



Centennial Parklands

Great parks for a great city

Plan of Management: 2018 and beyond



Centennial
Parklands



In recognition and appreciation

Centennial Parklands acknowledges the Gadigal people of the Eora Nation as the traditional custodians of the country where the Parklands are located.

As part of its custodianship role, we will continue to move forward in a respectful partnership with the Australian community in Caring for Country together.

Photo: A Little Corella – a gregarious, resourceful parrot that resides in Centennial Park

Forewords

Executive Director’s foreword

For thousands of years the land on which the Parklands sit has been a significant site for the people of the Sydney Basin. The Gadigal people managed the sites with a strong custodial focus as they used the land for food, shelter, celebration and family. The Parklands’ European history has the same custodial focus – preserving the site as Sydney grew to give the community a place for sport, recreation, celebration and escape.

The challenge of protecting these unique and critically important community spaces becomes more complex with each passing year. Sydney continues to grow and the population in suburbs surrounding the Parklands will rise significantly. The demand for recreation, sports fields and green space will continue to increase, in parallel to the increase in residential density. Our task, as the current custodians and curators of these lands, is to ensure that we have a vision and plan to protect the Parklands and that it has been developed with the support and contribution of the community.

The Centennial Parklands Plan of Management has been created with one key motive – to ensure that these Parklands are sustainable in perpetuity – socially, financially and environmentally. That means that they must have the love and passion of the local community; the respect of the political decision makers; and the operational and financial capability to deliver for their visitors. This Plan of Management provides a high-level framework on which Master Plans, Operational Plans and business plans can be built to ensure this sustainability.

The Parklands are one of Sydney’s most valuable and precious assets. They are as strong and robust as the sandstone on which they sit and at the same time they are as vulnerable as a leaf in a storm. With this Plan, and your support, we can protect them for ever.

Kim Ellis
Executive Director
Botanic Gardens & Centennial Parklands

Chairman’s foreword

‘Great cities need great parklands’ and with over 31 million visitors annually and an abundance of quality outdoor recreational activities, Centennial Parklands (including Queens Park, Moore Park and Centennial Park) play an integral role in providing for the health and well-being needs of Sydney’s rapidly growing high-density population.

Centennial Parklands is one of the world’s most visited public parklands. Our open spaces provide health, environmental and economic benefits to the local community and greater Sydney regions. They are places to have fun, to be inspired, and to find freedom from the hustle and bustle of the city.

As our surrounding population continues to grow, the increased usage demand on our parklands will rise significantly. The Centennial Park and Moore Park Trust is committed to the promotion and protection of these wonderful open spaces and at every opportunity will leverage innovative approaches and best practices to create new opportunities, new partnerships and new ways of doing business. We will continue to provide a haven for passive recreation, sports, entertainment, fauna and flora.

This plan draws on the Centennial Park and Moore Park Act 1983 and its core elements (objects) to guide, influence and provide a clear direction for decision making. The Trust’s objectives in the Act are:

- a) to maintain and improve the Trust lands,
- b) to encourage the use and enjoyment of the Trust lands by the public by promoting and increasing the recreational, historical, scientific, educational, cultural and environmental value of those lands,
- c) to maintain the right of the public to the use of the Trust lands,
- d) to ensure the protection of the environment within the Trust lands, and
- e) such other objects, consistent with the functions of the Trust in relation to the Trust lands, as the Trust considers appropriate.

On behalf of the Centennial Park & Moore Park Trust I am pleased to present the new Plan of Management for Centennial Parklands. This plan will provide an invaluable resource for future decision-making and guide the management of our exceptional, unique and precious Centennial Parklands.

Tony Ryan
Chairman
Centennial Park & Moore Park Trust

This Plan was endorsed by The Hon. Gabrielle Upton MP, Minister for the Environment, on 27 June 2018.



Photo: Centennial Park

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Did you know?

- Centennial Parklands was originally a place of social gathering and connection for the Gadigal people of the Eora Nation.
- Spanning over 360 hectares, Centennial Parklands has over 15,000 trees and acts as a valuable 'green' lung to the city.
- The Park was designed by Frederick Augustus Franklin, Charles Moore, and James Jones, and opened on 26 January 1888.
- Centennial Parklands is Australia's Federation birthplace and has great heritage significance.

Parklands overview

Welcome to Centennial Parklands

Our history

Centennial Parklands is one of Australia's best-known and loved parklands, and one of its most historic.

Originally a swampy river basin with raised sandstone areas and sand dune formations, the land now known as the Parklands has evolved to become the highly modified cultural landscape it is today.

In 1811, Governor Macquarie dedicated the land as part of the Sydney Common and it was used for grazing, lime burning and timber getting. From 1820–1859 the area's wetland system became Sydney's second water supply.

In the second half of the nineteenth century, in response to the world-wide movement to create parks and gardens to improve the lifestyle of growing urban populations, first Moore Park in 1866 was designated as public open space then, in a 1887 Act of Parliament, Centennial Park and Queens Park were declared and landforms shaped.

Sir Henry Parkes, who was then Premier of New South Wales, declared Centennial Park 'the Peoples Park'. His vision being to create a place in which the citizens of Sydney could "take in the air" away from the town centre.

While the first set of Parklands' regulations in 1889 included: *"No person shall walk on the grass..."* and *"No person shall engage in any game, or train for any race..."* the Parklands have come a long way to becoming one of the most popular and vibrant green spaces in Australia.

Our role today

Centennial Parklands covers Centennial Park, Queens Park and Moore Park (including the Former Showground lands now known as the Entertainment Precinct) and in total is around 360 hectares (see Figure 1). The three main parks (excluding the Entertainment Precinct) are listed on the State Heritage Register of NSW, and various items within the Parklands are of, State or local heritage significance.

Centennial Parklands is approximately 5 km south-east of Sydney's central business district, and the boundaries span three local government authorities:

- City of Sydney
- Randwick City Council
- Waverly Council.

Centennial Parklands is owned in fee simple by the Centennial Park and Moore Park Trust (Trust), acting as trustee for the NSW Government.

