



Attachment 1 to Item 39

McQuade Park Plan of Management

Date of meeting: 22 February 2022
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McQUADE PARK Windsor

Draft Plan of Management

Draft Plan of Management* **McQuade Park, Windsor**

*Update based on the 2013 McQuade Park Plan of Management

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Introduction

McQuade Park, also previously known as The Great Square, Church Green and Windsor Park is prominently located at 361 George Street, Windsor. The park is bounded by George Street, Hawkesbury Valley Way, Moses Street and Tebbutt Street and comprised of 8.125 hectares (Ha), catering to a diverse range of uses including sport, passive recreation and commemoration.

McQuade Park is of State heritage significance and was planned by Governor Macquarie as “a central square, parade ground or park for the use of the Town” – The Great Square for the new town of Windsor (State Heritage Register, p.5., 2011). McQuade Park is a Crown reserve owned by the State and managed by Hawkesbury City Council.

This Plan of Management is an updated version of the 2013 Plan of Management and supersedes the previous version. The plan follows a detailed study of the park’s heritage values commissioned by Hawkesbury City Council – *McQuade (Windsor) Park Conservation Management Plan* (CMP) (Morris, Jack and Britton, 2004) and subsequent State heritage listing in 2010. Further studies, including *Precinct Upgrades for McQuade Park* (Taylor Brammer Landscape Architects, 2018), and the Liveability Project – *Vibrant Towns & Villages*, incl. Masterplan (Urbis, 2020) have highlighted the importance of McQuade Park in the revitalisation of the town centre of Windsor.

Purpose

The *Crown Land Management Act 2016* (CLM Act) authorises local councils that have been appointed to manage dedicated or reserved Crown land, to manage that land as if it were public land under the *Local Government Act 1993* (LG Act). This Plan of Management (PoM) confirms Council’s commitment to protecting and maintaining this asset for the benefit of the local community and people of New South Wales.

This Plan of Management is the key strategic planning and governance tool that Council has in place for the management and use of this park. The PoM establishes a vision and relevance for the next 5–10 years and provides certainty to Council and the community about how the reserve will be used. This document provides a rationale for decision making and consistency with the principles of Crown land management and reserve purpose. This document sets out objectives and performance targets for managing this Crown reserve and authorises use of the land, including tenures and development on the land. Proposed development and tenures must consider Aboriginal rights and interests in Crown land under the *Commonwealth Native Title Act 1993* (NT Act).

Background

The Plan of Management adopted by Hawkesbury City Council on 30 April 2013 aimed to guide the future development and management of the park based on a set of guiding principles which would protect key values and its State significance. The vision of the 2013 Plan was “*to create an integrated mixed-use recreational space*”, catering for various recreational opportunities and providing “*attractive, popular public open space with appropriate recreational and cultural elements*” (HCC, p.3, 2011).

Notably, the earlier Plan identified the need to revitalise Macquarie’s concept of the central public domain for the enjoyment of residents and regional visitors alike. The action plan identified the following key outcomes:

- Protection of the park’s State Heritage significance
- Heritage landscape management
- WWI Memorial site and memorial gardens
- Upgrading car parking areas
- CWA health centre/ meeting hall – proposed adaptive re-use
- Lake-side precinct improvements
- Community engagement.

Since adoption of the 2013 Plan of Management, park improvements have included the following:

- Construction of a new car parking area (35 car spaces) near the corner of Moses and Tebbutt Streets including kerbing, bitumen re-sealing, line-marking of car bays and minor landscape works
- Replacement of bollards on perimeter of the park near the playground and car parking area
- Upgrade of car parking area next to the Bowling Club including kerbing, bitumen re-sealing, line-marking of car bays and connecting pathway to ornamental pond precinct
- Upgrade of the Lake precinct including new walls to the lake and a concrete pathway around the lake
- Preparation of landscape plans for the redevelopment of the tennis building including shelter to protect the historic guns (currently held in storage). This proposal has not been adopted by Council.

Council's Liveability Project – *Vibrant Towns & Villages – Revitalising Our Town Centres of Richmond, South Windsor, and Windsor*, prepared by URBIS (2020), has identified McQuade Park as an integral part of the broader Windsor Revitalisation Plan. The project aims to revitalise and reactivate the town centres of Windsor, Richmond and South Windsor through public domain upgrades, place-making initiatives, stakeholder partnerships and commercial opportunities. This Plan of Management has been prepared in consultation with Urbis and key stakeholders, including review of specific proposals, opportunities, and potential impacts for the re-activation of McQuade Park.

Council is investigating further capital works within the park, including retaining walls/seating adjacent to the grandstand, pathway upgrades, and improvements to lake water quality (WSUD). In addition, Windsor & District RSL Sub-Branch has submitted a proposal for development of a lake-side memorial for commemorative events, such as Anzac Day. All proposed works however must be consistent with the *Crown Land Management Act 2016* (NSW) (CLM Act), *Local Government Act 1993* (LG Act), reserve purpose, heritage significance, this Plan of Management, and other relevant legislation.

This Plan of Management will provide the strategic direction for protecting and maintaining this asset for the benefit of the local community and people of New South Wales. Furthermore, as part of the *Vibrant Towns & Villages Project*, this plan aims to support the Windsor Town Centre place-making and activation initiatives, stakeholder partnerships and commercial opportunities for a greener, safer, and vibrant town centre.

List of Abbreviations

CLM Act	Crown Land Management Act 2016
CMP	Conservation Management Plan
DPIE	NSW Department of Planning, Industry and Environment
HCC	Hawkesbury City Council
LEP	Hawkesbury Local Environmental Plan 2012
LG Act	Local Government Act 1993
LGA	Local Government Area (Hawkesbury City Council)
NT Act	Native Title Act 1993 (Cth)
PoM	Plan of Management
SHI	State Heritage Inventory
SHR	State Heritage Register
SREP	Sydney Regional Environmental Plan

Land Description

Study Area

This Plan of Management applies to McQuade Park (Lot 1 in DP556829), located at 361 George Street, Windsor, Parish of St Matthew, County of Cumberland and within the Hawkesbury City Council local government area and Local Aboriginal Land Council of Deerubbin. McQuade Park is bounded by Hawkesbury Valley Way (known as Richmond Road until 2009), George Street, Tebbutt Street and Moses Street (**Figure 1**). The park covers a total site area of 8.125 hectares (Ha).



Figure 1: Study Area

The area managed by the Windsor Bowling Club (shown cross hatched), described as Portion 346 (Lot 346 in DP752061) is a Crown lease, and not included in this Plan of Management.

Traditional Owners – The Darug People and Country

McQuade Park is located within Country of the Darug People of the Darug Nation (also spelt Dharuk, Dharug and Daruk) (WSU, 2020). This Plan of Management acknowledges the Darug People, and their ancestors, as the Traditional Owners of this river Country for at least 50,000 years (Karskens, 2020).

The park is located on a terrace within the floodplain of the Hawkesbury-Nepean River (known as 'Dyarubbin', 'Dyarrabin' or 'Deerubbin' in the Darug language group). This place offered an abundance of natural resources. It remains a place of strong social, cultural, and spiritual significance to these First Nation People. Over the past two centuries, McQuade Park has been transformed into an urban park retaining strong links with its colonial past, (Governor Macquarie and first settlers in the area), cultural and sporting traditions, and 19th–20th century military history (war memorials). The park however provides no reference point, or tangible links to this place, as Country of the Darug People.

Historic Context

McQuade Park has State heritage significance with links to Governor Macquarie and earliest colonial plans for Windsor. The park still retains its original 'pivotal role' in public activities, open space, and its relationship with "one of the great early churches and cemeteries of New South Wales (St Matthew's Anglican Church)" (SHR, p.1., 2011). McQuade Park is scheduled on the State Heritage Inventory: <https://www.heritage.nsw.gov.au/search-for-heritage/search-for-nsw-heritage/>

The NSW State Heritage Register states that:

"McQuade Park is of State heritage significance because it is an outstanding and rare feature of Governor Macquarie's concept of a planned country town in 1810. A central square played a pivotal role in a Macquarie town and McQuade Park retains this role in relation to public activities and open space, as well as its relationship to one of the great early churches and cemeteries of New South Wales (St Matthews). The intimate association with Macquarie himself and with his chief surveyor, James Meehan, is of state significance."

The early adjustment in the shape and dimensions of the park is significant because it offers uncommonly legible evidence of the accommodations which colonial governments made with landowners to respect existing rights. The later extensions of functions within the park, including sporting, recreational and commemorative, have not obscured the original purpose of Macquarie's Great Square, though many of these additional functions have local rather than state significance. The Boer War Memorial is, however, an exception because of its rarity and because of the aesthetic merit of O'Kelly's carvings of mounted troopers from the South African engagement."

(Heritage NSW, NSW State Heritage Register: Section 2. Items listed under the Heritage Act, 2020).

The Great Square and Church Green

In 1810, Windsor (known as Green Hills) was chosen by Governor Macquarie as one of five new 'flood-proof' Hawkesbury-Nepean towns, following two great floods of 1809 and flood of 1806 (Karskens, p.269, 2020). In the same year, McQuade Park was conceived by Governor Macquarie as "a central square, a parade ground and a park" for the planned country town of Windsor (Morris, et al., p.17, 2004). The area was already "roughly cleared in Macquarie's time" and likely used for grazing livestock (ibid, 2004). The square provided the landscape setting for construction of St Matthews Anglican Church, rectory, stables, and cemetery in 1817. Described as one of Australia's most beautiful churches, this landmark building was designed by Francis Greenway, under instruction from Governor Macquarie. This Church still retains an intimate connection with this parkland (ibid, 2004).

By the mid-1820s the park boundaries had been expanded and realigned to the present size and the original 'square' reserve evolved into an irregular pentagon shape (Morris, et al., p.12, 2004). The greatest changes in alignment occurred along the park's north-western and western boundaries (Moses Street) and southern boundary (Richmond Road/ Hawkesbury Valley Way). The south-eastern boundary (George Street) was unchanged and the north-eastern boundary (Tebbutt Street) only slightly re-aligned. Significantly "this process provides uncommonly legible evidence of the accommodations which colonial governments made with landowners to respect existing rights" (SHR, p.2., 2011).

During the 1830s-40s the 'square' was known as the 'Church Green' or the 'open space in front of the [St Matthews Anglican] Church' (Morris, et al., p.17). There is no evidence of McQuade Park being used as a marketplace (as in Richmond Park). Both parks however share a long sporting history. Cricket has been played in this open space in front of the Church since Macquarie's time and continues to this day (ibid, p.17).

Military, commemorative, and recreational themes have shaped McQuade Park's landscape character and setting throughout its long history. Originally envisaged as a parade ground by Macquarie, the park hosted the governor's presentation to the local Volunteer forces in 1861 and later became the official parade ground for the Windsor Volunteers (SHR, p.7, 2011). Local volunteers, who served in the Boer War campaign (1899-1902), are commemorated in the Boer War memorial (1903). This memorial was supplemented by the WWI memorial (1923) and later honour lists to servicemen who died in WWII and subsequent conflicts. Commemorative tree planting and memorial gardens were also added during these phases of the park's development. The significance of this portion of Crown reserve is recognised in the assigned category of 'Area of Cultural Significance'.

McQuade Park has continued to expand its sporting, recreational and social infrastructure including the cricket oval (1891), tennis courts (1923), bowling green (1931), grandstand (1937), CWA health centre (1938), Don't Worry cricket pitch (1874) (1945) and other more recent features (ibid., p.4, 2011). McQuade Park is 'an outstanding and rare feature of Governor Macquarie's concept of a planned country town'. It is now listed as a landscape heritage item of State significance (SHR, p.1., 2011).

Naming the Park

McQuade Park was named after Councillor (and Mayor) John McQuade in 1872 however the naming remained a contentious issue for some years resulting in a series of rescission motions and reinstatements of the names of 'Windsor Park' and 'McQuade Park'. Although a final rescission motion in 1878 changed the name to 'Windsor Park', the name 'McQuade Park' continued to be recognised as the accepted name (ibid, pp.19-20).

Government Gazettes, on 16 January 1904, 28 October 1938, and 30 July 1949, refer to the reserve as 'McQuade Park'. Furthermore, the Government Gazette, dated 10 May 1974 – refers to the 'Naming of McQuade Park' in accordance with the Geographical Names Act, 1966. This reference, however, appears to have been overlooked in the CMP, which recommended the action (Item 6.4.2) to "officially gazette the name of the park as either McQuade Park or Windsor Park" (Morris, et. al., p.46, 2004). Hawkesbury City Council resolved on the 14 December 2004, that the name be 'McQuade Park' (placed in NSW Government Gazette No.63 on 12 May 2006).

Physical Context

Climate

This north-western portion of the Cumberland Plain has a warm temperate climate with considerable diurnal and seasonal ranges in temperature and little variation in average monthly relative humidity (Bannerman & Hazelton, 1990). The climate is characterised by warm to hot summers (mean summer max. 29.6°C) and mild winters (mean winter min. 3.6°C). Frosts occur during the winter months. The nearest weather station (Richmond RAAF) has a mean annual precipitation of 809mm (Australian Bureau of Meteorology, 2012). McQuade Park, Windsor has a slightly lower average annual rainfall (approx. 800mm) (ibid, 1990).

Climate warming over recent decades is affecting these long-term averages with significant shifts occurring in higher mean temperatures, number of extreme heat events in summer and longer fire season, milder winter minimum temperatures with less days of frost and reduced overall rainfall (particularly during the cooler months) and reduced stream flows (Australian Bureau of Meteorology, State of the Climate, 2020).

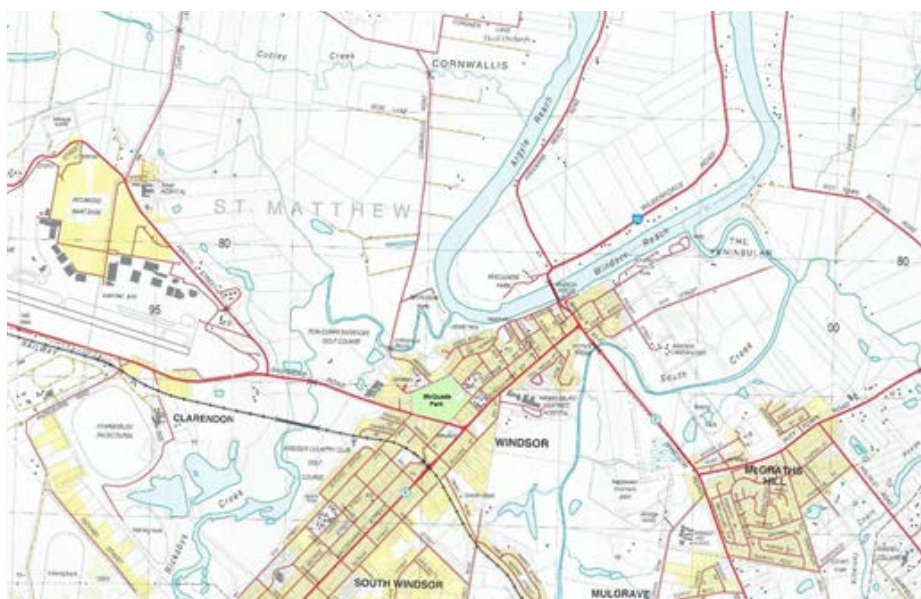


Figure 2 – Topographic Map

Source: Department of Lands, Topographic Map 1:25 000 Wilberforce 9030-IN 3rd Ed., 2000



Figure 3 – Aerial Photo Map

Source: Department of Lands, Orthophoto Map 1:25 000 Wilberforce 9030-IN 3rd Ed., 2000

Topography, Slope and Aspect

McQuade Park is located on a Tertiary terrace of the Hawkesbury–Nepean system on the Cumberland Plain (Bannerman & Hazelton, 1990). The topography is characterised by a gently undulating low rise from the floodplain. The ridgeline along the north-western boundary divides the sub-catchments of South Creek (to the east) and Rickaby's Creek (to the west). The natural slope falls from this ridgeline near St. Matthews Anglican Church (approx. 22m) to the south-east near the intersection of George Street and Hawkesbury Valley Way (approx. 14m). Refer to **Figure 2: Topographic Map** and **Figure 3: Aerial Photo Map of Windsor**. Average grade is approximately 2–3% (slightly steeper towards the south-east corner). The park's natural overland flows are in the South Creek sub-catchment boundary.

Geology and Soils

McQuade Park is located on a Tertiary terrace of the Hawkesbury–Nepean system and the soil landscape is mapped as Fluvial – Berkshire Park (Soil Landscape Series Sheet 9030 – Penrith, Bannerman & Hazelton, 1990). This soil landscape consists of tertiary sediments overlying Wianamatta Group shales. The soils are weakly pedal with low fertility, consisting of orange heavy clays and clayey sands derived from Tertiary alluviums deposited on the ancient floodplain. These soils have a relatively high-water holding capacity and are subject to water logging during wet periods, due to impermeable subsoils. During long hot summers and drought periods these soils dry out and crack and are susceptible to wind erosion when cleared (Bannerman & Hazelton, 1990).

McQuade Park – Landscape Context

Overall Landscape Character

The park has a gentle slope from the ridgeline near St. Matthews Anglican Church (Moses Street) to the ornamental pond in the south-eastern corner of the park (near the intersection of George Street and Hawkesbury Valley Way). Natural ground levels have been modified to varying degrees throughout the park. The State Heritage Register notes that the park's history 'is one of regular modification over two centuries' (SHR, 2011, p.4).

Historic Vistas and Relationships

The State heritage listing for McQuade Park identifies the significance of the open uninterrupted views across the park from Moses Street and how this 'lack of built elements' in this part of the park has retained 'the original relationship of the Great Square with the Anglican complex of St. Matthews and its rectory' (SHR, p.3., 2011). It is important that this updated Plan of Management establishes how these values should be protected and managed on a sustainable basis.

Park Improvements and Sporting Facilities

Historically, the relatively flat upper north-east corner of the park was the focus for active sports, especially cricket and later lawn bowls and tennis. Cricket was played in the park during Macquarie's time. An internal bitumen roadway connects George Street and Moses Street (near the intersection with Hawkesbury Valley Way). The Bowling Club and adjacent car parking area separate two active sports areas in the park – McQuade Park Oval and the tennis courts. The north-east corner of the park is the site of the Windsor War Memorial and memorial garden.

Park improvements include McQuade Park Oval and grandstand, Don't Worry Oval, cricket nets, children's playground, picnic shelters and settings, public amenities, summerhouse (rotunda), Governor Macquarie Monument, Windsor War Memorial – including Boer War and WWI memorials, CWA health centre, tennis courts, clubhouse and amenities and car parking areas, ornamental pond and surrounds (**Figure 4**). The park's facilities attract a range of user groups including cricket, rugby, touch football, tennis, cycling, exercise, walking, jogging and personal training. The area around the ornamental pond is popular for weddings and school formal photography. In addition, significant improvements have been made since adoption of the 2013 Plan of Management, including upgrades to two car parking areas (Moses/ Tebbutt Streets and George Street/ Bowling Club), and ornamental pond.



Figure 4: McQuade Park landscape character and facilities

Source: Hawkesbury Liveability Project – *Vibrant Towns & Villages – Revitalising Our Town Centres of Richmond, South Windsor, and Windsor* (URBIS)

Park infrastructure reflects various phases of building works within the park, which has contributed to an eclectic and, at times, disjunctive range of materials, finishes and colours. The quality of these improvements and level of maintenance also affect overall landscape character and use of the park. An updated inventory of buildings, recreational facilities/ park infrastructure, monuments/ memorials, and their condition is shown in **Table 1: Existing Facilities and Improvements**.

