based on years of research made available July 2006 for website display.</li> </ul>	<ul style="list-style-type: none"> <li>• Better labelling and interpretation</li> <li>• Improved website access, links and presentation</li> <li>• Tours, brochures, trail information signage.</li> <li>• Link weather, water efficiency and adaptive plant mechanisms especially through the Plants through Time theme of the Connections Garden.</li> </ul>	Ongoing, medium priority
Emphasise landscape features and foci across the site by integrating the living collections with other elements and ecosystem components	<ul style="list-style-type: none"> <li>• Natural areas management has focused on best areas first and gradual regeneration of fringe areas</li> <li>• Incorporate environmentally sustainable principles with horticultural displays to</li> </ul>	<ul style="list-style-type: none"> <li>• Promote appreciation and interaction rather than an obvious education focus through simple interpretation.</li> <li>• Explanations of the Garden's various vegetation zones – history, purpose, time</li> </ul>	Ongoing, medium priority.

	maximise the experience	and expectations.	
Develop areas in the Garden displaying native plants used in formal and contemporary landscape design styles	<ul style="list-style-type: none"> <li>This goal is incorporated in both the Big Idea and Connections Garden designs.</li> </ul>	<ul style="list-style-type: none"> <li>Interpretation of demonstrated use.</li> </ul>	Ongoing, medium to low priority.
Develop opportunities to interpret the Indigenous use of plants as part of the living collections	<ul style="list-style-type: none"> <li>Natural areas lend themselves to this, as do sections of the non-refurbished Terrace Garden, round the Visitor Centre, and to a lesser extent planting round the Education Centre (most removed mid-2006) and in the Stolen Generations Memorial and Fruit Loop Garden.</li> </ul>	<ul style="list-style-type: none"> <li>Reliance on education programs, tours and interpretation in the Central Precinct.</li> <li>Local Aboriginal interpretation of the Woodland Walk, including the Stolen Generations Memorial.</li> </ul>	Ongoing, medium priority.

## Right of Access

**Objective 5:** Provide equity of access as an integral part of the long-term vision for the Garden, ensuring affordability, strong public transport connections and a variety of transport options around the Garden.

### What has changed and Current Validity

- Master Plan Review questionnaire provided feedback re entry fees. Visitors note preference for a per vehicle charge rather than per head or family rates.
- MABG still lacks a regular public transport link in 2006.
- Fuel prices have spiked in 2006. Cancellation of community education excursions due to high cost of bus transport in 2006.
- RTA works on Narellan Road and Mount Annan Drive to replace the roundabout with traffic has not had any significant impact on Garden visitation.
- Development of MCSL has raised awareness of the position of the Garden.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
Review entry fee system to the Garden	<ul style="list-style-type: none"><li>• The Trust approved a trial of 3 free entry days in 2005 (Sorry Day May 26, World Environment Day June 5, and September 26, first day of Term 3 school holidays) and 2 in 2006. It was confirmed in August 2006 that Sorry Day will be retained as an annual free entry day.</li><li>• The questionnaire distributed in late 2005 to assist with this review indicated people generally believe the entry fee represents good value for money. Friends of the Gardens membership is also considered good value for those who wanted to visit the Garden frequently, especially families. There was resounding appreciation of entry fees being applied to Garden maintenance and research.</li><li>• Friends membership fee increases were determined August 2006 and applied from spring 2006.</li><li>• Increasing fuel costs in 2006 may have impacted on visitation mid-2006. Total visitation reached 90,504 in the financial year 2005-2006.</li><li>• Free pedestrian and bicycle access dawn to dusk every day of the year except Christmas Day has been extended to Friends of the Gardens.</li></ul>	<ul style="list-style-type: none"><li>• Review of the fee structure at all the Gardens in 2007.</li><li>• Ensuring that the Garden remains reasonably accessible in the reported 'mortgage belt' of the Macarthur region.</li><li>• Ensuring that the fee structure is justifiable in comparative markets.</li><li>• Developing a system that identifies visitors who enter the Garden before and after operating hours and those who should pay entry fees.</li></ul>	2007 and ongoing survey responses, very high priority.