Today, the Parklands are multi-faceted and integral to Sydney. The Parklands provides a vital green space for the community where:

- People can engage in sports, recreational activities, entertainment and cultural events
- Local and international visitors can enjoy its unique heritage and environment
- People can escape the dense urban environment and find peace in quiet green spaces
- Environmental and historical education is provided
- Wildlife can seek habitat and refuge
- People can participate in ceremonies and celebrations
- Native vegetation is protected and nurtured.

Our governance arrangements

The Centennial Park and Moore Park Trust (the Trust) was established in 1983 under the Centennial and Moore Park Trust Act (CPMPT Act). The Trust is a statutory body within the NSW Government's Office of Environment and Heritage, reporting to the NSW Minister of the Environment.

In 2014 the administrative organisation of the Trust was integrated with that for the Royal Botanic Garden and Domain Trust to become one State Government agency while the two Trusts remained separate entities.

The CPMPT Act requires the Trust prepare a plan of management to provide more detailed direction for the current and future management of the Parklands.

The Trust determines its corporate direction and strategies under the guidance of the plan of management while its 5 year rolling Strategic Plans set the annual performance targets that guide day to day operations. The performance against these plans is reported in the Trust's annual reports, which are tabled in the NSW parliament.



The purpose of this plan

- This plan has been prepared for three reasons:
- 1) To provide an overarching strategic direction for the Parklands
 - 2) To facilitate the application of planning controls under the Environmental Planning and Assessment Act.
 - 3) It is required by the CPMPT Act

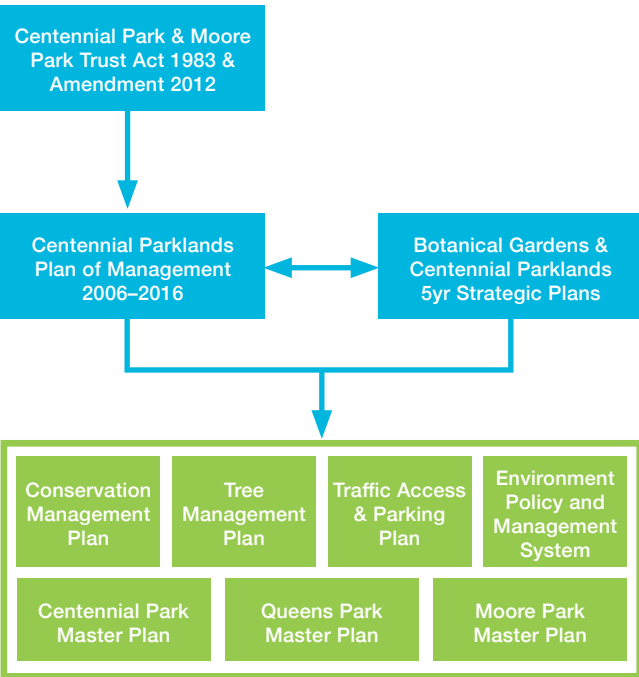
The Trust adopted its first plan of management, for Moore Park, in 1990. More comprehensive plans of management covering all of the Parklands were adopted in 1998 and 2006. This plan updates the current (2006) plan of management and it has a 10 year horizon – 2018–2028.

How this plan relates to other documents

The Plan of Management is not a master plan but an overarching strategic planning document that guides and informs a range of more detailed plans and policies for the day to day planning, design and management of the Parklands.

The Plan of Management is specifically directed by the CPMPT Act and is informed by a series of subordinate strategic plans, which provide details of the means by which the Plan of Management will be implemented over the coming years. These subsidiary plans include master plans for each of the three parks that make up the Parklands together with a Conservation Management Plan, Environmental Policy and Management System, Tree Management Plan and Transport Access and Parking Plan. These plans are available on the Parklands website at <https://www.centennialparklands.com.au> and their relationship with the Plan of Management is shown in Figure 2 below:

Figure 2:
Centennial Parklands Planning Framework



Our vision, values and goals

Our Role, Our Vision, Our Values and Strategic Goals

Our Role

To Promote and Protect our enduring and unique heritage sites and their significance both nationally and internationally.

Our Vision

Make a significant contribution to the quality, enjoyment and understanding of life by providing exceptional science, horticultural, educational, cultural and recreational offerings.

Our Values

RELEVANCE
Deliver extraordinary quality and value for the community, our customers and stakeholders

LEADERSHIP
Inspiring as individuals and as an organisation

ENDURING
Securing our environmental, social and financial future

ENGAGEMENT
With our clear purpose in mind collaborate with our partners, stakeholders and the community

INTEGRITY
Ethical, responsible, transparent and accountable

Strategic Goals

- 1. Ensure our science, conservation and horticulture are locally and globally relevant
- 2. Deliver outstanding experiences, maximising participation in sporting, leisure, cultural and reflective recreation
- 3. Deliver relevant strategies, plans and projects for the protection and enhancement of our environment
- 4. Safeguard, improve and activate critical state and community assets
- 5. Grow and diversify our funding