Table 1: Existing facilities and improvements

Item Description	Condition
McQuade Oval grandstand (1937 – brick w. galv. steel roof/ timber bleachers)	Good
Grandstand ground level rooms (incl. change-rooms, amenities, storage room)	Good
Amenities block (brick/metal roof (change-rooms, amenities, kiosk, storage room)	Good
Tennis clubhouse (brick/ metal roof)	Good
Amenities block (near tennis courts – brick/ metal roof incl. storage room)	Good
CWA cottage (1938– brick/tiled roof (brick/ wrought-iron walls, s/s piers & fences)	Good
Rotunda (rendered brick base/ timber posts/rails & slate/ terracotta roof)	Good
Picnic shelters/ seating (metal roof/ concrete slab) X 2; incl. 1 X gas BBQ (1 X plate)	Good
Storage room (brick/ metal roof adj. to cricket nets)	Good
Sporting fields, tennis courts, etc:	
McQuade Park Oval (incl. metal picket boundary fence, floodlighting)	Fair
Don't Worry cricket pitch (synthetic turf wicket)	Fair
Tennis courts (2) (incl. synthetic turf surfaces, floodlighting and mesh fence)	Good
Cricket nets (2) (synthetic turf/ mesh fencing)	Good
Irrigation system (old asbestos mains system to main oval and very few sprinkler points to the rest of the turf areas)	Poor
Memorials & displays:	
Boer War obelisk & sculptures (1903 – sandstone plinth/marble w. O'Kelly carvings)	Good
WWI (1923 – incl. WWII, Korean and Vietnam conflicts – honour lists & flagpoles)	Good
Macquarie monument (1994– brick walls/ aggregate paving & signage)	Good
Memorial gardens (including Crepe Myrtle bosquet, Wisteria pergola/ trellises)	Good
Commemorative planting/ plaques (Bicentennial pioneer families)	Varies
timber w. or w/out name plate (31 No.); concrete w. or w/out name plate (25 No.)	Very Poor
Roads/ car parking areas:	
Central/ internal bitumen road	Poor
Car parking area – bitumen (George St)	Good
Car parking area – bitumen (Tebbutt St)	Good
Passive Recreation:	
Ornamental pond (incl. island, 2 X metal pedestrian bridges, pathways, concrete walls/ edging, channel & rock work, fountain & reticulation); 3 X metal flagpoles	Good
Children's playground & soft fall/ synthetic turf (incl. slide, platforms/ climbing frames X 2; swing set X 2 and educational modules)	Good
Pathways/ paved areas (brick or concrete)	Good
Park lighting (metal poles and single or double fixtures) (24 No.)	Poor

Item Description	Condition
Picnic table/seating: timber/metal on brick or conc. slab (21 No.);	Good
Picnic table/seating on grass (5 No.)	Poor
Park benches (timber & metal) (6 No.)	Good
Signage (metal signs) (8 No.)	Good
Litter bins: timber slat (2 No.); metal (1 No.); large metal & timber (10 No.)	Good
Vehicular barriers/ bollards: timber posts; metal bollards; or bollards & chain	Varies
Sandstone/ brick walls	Good
Timber walls/ terracing (grandstand area)	Very Poor



Photo 1: *McQuade Oval (18/10/2011) – Cricket has been played in the park since Governor Macquarie's time.*



Photo 2: *Boer War memorial (1903) with rare O'Kelly sandstone carvings (State heritage significance) (18/10/2011).*



Photo 3: *World War I memorial (1923) with honour lists (WWII, Korean and Vietnam wars) (18/10/2011).*



Photo 4: *North-western precinct – Open vistas and historic relationship with St. Matthew's Anglican Church (18/10/2011)*



Photo 5: View looking north over McQuade Oval, grandstand & amenities block/ kiosk. Heritage Bunya Pines [b/g] (29/05/2020).



Photo 6: Narrow-leaved Ironbarks (*Eucalyptus crebra*) in paved area near Moses Street and St. Matthew's Church. These trees make a significant contribution to the park's visual character and historic setting (18/10/2011).

Passive Open Spaces

The Conservation Management Plan (Morris, et al., 2004), and other recent studies including McQuade Park Precinct Upgrades study (Taylor Brammer, 2018) and the Liveability Project – *Vibrant Towns & Villages* (URBIS, 2020) have highlighted the importance of the park's passive open space. The upper northern portion of the park, adjoining Moses Street and Tebbutt Street, has picnic shelters, BBQ facilities and seating, a children's playground, and 'Don't Worry Field'. Other low-key seating and picnic areas can be found near Hawkesbury Valley Way, the recently upgraded Ornamental Pond precinct, and Memorial garden. Significantly, these spaces remain uncluttered with buildings and major facilities. The open quality protects important historic vistas and the relationship between the park (as the central square) and the St. Matthew's Church group on Moses Street.

Ornamental Pond Precinct

Notably, the Ornamental Pond precinct located within the lower south-eastern corner of the park has recently been upgraded with removal of accumulated sediment in the pond, construction of new walls/edging, aquatic plants added to improve water quality, pedestrian bridges to the island, improved reticulation system, pathways and seating. Key elements of the original design and layout by leading landscape architect and academic Professor Peter Spooner (constructed in 1970), including the upper water-race, fountain and stonework have been retained.

The original design also included the planting of two Willows (*Salix babylonica*) on the island but these were later removed following tree-root damage to the lake-walls. Historically, this low point in the park was periodically waterlogged. The Park Committee's Minutes (1874) indicate the area retained a body of water, at least during wetter periods. The picnic facilities, shaded areas and lake-side setting are popular features of the park attracting family groups, couples and individuals to simply sit, relax and enjoy the quality of these spaces and opportunities for unstructured play, or special uses, such as weddings and photographic shoots. Artificial ponds and lakes remain popular but have proved to be expensive to maintain. They are subject to a range of ongoing environmental factors which tend to compromise water quality and public amenity. Nevertheless, this pond is a key landscape element in the park, defining the quality of the setting.



Photo 7: Pond precinct (passive recreation) – recently upgraded [original design by Prof. P. Spooner] (29/05/2020).

Country Women's Association's Health Centre

The Country Women's Association (CWA) building, built in 1938, is located on George Street, immediately south of the car parking. The property retains a brick and wrought-iron front boundary fence (likely Post-war period additions) with two original sandstone piers either side of the single entry gate. This gate has a CWA inscription. A concrete pathway leads to the cottage. The side and rear boundaries are enclosed with a weld-mesh fence. The austere character of the building, its functional fencing, walls and garden provide little aesthetic value to the park. Although delineation of boundaries may be a response to past vandalism, this approach reinforces a perception of 'private space' within a public park.

War Memorials and Commemorative Spaces

The park has a long association with the military dating from Macquarie's time (SHR, p.7, 2011). A memorial space was established in the eastern corner of the park, adjacent to the George Street and Tebbut Street intersection, with the Boer War Memorial erected in 1903 and WWI Memorial Gates installed 1923-25. The Town Improvement Association enhanced the memorial gardens in 1931, establishing flower beds, well-kept lawns, paths and seats. Honour lists have been added for subsequent engagements including WWII, Korea and Vietnam.

The Boer War memorial has state heritage significance in terms of its rarity and quality of two stone relief carvings of mounted troopers, carved by J. O'Kelly. A condition assessment, treatment recommendations and digital documentation (3D scanning) of the relief panels and memorial were undertaken in 2017, with cleaning and restoration works completed in 2018. Regular maintenance and inspections are recommended to ensure preservation of the memorial.



Photo 8: Sandstone pedestal, eastern face after treatment (2018) source: Conservation Treatment Report - Windsor Boer War Memorial .International Conservation Services Pty Ltd

The spatial quality of the Boer War memorial and garden setting is outstanding. It consists of a geometric pattern of paving and edging, annual flower beds, a timber pergola structure with mature Wisteria vines (*Wisteria sinensis*). Together these components form an outstanding landscape composition. They evoke a distinctive sense of place, order and serenity. The mature trees and vines have been nurtured for many years. The five Crepe Myrtles surrounding the Boer War memorial have been carefully pruned to develop a highly sculptural and multi-stemmed display. These are outstanding examples of the taxa and as a formal memorial group they have significance at the local level.

Two historic field artillery guns have been permanently on display on the western side of the WWI memorial and honour wall. Both de-activated guns have received ongoing maintenance and restoration work over the years however they are exposed to the weather in this outdoor location. A report commissioned by Hawkesbury City Council confirmed the significance of these guns, including a 25 Pounder Mk II Field Gun (Serial number L/7474), a British (1939) design, assembled in Sydney in 1942 and a Krupp Rumanian 75mm Field Gun with restored timber-spoked wheels (Model 1904 Serial number 153) assembled in 1904. This second gun, a WWI trophy gun, is one of only 408 manufactured for the Rumanian government and bears the crest of King Carol the First of Rumania (HCC, Artillery Report, pp.14-16, 2011). This gun is considered to be rare, with only two allocated to NSW. The Krupp gun was restored in 2016 but has not been reinstated as continued exposure to the elements would be detrimental to the preservation of this gun. A replacement field gun, a L5 105mm Pack Howitzer with shield, has been installed within the memorial gardens. In 2018, plans were prepared by Taylor Brammer Landscape Architects for a new building to house the artillery guns in the War Memorial garden (next to the tennis courts). This proposal was not adopted by Council and would require further detailed design and materials palette before being approved by Heritage NSW. The Krupp gun is currently in storage off-site. It is recommended that the field guns be displayed in suitable housing that protects them from the elements.

In recent decades, the war memorials and commemorative gardens have come under increasing pressure due to large crowds and related issues of accessibility and public safety, particularly during the Anzac Day Dawn Service each year. This small space is simply overwhelmed by the number of people in attendance. In response to these issues, Windsor & District RSL began to explore other options including staging Anzac Day and Remembrance Day commemorations by the ornamental pond. These two events attracted up to 10,000 people and 1,000 people respectively during the Centenary of ANZAC, with approximately 5,000 people attending Anzac Day in other years.



Photo 9: Australian Light Horse trophy gun – prior to recent restoration works (18/10/2011).

The Pond precinct offers opportunities for better crowd dispersal across a much larger space and a stunning sunrise location for the Dawn Service. Each year temporary structures are erected, creating significant ongoing costs and logistical issues for organisers. Various plans for relocation of these events, within a new commemorative space by the Pond, have been prepared by Windsor RSL. This upgraded Plan of Management reviews the current proposal and provides a framework for implementation (see Issues and Opportunities page 32).

Landscape Setting

The original native vegetation had been largely cleared by Macquarie's time. Many tree stumps however remained scattered within the park 'well into Victoria's reign' – their presence being noted for their nuisance to cricket matches (SHR, p.6., 2011). The NPWS Cumberland Plain Vegetation Mapping Project (1997–2002) identified only a few scattered remnant pockets of Shale Plains Woodland and Alluvial Woodland along the Windsor terrace. No native vegetation was mapped in McQuade Park, due to the aerial mapping polygon size and limited ground truthing at the time. It is however possible that some of the older native canopy trees, still present on higher ground near Moses and Tebbutt Streets (McQuade Oval grandstand and playground environs) and George Street (near the CWA building) may have grown from cut-stumps (i.e. regrowth specimens) or seeded. These scattered individual specimens include Narrow-leaved Ironbark (*Eucalyptus crebra*), Broad-leaved Ironbark (*E. fibrosa*), Northern Grey Ironbark (*E. siderophloia*), and Forest Red Gum (*Eucalyptus tereticornis*). These older specimens may be representative of a regrowth community on these tertiary alluviums. Notably, the adjacent cemetery grounds of St. Matthew's Church (northern slope) conserve a small group of remnant old growth Broad-leaved Apple (*Angophora subvelutina*). These are outstanding specimens.

Alternatively, it is possible that the older native trees occurring within McQuade Park, may have been part of ornamental tree planting during an early phase of park embellishment. Notably, the age structure and size of these trees is markedly different to the row plantations and avenues of mixed Broad-leaved Ironbark (*E. fibrosa*), Northern Grey Ironbark (*E. siderophloia*), and Mugga Ironbark (*E. sideroxylon*) located adjacent to Hawkesbury Valley Way, Moses and Tebbutt Streets, and along the central internal roadway.

Although this roadway was constructed and heavily planted with trees in 1873–74 (Morris, et al., p.19, 2004), the mixed Ironbark plantations appear to have been introduced during latter phases of the park's development, after 1947 and seem to be from the same genetic stock as they all show the same signs of defects and decline. It is unclear as to which species were planted in the latter part of the nineteenth century, and whether any of these survived. An aerial photo image of the park taken in 1962 shows only scattered tree cover, mostly along the boundaries (Morris, et al., Fig.16, p.26, 2004). Nevertheless, the mixed Ironbarks now make an outstanding contribution to the park's visual character and landscape setting.



Photo 10: Some of the park's older native Ironbarks may be remnant regrowth [right background] (18/10/2011).

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McQuade Park also conserves a significant collection of Australian native and exotic specimen trees dating from the late nineteenth century. These specimens include native Bunya Pines (*Araucaria bidwillii*) and White Cedar (*Melia azedarach* var. *australasica*) as well as exotics such as Stone Pine (*Pinus pinea*) and Monterey Pine (*Pinus radiata*). The park's Inter-war Period plantations include an avenue of Camphor Laurels (*Cinnamomum camphora*) near the western side of the oval and a row of Washington Palms (*Washingtonia robusta*) in the memorial gardens. The formal group of five pruned Crepe Myrtles (*Lagerstroemia indica*) planted around the Boer War memorial is likely a Post-war period addition. This is an outstanding group in this commemorative garden. The Chinese Wisteria (*Wisteria sinensis*) on the central pergola and pathway trellises are also notable elements.

Other Inter-war and early Post-war period tree planting, found within the park, include Brush Box (*Lophostemon confertus*), Kurrajong (*Brachychiton populneus*), Sugar Gum (*Eucalyptus cladocalyx*), Maiden's Gum (*Eucalyptus maidenii* syn. *E. globulus* subsp. *maidenii*), Silky Oak (*Grevillea robusta*), Norfolk Island Hibiscus (*Lagunaria patersonii*), Jacaranda (*Jacaranda mimosifolia*), English Oak (*Quercus robur*), Cottonwood Poplar (*Populus deltoides*), and Lombardy Poplar (*Populus nigra* var. *italica*).

Many of the exotic trees planted during the Post-war period, including Pepper Tree (*Schinus molle* var. *areira*), Camphor Laurel (*Cinnamomum camphora*) and Willows (*Salix babylonica*), formerly located on the island in the lake, are now considered environmental weeds. The native and exotic tree plantations located around the ornamental lake, including the Bicentennial (1794-1994) commemorative plantings, are also important park components contributing to visual character, amenity, and landscape setting. Trees planted in recent decades include Sydney Blue Gum (*Eucalyptus saligna*), Spotted Gum (*Corymbia maculata*), Lemon-scented Gum (*C. citriodora*), Broad-leaved Paperbark (*Melaleuca quinquenervia*), Chinese Elm (*Ulmus parvifolia*), Chinese Tallowwood (*Triadica sebifera*), and Crab Apple (*Malus* sp.). For a full list of species refer to **APPENDIX IV – Tree Species List**.



Photo 11: Mixed *Corymbia* spp. planting near the lake (part of the Bicentennial (1794-1994) commemorative planting). These trees make a valuable contribution to the landscape setting (29/05/2020).

Key Values and Significance

McQuade Park's values can be simply described as the things which make this place important. Management must be based on a sound understanding of the resource base and associated values. The following key values have been developed through review of the literature, site investigations, community engagement, analysis, and assessment. The values are divided into four categories:

- Historic Heritage Values
- Cultural, Social and Recreational Values
- Visitor Experience and Access
- Park Management

The park's values are assessed in terms of their State or local significance. Heritage NSW adopted two levels of heritage significance (State or local) and these levels are shown here to ensure consistency in this process (**Table 2: Key Values and Level of Significance**).

Individual heritage items such as the WWI memorial (and honour lists), significant trees, commemorative planting and memorial gardens, oval and pavilion, summerhouse, tennis courts, CWA hall, Don't Worry Oval, pond and bronze statue are assessed as local heritage significance. Each element however makes a distinctive contribution towards significance of the park.

Table 2: Key Values and Level of Significance

Key Values	Level of Significance	
	Local	State
Historic heritage values		
Macquarie's vision for a planned central square		State
Relationship with St Matthew's Anglican Church group		State
Complex pentagon shape reflects early landholding		State
Parade ground and military history		State
Boer War memorial and stone relief carvings		State
Field artillery guns (incl. WWI gun)	Local	State
WWI memorial (incl. honour lists for WWII & other conflicts)	Local	
Significant trees (19th and early 20th century)	Local	
Memorial garden (Boer War memorial setting)	Local	
McQuade Oval (cricket oval – 1891) & pavilion (1937)	Local	
Summerhouse/ bandstand rotunda (c.1910)	Local	
Tennis courts (original 1923)	Local	
CWA hall (1938)	Local	
Don't Worry Oval (1945)	Local	
Ornamental Pond (P. Spooner, 1970)	Local	
Commemorative tree planting and plaques (1994)	Local	
Bronze statue of Macquarie (F. Chepeaux 1994)	Local	
Cultural, Social and Recreational Values		
Open spaces and vistas – St. Matthew's group		State
Sandstone carvings (O'Kelly – Boer War memorial)		State
Commemorative infrastructure (incl. war memorials)	Local	
Cultural landscape setting	Local	
Sporting facilities (oval, pavilion, tennis courts)	Local	
Passive recreational facilities (incl. playground)	Local	
Visitor Experience and Access		
Public access, circulation, and linkages (incl. parking)	Local	
Commemorative events/ Anzac Day celebrations	Local	
Park Management		
Protection of scheduled heritage items		State
Open space maintenance	Local	
Tree maintenance (arboriculture management)	Local	
Facilities and infrastructure maintenance	Local	

The categories, and the areas that they apply to are shown in **Figure 6**:

- 'Park' – includes pond environs, CWA building, Macquarie monument, internal roadway and mixed passive/active open spaces; '
- 'Sportsground' – McQuade Park Oval, 'Don't Worry Oval' and tennis courts.
- 'Area of Cultural Significance' – War Memorials including memorial gardens.



Figure 6: McQuade Categorisation

The Conservation Management Plan (CMP) and State heritage listing identify the cultural significance of this park (refer to CMP policy discussion in this section). It is important to recognise that this cultural landscape setting has played host to a broad range of recreational, social, and cultural uses and development throughout its history. Military, commemorative and sporting functions have all been an important part of this history (e.g. the Boer War memorial is an item of State heritage significance). Furthermore, the park has accumulated many items of local heritage significance as well as other sporting and recreational infrastructure. Notably, McQuade Park retains its original relationship and open vistas connecting with St. Matthew's Church.

It is important that McQuade Park is maintained as *"a community park, freely accessible to, and for the continuing enjoyment of, the general public consistent with its high cultural value..."* (Morris, et al., p.46, 2004). The core objectives for categorisation need to provide for this ongoing role and function. Moreover, this Plan of Management establishes an appropriate and balanced framework for conserving and managing these values and significance.

Leases and Licences

The following extract from the NSW Government website provides an outline of the requirements for issuing leases and licences on Crown reserves:

reservemanager.crownland.nsw.gov.au/using-crown-reserves/leases-and-licences2

Local councils are appointed to manage Crown reserves under the public land provisions of the *Local Government Act 1993*, including the granting of leases and licences. Crown reserves are used by a wide range of organisations and individuals. Any group or individual who organises activities on Crown land other than the Crown land manager is known as a user.