	<ul style="list-style-type: none"> <li>• Restaurant clientele continue to resist entry fee payment.</li> </ul>		
Establish a number of different transport options and a hierarchy of path systems across the site.	<ul style="list-style-type: none"> <li>• It has been confirmed by Landcom that subdivision and development to the south west of MABG may create a Busways extension along Mount Annan Drive from late 2007.</li> <li>• A plan has been formulated for a trial pickup and return of registered visitors to Campbelltown Station on Sundays using the small visitor van. Commenced September 2006 (10:30am, 3pm).</li> <li>• Electric people mover, funded by Friends, provides regular site tours for various users.</li> <li>• Walking trails have been reviewed and brochures rewritten for nominated (preferred) paths to be used by pedestrians.</li> <li>• Limited feedback about the potential for a railway station on the southern boundary.</li> <li>• Bicycle hire was trialled in 2003 with minimal success.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a relationship with Busways (already have agreed to advertise on one of their buses for 3 years).</li> <li>• Improving accessibility for school children</li> <li>• Potential for sponsorship</li> <li>• Continued support for walking groups who make a contribution to the Garden and the health of the community.</li> <li>• Build relationships with Councils and M.P.s to champion transport options.</li> <li>• Potential for alternative access links in the light of current and future development plans in the area to the south and south-west of the Garden, where there may be mutual advantages.</li> </ul>	Ongoing, high priority.
Integrate the Garden into regional transport and access networks	<ul style="list-style-type: none"> <li>• Discussion with a range of authorities (RTA, Councils, Landcom, WSN, Department of Planning and Natural Resources) and neighbours about the potential for this in 2005, 2006. This area relies and will continue to rely on cars. And the Garden itself is designed for a drive through experience due to its sheer size.</li> <li>• Potential for a rail link is not feasible.</li> <li>• Some comments were in part incorporated into the DEC submission to the Metropolitan Strategy report.</li> <li>• There may be potential for a bicycle link to Camden if Landcom include it in their proposed development plans and there is sufficient support.</li> </ul>	<ul style="list-style-type: none"> <li>• Wherever possible promote the need for a good public transport system in the region. This is more likely once new suburbs are established.</li> <li>• Long-term relationship development with Landcom with mutual advantages explored.</li> </ul>	Ongoing, very high priority.
Foster equity of access through information provision and consultation	<ul style="list-style-type: none"> <li>• Enquiries via phone, in person and email are promptly dealt with.</li> <li>• Website is becoming more widely used by</li> </ul>	<ul style="list-style-type: none"> <li>• Continued effort to update the website and present a changing array of images.</li> </ul>	Ongoing, medium priority

	visitors to check activities and attractions.		
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## Natural Systems

**Objective 6:** Conserve and enhance the natural resources of the Garden and ensure their management as part of the broader 'living heritage' of the Garden.

### What has happened and Current Validity:

- Cumberland Plain Woodland remnants are valued very highly by government bodies and the broader community.
- African Olive removal program has gained the support of Friends of the Garden for the past 2 years.
- Two active volunteer regeneration groups have a vested interest in weed control on the estate.
- Additional full time staff member allocated to Natural Area Management team in

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
Ensure protection, management and monitoring of identified remnant vegetation areas within the Garden.	<ul style="list-style-type: none"> <li>• Natural and developed areas have been mapped to assist with management plans.</li> <li>• Training of core volunteer group for weekend bush regeneration.</li> <li>• A fire management plan was drafted and approved by the NSW Fire Brigade in 2004.</li> <li>• Horticultural and ecological research into remnant Cumberland Plain Woodland will be on BGT website late 2006.</li> <li>• Minimal maintenance of areas adjoining good remnant areas to extend natural regeneration.</li> </ul>	<ul style="list-style-type: none"> <li>• Green corridor extension – agreements, planning and potential rezoning of neighbouring properties and urban subdivision implications.</li> <li>• Solution to the problem of who will maintain the green corridor links to the Nepean River and initial upgrade of the vegetation.</li> <li>• Upgraded information mapping.</li> <li>• Education and interpretation extension.</li> </ul>	2006 to 2010. Corridor extension highest priority. Others medium priority.
Ensure protection, management and monitoring of native fauna in the Garden	<ul style="list-style-type: none"> <li>• A draft fauna management plan was completed June 2006.</li> <li>• Discussion with Landcom, local Councils and neighbours in 2006 to gain agreement in principle re green corridor extensions from the Garden to the Nepean River. Maintenance of these areas a concern for all. Noted information from Robert Close, University of Western Sydney re migration of koalas within the next 10 years to MABG if corridors exist.</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of full fauna management plan dependent on achievement of links to the Nepean River.</li> <li>• Develop good relations with Landcom, local Councils and neighbours to ensure support for extension of green corridor links.</li> <li>• Monitoring of fauna movements and condition.</li> <li>• Preparation of the Garden for Koala arrival (tree planting from 2004).</li> </ul>	Full Fauna Management Plan by 2008 - high priority. Relationship building very high priority. Other areas medium priority.
Undertake to control pest and weed species in the Garden	<ul style="list-style-type: none"> <li>• Natural areas management has been scheduled with a full proposal for African Olive management compiled for the purpose of grant and other funding applications. Friends funding granted 2004-05, 2005-06</li> </ul>	<ul style="list-style-type: none"> <li>• Mapped target setting for African Olive removal</li> <li>• Funding for African Olive (AO) eradication</li> <li>• Funding for Chilean Needle Grass (CNG) control.</li> </ul>	2015 AO primary removal and concerted control of