Photo: Bush school, Centennial Park

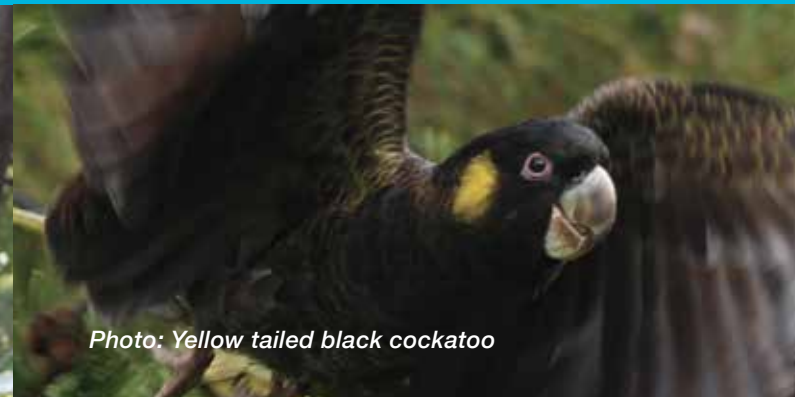


Photo: Yellow tailed black cockatoo

Diversity of experiences



Photo: Greenhouse Café, Fearnley Grounds, Centennial Park



Photo: The Colour Run 2017, Centennial Park



Photo: Learners' Cycleway, Centennial Park



Photo: Fearnley Grounds, Centennial Park

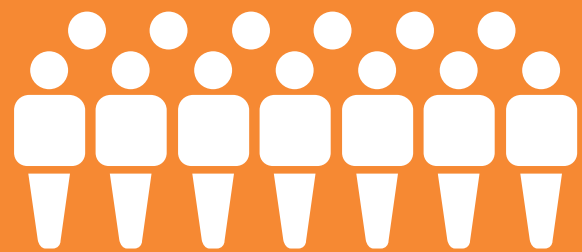
The challenges ahead



1. Population growth

The rapidly growing population from the continuing urban development in surrounding areas is placing increasing pressure on the Parklands. This, together with a greater demand for public open/green space in the urban context generally, is resulting in more visitation and greater demand for a wider range of activities.

Over 31 million



**people visited
the Parklands in 2016**

& this number keeps rising every year!

This huge growth in visitation results in greater competition between different users, such as cyclists, dog walkers and runners, and places increasing pressure on the Parklands to create designated zones to cater for specific activities. This in turn has the potential to diminish the integrity of the Parklands as a whole.

2. Environmental risks

City growth and expansion results in loss of habitats in the region and increases pressure on the Parklands as an island of refuge for native flora and fauna.

With the absence of connected vegetation corridors in the area there's a real threat of isolation of remnant habitats in the Parklands, such as the Eastern Suburbs Banksia Scrub. This limitation on native fauna movements reduces the resilience and regeneration of wildlife and provides opportunities for degradation by invasive weed species. Protecting native vegetation therefore is critical for biodiversity and it also prevents soil erosion and protects water quality.

Increasing urban development in the catchment, particularly hard surfaces will increase urban runoff and polluted stormwater contaminating the Parklands' ponds and aquifer. Increased car use and congestion, as a result of increased urbanisation, also impacts on local air quality. Some of our trees are also under stress due to age and climate variability.



3. Financial sustainability

As operating costs and intensity of use increases, it is critical that the Trust is able to meet its legal obligation of maintaining and improving the parklands through enhanced and additional revenue sources.



4. Changing recreational needs

Australia is undergoing rapid social and economic change with unprecedented impacts on family composition and characteristics, the nature of employment and recreational needs.

People are living longer but are more 'time poor'. There is a greater focus on physical and mental health and well-being particularly for older generations who are seeking more physically active, stimulating and challenging experiences. There are also continually changing preferences for sport and leisure pursuits, especially among young people. Multiculturalism, the influence of media and information technology and the rise of 'adventure' sports require planning for a diversity of recreational pursuits. This in turn has implications for access to open space areas and facilities and the range of experiences offered.

At the same time, use of our existing, conventional sporting facilities is continuing to grow and will require significant investment in turf maintenance, sports lighting, synthetic surfaces and multi-purpose facilities to meet future demand.



5. Protecting Trust lands

Maintaining the integrity of the Parklands, its boundaries and land use is an important obligation of the Trust expressed in its legislation. Major challenges in meeting this obligation come through external threats which may result in encroachment on Trust land.

6. Access and connectivity

Another consequence of the rapid population growth in the region is increased traffic congestion and greater demand for public transport services and provision of facilities for active modes of transport (walking and cycling). Traffic congestion is a particular problem in Moore Park during big events with all the parking concentrated in this precinct.

The delivery in 2019 of the South East Light Rail will assist in addressing these issues. The Trust continue to work collaboratively with all agencies in order to ensure it is meeting its objectives to improve access and dispersal and to enhance connectivity within the precinct and surrounding neighbourhoods.



7. Changing climate

Greater unpredictability in climate, leading to increased frequency and severity of storms, higher likelihood of flooding and more regular droughts, and higher average temperatures all place stress on the ecology of the Parklands and the resilience of planted and natural ecosystems.



Parklands priorities

Our 10 seeds for success

Photo: Willow Pond, Centennial Park

The strategic responses to the challenges

Wherever there's a challenge you'll also find an opportunity. For the Parklands, we see the opportunity as a driving force of our strategic priorities. We've called them our 10 seeds for success and they were developed through our continuous internal and external stakeholder consultation.

1.



Science & conservation

We will ensure our science and conservation activities are locally and globally relevant to the protection and preservation of our environment.

- Secure funding to develop and expand our science and conservation programs
- Implementing our 5 year Science strategy
- Communicating our science

2.



Horticulture

We will deliver Horticultural excellence, with botanic gardens and parklands that are locally and globally relevant to our visitors and stakeholders.

- We will deliver memorable, inspirational displays which celebrate and enhance our great places
- We will develop plans for design and collections to connect horticulture and science to a wider audience
- We will develop and harness local, national and international industry partnerships

3.



Building the organisation

We will build a customer focused organisation with a high performance culture by investing in our people, training and resources.

- We will be leaders in our organisation, in our objectives and beyond
- We will measure our performance and empower our teams to deliver world-class outcomes
- We will be accountable, transparent and diligent

4.



Visitor experience & brand

We will deliver outstanding visitor experiences and build enduring relationships with visitors.