There is a range of different types of tenure for which Crown land managers (CLMs) are responsible under the *Crown Land Management Act 2016* (CLM Act). In situations where the CLM is not organising or conducting an activity, a suitable agreement should be established, assigning the responsibilities to the user. Granting a tenure to third parties sets out the rights and responsibilities of both the CLM and the tenure holder (organisation or individual). Income generated through tenure can be used to cover running costs and be invested in long-term improvements of the Crown reserve.

The key principles of granting tenure over Crown land are:

1. Ensure the tenure purpose/s is consistent with the purpose/s for which the Crown land is reserved or dedicated (or is ancillary or incidental).
2. Certain tenures cannot be granted over the Crown land if they are prohibited under the *Native Title Act 1993*. Native title legislation always overrides the CLM Act.
3. Tenures are to be granted to suitable holders in the best interest of managing the Crown land in accordance with the objects and principles of the CLM Act.
4. Market rent should be sought and obtained for tenure. A rebate, or waiver, to market rent may be granted where suitable, though final rent generally should not be less than the statutory minimum rent. The statutory minimum rent value (for 12 month period) can be found on the department's website. The final rent amount is to be the best return possible for the CLM to invest in maintaining and improving the Crown reserve over the long term.
5. Ensure the process undertaken to select a suitable holder is open, transparent, and accountable so that dealings promote fairness and competition.
6. The requirements of Community Engagement must be followed prior to issuing tenure for a term greater than 12 months.

Authorisation of Leases and Licences

A lease or licence may be granted, in accordance with an express authorisation by this Plan of Management, providing the lease or licence is in accordance with the key principles of granting tenure over Crown land. The Crown land manager "must ensure that all leases or licences over the Crown reserve that the manager grants include a provision that requires their holders to comply with the requirements of any Plan of Management in force for the land from time to time that are relevant to the holders' use or occupation of the land" (CLM Act 2016, 3.36 (3) (c)).

There are no current leases for McQuade Park. Licences to sporting groups are issued on a seasonal basis. For further details see the Action Plan.

Planning Context

Hawkesbury's Strategic Plans

Hawkesbury City Council has developed a strategic framework for a green, connected, and sustainable environment. This updated Plan of Management aims to contribute towards Hawkesbury City Council achieving its strategic goals, vision and strategic outcomes identified in the *Hawkesbury 2017-2036 – It's Our Future Community Strategic Plan*, *Hawkesbury Regional Open Space Strategy* (2013), and Liveability Project – *Vibrant Towns & Villages* (2020). These key policy documents reflect the community's visions, values and aspirations and provide an important guide for developing objectives for this updated Plan of Management.

Following preparation of *Hawkesbury 2017-2036 – It's Our Future Community Strategic Plan*, Council embarked on an extensive community engagement program. The Corporate Project Plan for Liveability Program (HCC, p.11, Sep. 2019) identified the following priorities to improve the environment as highlighted by the community (ranked in order of priority):

- Local history, heritage buildings
- Cleanliness of public spaces
- Elements of natural environment
- Overall visual character
- Vegetation and natural elements
- Sense of safety
- Evidence of public events
- Maintenance of public spaces
- Outdoor restaurants/ cafes
- Car accessibility and parking

Furthermore, the community wanted to see greater investment in the following:

- Maintenance of public places
- Night-time economy
- Public events
- Cleanliness of public places
- Outdoor restaurants/ cafes
- Natural environment
- Public investment
- Amenities and facilities
- Vegetation and natural elements
- Community activity

Broadly, this strategic framework aims to connect and expand opportunities for communities and neighbourhoods creating a more diverse and vibrant environment. Connectivity involves ecological, social, and economic choices for a greener more sustainable living environment. Council's *Regional Open Space Strategy 2013* aims to provide a range of recreational facilities and opportunities, including passive and active recreational spaces, and to guide future development and ongoing management of Hawkesbury's open space including:

- Improve quality, quantity, accessibility, and safety of open space
- Improve linkages within and between the open space (i.e. networks)
- Ensure open space meets the needs of the Hawkesbury community and promote greater social inclusion
- Provide a clear framework for investment priorities and action.

Other Relevant Legislation and Policies

In addition to the requirements of the *Crown Land Management Act 2016* (NSW) (CLM Act) and *Local Government Act 1993* this Plan of Management has been prepared in accordance with provisions contained in other relevant legislation and policy, including but not limited to the following:

- Native Title Act (Commonwealth) 1993
- Environmental Planning and Assessment Act 1979
- NSW Heritage Act 1977
- Disability Discrimination Act 1992
- Catchment Management Authorities Act 2003
- Biosecurity Act 2015
- Greater Sydney Region Plan
- Hawkesbury 2017–2036 – It's Our Future Community Strategic Plan
- Hawkesbury Regional Open Space Strategy
- Hawkesbury Local Environmental Plan (LEP 2012)
- McQuade Park Conservation Management Plan (CMP) 2004

Native Title Act (Commonwealth) 1993

The CLM Act has a specific provision to facilitate compliance with the *Native Title Act 1993* (Cth) (NTA) and prescribes that all vesting of land in local councils is subject to native title rights and interests in the land.

www.mccullough.com.au/2019/09/17/an-overview-of-the-crown-land-management-act-2016/

This Plan of Management complies with the applicable provisions of the native title legislation. Specific information relating to acts that may affect Native title rights can be found in the Permissible Uses section of this plan.

State Heritage Register (SHR)

The *Heritage Act 1977* was amended to create the NSW State Heritage Register, a listing of heritage places and items of state heritage significance. McQuade Park was listed on the NSW State Heritage Register on 14 January 2011.

Following listing on the State Heritage Register, approval is required to make any changes unless an exemption applies under the *Heritage Act 1977*. Certain activities and works are exempt from approval however, the activities and works must have little to no impact on the item's heritage significance and support its management. From 1 December 2020, new standard exemptions apply so that some works will be exempt from approval without notification to Heritage NSW. For further guidance on standard exemptions see NSW Government website:

www.heritage.nsw.gov.au/permits-and-assessments/standard-exemptions

Conservation Management Plan (CMP)

Conservation management plans (CMP) are considered best practice heritage management documents. Dr James Kerr describes the purpose of a Conservation Management Plan (CMP) as “...a document which sets out what is significant in a place and, consequently, what policies are appropriate to enable that significance to be retained in its future use and development. For most places it deals with the management of change.” (Kerr, J. *The Conservation Plan*, National Trust NSW, Sydney 2000: 1).

In 1983 McQuade (Windsor) Park was listed under a Landscape Conservation Area – Upper Hawkesbury (non-statutory listing) by the National Trust of Australia (NTA). In 2004 a Conservation Management Plan (CMP) for McQuade (Windsor) Park was prepared by Colleen Morris, Geoffrey Britton, and Ian Jack, in accordance with the former NSW Heritage Office guidelines.

The CMP noted the listing of the War Memorial, on the corner of George and Tebbutt Streets, as a heritage item in the Local Environmental Plan 1989 (Schedule 1). The bandstand rotunda or summerhouse (c.1910), located between the grandstand and Bowling Club, is also scheduled in the current LEP (last updated June 2011). Apart from these two listed items, the CMP established McQuade Park's broader heritage significance at the state level. The CMP provided a comprehensive assessment of the park's significance using State Heritage Criteria, confirming its standing as *'a powerful testimonial to the first stage of town-planning in NSW'* (Morris, et al., p.40, 2004).

Furthermore, the CMP described the significance of the contextual setting of McQuade Park with St. Matthew's Anglican Church and the park's continuing role in the community, offering a range of active and passive recreational pursuits. It also highlighted the nationally significant Boer War memorial as well as other items of local significance including the WWI memorial and Inter-war garden, the bandstand rotunda (summerhouse), Macquarie statue, the lake, significant early plantings, and more recent commemorative plantings. The findings of the CMP formed the basis for listing of McQuade Park on the State Heritage Register.

Furthermore, the CMP established conservation policy in accordance with the definitions contained in the Australia ICOMOS Charter for the Conservation of Places of Cultural Significance (the Burra Charter). For a summary of conservation policy objectives refer to APPENDIX II: Conservation Management Plan – Summary of Conservation Policy Objectives (2004).

Community Engagement

The CLM Act and LG Act require undertaking community engagement activities when preparing plans of management, including publicly exhibiting the plan and providing opportunities for the community to comment.

Hawkesbury City Council promotes the use of inclusive models of collaboration and transparent decision-making processes. Council's approach to community engagement provides opportunities for members of the community to engage in these processes, helping to raise public awareness of issues and to contribute comments and submissions.

McQuade Park has been the subject of ongoing community consultation, including public workshops held during preparation of the CMP (2004) and earlier PoM (2013). In early 2020, Council hosted stakeholder workshops and community pop-up sessions for the "revitalizing Windsor Town Centre Masterplan". These initiatives included McQuade Park as an integral component of the project (Windsor Town Centre component). Importantly, they focused public attention on the possibilities for reactivating this space as a gateway to the commercial precinct.

The broader community was encouraged to participate in an online questionnaire in March 2020 to gather further information and opinions. Key issues raised in this questionnaire related to how the park could be re-activated and better integrated with the Windsor Town Centre proposals. Notably, the proposed Anzac memorial by the pond, put forward by Windsor and District RSL Sub-Branch, was also an important issue for discussion. In addition, key stakeholders such as Hawkesbury Sports Council, Windsor and District RSL and Windsor Bowling Club were engaged in small focus groups.

The discussion under Issues and Opportunities provides greater detail on matters raised by the key stakeholder groups.

Feedback via the Community Engagement Questionnaire

The 2020 Community Engagement Questionnaire was distributed at the pop-up sessions and launched on Council's Your Hawkesbury Your Say website for McQuade Park Plan of Management. The questionnaire was promoted via notices placed in local papers, letters sent to residents within 400m of the park and social media platforms (including Facebook) to reach out to the community for further comments.

A total of twenty-seven (27) emailed responses to the Questionnaire were received and a further six (6) written submissions were made to Council, providing important community feedback on how the park is being used, issues affecting these activities, the quality of open spaces, sporting, and recreational facilities and how the park is valued by the community. The Questionnaire requested feedback on key community values and issues including the following:

Table 4: Community Online Survey Results

Question topic	Response
Importance of McQuade Park to Revitalising Windsor Town Centre Masterplan (ranking 1-10):	78% of respondents believed McQuade Park was very important or extremely important to this process.
Frequency of use	>60% of respondents visited the park most days or 1-3 days per week; 19% of respondents visited the park occasionally or rarely (less than once a year).
Events (e.g. Anzac Day, or sporting fixtures, etc.) attended	Almost 90% of respondents attended the Anzac Service each year. Events (incl. rugby union, cricket, and children's sports) were also popular.
Most valued quality	Picnics at sports events, picnic shelters/ BBQ, walking, exercising, walking the dog, bike-riding, open space, oval, historic/ scenic vistas, playground, lake precinct, mature trees/ green space, War Memorial gardens, tennis courts, cricket nets.
Recreational spaces or facilities used the most	Ranked No.1 – lake precinct & surrounds (40%); Ranked No.2 – open grassed area (26%); Ranked No.3 – children's playground (19%).
Issues which should be addressed/ suggestions for improvements (ranked in order of importance by respondents):	1. address use of the grandstand by homeless people 2. improve park security/ camera surveillance 3. better management of trees/ replacement planting 4. improve quality of grass cover and weed maintenance 5. improve lighting on pathways/ footpath maintenance 6. proposed memorial space by the lake 7. better and more shelters over picnic tables 8. circuit exercise equipment along pathway 9. new shelter/ BBQ by the lake 10. community garden 11. poor quality of bicentennial plaques 12. improve sporting amenities 13. need for accessible toilet facilities 14. improve playground facilities 15. better traffic control (restrict vehicles on grassed areas) 16. more interpretive signage.
A proposal by Windsor District RSL Sub-Branch would create a permanent memorial, on western side of the lake. This memorial would be similar in size/scale to temporary structures set up each year for Anzac Day Dawn Service. Would you support this proposal?	a) The proposal received conditional support by 70% of respondents (YES = 19; Not sure = 6; NO = 2). b) 22% of respondents were unsure and raised concerns over the size, scale, aesthetics, potential impact on the lakeside setting, and potential for vandalism; 8% of respondents were opposed. One respondent, in a submission, wanted greater recognition of First Nation Peoples' resistance during the Frontier Wars. The Windsor Bowling and Sports Club wrote a letter in support of the proposal.

Many of the values and issues expressed by respondents are consistent with the findings of the McQuade Park PoM (2013) (**Table 5**).

Table 5: Community values (park setting and facilities) (PoM 2013)

Feature/ Facilities	Important	Neutral	Not Important
Pathways	16	0	0
Shade trees	16	0	0
Lake & surrounds	15	1	0
Memorial gardens	15	1	0
Litter bins	15	0	0
WW I memorial (incl. WWII honour lists)	14	2	0
Boer War memorial	14	1	1
Picnic/ BBQ facilities & seating	14	1	1
Park lighting	14	1	1
Open grassed areas	13	3	0
Scenic vistas	13	3	0
Historical information	13	3	0
McQuade Park Oval	13	3	0
Accessible public toilets	13	3	0
Park signage	13	3	0
Children's playground	12	3	1
Macquarie bronze statue (Chapeau)	12	2	2
Car parking areas	11	4	1
Bandstand/ rotunda	10	5	1
Don't Worry pitch	7	6	3
Bowling Club (not part of the park)	6	6	4
CWA building	6	4	6
Tennis courts	5	10	1
Cricket nets	5	8	3
Other – garden maintenance	1	0	0
Other – significant trees	1	0	0

Notably, key value preferences related to the passive recreational setting, the pedestrian linkages, and aesthetic/ environmental qualities, such as shade trees, memorial gardens, the ornamental lake (before the recent upgrade) and picnic facilities.

Public Exhibition

In accordance with the LG Act, the draft Plan of Management must be placed on public exhibition for a period of at least 28 days (four weeks). A further two weeks are provided for completion of written submissions.

The draft Plan of Management, as amended following public submissions and review, will be submitted to Council for adoption.

Issues and Opportunities

Memorial Services

The Windsor and District RSL Sub-Branch coordinates commemoration services within McQuade park. Historically, these have been conducted at the war memorials and gardens at the corner of Tebbutt Street and George Street. The large numbers of visitors attending commemorative services on Anzac Day and Remembrance Day (pre-COVID-19) is considered too large to be safely hosted in this area and requires temporary road closures. In recent years these services have been moved to the western side of the ornamental pond where crowds can be more easily managed. Temporary memorial structures, however, need to be erected and dismantled each time creating significant ongoing costs and logistical issues for organisers.

Windsor and District RSL Sub-Branch have been working on a proposal to formalise a memorial space in this location on the western side of the pond. The 2013 McQuade Park PoM (TABLE 7; Item B20) identified the following management objectives for relocation of commemorative services to the western side of the pond:

- To provide a safe, easily accessible space for large gatherings during commemorative services
- To protect local heritage values, the lake-side landscape setting and integrity of the memorial gardens
- To provide opportunities for multi-functional event space, retaining low-key character and visual quality.

The Management Actions also stated that the park's "open visual qualities, low-key character and key heritage values and vistas must be protected. Avoid introducing intrusive visual elements into this space. Continue consultation with RSL club and community."

The Windsor and District RSL lodged a Development Application in February 2016 for a new commemorative structure to be built 10 metres from the western edge of the ornamental pond. The proposed memorial structure included the following elements:

- A 4.5m radius semi-circular polished concrete slab abutting a 1x9 metre rectangular polished concrete slab. The step up onto the slab would be 15cm at the front and 45cm on the side facing the pond.
- On top of the slab, a rectangular stepped platform (3-tiered). The base platform would be 5 metres wide and overall height 1.015 metres.
- The top platform mounted with 3 X columns (each 3 metres in height)
- 3 X fixed flagpoles (5 metres in height) installed in the base platform.

The semi-circular base would cover an area of 46 square metres, and the central raised rectangular platform and steps would be 9 square metres in area. Overall, the three columns would rise to 4.015 metres in height. The Development Application was subsequently withdrawn due to new requirements for Crown Land arising from the Crown Land Management Act 2016. The RSL, however, are keen to progress the application in its current form. Figures 7, 8 and 9 show the proposed location and design of the memorial.



Figure 7: Proposed location of the memorial adjacent to the north western corner of the ornamental pond

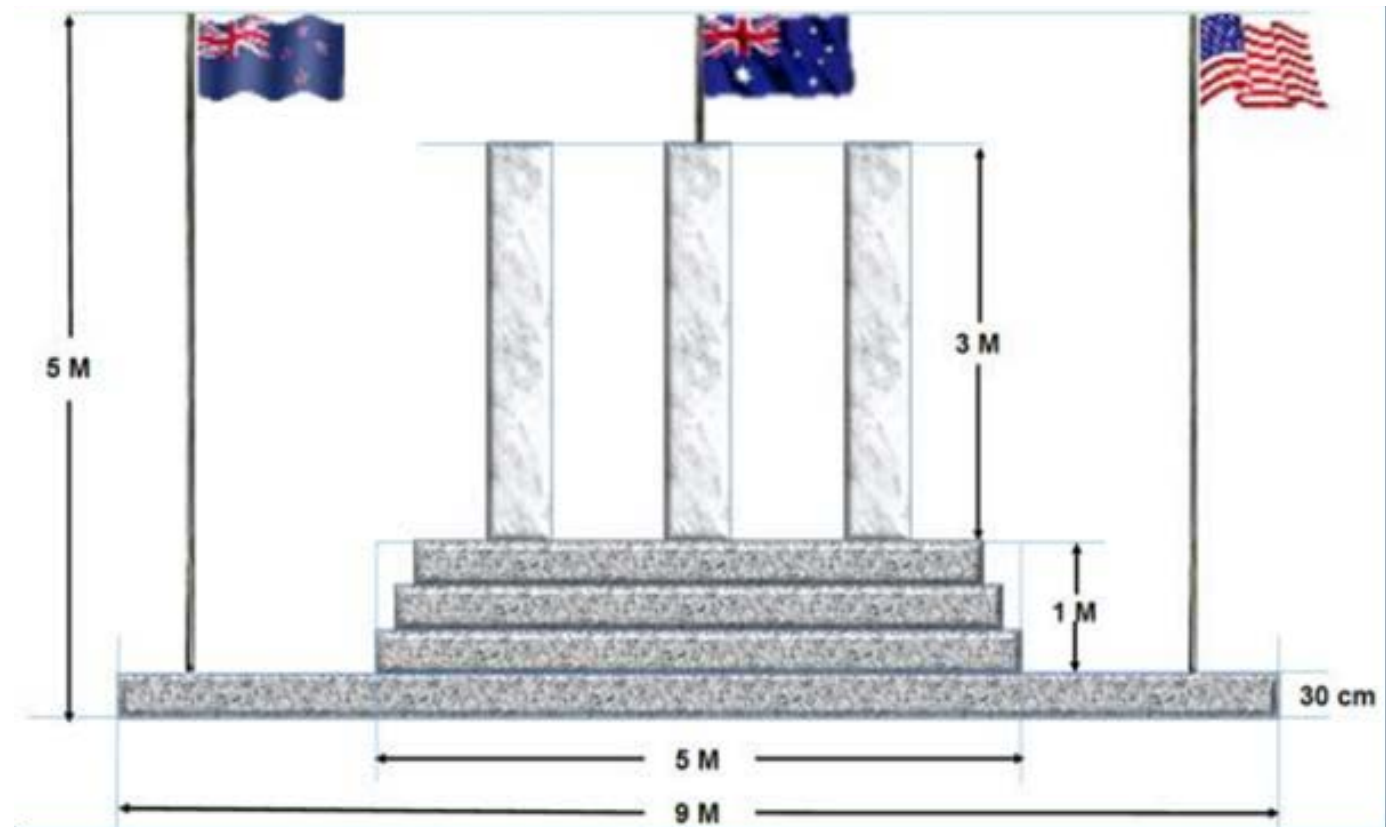


Figure 8: Design and Dimensions elevation plan for the proposed memorial
Source: (RSL Development Application 2017)