	<p>allowed for 11 hectares of primary weed control out of a total 108 hectares of infestation.</p> <ul style="list-style-type: none"> <li>Monitoring and trials of noxious Chilean Needle Grass control since 2000.</li> </ul>		CNG subject to funding. Both very high priority.
Apply the principles of Total Catchment Management to everyday Garden operations and practices.	<ul style="list-style-type: none"> <li>Drip irrigation system to reduce water use extended to all new and refurbished garden beds since 2000.</li> <li>Water audit MOU signed with Sydney Water September 2006.</li> <li>Bottom up watering in nursery introduced to reduce potable water use</li> <li>Stormwater collection tanks installed in WaterWise Garden, Education Centre</li> <li>Sydney Water Audit commenced from September 2006</li> </ul>	<ul style="list-style-type: none"> <li>Sydney Water Audit results and recommendations to be used as basis for grant applications to capture stormwater and improve recycling.</li> <li>Stormwater collection and use (water tanks, improved infrastructure)</li> <li>Continued monitoring and Streamwatch reporting.</li> <li>Keep informed about recycled water quality that can be supplied by Sydney Water's Camden recycling plant.</li> </ul>	Ongoing, very high priority.
Protect and manage Garden soils.	<ul style="list-style-type: none"> <li>Testing in 2002 revealed two saline soil locations along central creekline toward north of Garden.</li> <li>Continuous Streamwatch monitoring of chief water bodies and runoff commenced 2002.</li> <li>Advice to Macarthur Centre for Sustainable Living re stabilising soils 2005-2006.</li> </ul>	<ul style="list-style-type: none"> <li>Managing mowing regime and encourage natural regeneration.</li> <li>Carefully manage potential for erosion during construction programs.</li> <li>Monitoring through trials the impact of using recycled materials on soil e.g. recycled bricks (Big Idea Garden).</li> <li>Monitoring for soil borne diseases and testing as required.</li> </ul>	Ongoing, medium to low priority.
Utilise planned fire regimes as part of the reinstatement of natural ecological processes across the site.	<ul style="list-style-type: none"> <li>Fire management plan completed 2004.</li> <li>Controlled and mosaic burns to promote natural regeneration trialled since 2000.</li> </ul>	<ul style="list-style-type: none"> <li>Fire management</li> <li>Ecological research</li> </ul>	Ongoing, medium priority.
Establish opportunities for interpretation of the Garden's natural systems based on a 'whole of ecosystems' interpretation strategy	<ul style="list-style-type: none"> <li>Additional interpretation and sculptures</li> </ul>	<ul style="list-style-type: none"> <li>Current website information on CPW ecology available.</li> </ul>	Ongoing, medium priority.



## Recreation Opportunities

**Objective 7:** Provide a broad spectrum of experiences that are appropriate to the Garden's values and functions, and that satisfy a broad range of user groups.

### What has Changed and Current Validity:

- After 2000 visitation levels dropped. By June 2006 total visitation figures reached pre-2000 levels which in part reflected the influence of increased entry fees.
- The questionnaire associated with this Master Plan review indicated that the majority of visitors ( at least 85%) visit for recreation purposes.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
Develop diverse and engaging recreation opportunities across the site.	<ul style="list-style-type: none"> <li>• By 2006, there are 5 major annual events.</li> <li>• The key aim has been to get people to the Garden to expose them to not only displays, attractions, services, tours, educational activities and the real purposes of the Garden.</li> </ul>	<ul style="list-style-type: none"> <li>• To increase the number of annual events to 8.</li> <li>• Long-term sponsorship of events for a minimum of 3 years to establish events.</li> <li>• Ensure diversity of events to appeal to a broad range of interests.</li> <li>• Small music events on a set day each month.</li> </ul>	By 2010, high priority.
Ensure that the majority of recreation activities are developed with strong botanical and ecological themes.	<ul style="list-style-type: none"> <li>• Only one of the 5 annual events has a purely horticultural focus – since so many people come to the Garden for recreation purposes and botanical and ecological experiences are considered secondary, at least visitors experience incidental exposure to these themes. Once an affinity for the Garden has developed through pleasant experiences, that is the foundation upon which to build.</li> </ul>	<ul style="list-style-type: none"> <li>• Build up visitation.</li> <li>• Inspiring interpretation</li> <li>• Providing new activities that actively encourage interaction particularly of children, with the natural environment.</li> <li>• Design and development of an ecoplayground.</li> </ul>	Visitation - ongoing, very high priority. Ecoplayground and children's activities 2007-2009.
Establish recreation linkages from the Garden to other local and regional open spaces.	<ul style="list-style-type: none"> <li>• Discussion with Landcom mid-2006 about the potential for a cycle way link along and near the Nepean River to Camden. Since sub-division is currently underway and further development applications to be made to local councils, there is potential for a real outcome.</li> </ul>	<ul style="list-style-type: none"> <li>• Landcom both as a sponsor and a partner in green corridor and community access linkages.</li> <li>• Good working relationship with Campbelltown City and Camden Councils.</li> <li>• Cycleway link with Camden Cycleway</li> <li>• Building relationships with neighbours, UWS and National Parks to facilitate the cycleway link.</li> </ul>	By 2014, high priority.