- We will design and implement a digital capability to reach a global audience
- We will create a comprehensive marketing communications, tourism & visitor program which enhances our many brands, reputation and the experience of our visitors
- We will create financially sustainable events & experiences that enhance cultural, creative, sporting, health & community wellbeing while protecting our vital assets

The strategic responses to the challenges

5. Education & knowledge



- We will build a world-class education capability delivering programs to Australia and the world.
- We will develop and grow the suite of education, community and knowledge programs to reach local, national and global audiences
 - By delivering inspiring experiences we will be leaders in innovative digital learning, sustainable outdoor education, science and community engagement
 - We will create advocates and a new generation of supporters for our botanic gardens and parklands

6. Sport, recreation & wellbeing



- We will provide NSW's most comprehensive network of recreation, leisure and sporting facilities catering for community as well as elite sports.
- We will develop a comprehensive program of sports and maximise participation through our facilities
 - We will develop world-class, sustainable sporting and leisure facilities
 - We will provide opportunities for the community to improve their physical and mental health in our spaces

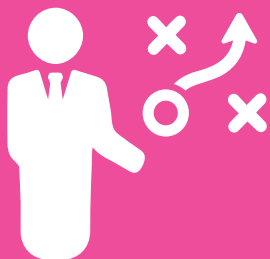
7. Securing our funding



- We will grow and diversify our funding sources to ensure that the botanic gardens and parklands are financially sustainable and deliver value for money.
- We will seek and secure external funding
 - We will deliver a cost effective organisation with strong and effective governance



8. Strategy & projects



- Through our strategies and projects we will prepare for the future and preserve our past.
- We will deliver a well-planned & resourced Capital Investment Program that enhances our asset base and improves the visitor experience
 - We will respond to our statutory obligations by developing robust strategic planning frameworks that are clearly defined for the organisation
 - We will deliver robust project audit program

9. Financial sustainability



- We will deliver financially sustainable, customer focused commercial facilities that maximise the enjoyment and use of our spaces and facilities.
- We will grow income through intensive relationship management of existing commercial arrangements and new income opportunities
 - We will build a development project to capitalise our funds and resources
 - We will adhere to the highest standards of probity and governance




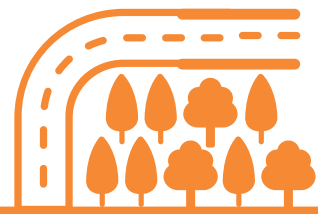











10. Assets & facilities



- We will efficiently and effectively manage our assets to ensure the integrity and accountability of our botanic gardens and parklands.
- We will ensure our facilities are safe, efficient and environmentally sustainable
 - We will create and deliver highly effective asset management strategies
 - We will create the Asset Management frameworks to support the efficient delivery of the BGCP Strategic Programs



How our strategic priorities address the challenges ahead

Strategic Priorities	Challenges						
	 1. Population growth	 2. Environmental risks	 3. Financial sustainability	 4. Changing recreation needs	 5. Protecting Trust lands	 6. Access and connectivity	 7. Changing climate
 1. Science and Conservation		✓					✓
 2. Horticulture		✓		✓		✓	✓
 3. Building the organisation	✓	✓	✓	✓	✓	✓	✓
 4. Visitor experience and brand	✓		✓	✓	✓	✓	
 5. Education and knowledge	✓	✓					✓
 6. Sport, recreation and wellbeing	✓		✓	✓		✓	
 7. Securing our funding	✓	✓	✓	✓	✓		✓
 8. Strategy and projects	✓	✓		✓	✓	✓	✓
 9. Financial sustainability	✓		✓	✓	✓		
 10. Assets and facilities	✓	✓		✓	✓	✓	✓

Accommodating recreational demands – A case study for change

NOW



Out of 750,000
registered sports participants
using Centennial Parklands
it is estimated

500,000+
are under 16yo



140+ schools
currently use Centennial
Parklands on a regular basis

**300+ junior
community
sporting clubs**
use Centennial Parklands
on a regular basis



ES Marks Athletics Field hosts

70+
school
athletics
carnivals
annually and facilitates

50,000+

public training entrants under 16yo

100%
Turf playing
fields already
at maximum
carrying capacity
during winter.

FUTURE

Projected growth in registered
sports participants is expected to reach
1.3m by 2027 – 8% year on year

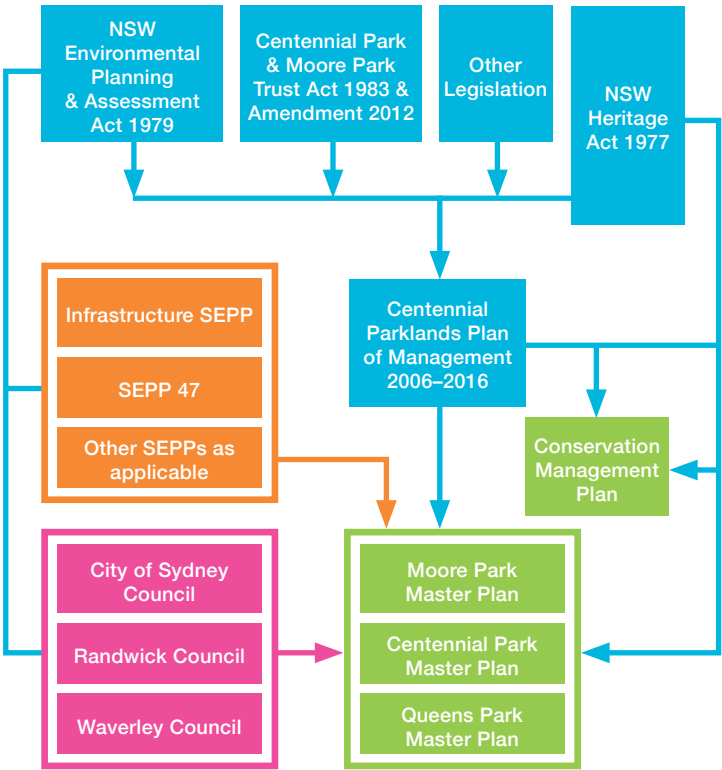
Demand for sports fields expected
to grow between 5-10% year on year



Statutory planning framework

In addition to the CPMPT Act, additional legislation contains external planning controls that direct and influence the planning and management of the Parklands. This statutory planning regime is shown below:

Figure 3:
Centennial Parklands Statutory Planning Framework



Of this other legislation, the NSW Environmental Planning and Assessment Act 1979 (EP&A Act) is the most important. Under this Act a range of environmental planning instruments have been made which apply to the Parklands. These instruments are primarily State Environmental Planning Policy (Infrastructure) 2007 – the Infrastructure SEPP, State Environmental Planning Policy No.47 Moore Park Showground (SEPP 47) and the local environmental plans (LEPs) of the three local government areas (Randwick, Waverley and the City of Sydney) within which the Parklands is located.