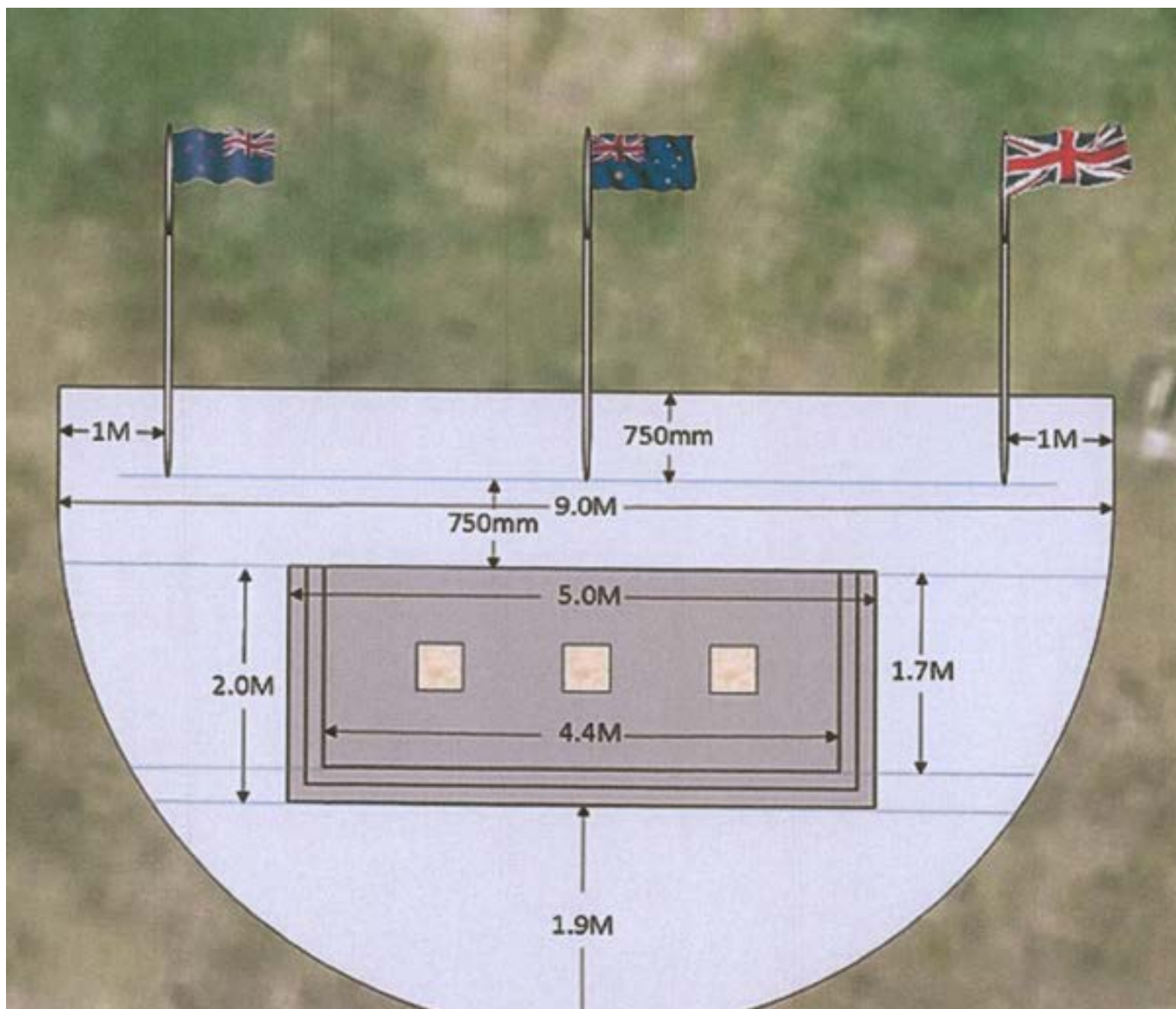


Figure 9: Design and Dimensions plan of proposed RSL Memorial – Birds-eye View

The Windsor and District RSL propose that the new commemorative area would be used for Services throughout the year including:

- April – ANZAC Day
- May – Boer War
- July – Korea Veterans
- August – Victory in the Pacific & Vietnam Veterans
- September – Battle for Australia
- November – Remembrance Day

Whilst there is some community support for the development of a permanent memorial on the western side of the ornamental pond, there are also some members of the community that are unsure or have concerns. Some of the concerns relate to the size, scale, aesthetics and potential impact on the lakeside setting.

Council's Heritage Advisory Committee have raised concerns regarding the necessity and appropriateness of a (*additional*) permanent war memorial in McQuade Park and note that further consideration of the matter is warranted when further details are available (meeting minutes 13/6/2019).

The McQuade Park Conservation Management Plan 2004 includes a number of policies that should be considered when reviewing the proposal. These include:

- B3 – Avoid introducing permanent monuments, memorials or artworks within McQuade Park that have no direct, compelling relevance to the site.
- B4 Enhance the south western corner of the Park with a passive recreational focus by planting with additional shade trees, the placement of which creates visual connections to the lake.
- B5 Enhance the Lake precinct with additional tree plantings and, where appropriate, related structures that complement its use as a major passive focus. Consider incorporating indigenous wetland species as a means of interpreting the earlier (Macquarie era) vegetation regime in this area.
- H1 Future development should be consistent with the significance of the open space character of the Park, the passive recreational aspects and the importance of the continuing use of the Park for sporting events.
- H2 New design for replacement structures should be of an appropriately high standard sympathetic to the context and subservient to the cultural significance of the place.

This upgraded Plan of Management considers that the current proposal is inconsistent with management objectives for McQuade Park due to the size, scale and visual intrusiveness on the park setting. In terms of key heritage vistas and quality of open spaces, the size and scale of proposed platforms and vertical elements, located within the view corridor, would have a significant detrimental impact on heritage values.

Hawkesbury City Council is committed to working with the Windsor RSL to ensure that large memorial services can continue within McQuade Park in a manner that is consistent with the objectives for the park. Council is willing to take on the role of storing and installing portable, temporary structures that are used for services and participate in the design of any new, permanent elements.

The design of any future proposal for a memorial at this location should:

- protect local heritage values and vistas
- protect the open visual quality and low-key character of the lake-side landscape setting
- be compatible with other passive recreation uses
- provide a safe, easily accessible space for large gatherings
- provide opportunities for multi-functional event space,
- continue to include removable elements
- be contemporary in nature
- address all viewing directions
- consider including gardens/vegetation to soften any harsh edges.
- consider incorporating removable elements to retain the open, uncluttered passive recreation character of this location
- exclude specific names of veterans
- honour veterans from all conflicts, including indigenous
- be designed by a heritage architect with experience in design of memorials
- be designed in consultation with Council staff and endorsed prior to formal Development Application stage
- be publicly exhibited extensively, giving the broader public the opportunity to comment on the proposal. The exhibited plans should be notified to all residents within 400m of the park, a notice in the local paper and a notice on the land advising of the proposal and exhibition period. The plans should be exhibited, and comments allowed to be received for a minimum 42 days to be consistent with the requirements for Plans of Management in the local Governmental Act.

In addition, any new memorial space should be used only for large events such as ANZAC Day and Remembrance Day, retaining the validity / significance of the existing Boar Memorial and World War 1 Memorial Gates

RECOMMENDATION: The design would need to be re-submitted for approval by Council in a modified form consistent with this upgraded Plan of Management.

Existing Memorial Park

It is important to retain the Boer War Memorial and WWI Memorial, situated in the memorial gardens, ensuring their significance is recognised and valued by the local community through continuing to hold commemorative services in this location. The formal group of five pruned Crepe Myrtles ((*Lagerstroemia indica*)), row of Washington Palms and Chinese Wisteria on the central pergola and pathway trellises contribute significantly to the aesthetic values of the gardens. The Hawkesbury Liveability Project identifies this memorial space as a key entry point to McQuade Park and recommends blurring the boundary of the Memorial Park with the rest of McQuade Park.

Behind the memorial gates and before the wisteria covered arbour, two historic field artillery guns have been on display for several years. One of these, a Krupp Rumanian 75mm Field Gun with restored timber-spoked wheels (Model 1904 Serial number 153) assembled in 1904, has been removed and replaced by another field gun as it is not suitable to expose the Krupp field gun to the elements. These field guns are not directly relevant to the history of McQuade Park but the individual significance of the Krupp gun, in particular, warrants protection and preservation measures.

Possible options to publicly display the Krupp field gun include:

- Display the field gun indoors at a public facility such as the Hawkesbury Regional Museum or foyer of the Windsor Library/Gallery.
- Build an extension onto the Tennis Court Building to display/ house the artillery gun.

Alterations to the Memorial gardens would likely have a significant negative impact on the spatial quality and reflective space in this heritage precinct (including the Boer War Memorial) and garden. An addition to the tennis court building would reduce the size of the memorial garden with construction of a new building in this space. The 'memorial shed' (an extension to the tennis court building to house artillery guns) is an unnecessary addition to this heritage space. Options may exist to permanently house the guns off-site.

Recommendation: It is recommended that the low-key character and quiet solitude of the heritage memorial precinct be protected. It is recommended to continue negotiations for housing the Krupp gun off-site at the Hawkesbury Regional Museum, or an alternative site.

Sporting Facilities

Since 1992 Hawkesbury City Council has delegated care, control, management, and development of sporting facilities to the Hawkesbury Sports Council so that decisions regarding resource allocation for sports facilities are made by the sporting public. Hawkesbury City Council provides the Sports Council with an annual budget. The Sports Council collects and retains all hire fees, applies for any available grants, and employs its own contractors to carry out maintenance of facilities. The Hawkesbury Sports Council manages the McQuade Oval, Don't Worry Oval and the cricket nets.

McQuade Oval is one of the most heavily booked grounds in the district. It is used extensively for competition rugby union games (daytime and evening) in winter, rugby training throughout the year, cricket in summer, school sports and cross-country events (including St Matthew's Public School and Windsor Primary School), personal training (health and fitness) up to 3-4 classes per day, and casual hirers (e.g. AFL AUSAUSKICK). McQuade Oval also hosts two event days each year including "Back to Hawkesbury Day". Floodlighting to the oval was upgraded in 2020 to over 100 lux casa compliant LEDs to allow rugby night competition games, particularly for the growing age category of over 35-years. On rugby days, 4-5 grades may play on the Oval (up to 250-300 people may use the area at these times).

Key issues affecting use of McQuade Oval include:

- Currently the distance from goal line to picket fence is only 4 metres and should be a minimum of 15 metres for adequate safety. This is a key issue requiring considerable modification of the oval layout, including options to raise the level of the oval, and extend/ re-align the boundary fence further to the west. These modifications would improve access between the oval and grandstand, amenities and playground, help to address erosion issues, increase subsoil depth over old velodrome hardstand, and provide better pedestrian connectivity and potentially a shared bike-path linkage via the “pinch-point” next to the Bowling Club. It would also minimise risk of ongoing damage to Bowling Club’s solar panels.
- The area in front of the grandstand is eroding and quality of materials and finishes present poorly. The current Crown Grant Funding could be used in this area to include: removal of old log retaining walls and concrete steps, and replacement with terraced brick seating walls (up to 450mm HT) and brick paving/ ramped access to the oval, grandstand, and adjoining facilities/ amenities. Wall finishes should include bullnose coping to terraced walls consistent with Inter-War period construction (type/ colour of bricks).
- Recently installed large rough-cut sandstone blocks on adjacent slope are not consistent with other park materials and finishes (Inter-War period heritage elements). They add further layers of unrelated elements to the park and should be replaced.
- The change-rooms are small and need upgrading to accommodate the large number of players, particularly on rugby weekends.
- The separate amenities block with canteen/ storage area and single toilets are open for games only. The amenities block could be extended to provide additional change-rooms and public toilets.
- Storage shed on western side of Oval should be demolished and equipment relocated to existing amenities block (including items such as cricket roller).
- Graded and formalised access for the roller could be provided between amenities block/ storage area and Oval.
- Cricket nets should be relocated closer to Don’t Worry Oval, potentially to the west of the oval (21 metres practice net + 20 metres run-up on concrete/ synthetic turf base). An option for vandal-resistant retractable cricket nets would allow greater flexibility for other user groups when not in use.
- Irrigation System requires upgrading as it is a very old asbestos mains system to main oval and there are very few sprinkler points to the rest of the turf areas.
- The fence surrounding the oval, constructed in 1999, requires cleaning / repairs to improve visual amenity.

The exterior finishes of the existing Inter-war period grandstand, built in 1937, are in good condition. The building is of local heritage significance and has an ongoing program of building maintenance works and refurbishment. The addition of an adjacent brick amenities block, constructed in 2006, is located within a concrete hardstand area next to the grandstand. Unfortunately, the amenities building has an off-set alignment with the grandstand and shares no contextual relationship with this older building. The vandal-resistant metal-barred windows and roller-shutter doors serve a functional role but detract from the visual and aesthetic quality of this space. There is no landscaping to screen, filter or soften the bulk of this building and hardstand. Any upgrade/additions to the existing amenities block should address these heritage issues, preferably with the involvement of a Heritage Architect. All works should be sensitive to the park’s outstanding heritage values and include measures to protect significant trees and to provide a quality landscape setting.

Although located next to McQuade Oval and a popular children’s playground, the amenities block is locked during daylight hours on most days. This playground is “heavily utilised by sporting spectators and families attending both Windsor P.S. and St. Matthews P.S” (Neal, A., pers. comm., 2013). It is recommended that the amenities block should be unlocked during daylight hours or signs installed to re-direct the public to nearby amenities (near the tennis court or in the Bowling Club).

This sports precinct, including the grandstand, forecourt and hardstand areas, the amenities block, and children’s playground require an integrated design solution based on an appropriate level of grant funding (possibly staged for each of these items). This integrated approach should also address the many complaints by respondents over security of the grandstand and finding a socially responsible solution to homeless accommodation. Council should investigate options.

Don’t Worry Oval (pitch) is used as an overflow area for McQuade Oval. This pitch is used for rugby weekends (usually opposing teams use the space for warm up), cricket, and health and fitness groups. As the number of players increases, further pressure is being placed on this area.

Key issues affecting use of Don't Worry Oval include:

- This oval is currently under-utilized. Improvements such as better lighting would provide greater flexibility for rugby, cricket, and other user groups (i.e. re-activation of the space).
- Upgrade floodlighting (target minimum 80 LUX/ 100 LUX is preferable) to improve options for night use and provide more flexibility for players. Lighting for training (including new poles) is likely to cost up to \$100,000.
- The field slopes significantly in the south eastern section and Sports Council have suggested filling this area to improve the functionality of the field for sport.

The two cricket practice nets (including synthetic turf pitch and chain mesh fencing) are in good condition and they remain popular fixtures with the local community. However, these practice nets are poorly located with no consideration of their impact on visual quality and relationship with historic vistas. The cricket nets and adjacent storage room/ facilities should be relocated (see above discussion).



Photo 12: Slope between grandstand and oval showing erosion and poor seating options – refer to proposed works (3/02/2020).



Photo 13: Cricket nets and storage shed need to be relocated – refer to options for proposed works. (2/12/2019).



Photo 14: McQuade Oval and Bowling Club “pinch-point” – see options for future upgrade of oval and linkages (29/05/2020).



Photo 15: Existing children's playground should be upgraded to regional playground as part of park re-activation strategy (3/02/2020).



Photo 16: Upgrade to car park next to Bowling Club – shade tree planting in bays should have been integrated into design (2/12/2019).



Photo 17: Maintenance service access and stockpiling/ dumping along boundary to Bowling Club need be addressed (29/05/2020).

Windsor Bowling and Sports Club Precinct

The Windsor Bowling and Sports Club grounds are not part of McQuade Park managed by Hawkesbury City Council, however patrons to the club use the park's off street car park for parking and the club requires access through the park to maintain their greens. The off off-street carparking area (recently upgraded/ re-sealed) caters for large numbers of visitors (up to 150 people on special occasions). The Bowling Club raised the following issues:

- Safe entry into and exit out of the carparking area continues to be compromised by the mature row (screen planting) of Oleanders (*Nerium oleander*) along the George Street boundary to the park. These multi-stemmed shrubs need to be removed and replaced with suitable tree planting which maintain adequate sight-distance for motorists (see URBIS street tree planting proposal for George Street).
- Need to maintain amenities block next to the club for visitors (including tourist buses). On busy days, the Club allows visitors/ tourist buses to use their toilet facilities.
- The Bowling Club canvassed the option to expand their footprint by replacing the existing tennis courts (located within McQuade Park) with an additional synthetic green. At this stage, the Club is unable to fund this proposal. This option however would be a significant encroachment on the Crown reserve (McQuade Park) and not consistent with the principles of Crown reserve management for broad community access and use.
- Concerns were raised by the Club over ongoing damage to roof-top solar panels due to cricket balls and footballs. The Club suggested installing a high chain mesh fence along the boundary (also see option to extend/ re-align the oval boundary fence and playing field further to the west).
- Council raised a key issue over stockpiling of materials and the unkempt nature of the Bowling Club's western boundary and interface with the park. The Club requires access off Tebbutt Street to a locked storage shed (stored tools and herbicides/ chemicals) and bobcat access for soil delivery to a side-gate and storage bin. At present the contracted greenkeeper dumps (stockpiles) all lawn clippings within the Park's boundary. The Club needs to ensure that all lawn clippings and other waste are removed from the Park and that the area along this boundary is kept free of any storage materials.
- The screen planting of Oleanders (*Nerium oleander*) along the boundary (within the park) should be removed and replaced with suitable small tree planting. This planting should not cast shade onto the greens.
- The access off Tebbutt Street to the storage shed and side-gate (soil storage bin) needs to be retained and considered in future landscape designs for this area. The access will need to consider improving connectivity for pedestrians between Tebbutt Street and children's play area and the rotunda. Works should consider service access along boundary to Bowling Club (storage shed and soil storage bin), and separate entry bollards and brick paved pathway (consistent with finishes near grandstand) linking to children's play area and rotunda.
- The Bowling Club requested that the internal road access (from Moses Street to the George Street carparking area) be kept open to the public and upgraded/ re-sealed (including widening)
- Additional parking within McQuade Park was also suggested.

The George Street carparking area caters to Bowling Club patrons and visitors using the park's open spaces and range of sporting, social and recreational facilities, including the tennis courts and CWA cottage. The carparking area also provides delivery access to the Bowling Club. Although the Club is not part of this Plan of Management it physically takes up a large parcel of land within the broader park perimeter and provides a major recreational and social focus within this space. The Club's facilities include a licensed bar/ bistro, entertainment area, amenities and two bowling greens.

The PoM (2013) identified the need for an urgent upgrade of this carparking area. It was in very poor condition with partial bitumen seal, large potholes, uneven surfaces, and poorly defined parking bays. Construction works including a sealed bitumen carparking area, provision for parking bays, and pedestrian connections were completed in 2016. Allowance however should have been provided for shade trees within the carparking area (i.e. setting aside some car parking bays) rather than simply an expansive hardstand which creates an intense heat-island effect over the summer months.