<p>Establish monitoring processes to ensure that increasing visitor numbers do not impact on the Garden's core values nor reduce the quality of the Garden experience.</p>	<ul style="list-style-type: none"> <li>• This has not happened to date. Of more concern is the reducing budgetary allocation that has a much greater impact on Garden display quality and expansion or improvement of attractions.</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorship sources to cover shortfalls.</li> </ul>	<p>Ongoing, very high priority.</p>
<p>Ensure that the potential for conflict or duplication between different recreational activities within the Garden is minimised.</p>	<ul style="list-style-type: none"> <li>• Redevelopment of the Terrace Garden based on four major themes has the potential to streamline the evolutionary theme.</li> <li>• Redevelopment of the Bottlebrush Garden into the Big Idea Garden with its sustainability focus will also control the potential for duplication.</li> <li>• Each of the theme gardens has been designed for a unique experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued development of the Connections Garden (Terrace Garden) themes to provide accessible, educational and attractive experiences.</li> <li>• Development of an ecoplayground for a range of experiences for older children (8 to low teens).</li> </ul>	<p>By 2010, high priority.</p>

## Cooperative partnerships and adjoining landuses

**Objectives 8 and 9:** Advocate strategic alliances with government and non-government organisations which benefit the Garden's development and site management, and promote the Garden as a significant botanic and open space facility in NSW, firmly anchored in south-western Sydney.

### What has changed and current validity:

- The NSW Government's Metropolitan Strategy finalised in 2005. Extensive urban release targets for Sydney's south-west will have implications for MABG.
- The development of the Macarthur Centre for Sustainable Living (MCSL) 2003 to 2006 based on a partnership between local community group, Campbelltown City and Camden Councils and the Botanic Gardens Trust.
- NSW State Plan finalised November 2006.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
<p>Promote the Garden as an advisory body, providing land management information and expertise and advice as well as displaying best practice management techniques to institutions and authorities and the broader community.</p>	<ul style="list-style-type: none"> <li>• A number of organisations have approached the Garden for advice particularly about conservation related work, seed collection, propagation, regeneration and rehabilitation. Experience has proved this information once provided forms the basis for a scope of works from which the Garden is excluded.</li> <li>• An advisory service provided by the Community Education Officer for regional schools continues.</li> <li>• Advisory role with regional botanic gardens.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal agreements to provide information and followup service based on specialist expertise.</li> <li>• Support for local Councils and neighbours where there will be a reciprocal benefit e.g. workshop facilitation, particularly focused on expansion of local vegetation and corridor links.</li> <li>• To reduce the expectation that as a state government body, the Garden has unlimited resources.</li> <li>• Developing good working relationships with Catchment Management Authority, Dept of Planning and Natural Resources and local Councils.</li> <li>• Strengthen links within DEC and with Greening Australia to ensure recovery planning and Priority Action Statements (PAS) are supported.</li> </ul>	<p>Ongoing, medium to high priority.</p>
<p>Establish and promote collaborative partnerships with industry and educative bodies</p>	<ul style="list-style-type: none"> <li>• Federal funding (Sustainable Regions) was sought for MCSL in 2003 and awarded July 2005. The Centre construction was completed November 2006 with significant input from BGT</li> </ul>	<ul style="list-style-type: none"> <li>• Educational and promotional joint ventures with MCSL.</li> <li>• Extend the partnership with the Millennium Seed Bank beyond 2010 and secure additional funding for the NSW</li> </ul>	<p>Ongoing, very high priority.</p>