The ISEPP contains provisions that apply to all of the Parklands. Under this instrument the great majority of the Trust’s development activities do not require development consent as long as they are consistent with the CPMPT

Act, Plan of Management and, by extension, the subsidiary strategic plans that sit beneath it (see Figure 2 on page 8). These matters can generally be dealt with under Part 5 of the EP&A Act, which applies to public authorities allowing the Trust to self-determine most of its activities subject to an appropriate environmental assessment being undertaken. In some cases (such as major developments) approval from an external authority may be required.

SEPP 47 applies only to the former Moore Park Showground, which now comprises Fox Studios Australia, the Entertainment Quarter, Centennial Parklands Equestrian Centre and the Hordern Pavilion and Royal Hall of Industries. It outlines broad planning controls for development on this land with more specific controls contained in a master plan for the site adopted under this instrument.

The LEPs for the Waverley, Randwick and City of Sydney local government areas also apply to the Parklands although, in relation to the Trust’s development activities, the SEPPs have primacy over the local plans in the hierarchy of planning instruments.

The NSW Heritage Act 1977 is also an important part of the statutory planning framework for the Parklands because the majority of the Trust lands (excluding the Entertainment Precinct shown in Figure 1) is within the curtilage of the State heritage listing for the Centennial Parklands. As such, anything that potentially impacts the heritage significance of this item may require approval by the NSW Heritage Council under the Heritage Act unless an exemption applies. There are standard exemptions under the Act and, in the case of Centennial Parklands some site-specific exemptions (which were gazetted in March 2000) apply.

In some cases other State and Commonwealth legislation may also be applicable to development activities in the Parklands. These include:

- NSW Protection of the Environment Operations Act 1997
- New Biodiversity Conservation Act 2016
- NSW National Parks and Wildlife Act 1974
- NSW Water Management Act
- Environment Protection Biodiversity Conservation Act 1999

The foundations of our success

1. Funding

Funding for our future

Since 2014 we’ve (proudly) been a successful self-funded enterprise for our operating expenditure with our capital projects supported by State Government grants, retained earnings and benevolent funds.

The following table provides a five-year snapshot of key financial aspects of the Trust’s operating environment:

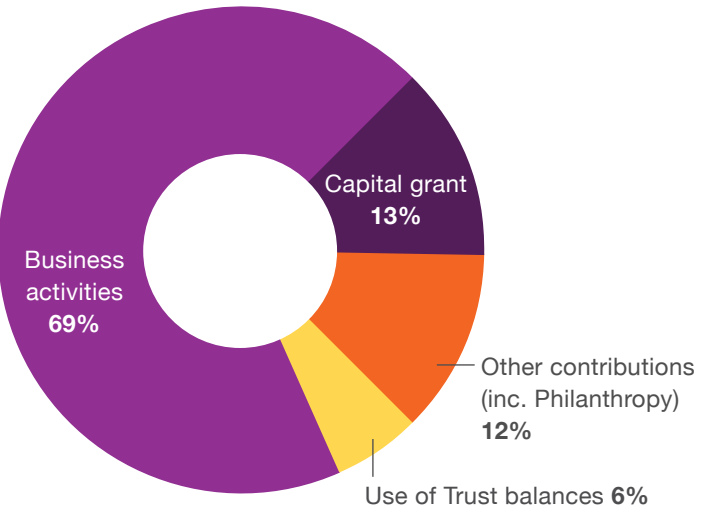
	2011–12	2012–13	2013–14	2014–15	2015–16	2017
Trust generated revenue	19.3M	20.9M	21.2M	23.4M	24.0M	24.9M
Trust operating expenses	19.4M	20.3M	19.9M	20.2M	20.6M	23.0M
Government recurrent funding contribution	1.2	0.9	-	-	-	-
% Trust self-funding	94%	96%	100%	100%	100%	100%

NB: We have now become fully self-funded, with significant revenue streams flowing principally from commercial and sporting activities in Moore Park.

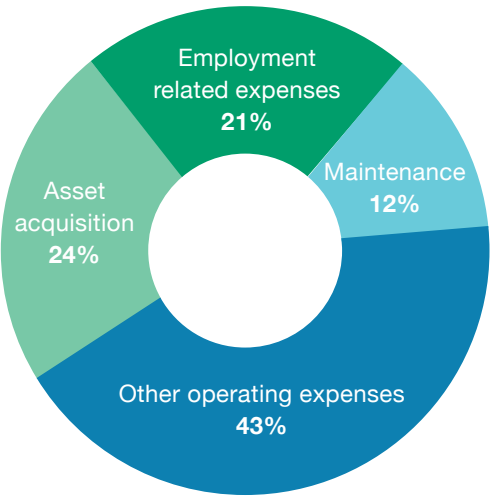
Growing revenue

Just how do we actually raise the funds to keep the Parklands thriving?

Where funds come from



Where funds are spent



No longer the quiet achiever

The People’s Park has a strong history of revenue raising and strategic reinvestment into Parkland assets, services and facilities.

Through sound business and financial management we’ve become fully self-funded, with significant revenue streams flowing principally from commercial and sporting activities in Moore Park, which enable the funding of the Parklands.

In addition the Trust will continue to seek opportunities to improve funding sources through philanthropic means.

Addressing the pressures

One way we secure funding is through annual NSW Government capital bids. This source of funds is supported by a strategy of achieving strong surpluses to enable the Trust to partly fund priority capital and maintenance works.

Why is this important?

Public spaces are highly valued by the community and provide a range of benefits – economic, social and environmental – for all to enjoy. It’s therefore imperative that we remain financially viable with solid profits and re-investment strategies to ensure capital maintenance work continues.