Ornamental Pond and Proposed Water Quality (WSUD) Improvements

Stormwater management issues continue to impact water quality in the ornamental pond. Two existing sub-surface drains feed directly into the pond from surrounding roadways and discharge high sediment loads, nutrients and pollutants including heavy metals:

- Large concrete pipe (300mm diameter) collects run-off from McQuade Oval and adjacent roads, including Moses Street and part of Tebbutt Street. This pipe feeds into the drainage pit on the northern side of the internal road near the concrete stream race and fountain.
- A smaller PVC pipe (100mm diameter) collects surface run-off from the car parking area next to the Bowling Club (off George Street).
- Opportunities for introducing water-sensitive urban design (WSUD) and devices to trap gross pollutants.

Although options for reducing run-off in the smaller pipe may be limited at this stage, the larger pipe outlet could feed into an excavated and grassed drainage swale (detention basin). This 'dry pond' solution would reduce peak flow velocities during storm events but not reduce sedimentation or pollutants entering the lake.

A further option would be construction of a retention basin or periodically 'wet pond'/ wetland or rain garden with biofiltration using suitable native plant species (macrophytes). This approach would have additional water quality benefits reducing sedimentation, pollutants/ nutrients and heavy metals entering the ornamental pond. The location has only limited space due to surrounding profiles and substantial earthworks would be required to create a detention basin/ biofiltration. In-ground gross pollutant traps (GPTs) should also be considered for collection of plastics, larger litter (i.e. visual contaminants) with options for screening and pre-treatment of oil and sediment loadings before reaching wetland biofilters. Alternatively, install 'Enviropod' litter traps at collection points on roadways and carparking areas. Safety enclosures would also need to be installed for a retention basin and wetland system (i.e. periodically wet or waterlogged).

It should be noted that the concrete water race is an integral component of the original design and heritage item (local heritage). Therefore, any WSUD would need to be installed on the northern side of the roadway. It is recommended that prior to the commencement of any works, water quality testing and analysis should be initiated to establish base line data for the lake. Results should be taken over time and review trends.

Upgrade of Central Internal Road Link Within the Park

The existing internal road provides a cross-park linkage between George Street/ car parking area (eastern boundary) and Moses Street (west boundary). The road divides the lower and upper portions of the park and was originally designed to provide all-weather access through the park. The Park Committee's report in 1874 stated that this central road was constructed across the end of the waterhole – an area described formerly as a 'bog' and adjacent to another waterhole 'of good dimensions' [the present lake] (Morris, et al., p.21, 2004).

The roadway is visually defined by an informal avenue of planted mixed Ironbarks (*Eucalyptus spp.*). A low post and rail fence and bollards only partially restrict traffic movement onto the adjacent grassed areas. The roadway creates a division within the park's open spaces but also serves to provide ready access to the centre of the park. Importantly, emergency vehicles may need access at times. The bitumen surface however has deteriorated significantly. Erosion along the road edges, potholes and variable quality of street lighting have further contributed to community concerns over whether this road should be retained and upgraded, or closed, or partially closed. The following options were raised in the 2013 PoM:

- Retain status quo
- Restrict public access (as a thoroughfare)
- Retain only as a (park) service/ emergency vehicle road.

The 2013 PoM suggested investigating options including liaison with traffic authorities and emergency services with a view to closing the road to through traffic (i.e. no public access) or narrowing of the roadway, installation of speed humps and speed limits (10 kph) to reduce speed. These measures are effective in other similar parks (e.g. Governor Phillip Park, Palm Beach).

A key issue raised in the community engagement process and URBIS proposal (2020) relates to opportunities for re-activation of the park. McQuade Park is predominantly utilised only around its perimeter, apart from the Pond precinct and Oval. The central internal road corridor may provide an opportunity to re-activate the central western core of the park. This upgraded PoM recommends:

- Retain and upgrade road connection and maintenance within the park
- Introduce traffic calming devices along roadway to reduce speed
- Upgrade lighting and facilities infrastructure
- Integrate with proposed activities/ facilities (including fitness stations and option for a mobile/ 'pop-up' kiosk or café with some seating and parking (adjacent to the roadway), subject to decision regarding re-activation of the CWA building with a café/ alfresco dining.

Tree Management (Audit), Risk Assessment and Commemorative Plaques

Many of the park's trees appear to be in poor health and condition following years of severe drought and recent storm damage. The current La Nina event however has brought significant rainfall over recent months, and many trees are showing new vigour and recovery (at least in the shorter term). A Tree Audit and Risk Assessment Report is recommended for all trees within the park. This report would establish a detailed assessment of health and condition of all trees, and provide specific recommendations, and staging of actions.

Notably, open vistas and historic views across the park from St. Matthew's Anglican Church to the lake are interrupted and obscured by various layers of tree planting introduced since the Inter-War or Post-War periods, and the Bicentennial Pioneers project (1794-1994), the latter including installation of a plaque with each tree. The central avenue of mature Camphor Laurels (*Cinnamomum camphora*) appear to be in declining health with extensive die-back occurring in many of the trees following the most recent drought. These trees provide little environmental, habitat or heritage value, and visually they are disjunctive elements, obscuring the historic open vistas across the park. *C. camphora* is also a highly invasive coloniser and environmental weed species. This PoM recommends removal of the ageing and senescent Camphor Laurel avenue, subject to consent from the Heritage Council.

Bicentennial planting (1794-1994), including dominant Broad-leaved Paperbarks (*Melaleuca quinquenervia*), additional Camphor Laurels (*Cinnamomum camphora*), Kurrajong (*Brachychiton populneus*), Brush Box (*Lophostemon confertus*), and other species, were planted as informal groups at the northern, middle and southern ends of the Camphor Laurel avenue and within surrounding grassed areas. Many of these younger trees however are within the historic view corridor. This upgraded PoM recommends selective removal of the Broad-leaved Paperbarks (*Melaleuca quinquenervia*) in this location. No additional/ replacement planting is proposed. Historic open vistas are to be re-established and maintained with an appropriate tree management and selective pruning regime.

Following completion of these works, and relocation of the cricket nets, and removal of the storage shed, it is proposed that a connecting pathway be constructed between the Governor Macquarie monument and the Lake precinct.

Each planted tree commemorating the district's colonial pioneering families has a plaque mounted on a small concrete plinth or chamfered CCA-treated pine log. The tree planting and plaques can be found throughout the park, but mainly within existing perimeter planting, the Oval area and Lake precinct. Each was sponsored by family descendants of the early pioneers. The recent park inventory (**Table 2**) identified approximately thirty-one (31) treated pine plinths (with or without name plates) and twenty-five (25) concrete plinths (with or without name plates). These plaques are in very poor condition and they require a high level of ongoing maintenance (i.e. mowing and edging around each of these fixtures and trees). In addition, they are visually obtrusive elements in the park, and they pose a safety risk to the public. It appears that some plaques have been removed or lost over the intervening decades.



Photo 18: Avenue of Camphor Laurels (*Cinnamomum camphora*) showing extensive crown die-back/ decline in most trees (11/06/2020).

This upgraded PoM recommends removal of all in-situ commemorative plaques and installation of new family plaques on the low walls of the Governor Macquarie monument, or alternatively installation of a single larger plaque with all the family names recorded from the Bicentennial project. Interpretative information should be provided at this monument, as part of the Heritage Trail, acknowledging Country, the traditional custodians – the Darug people, and pioneering families in the Hawkesbury area.

Country Women's Association (CWA) health centre and proposed upgrade (including re-activation as a café/ alfresco dining space)

The Country Women's Association (CWA) health centre and meeting hall, an Inter-war period brick cottage (c.1938) has local heritage significance (CMP 2004). The building, located on George Street, immediately south of the car parking area appears to be in good condition.

The CWA meet each Tuesday for sewing and quilting activities and rent a room to Hawkesbury Community Health which operated a Baby Health Clinic each Monday. Other users include U3A for sewing on every second Friday and Hawkesbury Eisteddfod twice a year. All fees collected pay for electricity usage or donated to charity. The CWA have received grants for improvements to the building such as the latest kitchen renovation.

The austere character of the building, its functional fencing, walls and garden provide little aesthetic value to the park. Although delineation of boundaries may be a response to past vandalism, this approach reinforces a perception of 'private space' within a public park.

The 2013 PoM noted that the CWA building and location offer significant opportunities for broader integration and engagement with the park and user groups. The Hawkesbury Vibrant Towns and Villages Liveability project, identified this location as being suitable for adaptive re-use, including a visitor information centre, interpretation centre and/or bike hire. Part of the building could be retained for existing CWA uses and functions.

The CWA, however, have some concerns regarding the compatibility of these proposals with their existing use of the building. Concerns are centred around security and the need to retain exclusive use of areas such as sewing rooms and kitchen.

Some potential improvements could include an extension toward the rear garden with decking to provide an outdoor café/ kiosk with elevated views over the lake precinct. These facilities could be leased, potentially generating an important source of funding for both the CWA and the park.

Council has recently prepared plans for an upgrade of the existing CWA building (FIGURE 7). These works include improved accessibility with new front and rear entry ramps, rear deck extension and accessible bathroom, and internal upgrades of the main dining/ meeting room, kitchen, and storage areas.

Key design principles relating to the five precincts of McQuade Park are included below:

Improve Park Connectivity

- Create a system of heritage trails within the park and linking to other key points in Windsor town centre and environs
- Establish an east-west pedestrian pathway with tree avenue as the main axis of the park (3-5m wide), including removal of vehicular access (see previous discussion in this section regarding retention of central roadway and upgrade)
- Provide north-south pedestrian path connection between George Street to Moses Street, including a 'natural trail' along swale garden (2 - 4m)
- These two main axes are connected via a jogging track weaving around the park & lakeside with a series of destination stops/ fitness pods or exercise stations (1.2- 2m wide).

The community engagement process confirmed that Heritage Trail Connections, including McQuade Park as a key destination, would be highly valued. The strategy aims for broader connectivity for pedestrians/ joggers, however, most of the 're-activation' of spaces remains peripheral and focussed along edges of the park. The exclusion of vehicular access along the central internal roadway may seriously limit options for re-activating the central core of the park. An opportunity exists to improve pedestrian access between the Bowling Club and Oval (linking to Tebbutt Street). Refer to previous discussion for McQuade Oval.

Lakeside Precinct – An Active Cultural Heart

- Medium size event space (less than 5,000), cultural performances and festivals
- Adaptive reuse of the CWA building (see previous discussion) as part of a new forecourt plaza and local landmark/entrance statement to Windsor – opportunities for café/ alfresco dining, and events (e.g. Rhodes Community Precinct and Centennial Park Homestead)
- 'Gateway' public art/ sculpture and landscape planting, including upgraded 'arrival signage'.

Memorial Park

URBIS suggested the following changes to this area:

- Blur the existing boundaries of the Memorial Park
- Provide improved pedestrian connectivity within the park, creating a narrative through heritage trail interpretation, and linking to a proposed 'memorial shed' housing heritage artillery guns
- Enhanced streetscape with wider footpaths, street furniture, lighting, and improved planting (proposed boulevard along George Street).

It is recommended that the low-key character and quiet solitude of the heritage memorial precinct be protected.

Sporting oval, children's playground & Bowling Club: active recreational hub

1. Retain Oval & Grandstand for weekly sporting games etc.
2. Upgrade existing playground near Tebbutt Street with bespoke play equipment, and sensory garden, responding to needs from adjacent schools and as a regional destination.
3. Integrate heritage rotunda.

Community engagement highlighted the need for upgrading the children's play area to a regional facility (including play equipment, shade structures and soft-fall areas). Pedestrian access and linkages between Tebbutt Street and the play area, amenities and grandstand need to be upgraded (see previous discussion).

Consultation with Hawkesbury Sports Council has identified key areas for improvement of facilities (see previous discussion).

Don't Worry Oval: sports, walking trail/outdoor fitness, cricket

URBIS recommended enhancing activity around Don't Worry Oval:

- Address the existing memorial as a forecourt to response to adjacent Church and cemetery in Mosses Street
- Upgrade lighting to field
- Activate park edge with jogging track and all age fitness stations for recreation along Moses Street
- Retain Don't Worry Oval for sports
- Mitigate stormwater issues with WSUD
- Install art features.

Consultation with the Sports Council has identified key areas for improvement of Don't Worry Oval, including lighting/ amenities to enhance use of this training field (see previous discussion). This upgraded PoM also recommends re-activation of the Governor Macquarie memorial space including installation of pioneer family plaque(s), stormwater management (WSUD) and proposed upgrade of the jogging track with fitness stations/exercise 'pods' and art works/ sculptures.

Hawkesbury Valley Way passive lawn: jogging/ walking trail, semi-private space, event space

- Retain lawn area with clusters of trees and pop up café/kiosk for passive recreation and opportunity for semi-private space to host small gatherings and picnics

This passive space is likely to remain under-utilised if the central internal road is closed to vehicular traffic. This upgraded PoM however recommends retaining and upgrading the existing roadway, lighting, and maintenance, including reinstatement of lawn in this area.

An elevated site (next to the roadway and a grove of immature *Corymbia citriodora*) offers commanding vistas over the ornamental pond and environs. It is also located outside the view corridor between St. Matthew's Anglican Church and the pond. Services are available to the site (water, sewer, stormwater). It has easy vehicular access and space for parking. This central location also offers potential connectivity with the jogging track/fitness circuit and other sporting activities on adjacent 'Don't Worry Oval'. Pedestrian linkages should also be improved for visitors approaching the park from the corner of Hawkesbury Valley Way and Moses Street intersection.

Relevant extracts from the *Masterplan and Public Domain – Hawkesbruy Livability Project* (2020) document that are relevant to McQuade Park are shown in **Appendix IV**.

Management Strategies

Vision Statement

The following statement provides a vision for McQuade Park and the basis for establishing desired outcomes:

“To ensure appropriate protection, conservation and sustainable management of the park’s cultural landscape setting, State heritage significance, and social, cultural and recreational values in accordance with the objectives of Crown Land management for the benefit of the broader community and for future generations”.

Objectives

This section of the Plan of Management provides a framework for implementing management strategies as follows:

1. Establish core objectives for land categories in accordance with section 3.23(5) of the Crown Land Management Act 2016 (CLM Act) and Local Government Act (LG Act).
2. Specify permissible uses on the Crown reserve and provide ‘express authorisation’ for any future leases and licences.
3. Develop an action plan for implementation of core objectives and management strategies (i.e. desired outcomes), specify performance targets to assess and monitor strategies, and assign directions and priorities (spanning the next 5–10 years).
4. Prepare a Landscape Masterplan.

Assigned Categories and Core Objectives

Core objectives for management of community land, are summaries in the following table according to the category of land.

Table 6: Core Objectives

Category	Core Objective
Park	to encourage, promote and facilitate recreational, cultural, social, and educational pastimes and activities, and to provide for passive recreational activities or pastimes and for the casual playing of games, and to improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.
Sportsground	to encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games, and to ensure that such activities are managed having regard to any adverse impact on nearby residences.
Area of Cultural Significance	<p>The core objectives for management of community land categorised as an area of cultural significance are to retain and enhance the cultural significance of the area (namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance) for past, present or future generations by the active use of conservation methods.</p> <p>Those conservation methods may include any or, all, of the following methods: the continuous protective care and maintenance of the physical material of the land or of the context and setting of the area of cultural significance, the restoration of the land, that is, the returning of the existing physical material of the land to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material, the reconstruction of the land, that is, the returning of the land as nearly as possible to a known earlier state, the adaptive reuse of the land, that is, the enhancement or reinforcement of the cultural significance of the land by the introduction of sympathetic alterations or additions to allow compatible uses (that is, uses that involve no changes to the cultural significance of the physical material of the area, or uses that involve changes that are substantially reversible or changes that require a minimum impact), the preservation of the land, that is, the maintenance of the physical material of the land in its existing state and the retardation of deterioration of the land.</p> <p>A reference in subsection (2) to land includes a reference to any buildings erected on the land.</p>

Permissible Uses

Permissible uses of Crown reserves are required to align both with the reserve purpose and the core objectives of the assigned categorisation. A statement of permissible purposes and intensity of use will be closely related to any authorisation of tenure that Council includes in a plan.

Section 36 (3A) (b) of the LG Act requires that a site-specific Plan of Management must specify:

1. purposes for which the land, and any such buildings or improvements, will be permitted to be used.
2. purposes for which any further development of the land will be permitted, whether under lease or licence or otherwise.
3. describe the scale and intensity of any such permitted use or development.

Development proposals, permissible uses and activities, leases/ licences, and management practices must be consistent with:

- Crown reserve purpose: 'Public Recreation' and assigned categories and core objectives.
- The park's State heritage significance (State Heritage listing)
- Protection of historic cultural setting, visual quality, open landscape character, commemorative, cultural and sporting values
- Maintaining diversity and quality of historic cultural setting, recreational, sporting, and community uses and activities
- Ensuring public accessibility, safety, connectivity, equity, and broad community use (including disabled access)
- Providing opportunities for broader multiple uses and adaptive re-use of existing infrastructure
- Promoting improved water quality in the lake and WSUD principles
- Facilitation of programs in community education and interpretation of heritage values including the Heritage Trail Network and Revitalisation of Windsor Town Centre (George Street).

On Crown land, Native title rights and interests must be considered unless:

- Native title has been extinguished; or
- Native title has been surrendered; or
- Determined by a court to no longer exist.

Some examples of acts which may affect native title on Crown land or Crown reserves managed by Council include:

- The construction of new buildings and other facilities such as toilet blocks, walking tracks, tennis courts, grandstands and barbecues
- The construction of extensions to existing buildings
- The construction of new roads or tracks
- Installation of infrastructure such as powerlines, sewerage pipes, etc.
- The creation of an easement
- The issue of a lease or licence
- The undertaking of major earthworks.

When proposing any act that may affect native title on Crown land or Crown reserves the act must be authorised through Part 2 Division 3 of the Native Title Act 1993.

Where it is proposed to construct or establish a public work on reserved or dedicated Crown land, where native title is not extinguished, prior to approval Council will notify and give an opportunity to comment, any representative Aboriginal/Torres Strait Islander bodies, registered native title bodies corporate and registered native title claimants in relation to the land or waters covered by the reservation or lease as required under the Native Title Act 1993.

Any leases, licences, easements and other estates on crown land (a use agreement) may impact native title rights and interests.

Any use agreement issues on Crown land must be issued in accordance with the future act provisions of the Native Title Act 1993 and in accordance with Part 8 of the Crown Land Management Act 2016 unless native title is extinguished.

For Crown land which is not excluded land this will require written advice of one of Council's native title managers that it complies with any applicable provisions of the native title legislation.

Express Authorisation of Tenure

A lease or licence may be granted, in accordance with an express authorisation by this Plan of Management, providing the lease or licence is in accordance with the key principles of granting tenure over Crown land. Express authorisation allows Council to lawfully issue a tenure on the reserve. If Council has not clearly stated the intent to issue tenure on the reserve in the Plan of Management, then the tenure cannot be considered lawfully issued. Generally, express authorisation of leases or licences should cover:

1. Type of arrangement authorised – that is, Council may authorise leases and/or licences.
2. Land or facilities to be covered – that is, Council may allow leases and/or licences on all or some of the land and facilities.
3. Purpose for which tenure will be granted – Council may choose to allow leasing for community purposes, business purposes, or more limited purposes such as sports or childcare facilities.
4. Proposed term of the tenure – this can be broken down into short-term, or long term, or specify a term in years.