	<p>staff since June 2006 when federal funding ceased.</p> <ul style="list-style-type: none"> <li>• The SeedQuest NSW project which commenced late 2003 represents a conservation based partnership with Kew Gardens' Millennium Seed Bank.</li> <li>• An automatic weather station (AWS) co-funded by Campbelltown City Council (CCC) and BGT (Friends of the Gardens funding) was launched by Bureau of Meteorology Nov 2006. Sydney Catchment Authority agreed to a peppercorn lease for the land and CCC to pay maintenance of the station for the next 10 years.</li> <li>• Sponsors like M5-Interlink (from 2003) and Eden Gardens (from 2006) continue to support the Garden through very effective cross promotion.</li> <li>• Representatives from WSN Environmental Solutions (originally Waste Services New South Wales) have expressed support in principle for extension of the Garden's vegetation mass for fauna management purposes. A written proposal was sent September 2006 for referral to senior management and further discussion with neighbours.</li> <li>• Partnerships with TAFE and local university groups for educational activities on site have operated since 2000.</li> </ul>	<p>Seed Bank.</p> <ul style="list-style-type: none"> <li>• Further mutually beneficial arrangements with local Councils and statutory bodies.</li> <li>• Negotiate a lease agreement with SCA to take over the land and buildings of the Kenny Hill site from 2007.</li> <li>• Continue and expand links with TAFE and universities.</li> </ul>	
<p>Establish proactive management relationships between Mount Annan Botanic Garden managers, Local Government, other landowners, stakeholders and the community</p>	<ul style="list-style-type: none"> <li>• MCSL establishment has facilitated greater interaction with the local community and Councils who have also supported the project.</li> <li>• Active participation in planning proposal workshops with local landowners particularly in 2005, 2006.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist MCSL to become independent, sustainable and financially viable.</li> <li>• Continued development of relationships particularly with the environmental, town planning and development sections staff in local Councils.</li> </ul>	<p>For planning matters to 2023, very high priority. For others including partnerships,</p>

	<ul style="list-style-type: none"> <li>• Established relationships with tourism and town planning sections of local Councils.</li> <li>• Workshop and meetings with local stakeholders, community and Council representatives as part of the process for the Master Plan review in 2005, 2006.</li> <li>• Relationship with Elizabeth Macarthur Agricultural Institute and Camden Park has developed strongly particularly since 2003 with agreement to support historic species propagation for conservation purposes.</li> <li>• Attendance at Chamber of Commerce meetings (Narellan and Campbelltown), Jack's Gully Community Monitoring Committee and other regional workshops (tourism particularly) ongoing since 2003.</li> <li>• Basis for a relationship with Integral Energy and TransGrid being investigated in response to proposed upgrade of infrastructure to meet the needs of future development in the Macarthur region.</li> </ul>	<ul style="list-style-type: none"> <li>• Continued availability, presence and support for local / regional planning sessions.</li> <li>• Relationship development with WSN to help drive group agreement re green corridor links to Nepean River.</li> <li>• Particular attention to input in response to current rezoning and future development applications from neighbours like Camden Soil Mix, Landcom, SADA Services.</li> <li>• Long-term relationship with Integral Energy following negotiation about location of new towers and easements taking into account visual and audial impacts, inclusive of the proposed major substation to the south-west of the site.</li> <li>• Long-term relationship with Landcom critical in preventing the isolation of the Garden from surrounding green space.</li> </ul>	<p>to 2010, very high priority. <b>These matters are critical to the sustainability of the Garden.</b></p>
<p>Utilise areas of the Garden to interpret surrounding landuses and land management processes</p>	<ul style="list-style-type: none"> <li>• Interpretation in conservation areas and the Big Idea Garden best promote land management practices both in natural areas and in community back yards.</li> </ul>	<ul style="list-style-type: none"> <li>• Interpretation that is simple and educational.</li> </ul>	<p>Ongoing, medium to low priority.</p>
<p>Encourage community ownership of the Garden and ensure that the Garden achieves compatibility within the local context</p>	<ul style="list-style-type: none"> <li>• Community events are growing in popularity with 5 established events in late 2005 and 2006 achieving larger attendance than ever before.</li> <li>• Master Plan Review questionnaire and monthly surveys indicate a very real sense of ownership and territoriality by</li> </ul>	<ul style="list-style-type: none"> <li>• Raising the profile of the Garden.</li> <li>• Continue to promote weddings and other family functions and events in the Garden.</li> <li>• Continue to monitor survey results to recognise visitor trends.</li> </ul>	<p>Ongoing, high priority.</p>