Parks make us happy! Let’s value the land and the benefits to the community.

As a self-funded public space, we provide many millions of dollars worth of environmental, social and economic benefits.



Economic benefits

The value of trees and green space, in some ways is immeasurable. But slowly economics is recognising their dollar value. Parks:

- Employ people and attract businesses that employ people
- Raise the value of private property prices
- Create, support and drive tourism, in NSW that’s over \$30 billion and tens of thousands of jobs!
- Save us money on public healthcare costs
- Save us energy costs by helping to keep our cities cooler
- Promote and support the research sector
- Provide a space for economic opportunities in the way of events, weddings and media events
- The Parklands have been instrumental in raising millions of dollars for third-party charities, helping to ease the burden on the public purse
- Provide opportunities for primary, secondary and tertiary education



Social benefits

Parks improve your:

- Mental and physical health
- Brain function
- Lifestyle by making the city more liveable
- Connection to nature
- Opportunities to connect with people through cultural activities such as events



Environmental benefits

Parks are an important environmental infrastructure. They:

- Keep our cities cool by absorbing ‘urban heat’
- Clean the air we breathe
- Manage our stormwater and help prevent flooding
- Provide shelter and homes for native birds & animals
- Provide important landscape relief in a dense urban environment
- Protect remnant native bushland

The foundations of our success

2. Strategic partnerships



Another way that we can revitalise old assets and provide new and improved facilities and services is through collaboration and the development of strategic partnerships with other State Government agencies and particularly the four local councils that surround the Parklands on matters such as:

- provision of sporting and recreational facilities;
- strengthening and preserving wildlife corridors; and,
- access and connectivity, particularly for active transport modes.

There is also the potential to work together with universities and other relevant institutions on environmental research and our popular nature education programs.

3. Conservation

Heritage conservation matters

With growing awareness of the importance green spaces have for our economic, social and environmental health, conservation is more important than ever.

Centennial Parklands is a unique place of exceptional National, State and Local heritage significance, and it's the responsibility of present generations to protect this rich heritage and keep the park alive for future generations.

Our heritage does not just consist of buildings, monuments and statues. It's the whole of Centennial Parklands, with all of its natural, Indigenous, cultural and social importance that's led to its heritage listing on the State Heritage Register– which means special measures are necessary to ensure its significance is protected and properly managed.

It is a grand, linked open space of largely nineteenth-century landscape design intended for social and physical activity. The Parklands sits at the head of the Botany Bay catchment in an area originally part of the territory of the Gadi people on lands designated in 1811 as the Sydney Common. It retains evidence of the original landforms and plays a vital role in sustaining natural processes and biological diversity on a scale that is rare in Sydney's inner urban environment.

The Parklands has national significance as the place of the inauguration of the nation, the creation of a People's Park, events, and people and monuments of national importance. And with strong associations with our convict heritage, pathways and transportation routes, water supply, horticultural and agricultural experimentation, nature conservation, military use, and a diversity of sport and recreational use, conservation is not just a buzzword, but a major focus of our organisation.

Our conservation objectives

- Retain, restore and reinstate significant heritage attributes of the Parklands
- Conserve the significance of the Parklands, including functional relationships, spaces, vistas and fabric
- Record all elements of significance which are affected by change
- Enhance appreciation of the Parklands' heritage significance through appropriate presentation, education and interpretation
- Fulfil the objectives of the Centennial Park and Moore Park Trust Act, the NSW Heritage Act, the Centennial Parklands Conservation Management Plan, and the principles of the Australian Natural Heritage Charter and the Burra Charter
- Consider the relative significance of the whole and individual elements in conservation and use
- Allow ongoing use, change, development and maintenance in the Parklands, whilst retaining its heritage significance
- Strive for ecological, social and economic sustainability
- Observe and comply with legislative requirements.

Our Conservation Management Plan

Our comprehensive Conservation Management Plan (CMP) has been developed with community consultation and advice in accordance with the Burra Charter in conjunction with the Australian Natural Heritage Charter and various guidelines produced by the NSW Heritage Division.

The CMP provides an overview of Centennial Parklands within its regional and historical context and highlights the diversity and significance of heritage attributes of the Parklands. It also provides policies and practical guidance for a balanced approach to conserving and managing this significance.

The CMP also provides conservation policies to guide the overall conservation and management of Centennial Parklands' diverse heritage and includes the:

- Development of management plans for flora and fauna, adequate environmental planning instruments to ensure protection of the environment and visual curtilage of Centennial Parklands
- Strengthening of planning controls to ensure protection of Centennial Parklands' environment and setting and the need to undertake further research and monitoring in certain areas, such as environmental processes and pre-colonial archaeology.

The importance of reconciliation and acknowledgement of the traditional custodians of the land and the desire to foster Indigenous partnerships, representation, training, employment and career development as part of Caring for Country are also important policies in the CMP.

The CMP also identifies the need to develop a full schedule of maintenance and conservation works and priorities based on condition and significance, improved recording and archival practices, as well as developing strategies for enhanced presentation, interpretation and communication of Centennial Parklands' heritage attributes and the need to integrate the CMP information into Centennial Parklands' asset management and geographic information system (GIS).