The Crown land manager “must ensure that all leases or licences over the Crown reserve that the manager grants include a provision that requires their holders to comply with the requirements of any Plan of Management in force for the land from time to time that are relevant to the holders’ use or occupation of the land” (CLM Act 2016, 3.36 (3) (c)). Authorisation must be consistent with reserve purpose. See Action Plan –for details.

Action Plan

The Action Plan (**Table 7**) contains sub-headings identifying desired outcomes and core objectives. The table is further divided into the following columns:

- Performance targets or management objectives (column 1)
- Item or reference number (column 2)
- Management actions or means of achievement (column 3)
- Means of assessment of the actions (column 4)
- Priority ranking for each management action (column 5).

Performance Targets (management objectives)

The desired outcomes and core objectives for McQuade Park have guided the development of *performance targets* in the Action Plan.

Item Number

Each action is assigned an item number based on the desired outcomes.

Management Actions (means of achievement)

The performance targets provide the framework for developing management actions or the means of achievement.

Means of Assessment (of the actions)

The Action Plan establishes a system of checks and balances to assess actions in relation to

performance (i.e. *means of assessment*).

Priorities

Priorities for each management action are assigned according to relative importance – very high, high, medium, or low. It is envisaged that actions will be addressed on a priority basis, by the Policy and Services Unit responsible, and in accordance with the means of assessment as follows:

1 = VERY HIGH

2 = HIGH

3 = MEDIUM

4 = LOW

Capital Works Program

Priorities and opinions of probable construction costs (based on the Landscape Masterplan) are provided in the capital works program (**Table 8**). Opinion of Probable Landscape Construction Costs should be considered as indicative only and provided for budgeting purposes in relation to government funding applications.

Landscape Masterplan

The Landscape Masterplan identifies key management actions to be implemented throughout the 5–10 year capital works program, subject to funding (**Figure 11**).

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
Table 7: McQuade Park Action Plan Desired Outcome: To establish an appropriate management framework and guidelines for assessing development, land uses, activities, leases, licences, and other estate. Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).				
Guiding legislation: To ensure the park's planning and management are in accordance with relevant legislation and policy.	A1	Implement actions identified in this upgraded Plan of Management in accordance with the Crown Land Management Act 2016 (CLM Act), Local Government Act 1993 (LG Act), Commonwealth Native Title Act 1993 (NT Act), Heritage Act 1977, and all other relevant legislation and policy including Council's Liveability Project – Vibrant Towns & Villages – Revitalising Windsor Town Centre.	Adoption of Plan of Management. Level of implementation over 5–10 years.	High Ongoing
Future development, land uses and activities: To protect the park's State heritage significance, cultural setting, and other identified values from inappropriate uses, activities, and development. To promote the park's role as a broadly accessible, equitable, and safe community asset. To protect the open visual character, its historic landscape setting and significant relationship with St. Matthew's Church group. To actively engage with the community to protect, manage and enhance the park for the community's benefit and for future generations. To improve access, circulation, and connectivity. To protect the park from incremental negative impacts and introduction of unsympathetic elements. To ensure that development proposals will have a net positive benefit in relation to identified values. To improve visitor education and interpretation.	A2	Development proposals, permissible uses and activities, leases/licences, and management practices must be consistent with: <ul style="list-style-type: none"> • Crown reserve purpose: 'Public Recreation' and assigned categories and core objectives. • The park's State heritage significance (State Heritage listing) • Protection of historic cultural setting, visual quality, open landscape character, commemorative, cultural and sporting values • Maintaining diversity and quality of historic cultural setting, recreational, sporting, and community uses and activities • Ensuring public accessibility, safety, connectivity, equity, and broad community use (including disabled access) • Providing opportunities for broader multiple uses and adaptive re-use of existing infrastructure • Promoting improved water quality in the lake and WSUD principles • Facilitation of programs in community education and interpretation of heritage values including the Heritage Trail Network and Revitalisation of Windsor Town Centre (George Street). Development proposals, uses and activities which may directly or indirectly threaten or adversely impact any key value(s) of historic heritage significance, landscape and cultural setting, aesthetic, visual, social, cultural or recreational values as identified in this Plan of Management are not permissible.	Adoption of Plan of Management. Level of implementation over 5–10 years. Number and % of proposed developments that address and adhere to development guidelines. Measure trends over time.	High Ongoing

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
To protect key values and significance in accordance with the CMP, listing on the State Heritage Register and this Plan of Management.	A3	Development proposals, uses and activities which may directly or indirectly threaten or adversely impact any key value(s) of historic heritage significance, landscape and cultural setting, aesthetic, visual, social, cultural or recreational values as identified in this Plan of Management are not permissible.	Adoption of Plan of Management. Level of implementation over 5-10 years. Number and % of proposed developments that address and adhere to development guidelines. Measure trends over time.	Ongoing
<p>Desired Outcome: To establish an appropriate management framework and guidelines for assessing development, land uses, activities, leases, licences, and other estate.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
To permit appropriate maintenance and development of the park and its community, sporting, and passive recreational facilities consistent with the park's heritage significance.	A4	This Plan of Management expressly authorises the maintenance, repairs, development and upgrading of the park and its facilities including ovals, cricket pitches, grandstand/ spectator seating, rotunda/ bandstand, bike-paths/ walkways, fitness equipment, signs, children's play area/ equipment, picnic tables, seating, barbeques and shelters [see FIGURE 7: Landscape Masterplan] subject to compliance with State Heritage listing [Heritage Act 1977, s.57 (2) Schedule C: Exemptions to allow work], core objectives and development guidelines.	Compliance with State heritage listing requirements, Council policies, core objectives and this Plan of Management.	Ongoing

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>To permit removal, construction, or alteration of garden beds, hard landscaping, and planting to implement the Plan of Management [subject to notification and approval or standard exemptions].</p> <p>To permit maintenance of any building, monument, or work on the site.</p> <p>To permit general horticultural maintenance and arboricultural management.</p> <p>To permit removal of dead or dangerous trees and replacement [subject to compliance with this Plan of Management].</p>	A5	<p>Following listing on the State Heritage Register, approval is required to make any changes unless an exemption applies under the Heritage Act 1977. Certain activities and works are exempt from approval however, the activities and works must have little to no impact on the item's heritage significance and support its management.</p> <p>From 1 December 2020, new standard exemptions apply so that some works will be exempt from approval without notification to Heritage NSW.</p> <p>For further guidance on standard exemptions see NSW Government website: www.heritage.nsw.gov.au/permits-and-assessments/standard-exemptions/</p>	Compliance with State heritage listing requirements, Council policies, core objectives and this Plan of Management.	Ongoing
<p>Leases or licences:</p> <p>To provide express authorisation for appropriate leases or licences.</p> <p>To ensure consistency with relevant legislation affecting uses and activities.</p> <p>To permit the granting of leases or licences which are consistent with relevant legislation, Crown reserve purpose community land categories and core objectives.</p>	A6	<p>This Plan of Management expressly authorises the granting of leases or licences over the community land for the purposes of providing goods, services and facilities, and the carrying out of activities appropriate to current and future needs within the local community and of the wider public in relation to any of the following:</p> <ul style="list-style-type: none"> • Public recreation, social and educational activities • The physical, cultural, social, and intellectual welfare or development of persons • Only if the purpose for which it is granted is consistent with the park's State heritage listing, Crown reserve purpose: 'Public Recreation' and assigned categories and core objectives. 	<p>Leases or licences granted in accordance with relevant legislation, State heritage listing and this Plan of Management.</p> <p>Assess against Council policies, principles and permitted uses consistent with community land categories and core objectives.</p>	Ongoing

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>Desired Outcome: To establish an appropriate management framework and guidelines for assessing development, land uses, activities, leases, licences, and other estate.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
<p>Leases or licences (continued): To provide express authorisation for appropriate leases or licences. To permit the granting of leases or licences which are consistent with relevant legislation, Crown reserve purpose, community land categories and core objectives.</p>	A7	<p>This Plan of Management expressly authorises the granting of a lease or licence for the following:</p> <ul style="list-style-type: none"> • Use of the CWA cottage for community purposes such as baby health clinic, craft and sewing activities. • Adaptive re-use/ extension of CWA cottage as a café/ refreshment kiosk and/ or visitor centre including proposed outdoor area with decking, tables/ seating, and improved accessibility [FIGURE 7]. • Tennis courts and associated facilities. • Sporting fields and associated facilities • Mobile/or 'pop-up' kiosk or café, including seating (up to 15 people) and picnic area, subject to investigation and leasing of CWA cottage. 	Leases or licences granted in accordance with relevant legislation, Council policies, State heritage listing and this Plan of Management.	Medium

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>To permit the granting of short-term and casual leases or licences which are consistent with relevant legislation, Crown reserve purpose, community land categories and core objectives.</p> <p>To seek prior Heritage Council of NSW consent (or exemption from consent) under the NSW Heritage Act 1977 with respect to excavations for pipes, conduits, or other connections.</p>	A8	<p>In accordance with the Local Government (General) Regulation 2005, leases, licences, and other estate granted for the following purposes are exempt from the provisions of s.47A of the Local Government Act 1993:</p> <ol style="list-style-type: none"> 1) The provision of pipes, conduits, or other connections under the surface of the ground for connection of premises adjoining the community land to a facility of the Council or other public utility provider that is situated on the community land. <u>However, as a state heritage listed park, these works [Item 1)] are not exempt under the NSW Heritage Act 1977 and require prior consent from the Heritage Council of NSW depending on the level of disturbance and potential for archaeological deposits.</u> 2) Use and occupation of the Crown reserve for events such as: <ol style="list-style-type: none"> a) A public performance (i.e. a theatrical, musical, or other entertainment for amusement of the public b) The playing of a musical instrument, or singing for a fee or reward c) Engaging in a trade or business d) Playing of any lawful game or sport e) Delivering a public address f) Conducting a commercial photographic session g) Picnics & private celebrations such as weddings & family gatherings h) Filming. <p>The use or occupation of the reserve for short-term or casual events listed is exempt only if the use or occupation does not involve the erection of any building or structure of a permanent nature. <u>For further clarification, refer to standard exemptions under the NSW Heritage Act 1977 [see Item A5].</u></p>	<p>Short-term and casual licences granted in accordance with relevant legislation, State heritage listing and this Plan of Management.</p> <p>Assess against Council policies, principles and permitted uses consistent with community land categories and core objectives.</p> <p>Item referred to Heritage Council of NSW for consent (or exemption) and subject to recommendations.</p>	Ongoing

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>Desired Outcome: To establish an appropriate management framework and guidelines for assessing development, land uses, activities, leases, licences, and other estate.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
To permit the granting of other short-term and casual leases or licences which are consistent with relevant legislation, Crown reserve purpose, community land categories and core objectives.	A9	<p>This Plan of Management expressly authorises the granting of a lease or licence for the following uses, activities and short-term or casual events:</p> <ul style="list-style-type: none"> a) Commemorative events and ceremonies (including temporary erection of stages, flagpoles, tables/ seating, video/ sound equipment and ancillary services) b) Commercial personal training activities c) Sporting events such as Back to Windsor Days or school walkathons. d) Community events and performances such as carols-by-candlelight (including temporary erection of stages and ancillary services). 	Short-term and casual leases and licences granted in accordance with relevant legislation, State heritage listing and this Plan of Management. Assess against Council policies and permitted uses consistent with community land core objectives.	Ongoing
<p>Desired Outcome: To conserve the park's cultural heritage significance and maintain mix of community, sporting, and passive recreational opportunities.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
<p>Protection of historic relationships and vistas: To protect open space, cultural landscape setting and relationship with St. Matthew's Church and cemetery.</p>	B1	Ensure protection of significant heritage values along the upper north-western and western portions of the park. Protect and maintain existing clusters of boundary trees, open mown grass, and unobstructed vistas across the park.	Open vistas and historic relationships conserved.	High Ongoing
<p>Continuation of traditional sporting activities: To maintain and upgrade historic 'Don't Worry' Oval including floodlighting.</p>	B2	<p>Maintain Don't Worry Oval as an active recreational area with no fixed boundary fences. This oval is currently under-utilized. Improvements such as upgraded lighting and playing area would provide greater flexibility for rugby, cricket, and other user groups (i.e. re-activation of the space).</p> <p>Upgrade floodlighting (target minimum 100 LUX) to improve options for night use and provide more flexibility for players.</p> <p>No new amenity buildings are permissible within historic view corridor.</p>	Traditional uses and activities maintained. Capital works implemented in accordance with available funding and this Plan of Management.	Ongoing

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
Maintain diversity of activities and user groups: To maintain and upgrade active/ passive recreational facilities and to ensure they remain low-key.	B3	Existing and proposed upgrades (including fitness stations along pathways) and additional picnic facilities (including picnic tables and seating, benches, litter bins, BBQ area and open shelters) must be low-key and non-obtrusive.	Number of players and types of user groups engaged in sports and informal active/ passive recreation.	Ongoing
Tree protection, management, and replacement (including significant trees): To protect park trees from ongoing physical damage and soil compaction issues and to improve soil health and longevity of tree population.	B4	Reduce the impact of inappropriate maintenance regimes on establishing saplings, immature and mature trees (i.e. mowing/ slashing and edge trimming including removal of bark at bases of trees and soil compaction issues due to vehicular and pedestrian traffic movements). Aerate soil (as necessary), add amendments, including fertilizing, watering, and mulch around bases of trees (taper mulch near stem base).	Enhanced health, growth, and longevity of tree population. Park maintenance regime visibly enhanced. Measure changes in community responses/ complaints.	High Ongoing
To provide urgent remedial arboricultural work on ageing and significant trees.	B5	As a priority, inspections and urgent remedial action should focus on ageing, old growth trees displaying physical decline, crown die-back, storm damaged trunks and limbs, cavities, diseased or defective branches and insect damage.	Urgent arboricultural work on significant trees undertaken.	Very High
Desired Outcome: To conserve the park's cultural heritage significance and maintain mix of community, sporting, and passive recreational opportunities. Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).				
Tree management [continued]: To provide a detailed assessment of the health and condition of the park's tree population and to make recommendations for further actions.	B6	Engage a qualified Arborist (min. AQF Level 5), experienced with heritage or significant trees to prepare a Tree Assessment and Risk Management Plan for all trees in the park. This report should include data on health, condition/ ULE, level of heritage significance, specific management issues, and provide recommendations for remedial work and implementation of an appropriate successional planting strategy.	Tree Assessment and Risk Management Plan prepared and implemented in accordance with Arborist's recommendations.	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
To provide a regular monitoring program of all the park's trees and to ensure appropriate arboricultural methods and whole-of-life-cycle management.	B7	Establish a regular monitoring program to assist phased/ staged program of replacement tree planting and to address losses due to senescence/ ageing, and climate change.	Tree Inventory/ data base prepared with regular monitoring and tree replacement program implemented.	High Ongoing
To ensure adequate protection of trees during and after proposed capital works projects or general maintenance within the park.	B8	All building, maintenance or services work adjacent to trees within the park should be in accordance with AS4970 – Protection of Trees on Development Sites, including establishment of Tree Protection Zones (TPZ) for potentially impacted trees and an Arboricultural Method Statement (AMS) where significant trees may be impacted.	Works adjacent to trees (including significant trees) implemented in accordance with this Plan of Management.	High Ongoing
To ensure pruning of trees complies with best practice methods in accordance with appropriate standards. To ensure the park is maintained to a high standard. To provide and maintain a safe and secure environment for visitors.	B9	All tree pruning to comply with AS4373-1996 Pruning of Amenity Trees. General maintenance pruning includes crown cleaning pruning to remove dead, diseased or defective branches, selective clearance pruning, crown lifting for pedestrian and vehicle access, pruning to improve sight lines and park lighting and removal of dead, dying, hazardous or unsuitable trees.	Park trees maintained to a high standard. Number of tree issues/ complaints registered per annum. Measure trends over time.	High Ongoing
Tree replacement program: To enhance and reinforce existing planting around the park perimeter, lake-side and internal road corridor. To maintain historic integrity and to provide visual and aesthetic continuity in the cultural landscape setting.	B10	Implement a whole-of-life-cycle tree management program that ensures sustainable health and integrity of all the park's trees. The replacement tree planting program must be based on historic evidence of early planting layouts, suitability to the local area and site conditions. Avoid the use of modern cultivars and new species which have no reference to the historic palette.	Replacement planting program in accordance with this Plan of Management.	High Ongoing
Reinstatement of Bicentennial plaques, including adequate record keeping, and inclusion within the narrative of the Heritage Trail: To broadly retain and protect commemorative planting undertaken during the 1994 Hawkesbury Bicentennial Project.	B11	Many of the remaining plaques associated with commemorative planting during the Hawkesbury Bicentennial (1794-1994) are severely damaged or in very poor condition. This Plan of Management recommends removal of all in-situ commemorative plaques and installation of new family plaques on the low walls of the Governor Macquarie monument, or alternatively installing a single larger plaque in this space, with all the family names recorded from the Bicentennial project.	Commemorative pioneering history recorded and catalogued. New inscription plates/ plaque(s) located at the Governor Macquarie monument	High Ongoing