	the majority of respondees.		
Develop management strategies for the treatment of the interface between the Garden and adjoining lands	<ul style="list-style-type: none"> <li>• Meetings and workshop attendance of great value have been held in 2006 in response to the confirmed plans for south western Sydney in the Metropolitan Strategy released in 2005. WSN facilitated a meeting of all neighbours 28 April 2006 and SADA Services conducted a workshop 21 June attended by not only neighbours but also a full complement of local and state government agencies and departments. Further meeting with Camden Soil Mix was held in July and several meetings have been arranged with Landcom to discuss proposed plans for the region and how to minimise ecological impacts on the Garden.</li> <li>• Proposal about 3 corridor links provided September 2006 to WSN for further discussion and agreement.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing involvement with all of these groups to develop in principle agreements followed by: real land allocation; local species planting; improvement of links to the Nepean in order to prevent the Garden becoming an isolated green space island; and confirm the real contribution of these neighbours to the sustainability and health of the local environment.</li> <li>• Assist with advice and consultation wherever possible.</li> <li>• <b>As a group, develop a practical plan for management, maintenance and funding source(s) for corridor rehabilitation and maintenance.</b></li> </ul>	Focus particularly on <b>the next 1 to 2 years, very highest priority</b> to achieve an in-principle agreement and ensure it is accounted for in any DA approvals to 2016.

## Site Management

**Objective 10:** Establish visionary management policies for the Garden that are responsive to the site and its operations, are accessible to and supported by all Garden staff, and optimise opportunities to incorporate principles of environmentally sustainable development.

### What has changed and Current Validity:

- The Garden continues to struggle to increase visitation, raise the Garden's profile and generate sufficient income to justify expansion of facilities.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
Undertake a full review of all site activities, maintenance procedures and staffing requirements at Mount Annan Botanic Garden.	<ul style="list-style-type: none"> <li>A staff review and restructure accompanied by a close examination of maintenance needs was completed in 2003. The new staff structure was completed by mid-2004.</li> <li>Since then staffing has been reduced following the need for recurrent budget savings.</li> </ul>	<ul style="list-style-type: none"> <li>Funding sources to allow expansion and ongoing maintenance.</li> <li>Establish full replacement costs for glasshouse and nursery research and horticulture facilities</li> <li>Support for Priority Action Statements for recovery plans where feasible.</li> </ul>	Ongoing and top priority.
Introduce customer service obligations into all Garden staff roles.	<ul style="list-style-type: none"> <li>Position descriptions have been reviewed and updated since September 2003 when BGT became part of Department of Environment and Conservation (DEC).</li> <li>Key staff have been trained in customer relations and the final stage of the staff review / restructure in the Visitor Services unit was completed 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Good relations with the public</li> <li>Return visitation</li> <li>Training and performance management</li> </ul>	Ongoing, top priority.
Implement a range of broadacre land management techniques that demonstrate the principles of environmentally sustainable design and development	<ul style="list-style-type: none"> <li>Natural Areas Management section has developed a range of strategies designed to manage and maintain natural areas and weeds, promote natural regeneration and remove exotic weeds while retaining the natural fauna and ecosystem balances.</li> <li>Staff redistribution to facilitate this.</li> </ul>	<ul style="list-style-type: none"> <li>Fire, weed, feral animal control and natural area extension.</li> </ul>	Ongoing, high priority.
Identify and establish a long term, cost effective water supply for the Garden.	<ul style="list-style-type: none"> <li>Water audit by Sydney Water to commence September 2006 will identify potential ways to minimise water use, investigate stormwater capture methodology.</li> <li>While quality of recycled water produced by Camden West sewerage plant has not significantly increased, the infrastructure to</li> </ul>	<ul style="list-style-type: none"> <li>Onsite water use reduction</li> <li>Continued use and expansion of water retention and water use reduction methods.</li> </ul>	Ongoing, high priority.