Types of significance

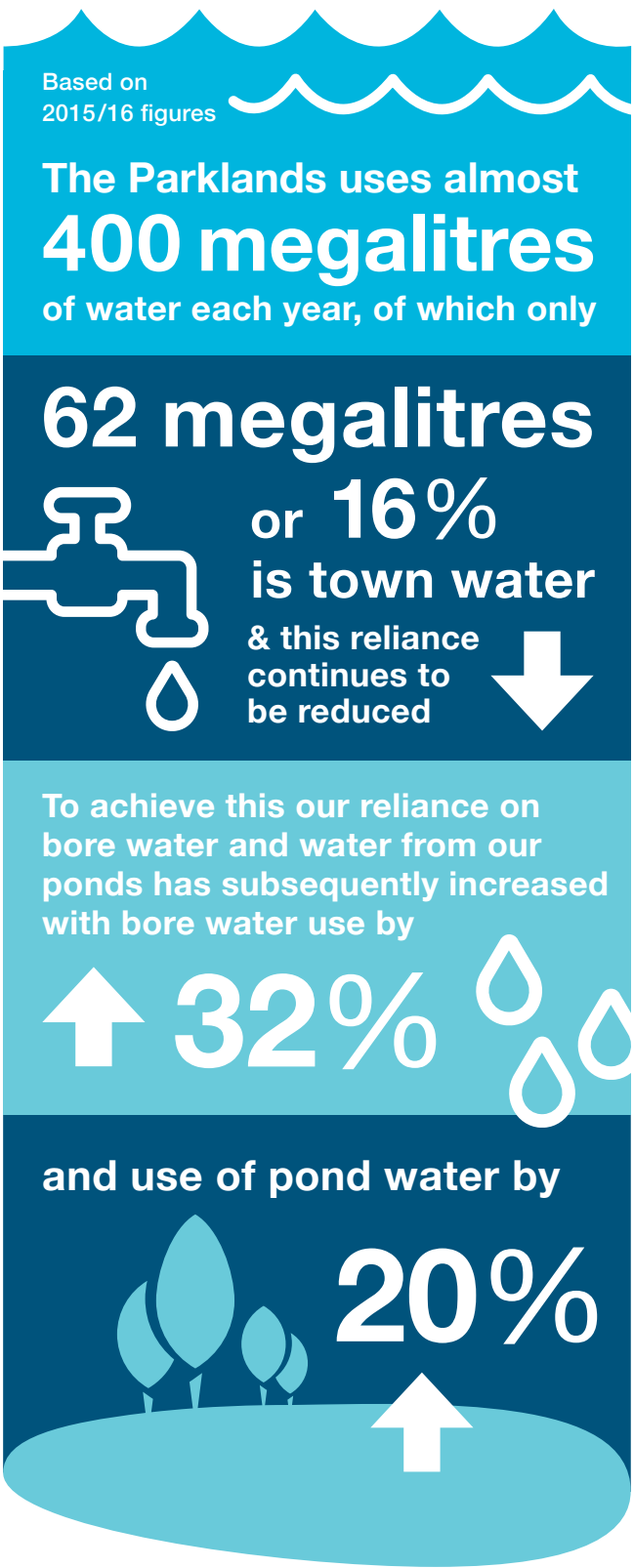
The three types of heritage significance recognised for Centennial Parklands are:

- **Natural significance:** means the "importance of ecosystems, biological diversity and geo-diversity for their existence value, or for present or future generations in terms of their scientific, social, aesthetic and life-support value". (Australian Natural Heritage Charter, 2002).
- **Indigenous significance:** refers to Indigenous cultural heritage and includes Aboriginal sites showing evidence of Aboriginal occupation and Aboriginal places which are of contemporary or spiritual importance according to Aboriginal culture or custom (NSW Heritage Division). Indigenous heritage is interwoven with the non-Indigenous heritage of Australia and evidence of that heritage is found even in places commonly regarded as 'European'.
- **Cultural significance:** includes values that are social, spiritual, aesthetic, historic and scientific for past, present or future generations. The cultural significance of a place is embodied in its physical form or fabric, its setting and contents in associated documents, its uses, or in people's memory and associations with the place. Historical cultural significance can be complex, varied and at times conflicting, a result of diverse communities and cultures. (Australia ICOMOS, p. 2–3)

The CMP also contains improved procedures for the assessment of impacts on the diverse heritage of Centennial Parklands. These procedures include the consideration of cumulative impacts, with the interests of future generations in mind. The establishment of reference panels to advise Centennial Parklands on heritage and Indigenous matters is recommended in the CMP as part of this process. Community consultation and referral to the relevant authorities continues to be a part of the approvals process.

The foundations of our success

3. Conservation (continued)



To protect and promote

Our role, as defined in the Act is to protect and promote the Parklands. Here's some of the ways we do that:

Sustainable water use

Our commitment to environmentally sustainable water use is outlined in the Botanic Gardens and Centennial Parklands Environmental Policy which aims to continually improve our environmental performance.

During the dry years of 2003-2007 when Sydney experienced a sustained period with lower than normal rainfall the Trust fully complied with the water use restrictions introduced by Sydney Water and quickly implemented a Drought Management Plan, to promote the use of pond water (recycled stormwater) for horticultural and sports field irrigation. This was eventually able to be extended to areas such as the Rose and Column Gardens, Paddington Gates and the Belvedere Amphitheatre, and at the Centennial Parklands Equestrian Centre.

Our water saving initiatives also include:

- Amenities upgrade with the installation of waterless urinals, efficient flushing and timed flow taps. Sink and roof water is filtered and recycled to the pond irrigation system – a saving of almost 1.8 megalitres of water per year! Or, the equivalent to almost two Olympic-sized swimming pools.
- Centennial Parklands Restaurant refurbishment with potable water savings through installation of an underground water tank to collect roof water, which is used to flush the toilets serving the restaurant and the adjoining public toilets. A saving of more than one million litres of potable water per annum.

Volunteering initiatives

Volunteering is a vital life blood of the Parklands. Our volunteer programs help us achieve and complete far more than could be achieved otherwise – and play a big part in helping us create environmental and social benefits for the whole community to enjoy.

In the 2016/17 Financial Year volunteers contributed over 8,000 hours of work across 15 different programs. We're proud to say our programs are often fully subscribed with a wait list.

4. Land utilisation

Land utilisation for a healthier park

Meeting community demands while preserving our heritage

Centennial Parklands manages a large, diverse and ageing asset base, with significant heritage related areas and facilities that are subject to intense (and growing) community demands.

On one hand, we're proud that the Parklands provides such valuable economic, social and environmental benefits to the community, but we're mindful of our statutory responsibilities of balancing those growing needs with our obligation to protect and promote the park.

Land utilisation is a vital component to getting the balance right, with planning and development issues, along with asset management considerations being important factors.