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>Desired Outcome: To conserve the park's cultural heritage significance and maintain mix of community, sporting, and passive recreational opportunities.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
<p>Reinstatement of Bicentennial plaques, including adequate record keeping, and inclusion within the narrative of the Heritage Trail (continued):</p> <p>To ensure adequate documentation and retrieval of information on local heritage values.</p>	B12	Prior to removal of plaques, record and catalogue commemorative tree locations and plaque details in the Local Studies section of Hawkesbury City Council Library.	Commemorative pioneering history recorded and catalogued.	Very High
To provide an appropriate narrative as part of the Governor Macquarie monument and the Heritage Trail.	B13	Provide interpretative information as part of the Heritage Trail, acknowledging Country, the traditional custodians – the Darug people, and pioneering families in the Hawkesbury area.	Works completed in accordance with this Plan of Management. Interpretative information included within the Heritage Trail.	Very High
<p>Remove grove of Camphor Laurels (in very poor health and condition), and other younger trees obstructing historic vistas:</p> <p>To address ageing and senescent trees in serious decline. To reinstate historic open vistas which have been incrementally obscured over time.</p>	B14	Subject to consent from the Heritage Council, remove the central avenue of ageing and senescent Camphor Laurels (<i>Cinnamomum camphora</i>). These trees are in serious decline. Past management has been very poor. They provide little environmental, habitat or heritage value, and obstruct historic open vistas across the park. <i>C. camphora</i> is also a highly invasive coloniser and environmental weed species.	Recommendations implemented in accordance with this Plan of Management.	High
To remove highly invasive coloniser and environmental weed species.	B15	Some clusters of younger trees in this location, including dominant Broad-leaved Paperbarks (<i>Melaleuca quinquenervia</i>), further obstruct historic views. This Plan of Management recommends selective removal of the Broad-leaved Paperbarks (<i>Melaleuca quinquenervia</i>) in this location. No additional/ replacement planting is proposed. Remove select Ironbark trees along the perimeter of the park opposite St Mathews to open up views of the church from George Street. Historic open vistas are to be re-established and maintained with an appropriate tree management and selective pruning regime.	Open vistas and heritage view corridors re-established. Recommendations implemented in accordance with this Plan of Management.	High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
Remove poorly located facilities/ encroachments and reinstate historic open vistas: To address encroachments on historic vistas and view corridors. To improve functionality of storage spaces and accessibility. To provide upgraded and flexible options with sporting facilities and improve opportunities for different user groups.	B16	The existing cricket nets and storage shed on western side of McQuade Oval are poorly located. This Plan of Management recommends: <ul style="list-style-type: none"> • Demolition of the storage shed and relocation of equipment to existing amenities block (including items such as cricket roller) • Provide graded and formalised access for the roller linking amenities block/ storage area and Oval • Cricket nets are to be relocated closer to Don't Worry Oval, possibly in south west corner of the oval (21 metres practice net + 20 metres run-up on concrete/ synthetic turf base). An option for vandal-resistant retractable cricket nets would allow greater flexibility for other user groups when not in use. 	Works completed in accordance with this Plan of Management.	Very High
To improve connectivity within the park and along the Heritage Trail.	B17	Following completion relocation of the cricket nets, and removal of the storage shed, it is proposed that a connecting pathway be constructed between the Governor Macquarie monument and the Lake precinct.	Works completed in accordance with this Plan of Management.	High
Protection of Boer War memorial, WWI memorial & honour walls and memorial gardens: To protect integrity of landscape setting, gardens, and rare heritage values of State significance.	B18	Protect and maintain existing Boer War memorial (including marble obelisk, plaques, and rare O'Kelly sandstone reliefs of mounted troopers of State heritage significance), WWI memorial (including honour walls for WWII, Korean and Vietnam conflicts) and memorial gardens in situ.	Heritage values and setting conserved in situ in accordance with this Plan of Management.	Very High
Boer War Memorial – Sandstone reliefs: To conserve rare carved sandstone reliefs (State heritage significance).	B19	Regularly inspect and document Boer War memorial (annually) and lightly clean to minimise organic growth, dirt and debris build up (1-2yrs). Avoid cleaning the Boer War Memorial carved relief panel by an untrained professional. A qualified materials conservator should undertake a condition assessment every 3-5 yrs.	Regular inspections conducted and works implemented in accordance with best practice methods.	High
Memorial gardens: To protect and manage key planting elements in the memorial gardens and continue tradition of providing high standard of landscape maintenance.	B20	Ensure adequate protection and ongoing maintenance of formal Crepe Myrtle bosquet (including appropriate pruning), row of Washington Palms, Wisteria climbers and other key elements in the memorial gardens (adjacent to Boer War memorial).	Key planting elements protected and maintained in accordance with this Plan of Management.	Vey High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
Conservation of field artillery guns: Continue to protect and maintain existing field guns and ensure best practice methods of conservation. To investigate ALH capture provenance of WWI trophy artillery gun and ensure appropriate conservation.	B21	Regularly inspect the de-activated field guns that are on display in the memorial garden to ensure they are not deteriorating.	Field guns regularly inspected and adequately maintained. Permanent storage provided for Krupp gun.	Very High
Protection of setting and recreational facilities: To protect Memorial gardens (including the Boer War Memorial) and landscape setting from building works which would significantly impact heritage values. To find permanent housing for the field guns off-site.	B22	A proposal to consolidate the tennis clubhouse and amenities building and reduce the size of the memorial garden to allow construction of a 'memorial shed' (new building to house artillery guns) is not supported by this PoM. Continue negotiations for possible housing of the guns off-site or seek alternative design solution that does not encroach on the existing memorial gardens.	Significant heritage values protected. Existing range of sporting facilities and amenities retained.	Very High
Proposed relocation of commemorative services to western side of lake: To provide a safe, easily accessible, multi use space for large gatherings during commemorative services.	B23	The current war memorial proposal fails to adequately protect key heritage values. In terms of key heritage vistas and quality of open spaces, the size and scale of proposed platforms and vertical elements, located within the view corridor, would have a significant detrimental impact on heritage values.	Current proposal is not approved.	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>To protect lake-side landscape setting, open visual qualities, low-key character, and open vistas. Avoid introducing intrusive visual elements into this space.</p> <p>To protect the heritage values of the Memorial gardens (relocating major commemorative events).</p> <p>To honour veterans from all conflicts, including indigenous, excluding specific names of veterans.</p>	B24	<p>The design would need to be re-submitted for approval by Council in a modified form and as follows:</p> <ul style="list-style-type: none"> • Being sympathetic to the nature of the site • Being contemporary in nature • Incorporate removable elements e.g. flag poles, plinth and columns, to retain the open, uncluttered passive recreation character of this location • small in scale and low key in nature with gardens/vegetation to soften any harsh edges. (size approximately 16m²) • Consider incorporating indigenous wetland plantings to interpret the earlier vegetation of this area • Ensure the memorial design addresses visual aspects from all viewing directions • Be designed by a heritage architect with experience in design of memorials • Be designed in consultation with Council staff and endorsed prior to formal Development Application stage • To publicly exhibit the proposal extensively, giving the broader public the opportunity to comment on the proposal. The exhibited plans should be notified to all residents within 400m of the park, a notice in the local paper and a notice on the land advising of the proposal and exhibition period. The plans should be exhibited, and comments allowed to be received for a minimum 42 days to be consistent with the requirements for Plans of Management in the local Governmental Act. 	<p>Re-submit new proposal for approval addressing key design issues. Works implemented in accordance with this PoM.</p> <p>New memorial to be used only for large events such as ANZAC Day and Remembrance Day only.</p>	Very High
<p>Desired Outcome: To maintain and upgrade existing recreational facilities and provide an improved level of visitor access, public safety, and connectivity within the park.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
<p>McQuade Oval Sports Precinct: To maintain strong historic links with cricket on the oval and to encourage other sports user groups. To promote multiple uses of McQuade Oval. To address key safety issues with existing oval layout and increasing numbers of players.</p>	C1	<p>The McQuade Oval sports precinct, including the oval, grandstand, forecourt and hardstand areas, the amenities block, and children's playground need an integrated design solution (i.e. detailed level of landscape design) rather than the existing ad hoc alterations and additions which are not consistent with the park's State heritage significance. A qualified heritage landscape consultant should be engaged to develop/inform the design.</p>	<p>Detailed design solution prepared for the McQuade Oval Sports Precinct.</p>	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
To provide necessary upgrades to the oval and a high standard of facilities maintenance, including lighting.	C2	<p>The following major works will need to be staged:</p> <ul style="list-style-type: none"> • Currently the distance from goal line to picket fence is ~ 4 metres and should be a minimum of 15 metres for adequate safety. This is a key issue which requires considerable modification of the existing layout, including options to raise the level of the Oval, and extend/ re-align the boundary fence further to the west. These modifications would improve access between the oval and grandstand, amenities and playground, help to address erosion issues, increase subsoil depth over old velodrome hardstand, and provide better pedestrian flow, and potentially a shared bike-path linkage via the “pinch-point” next to the Bowling Club. If the fence requires complete replacement, the donation plaques are to be removed also. 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	High
To address negative impacts on heritage values.	C3	<ul style="list-style-type: none"> • Address erosion damage and poor quality of materials and finishes in front of grandstand. These works should include removal of old log retaining walls and concrete steps, and replacement with terraced brick seating walls (up to 450mm HT) and wide ramped brick paving access connecting to the Oval, grandstand, and adjoining facilities/ amenities. Wall finishes should include bullnose coping to terraced walls consistent with Inter-War period construction (type/colour). 	Design and implementation of works in accordance with this PoM.	Very High
To provide improved visual and aesthetic integration of buildings, hardstand area and car parking area.	C4	<ul style="list-style-type: none"> • Recently installed large rough-cut sandstone blocks on adjacent slope are not consistent with other park materials and finishes (Inter-War period heritage elements). They add further layers of unrelated elements to the park and should be replaced. 	Remedial works completed in accordance with this Plan of Management.	Very High
To enhance landscape setting and improve connectivity between oval and facilities.	C5	<ul style="list-style-type: none"> • Provide upgrade of the toilets in the grandstand (under current funding), and seek further funding for upgrade of change-rooms to accommodate large number of players, such as rugby weekends. 	Capital works implemented subject to funding and this PoM.	Ongoing High
McQuade Oval Sports Precinct (continued): To provide easy day-time accessibility to public amenities for all park visitors.	C6	<ul style="list-style-type: none"> • Investigate options for upgrading the amenities building to provide additional change-rooms and toilets. 	Design and implementation of works in accordance with this PoM.	High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
To address encroachments on historic view corridors.	C7	<ul style="list-style-type: none"> Public amenities are currently locked during daylight hours on most days. Amenities need to be unlocked during daylight hours or signs installed to re-direct the public to amenities near tennis clubhouse. 	Maintenance in accordance with service standards.	Very High
To improve functionality of storage spaces and accessibility.	C8	<ul style="list-style-type: none"> Storage shed on western side of Oval to be demolished and equipment relocated to existing amenities block (including items such as cricket roller) – see B16. 	Works completed subject to funding and in accordance with this Plan of Management.	Very High
To provide upgraded and flexible options with sporting facilities and improve opportunities for user groups.	C9	<ul style="list-style-type: none"> Retractable cricket nets should be relocated closer to Don't Worry Oval and internal roadway– see B16 for further details. 	Capital works implemented in accordance with funding opportunities and this Plan of Management.	High
Don't Worry Oval: To upgrade lighting and oval for training and overflow sport events.	C10	Upgrade Don't Worry Oval to increase capacity: <ul style="list-style-type: none"> Install floodlighting to Don't Worry oval (target is a minimum 100 LUX) to improve capacity Investigate options to level the field area. 	Capital works implemented in accordance with funding opportunities and this Plan of Management.	High
Children's playground: To ensure public safety and address all health and risk management issues. To provide regular maintenance of play equipment and soft-fall surfaces. To integrate with Rotunda.	C11	Upgrade existing playground near Tebbutt Street to a regional children's play space with bespoke play equipment, shade structures, soft fall areas, and sensory garden responding to needs from adjacent schools and as a regional destination. Provide additional bench seating under shade trees.	Capital works implemented in accordance with funding opportunities and this Plan of Management.	High
Tennis courts and environs (landscaping): To continue to maintain and improve the quality of recreational facilities and playing surfaces.	C12	Upgrade pedestrian access and linkages between Tebbutt Street and the play area, amenities, oval and grandstand and rotunda.	Capital works implemented in accordance with funding opportunities and this Plan of Management.	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
To improve integration and connectivity of sports facilities and passive recreational spaces.	C13	Continue to maintain tennis courts, clubhouse facilities and amenities, playing surfaces and court lighting. Replace existing perimeter mesh fencing and upgrade synthetic surfaces as required.	Maintenance in accordance with service standards.	Ongoing
To ensure consistency in landscaping quality and to address public safety issues.	C14	Remove existing hedges of Oleanders along George Street boundary and other locations within the park (including CWA gardens and western boundary to Bowling Club). This species is poisonous and where a hedge is required, be replaced with a more appropriate shrub species (e.g. Murraya or Syzygium spp.).	Removal of undesirable shrub spp. Replacement planting program in accordance with this Plan of Management.	Very High
Bowling Club interface (park boundary issues): To address issues relating to stockpiling of materials and the unkempt nature of the Bowling Club's western boundary and interface with the park.	C15	The Club should ensure that all lawn clippings and other waste are removed from the park and that the area is kept free of any storage materials.	Maintenance in accordance with park's service standards.	Very High
To maintain service vehicle access off Tebbutt Street to the locked storage shed and bobcat access for soil delivery to a side-gate and storage bin.	C16	Formalise service access off Tebbutt Street to the storage shed and soil storage bin. Works should include new layback and removable bollard or double gates.	Works implemented in accordance with this Plan of Management.	Very High
To address current dumping issues within the reserve by the Club's contracted greenkeeper dumps.	C17	Provide separate entry bollards at Tebbutt Street and brick pathway (consistent with other finishes) linking to children's play area and rotunda.	Works implemented in accordance with this Plan of Management.	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
To improve connectivity for pedestrians between Tebbutt Street and children's play area and rotunda.	C18	The screen planting of Oleanders (Nerium oleander) along the boundary (within the park) should be removed and replaced with suitable small tree planting. This planting should not cast shade onto the greens.	Replacement planting program in accordance with this Plan of Management.	Very High
<p>Desired Outcome: To maintain and upgrade existing recreational facilities and provide an improved level of visitor access, public safety, and connectivity within the park.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
Central (internal) access road: To address current maintenance issues. To address speeding and safety issues. To integrate roadway access with reactivation of the park's central core.	C19	This Plan of Management recommends the following: <ul style="list-style-type: none"> • Retain and upgrade road connection and improve maintenance • Introduce speed humps along roadway to reduce speed • Upgrade lighting and facilities infrastructure • Install new bollards along roadway to control vehicular access • Integrate with proposed activities/ facilities (including fitness stations and option for a mobile/ 'pop-up' kiosk or café with some seating and parking (adjacent to the roadway). 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	High
Park lighting: To ensure that pathways are adequately illuminated at night to provide a high level of visitor security. To protect and manage heritage values.	C20	Maintain and upgrade existing park lighting, including security and ambient lighting, within major nodal areas of social and recreational activity. Retain and restore historic standards and fixtures. Ensure consistency in selection of new lighting. Avoid use of "faux-heritage" park lighting. Consider use of solar path lighting.	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High
Public access, circulation, and linkages: To enhance connectivity into and within the park and its various precincts by removing obstructions, improving surfaces (all-weather and consistent with existing brickpathways) and safety for all visitors.	C21	Key design interventions to improve park connectivity: <ul style="list-style-type: none"> • Link existing pathways to the Heritage Trail network and Windsor town centre (George Street upgrade) and environs. 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High
To provide a connected landscape setting with multiple options for passive and active recreation.	C22	<ul style="list-style-type: none"> • Western side of lake – minor improvements including upgraded lighting of new walkway. 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
To address concentrated pedestrian loadings and soil erosion in high use areas.	C23	<ul style="list-style-type: none"> Hawkesbury Valley Way and Moses Street intersection – improve connectivity to the park at this busy intersection. 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High
To address public safety and risk management issues.	C24	<ul style="list-style-type: none"> Install entry bollards at Tebbutt Street (near Bowling Club storage shed) and construct pathway linking to children’s play area (to be upgraded), oval/ grandstand and rotunda [see C12 and C17]. 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High
To provide a pathway system with a high standard of workmanship and consistency in finishes.	C25	<ul style="list-style-type: none"> Opportunities exist for widening the ‘pinch-point’ between Bowling Club (clubhouse) and oval picket fence [see C2] – construct new pathway providing an important link to the George Street carparking area and the Lake precinct. 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High
To provide broad visitor access including disabled access throughout the park, its facilities, and amenities.	C26	<ul style="list-style-type: none"> Eastern precinct/ tennis courts – construct pathway (missing connection) between Memorial gardens and lake-side pathway via Bowling Club car parking area (including pedestrian crossing). 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High
Fitness pods or exercise stations: To promote opportunities for fitness, exercise, and multiple activities within the park.	C27	<ul style="list-style-type: none"> Construct a series of destination stops/ fitness pods or exercise stations along pathway network. 	Capital works implemented in accordance with this Plan of Management and subject to available funding.	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>Desired Outcome: To maintain and upgrade existing recreational facilities and provide an improved level of visitor access, public safety, and connectivity within the park.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
<p>CWA health centre/ meeting hall – proposed adaptive re-use (café/ kiosk & visitor centre):</p> <p>To establish opportunities for broader integration and engagement with the park and lake-side precinct.</p> <p>To permit sympathetic development of community and recreational facilities consistent with the park's traditional character and cultural heritage significance.</p> <p>To improve accessibility to the building (front and rear ramped access) and other upgraded facilities.</p> <p>To improve diversity for park visitors and user groups, providing opportunities and synergies for social, cultural, and recreational opportunities.</p>	C28	<p>The CWA building and location offer significant opportunities for broader integration and engagement with the park and user groups. The rear garden could accommodate an extension with decking to provide an outdoor café/ kiosk with elevated views over the lake precinct. These facilities could be leased, potentially generating an important source of funding for both the CWA and the park. Further options for adaptive re-use of the cottage may include a visitor information centre, interpretation centre and/or bike hire. Part of the building could be retained for existing CWA uses and functions. These improvements are likely to deliver further benefits to the community, promoting greater diversity for park visitors, enhancing social, cultural, and recreational opportunities, and establishing broader connectivity with Council's Liveability Project and Revitalisation of Windsor Town Centre (see George Street proposed upgrade).</p> <p>Council has recently prepared plans for an upgrade of the existing CWA building (FIGURE 7). These works include improved accessibility with new front and rear entry ramps, rear deck extension and accessible bathroom, internal upgrades of main dining/ meeting room, kitchen, and storage areas.</p>	<p>Capital works implemented in accordance with this PoM.</p> <p>Broader community use of the park (% increase over time).</p> <p>Measure trends over time.</p>	Very High

Performance Target (management objectives)	Item	Management Actions (means of achievement)	Means of Assessment (of the actions)	Priority
<p>Desired Outcome: To protect, manage and enhance the park's cultural setting and environmental sustainability.</p> <p>Core objectives: Management of Crown reserve: assigned categories as park (36G), sportsground (36F) and an area of cultural significance (36H).</p>				
<p>Ornamental pond and proposed water quality (WSUD) improvements:</p> <p>To provide a valuable demonstration site for ecological restoration and educational tool, reinforcing Council's key sustainability principles.</p> <p>To address issues of water quality, environmental amenity, and ongoing maintenance costs.</p> <p>To promote water sensitive urban design strategies.</p> <p>To address issues of public access, safety, and risk management.</p> <p>To promote biodiversity and enhance ecological integrity and function within the park.</p>	D1	<p>Stormwater management issues continue to impact water quality in the ornamental pond. Two existing sub-surface drains feed directly into the lake from surrounding roadways and discharge high sediment loads, nutrients and pollutants including heavy metals: The WSUD solution needs to reduce peak flows during storm events, and sedimentation/ pollutants entering the lake.</p> <ul style="list-style-type: none"> • 1 X large concrete pipe (300ml diameter) collects run-off from McQuade Oval and Moses Street and part of Tebbutt Street. • 1 X smaller PVC pipe (100ml diameter) collects surface run-off from the car parking area next to the Bowling Club (off George Street) <p>This PoM recommends the following:</p> <ul style="list-style-type: none"> • Construction of a retention basin or periodically 'wet pond' / wetland or rain garden with biofiltration using suitable native plant species • In-ground gross pollutant traps (GPTs) should also be considered for collection of plastics, larger litter (i.e. visual contaminants) with options for screening and pre-treatment of oil and sediment loadings before reaching wetland biofilters • Alternatively, install 'Enviropod' type litter traps at collection points on roadways and carparking areas • Continue to maintain the lake, monitor water quality, and restrict maintenance practices which may threaten ecological integrity. <p>It should be noted that the concrete water race is an integral component of the original design and heritage item. Therefore, any WSUD would need to be installed on the northern side of the roadway. It is recommended that prior to the commencement of any works, water quality testing and analysis should be initiated to establish base line data for the lake. Results should be taken over time and review trends.</p>	<p>Capital works completed in accordance with this PoM.</p> <p>Baseline water quality data established prior to these works.</p>	Very High



Figure 11: Landscape Masterplan

Table 8: Capital Works Program (Key Items)