	get the water to the boundary fence is closer.		
Identify opportunities for alternate power sources within the Garden	<ul style="list-style-type: none"> <li>• Wind power is not viable.</li> <li>• Technology for solar power is still unwieldy.</li> <li>• Biodiesel has been manufactured on site 2005-2006 and trialled as a fuel for on-site vehicles.</li> <li>• Design of the Education Centre has incorporated an in-ground temperature control tank which will reduce fluctuating energy use and running costs.</li> </ul>	<ul style="list-style-type: none"> <li>• Solar powered panels to operate devices e.g. Automatic Weather Station on site.</li> <li>• Passive heating / cooling.</li> <li>• Joint project with Sydney Water to install turbine in water race to generate power to be investigated.</li> <li>• Funding for biodiesel production to reuse restaurant waste oil to be sought.</li> </ul>	Ongoing, medium priority.
Identify opportunities for recycling within the Garden	<ul style="list-style-type: none"> <li>• All prunings and timber are annually tub ground and used for mulching i.e. no waste.</li> <li>• Smaller green waste is composted and reused on site.</li> <li>• Other waste products are actively recycled in the depot areas. The restaurant is supportive of green waste sorting and a worm farm is located in the Big Idea Garden.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing display gardens in the Big Idea Garden designed to expose visitors to recycling and sustainability.</li> <li>• Partnership with MCSL further promotes this idea.</li> </ul>	Ongoing, medium priority.
Continue to investigate the potential for enhanced sustainability practices in all Garden operations.	<ul style="list-style-type: none"> <li>• This has been thoroughly investigated, as much the result of budgetary cuts as staff dedication and interest.</li> <li>• Ongoing recycling for many years of paper, cardboard, bottles, steel and aluminium cans plus vegetable and fruit waste for chicken farms.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of the What's the Big Idea Garden.</li> <li>• Continued involvement with MCSL in joint education programs, display gardens, volunteer land care groups,</li> <li>• Sustainability support in program to be developed after 2006.</li> </ul>	2006 and beyond, very high priority.
Integrate the use of varying labour sources into the program of works for the Garden	<ul style="list-style-type: none"> <li>• Budgetary constraints now preclude the use of temporary staff for project work.</li> <li>• Indigenous groups have worked and trained at MABG on the Stolen Generation Memorial project.</li> <li>• Growing Friends increased to 2 groups in 2005. Bush regeneration volunteer numbers have marginally increased since 2000. Volunteers since 2005 have assisted the Horticultural Research section. And numbers of volunteer guides who conduct tours 7 days per week have increased since 2000.</li> <li>• Work experience students have been</li> </ul>	<ul style="list-style-type: none"> <li>• Retaining sufficient funding for horticultural staff to achieve maintenance objectives of an expanding botanic garden.</li> <li>• Continued provision of educational experiences for students.</li> <li>• Maintenance of volunteer support for Garden activities.</li> </ul>	Ongoing, very high priority.



	organised through Macarthur Workplace since 2002.		
Establish clear avenues for information dissemination within the structure of the Garden.	<ul style="list-style-type: none"> <li>• Visitor services officers appointed as permanent part time staff have been well trained. Since July 2006 the focus has been on getting visitors to go to the Visitor Centre for information.</li> <li>• Some changes have been made e.g. bookings, discussed at length with staff and templates developed.</li> </ul>	<ul style="list-style-type: none"> <li>• Simplifying procedures.</li> <li>• Installation of boom gates at the entry and exit to ensure people have to visit the Garden Shop or the Restaurant to pay for a token.</li> </ul>	Focus on 2006-2007, very high priority.
Encourage staff involvement, ownership and enjoyment in the development of the Garden.	<ul style="list-style-type: none"> <li>• Staff involved in any concept and developmental planning if they are responsible for the area or if they have a particular interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of the Connections Garden (CG).</li> <li>• Removal of African Olive (AO) and natural areas extension</li> <li>• Concept design and final design of an eco-playground opposite the Wattle Garden area.</li> <li>• Total 200 clones planted in the Wollemi Walk of Discovery (WWD)</li> <li>• Continuing involvement with the MCSL project development.</li> <li>• Continuing safety culture development.</li> <li>• Ensure staff keep up to date with industry trends.</li> </ul>	<p>By 2014 CG completed and the bulk of AO prime control</p> <p>By 2009 WWD clonal collection planted out</p> <p>Ongoing All are high priority.</p>

## Commercial activities

**Objective 11:** Ensure the overall viability and financial stability of the Garden by harnessing the Garden's commercial potential.

### What has changed and Current Validity:

- Marketing and Events Coordinator has been established as a full time position since 2003 to encourage community links and develop new market segments.
- The Commercial Production unit has been operating since 2000 with the aim of developing a wholesale commercial nursery product.
- Agreements with National Parks, Wollemi Australia and Wollemi International to assist in bringing the Wollemi Pine to the marketplace in 2005.
- Further agreements with Birkdale Nursery, Bodger Seeds Ltd and Outback Plants have potential national and international markets.