In addition to programs that we coordinate, we have a number of ongoing partnership programs with third party organisations:

- Conservation Volunteering Australia
- Birds Australia
- Planet Ark
- Australian National Sports Fishing Association
- Clean Up Australia Day
- Green Friends
- Sydney Wildlife

We love our volunteers. They help conserve our unique green space while also providing valuable community education.

Tree Master Plan (TMP)

Our TMP recognises that trees are a vital resource and greatly contribute to the economic, social and environmental benefits the Parklands provide. Sadly, trees don't live forever and estimating a tree's life expectancy is quite difficult and typical lifespans vary with different species as well as between individuals within a species.

In Centennial Parklands, trees have to contend with a range of problematic environmental factors, including fast draining sandy soil low in nutrients and a degree of coastal-zone exposure. They are also exposed to natural processes such as disease and pests that may limit their lifespan and reduce their safety.

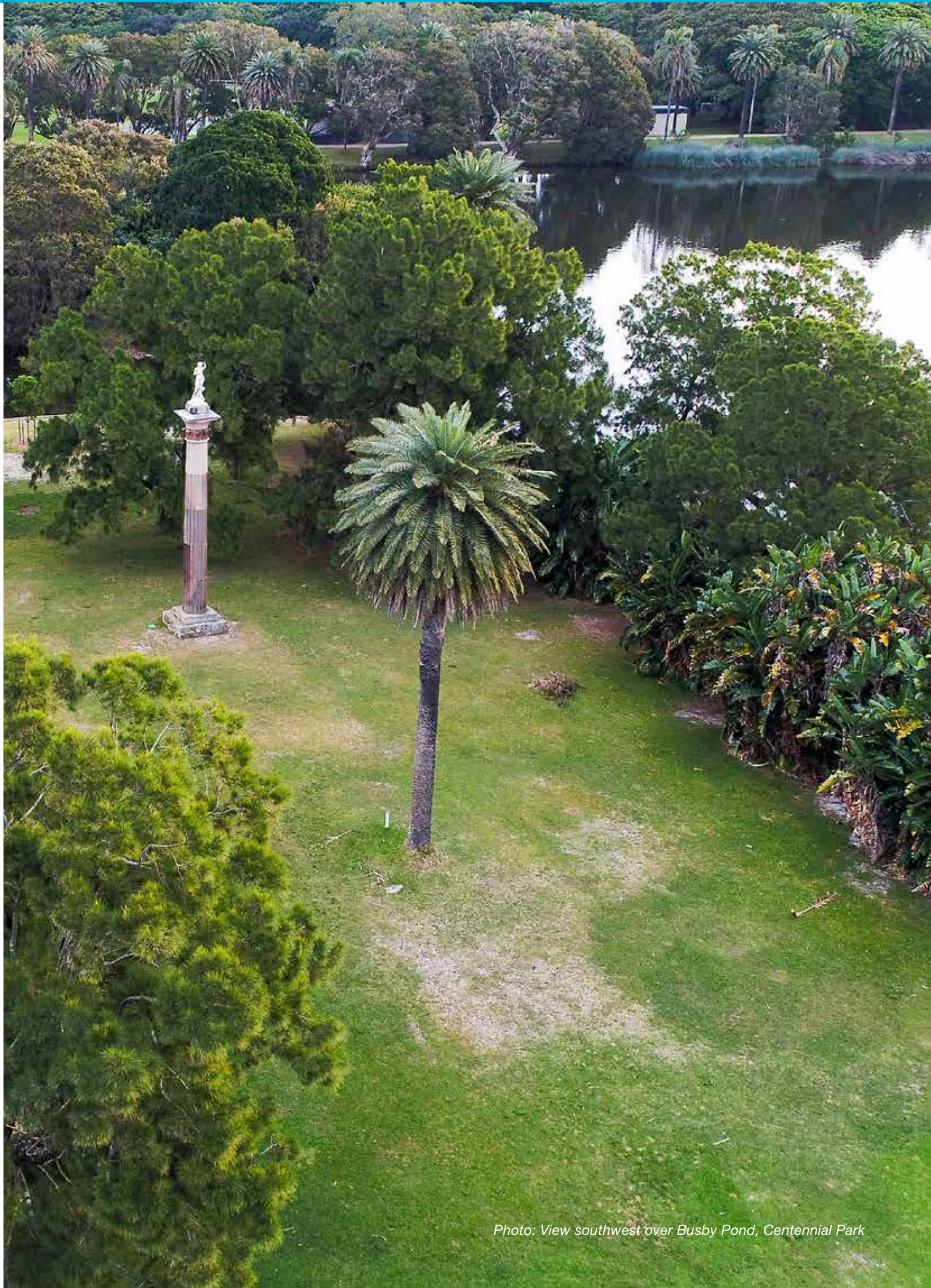
Taking into account growth criteria and environmental measures, Centennial Parklands arborists are reluctantly forced to acknowledge that their most venerable tree assets are in gradual but inevitable decline.

Trees are living organisms that have definite lifespans and good management is vital to prolong their life and protect the community, which is why we have a tree replacement program.

The implementation of the TMP will be incremental and over decades. Sometimes it can be daunting to imagine trees being cut down in such a beautiful landscape. But a far more frightening vision would be to do nothing.

What this plan will deliver

	a place where all visitors are welcome and cultural and recreational opportunities and experiences are accessible
	a place where the diversity and distinctiveness of our landscape, and heritage assets is cherished
	a place to promote healthy living through diverse recreation and leisure activities
	a place for refuge, inspiration and spiritual well-being; where calm and quality of life are celebrated
	a place to cool our city and clean the air we breathe
	a place to provide shelter and homes for native birds and animals
	a place for lifelong learning opportunities
	a place for play and fun
	a place where native vegetation is protected and nurtured





Centennial
Parklands

*Front Cover Photo: View northeast to the city over Centennial Parklands. Courtesy of Hamilton Lund.
Back Cover Photo: View northwest of the city over Willow and Fly-casting ponds, Centennial Parklands.*