ITEM	ACTION	CAPITAL COST (\$)
B2	Don't Worry Oval improvements - upgraded lighting (Levelling of field is not costed at this stage)	\$100,000
B6	Tree Assessment and Risk Management Plan	\$45,000
B11-13	New inscription plates/ plaque(s) located at Macquarie monument & interpretative signage	\$20,000
B16/ C10	Remove/ relocate storage shed and cricket nets (incl. new synthetic grass pitch and retractable practice nets)	\$100,000
B24	Windsor RSL relocation of commemorative services to western side of lake (including establishment of low-key commemorative event space)	Not costed
C2	McQuade Park Oval - major works to re-align/ increase size of oval and raise level of playing surface	Not costed
C3/ C6/ C7/ C9	McQuade Park Oval - Investigate options for change-rooms/ toilets/ storage	Not costed
C4	New terracing, brick retaining/ seating walls and ramped pathway access to oval	\$300,000
C11	New upgraded regional children's playground with bespoke play Equipment, shade structures & soft fall	\$500,000
C12/ C17/ C24	Install new pedestrian entry at Tebbutt Street incl. bollards/ new pathway linkages to upgraded play area and rotunda and oval amenities	\$120,000
C16	Formalise service access off Tebbutt Street to the storage shed & soil storage bin incl. new layback and removable bollard or double gates	\$60,000
C19	Upgrade sealed internal roadway, lighting, and bollards	\$400,000
C26	Eastern precinct/ tennis courts - new pathway between Memorial gardens and lake-side pathway	\$150,000
C27	Install fitness pods/ exercise stations along pathway network.	\$150,000
C28	CWA building - improved accessibility/ rear deck; Proposed adaptive re-use as café/ kiosk, visitor / interpretative centre (not costed)	\$80,000
D1	WSUD - installation of retention basin and in-ground GPTs or 'enviropod' litter traps; wetland planting & enclosure	\$80,000.00
TOTALS		\$2,105,000

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Appendices

Appendix I:

McQuade Park Categorisation – Description of Categories

Appendix II:

CMP: summary of conservation policy objectives (2004)

Appendix III:

Memorial Gardens (including war memorials)

Appendix IV:

Tree species list

Appendix V:

Community Engagement Feedback

Appendix I – McQuade Park Categorisation: Description of categories

The Local Government (General) Regulation 2005 provides guidelines for community land categorisation.

www5.austlii.edu.au/au/legis/nsw/consol_reg/lgr2005328/

The assigned categories for McQuade Park are:

1. Park
2. Sportsground, and
3. Area of Cultural Significance.

1. Guidelines for categorisation of land as a park
Land should be categorised as a park under section 36(4) of the Act if the land is, or is proposed to be, improved by landscaping, gardens or the provision of non-sporting equipment and facilities, for use mainly for passive or active recreational, social, educational and cultural pursuits that do not unduly intrude on the peaceful enjoyment of the land by others.
2. Guidelines for categorisation of land as a sportsground
Land should be categorised as a sportsground under section 36(4) of the Act if the land is used or proposed to be used primarily for active recreation involving organised sports or the playing of outdoor games.
3. Guidelines for categorisation of land as an area of cultural significance
Land should be categorised as an area of cultural significance under section 36(4) of the Act if the land is–
 - a) an area of Aboriginal significance because the land
 - i. has been declared an Aboriginal place under section 84 of the National Parks and Wildlife Act 1974 , or
 - ii. whether or not in an undisturbed state, is significant to Aboriginal people in terms of their traditional or contemporary cultures, or
 - iii. is of significance or interest because of Aboriginal associations, or
 - iv. displays physical evidence of Aboriginal occupation (for example, items or artifacts such as stone tools, weapons, engraving sites, sacred trees, sharpening grooves or other deposits, and objects or materials that relate to the settlement of the land or place), or
 - v. is associated with Aboriginal stories, or
 - vi. contains heritage items dating after European settlement that help to explain the relationship between Aboriginal people and later settlers, or
 - b) an area of aesthetic significance, by virtue of
 - i. having strong visual or sensory appeal or cohesion, or
 - ii. including a significant landmark, or
 - iii. having creative or technical qualities, such as architectural excellence, or
 - c) an area of archaeological significance because the area contains
 - i. evidence of past human activity (for example, below-ground features such as building foundations, occupation deposits, features or artifacts or above-ground features such as buildings, works, industrial structures, and relics, whether intact or ruined), or
 - ii. any other deposit, object or material that relates to the settlement of the land, or

- d) an area of historical significance, because of the importance of an association or position of the land in the evolving pattern of Australian cultural history, or
- e) an area of technical or research significance, because of the area's contribution to an understanding of Australia's cultural history or environment, or
- f) an area of social significance, because of the area's association with Aboriginal life after 1788 or the area's association with a contemporary community for social, spiritual, or other reasons.

Appendix II – Conservation Management Plan: State heritage significance and summary of conservation policy objectives

State Heritage Significance

The Conservation Management Plan (CMP) formed the basis for establishing the heritage significance of McQuade Park and eventual listing on the State Heritage Register in 2011. The Statement of Significance describes why this item is of State significance:

"McQuade Park is of State heritage significance because it is an outstanding and rare feature of Governor Macquarie's concept of a planned country town in 1810.

A central square played a pivotal role in a Macquarie town and McQuade Park retains this role in relation to public activities and open space, as well as its relationship to one of the great early churches and cemeteries of New South Wales (St. Matthews).

The intimate association with Macquarie himself and with his chief surveyor, James Meehan, is of state significance.

The early adjustment in the shape and dimensions of the park is significant because it offers uncommonly legible evidence of the accommodations which colonial governments made with landowners to respect existing rights.

The later extensions of functions within the park, including sporting, recreational and commemorative, have not obscured the original purpose of Macquarie's Great Square, though many of these additional functions have local rather than state significance.

The Boer War Memorial is, however, an exception because of its rarity and because of the aesthetic merit of O'Kelly's carvings of mounted troopers from the South African engagement."

Source: State Heritage Register (On-line)
Gazettal date: 14/01/2011 (No.01851)
Last updated 20/01/2012

Most of the key values identified with the park's State significance are concerned with a legible process starting with Governor Macquarie's concept, a purpose and plan, developing key associations, implementation and adjustments and delivery of a final form – a place which has been further shaped over two centuries. Although there's been many changes these key values are clearly legible in this historic landscape. These can be summarised as follows:

1. Outstanding and rare feature of Macquarie's concept of a planned town.
2. Retention of the park's pivotal role as a central square (public open space).
3. Protection of its important relationship with St. Matthew's Church and cemetery (including open vistas and linkages with the park).
4. Tangible evidence of the intimate association with Macquarie himself and with his chief surveyor, James Meehan reflected in the accommodations made over landowners' rights.
5. Retention of early adjustments in the form of a pentagon shape (because of these accommodations)
6. Accumulation of further items (many of local significance) and functions have not obscured the original purpose of a great square.
7. Addition of items of rare State significance – Boer War memorial with O'Kelly's carvings of mounted troopers.

The park's State significance is closely linked with the landscape setting and the opportunities it provides. Values associated with visitor experience, accessibility, social, cultural, and recreational values, park aesthetics and the way the park is managed all share these links. This PofM has examined the cultural landscape setting, how it came about and current threats to these values. The discussion informs how this landscape should be managed and protected for the benefit of existing users and for future generations.

The open, uncluttered landscape quality of the park's passive open space provides a tangible link with other historic elements, particularly the St. Matthew's Church and cemetery group. While there have been many changes to the park since the Inter-war period, particularly in the north-eastern and south-eastern precincts, these developments and functional differences have tended to be contained in this area. The Conservation Management Plan (CMP) identified this as a negative impact on the park's character, affecting its cohesiveness as an entire entity (Morris, et al., p.32, 2004). This issue was also raised in the earlier community workshops and questionnaire responses.

It is important that future park development, including the location and intensity of recreational uses, activities, and buildings, protects the integrity of existing passive open space. Sporting and social infrastructure need to be better integrated in terms of the park's broader cultural setting and connectivity. The approach to improving landscape quality, aesthetics, social and recreational opportunities, in these areas and throughout the park, should be guided by the following principles:

- Manage the park on a sustainable basis, acknowledging its values and significance, and conserve for the future
- Protect open quality, significant vistas and relationship with St. Matthews Church and cemetery
- Ensure a high standard in park presentation and maintenance consistent with heritage significance
- Promote the park's historic heritage significance and avoid introducing elements with no compelling relevance to this context (e.g. unsympathetic and/ or 'faux-heritage' additions)
- Restrict and regulate uses and activities which threaten the park's integrity and landscape setting
- Enhance connectivity between different precincts by removing obstructions, improving pedestrian access for all visitors, and providing an integrated and quality landscape setting
- Assist integration of sporting and social infrastructure (including amenities buildings, car parking areas and other hardstand areas, etc.) using an appropriate heritage landscape and tree planting palette
- Promote use of water sensitive urban design strategies to improve water collection, infiltration, retention, and recycling within the park
- Provide consistency in materials, finishes and workmanship to enhance connectivity and integration of landscape precincts, uses and activities
- Continue community engagement and involvement in future management and conservation decisions affecting this park.

The Conservation Management Plan (CMP) established conservation policy in accordance with the definitions contained in the Australia ICOMOS Charter for the Conservation of Places of Cultural Significance (the Burra Charter). The following is a selected summary of general policy objectives identified in the CMP. It should be noted that this summary includes a mix of short-term and long-term objectives. Many of the short-term objectives have been implemented since drafting the CMP. In addition, some key information (e.g. ownership and naming of the park) has been corrected in this updated Plan of Management.

"Maintain McQuade Park as a community park, freely accessible to, and for the continuing enjoyment of, the general public consistent with its high cultural value as the Macquarie-planned public reserve for the township of Windsor, public safety considerations and with reference to the following policies" (Morris, et al., p.46, 2004).

- Conserve park integrity as a key component of the Macquarie-planned town of Windsor
- Ensure retention and maintenance of park boundaries and traditional open space character
- Enhance and reinforce existing planting around the park perimeter and internal road corridor
- Avoid introducing permanent monuments, memorials or artworks that have no direct, compelling relevance to the site
- Enhance passive recreational focus and visual connectivity to the lake with additional planting of shade trees (and where appropriate, related structures)
- Consider introducing native wetland species as a means of interpreting the Macquarie era vegetation
- Enhance and reinforce avenue plantation near Macquarie memorial
- Ensure conservation of war memorial structures and gardens
- Establish an integrated formal car parking area for north-east precinct (possibly combined with upgrade to grandstand and playground)
- Provide wheelchair access into the park at entry points
- Initiate tree replacement plan based on historic evidence of early planting layouts and suitability in the local area

- Consider seeking advice from an arborist on condition of trees and works near significant trees to be in consultation with an experienced and qualified arborist
- Ensure that all photographs, histories and plans in relation to the park are catalogued and made available in the Local Studies section of the Hawkesbury City Council Library (including records of the 1993 pioneer families commemorative planting project);
- Ensure interpretive signage or installations are sympathetic to the park's historic context and subservient to the cultural significance of the place
- Maintain the 'Don't Worry' pitch as an active sports field
- Provide adequate seating and picnic facilities in the park (including opportunities for disabled access)
- Ensure the continued use of the oval for community sporting events
- Review the use of the CWA building with a view to optimising the opportunities provided by its location and facilities
- Ensure a stormwater management plan is prepared for the park
- Ensure no subdivision of the park, or excisions from, or alienation of parts of the park
- Maintain an ongoing documentation system for recording any changes to plantings, layout, or materials within the park
- Continue to provide for ongoing security
- Ensure adequate provision of park lighting
- Signage for commemorative trees should remain simple and unobtrusive
- Future development to be consistent with the significance of the open space character of the park, passive recreation, and continuing importance for sporting events
- Replacement structures to be of an appropriate design standard sympathetic to context and subservient to cultural significance of the place.

Appendix III – McQuade Park Tree Species List

1. Native and exotic species of local heritage significance (including possible old growth and cultural planting/ significant trees (c.1880s-1940);
2. Cultivated trees of the post-war period to recent (1940s-current – including Bicentennial plantations).

Notes:

- * Species identified as being neutral, to, intrusive in this historic cultural landscape (i.e. inclusion in a replacement program is not recommended).
- # Species identified as having cultural significance but are considered exotic weed species and need to be managed to restrict spread of weed propagules. Further infill or replacement planting with these species is not recommended.

Botanic Name

Common Name

Native/Exotic species of local heritage significance (1880s-1940)

<i>Araucaria bidwillii</i>	Bunya Pine
<i>Brachychiton populneus</i>	Kurrajong
<i>Cinnamomum camphora</i> #	Camphor Laurel
<i>Eucalyptus cladocalyx</i>	Sugar Gum
<i>Eucalyptus crebra</i>	Narrow-leaved Ironbark
<i>Eucalyptus fibrosa</i>	Broad-leaved Ironbark
<i>Eucalyptus siderophloia</i>	Northern Grey Ironbark
<i>Eucalyptus maidenii</i>	Maiden's Gum
<i>Eucalyptus tereticornis</i>	Forest Red Gum
<i>Lophostemon confertus</i>	Brush Box
<i>Melia azedarach</i> var. <i>australasica</i>	White Cedar
<i>Pinus pinea</i>	Stone Pine
<i>Pinus radiata</i>	Monterey pine
<i>Populus deltoides</i>	Cottonwood Poplar
<i>Populus nigra</i> var. 'Italica'	Lombardy Poplar
<i>Quercus robur</i>	English Oak
<i>Washingtonia robusta</i>	Washington Palm

Cultivated trees of post-war period to recent (1940s-current)

<i>Callistemon citrinus</i> *	Bottlebrush
<i>Callistemon viminalis</i> *	Weeping Bottlebrush
<i>Celtis occidentalis</i>	Common Hackberry
<i>Corymbia citriodora</i> *	Lemon-scented Gum
<i>Corymbia gummifera</i> *	Red Bloodwood
<i>Corymbia maculata</i> *	Spotted Gum
<i>Eucalyptus pilularis</i> *	Blackbutt
<i>Eucalyptus saligna</i> *	Sydney Blue Gum
<i>Eucalyptus sideroxylon</i> 'Rosea' *	Red Flowering Ironbark
<i>Jacaranda mimosifolia</i>	Jacaranda
<i>Lagerstroemia indica</i>	Crepe myrtle
<i>Lagerstroemia indica</i>	Silky Oak
<i>Lagunaria patersonii</i>	Norfolk Island Hibiscus
<i>Liquidambar styraciflua</i> *	Sweet Gum
<i>Malus</i> sp.	Crab Apple
<i>Melaleuca quinquenervia</i> *	Broad-leaved Paperbark
<i>Melaleuca styphelioides</i>	Prickly-leaved Paperbark
<i>Nerium oleander</i> *	Oleander
<i>Robinia pseudoacacia</i> 'Frisia' *	Golden Robinia
<i>Triadica sebifera</i> #	Chinese Tallowwood
<i>Schinus molle</i> var. <i>areira</i> #	Pepper Tree
<i>Syncarpia glomulifera</i> *	Turpentine
<i>Ulmus parvifolia</i>	Chinese Elm
<i>Ulmus procera</i>	Elm

Appendix IV – Hawkesbury Liveability Project

Relevant extracts from the Masterplan and *Public Domain – Hawkesbury Livability Project* (2020) document that are relevant to McQuade Park are shown below:

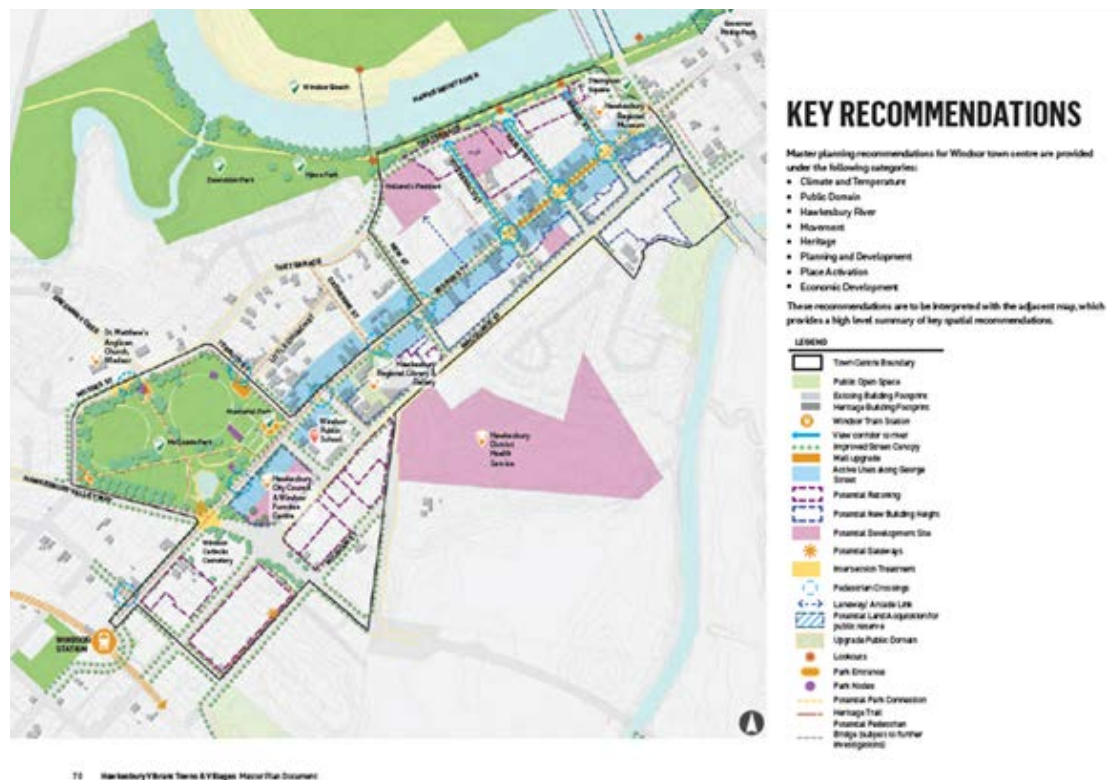


Figure A: Key Recommendations from the Masterplan & Public Domain Plan – Hawkesbury Liveability Project June 2020, page 70



Figure B: Heritage Trail – Masterplan & Public Domain Plan – Hawkesbury Liveability Project June 2020, page 84

- **Improve Park Connectivity**
 - The east-west diagonal park with tree avenue as the main axis of the park.
 - The north-south path connects George Street to Moses Street and
 - These two main axes are connected through jogging track weaving around the park & takes with a series of destinations.
- **McQuade Park Lakeside – An active cultural heart**
 - Potential for an iconic low scale architecture as a local landmark - operating clubhouse, at/dining, drink, events (something similar Rhodes Community Precinct and Centennial Park Homesdale) – either through the adaptive re-use of the Club house or new structure north of the Lake to activate the centre of the park.
- **Oval & Bowling Lanes – Celebrate the past through an active sporting precinct**
 - Retain Oval & Grandstand for weekly sporting games etc.
 - Integrate heritage refunds.
 - Upgrade existing playground around Tebbutt St with bespoke play equipment as a regional destination and
 - Potential to connect the park by blurring the boundary with Memorial Park located at the corner of George St with Tebbutt St.
 - Integrate a heritage refunds.
- **Enhance activity around Don't Worry Oval**
 - Address the existing memorial as a forecourt to respond to adjacent cemetery located opposite of Moses St.
 - Upgrade lighting to flood.
 - Activate park edge with jogging track & fitness paths for recreation.
 - Retain Don't Worry Oval for events space; and
 - Address stormwater issue with a sealed garden with natural crossing & arts; and
 - upgrade lighting to field.
- **Parkside Lawn along Hawkesbury Valley Way**
 - Retain lawn area with cluster of trees and pop up cafe/kiosk for passive recreation and opportunity for private space to host small gatherings & events.

[illegible]82 **Appendix A: Worst-Case & Expected Worst-Case Scenarios**

PRECEDENT IMAGES



Low scale & iconic architecture featuring event space, cafe & restaurants.



Restaurant & event space to provide semi-private space for



Provide some - private space for



Provide clear pedestrian axis enhanced with tree avenue



Upgrade existing playground with bespoke play equipment features



8. accommodate water-sustainable urban design for stormwater



Celebrate your heritage



Activate park with attractive modern facilities



Artists don't worry oval with a series of objects with outdoor room equipment

Prepared by Office for Hawkensbury City Council 101

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