Strategic Programmes 2000-2020	Progress Report/Achievements	Future Focus	Time Frame and Priority
Identify and harness the Garden's commercial potential for visitor and community facilities	<ul style="list-style-type: none"><li>• Development of a Centre for Urban Horticulture and a Centre for Land Management was not financially supported by the state government at the turn of the century.</li><li>• As a result BGT focus changed to partnering a community group to build a Centre for Sustainable Living. Funding support was announced by the federal government in July 2004 with a total of \$2.01 million paid to June 2006.</li><li>• 5.3 hectares of land within MABG has been leased to MCSL Limited and rezoned to allow commercial activities to support the functions of the Centre from 2006.</li><li>• A board of directors comprising 3 community representatives and 3 BGT staff was formed in 2005 to strategically manage the Centre, with 3 full time staff employed to June 2006. 2 part-time positions have been recruited for the transition / establishment period to 30 June 2007.</li></ul>	<ul style="list-style-type: none"><li>• Cross promotion and joint programs with MCSL particularly education based.</li><li>• Continued development of the Centre to maximise visitation, exposure, revenue generation and education.</li></ul>	MCSL agreement is for a total of 8 years (4 year lease with a 4 year option to extend). High priority.
Investigate the potential for the Garden to work in collaboration with other environmental, educative and / or scientific activities	<ul style="list-style-type: none"><li>• The Millennium Seed Bank of Kew Gardens, MCSL, Elizabeth Macarthur Institute of Agriculture, Camden Park, WSN, local TAFE and school groups are the major organisations with which the Garden has worked or continues to work in partnership to 2006.</li></ul>	<ul style="list-style-type: none"><li>• Extended formal agreements with Millennium Seed Bank, MCSL and Campbelltown City Council and future funding for the NSW Seed Bank.</li><li>• Agreement with WSN both on an environmental and educational basis which can flow on to MCSL.</li></ul>	Seed bank agreement to 2010. MCSL agreement to 2014. Campbelltown

	<ul style="list-style-type: none"> <li>• Agreement with Campbelltown City Council to set up an Automatic Weather Station (AWS) for Bureau of Meteorology reporting purposes was reached early 2006. Council financial support was for shared hardware purchase and maintenance for 10 years. Associated agreement with Sydney Catchment Authority for the land on which the AWS is located.</li> </ul>	<ul style="list-style-type: none"> <li>• University research projects and similar.</li> <li>• Extending the base for formal and informal agreements.</li> </ul>	<p>City Council agreement to 2016. Very high priority.</p>
<p>Identify the potential for the establishment of appropriate leases of visitor facilities and services.</p>	<ul style="list-style-type: none"> <li>• Since late 2005 leasing of restaurant has been managed by Department of Commerce.</li> <li>• Facilities hire is managed by the Visitor Services unit, through the Visitor Centre primarily.</li> <li>• A new education centre building has been designed for conferences and seminars and potentially an alternative location for weddings in wet weather.</li> <li>• Since 2006 the Garden has been actively promoted as a wedding venue.</li> <li>• Trial hiring of a small picnic area (Woodland Picnic Area) commenced September 2006 to meet the need for small family and sporting functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of the Garden for outdoor community events, venue hire, weddings, regional events including cross country races, fun runs and festival activities, conferences and seminars.</li> <li>• Expansion of facilities to include a new visitor centre / multi-function centre with an outdoor pavilion; a new, large restaurant to cater for at least 150 people; a stage platform by Lakeside over the water's edge; a large scientific research centre.</li> <li>• Construction of the education facility will be completed by mid-January 2007 and after landscaping, the Bowden Centre will be launched late February. This will allow making the most of the new education facility for conferences, seminars and other events.</li> </ul>	<p>Ongoing promotion.</p> <p>Facilities expansion to be part of the Towards 2016 project plan and beyond to 2020. Top priority if the Garden is to be viable into the 21st century.</p>
<p>Regularly undertake studies to review alternate and increased funding opportunities for the Garden.</p>	<ul style="list-style-type: none"> <li>• Close monitoring of grant and other funding sources has continued.</li> <li>• Continuing liaison with other botanic gardens (regional, interstate and overseas).</li> <li>• Opportunities raised in discussion 2000 to 2006 with a range of nursery and horticultural companies about potential partnerships, including in 2005 and 2006 for national and international distribution of Australian plant material.</li> <li>• Wollemi Pine auction in 2005 provided funds for developing the Wollemi Walk of Discovery launched in 2006.</li> <li>• Commercial success with the Flannel Flower</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue generation that requires minimal labour input for the Garden.</li> <li>• Promotion of Australian plants and the BGT through joint consultation, national and international partnerships e.g. for plant growing and distribution.</li> <li>• Continued Trust support for Commercial Horticulture unit.</li> <li>• Grant applications awareness.</li> <li>• Sponsorship programs including sponsoring Wollemi Pines and fostering trees.</li> </ul>	<p>Ongoing, medium to high priority.</p>

	<p>program and Hardenbergia varieties. Further plants being trialled at MABG with a view to expanding the 'Collection' range.</p> <ul style="list-style-type: none"><li>• Various plant trial agreements were signed in 2006.</li></ul>		
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