

# CENTENNIAL PARK MASTER PLAN 2040 VOLUME 2

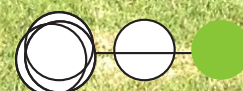
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NOVEMBER 2013



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## APPENDIX A: CENTENNIAL PARK MASTER PLAN STRATEGIC BRIEF







# CENTENNIAL PARK MASTER PLAN STRATEGIC BRIEF

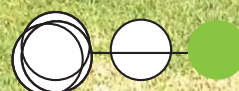
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AUGUST 2013



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# STRATEGIC BRIEF

## POSITIONING THE PARK

HIGH LEVEL STATUTORY & STRATEGIC DOCUMENTS

THE ACT

+

STRATEGIC DIRECTIONS

+

STRATEGIC VISION AND DELIVERY PRIORITIES

+

## DESIGN TEAM ANALYSIS

### CONSULTATION

- INTERNAL STAKEHOLDERS
- EXTERNAL STAKEHOLDERS
- PARK USERS - ONLINE SURVEY
- PARK USERS - IN-PARK INTERCEPTS

+

### OBSERVATIONS

- CONTEXT
- LANDSCAPE
- BUILT FABRIC
- ACCESS AND CIRCULATION
- COMMERCE AND EVENTS
- SPORTS AND RECREATION
- EDUCATION
- HERITAGE



# EMERGING THEMES

A PARK TO PRESERVE

A PARK FOR ALL

A PARK FOR DISCOVERY AND EDUCATION

A PARK FOR PARTNERSHIP

A PARK FOR HEALTH AND WELLBEING

A PARK LIKE NO OTHER



# 1.0 THE NEED FOR A MASTER PLAN

## 1.1 PURPOSE OF THE MASTER PLAN

This Master Plan is the first in Centennial Park's 125 year history.

It seeks to provide a blueprint for translating the high level vision outlined in the statutory and strategic documents which guide the Parklands' direction into an holistic, physical concept for Centennial Park.

It will sit alongside the Queens Park, Moore Park and Moore Park South master plans under the Plan of Management 2006-2016.

The Master Plan will

- Provide a long term design vision to guide changes to Centennial Park's physical environment
- Identify opportunities for improving financial sustainability
- Provide an over arching document to guide future iterations of Centennial Park's various subordinate operational and master plans
- Review and incorporate existing projects currently underway or under consideration by the Trust as outlined in the Land Use Vision 2013
- Understand the Park's natural and cultural values and how they can be best preserved and enhanced
- Respond to the changing and diverse recreational requirements of visitors to the Park
- Ensure the Park is placed to support an increasing visitor population
- Review the existing Tree Master Plan
- Revise the existing Transport, Access and Parking Plan

## 1.2 PURPOSE OF THE STRATEGIC BRIEF

The Strategic Brief comes at the end of Phase One of the Centennial Park Master Plan. It presents an overview of the Design Team's analysis of the Park and its context.

The analysis is structured around the following:

- The statutory framework and background documents which outline the responsibilities and objectives of the Trust in its management of the Park
- Extensive consultation with park users, external stakeholders and within the Trust
- The Design Team's observations of the park

The analysis begins to suggest a number emerging themes which will inform the framework for developing the Master Plan in Phase Two. These emerging themes will be presented for group debate and discussion during the afternoon session of the design workshop on August 2.

The complete set of analysis documents will be provided separately.

## 1.3 THE DESIGN TEAM

### **BVN Donovan Hill**

Master planning, urban design, architecture

### **ASPECT Studios**

Master planning, urban design, landscape architecture, arboriculture

### **The People for Places and Spaces**

Place making, activation, stakeholder engagement

### **REA Consulting**

Economic strategy and commercial opportunities

### **GTA Consultants**

Traffic planning, movement analysis

### **JBA Planning**

Statutory planning, recreational planning, economic strategy

### **Godden Mackay Logan**

Heritage assessment

### **WT Partnership**

Quantity surveying, financial modelling

### **Civitas**

Strategic urban landscape overview and international benchmarking



# THE ACT

## CENTENNIAL PARK AND MOORE PARK ACT 1983 & 2012

The Act is a statutory document establishing the constitution of the Trust, defining its functions and vesting land and property in the Trust.

Key objects of the Trust are defined in the Act as follows:

- Maintain and improve the Trust lands
- **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**
- Maintain the right of the public to the use of the Trust lands
- Ensure the protection of the environment within the Trust lands
- Other objects consistent with the functions of the Trust

## PLAN OF MANAGEMENT AND STRATEGIC VISION

## CENTENNIAL PARK PLAN OF MANAGEMENT 2006 - 2016

A strategic framework document required by the Act to provide detailed direction for the current and future management of the Parklands. It sets the corporate direction and priorities of the Trust, and is informed by subordinate master plans and operational plans. The current Plan of Management (POM) has a ten year horizon and is due to be revised in 2015.

The POM establishes 6 strategic directions for the park:

- 1 Protect the Integrity of the Parklands**
- 2 Conserve the Living Heritage of the Parklands**
- 3 Ensure Equity of Access**
- 4 Promote Cultural Diversity and Expression**
- 5 Work in Partnership**
- 6 Maintain Sound Business Practice**

## STRATEGIC VISION 2011

This document seeks to secure a sustainable future for Centennial Parklands and all its assets. Its vision is as follows:

- 1 Advocates and custodians of the Parklands heritage, environmental and national significance
- 2 World-class managers of the Parklands' highly valued assets
- 3 Recognised for diverse cultural and recreational offerings
- 4 One of the top 10 parklands in the world – a leading tourist destination**

## CONSERVATION MANAGEMENT PLAN

## CENTENNIAL PARK CONSERVATION MANAGEMENT PLAN 2003 & REVISION 2010

The CMP is prepared under the NSW Heritage Act 1977 and guides the Trust in their management of Centennial Park's diverse and important heritage assets.

The 2010 revision outlines 64 guiding policies to direct the overall use and management of the Park

## CENTENNIAL PARK MASTER PLAN 2013

## CENTENNIAL PARK MASTER PLAN 2013

Sits alongside other existing and proposed master plans:

- Moore Park Master Plan due 2014
- Queens Park Master Plan 2005
- More Park Master Plan Interim 2005
- Moore Park South Master Plan 2002

## OTHER OPERATIONAL PLANS

## OTHER OPERATIONAL PLANS

This includes (but is not limited to) the following reports:

- Tree Master Plan
- Transport Access and Parking Plan
- Stone Maintenance Strategy
- Ponds Management Plan
- Amenities Master Plan



# 2.0 WHERE DOES IT FIT?

## 2.1 PLANNING CONTEXT

The Centennial Park and Moore Park Trust Act 1983 (CP&MPT Act) is the principal legislation under which the Trust lands are administered. Other legislation applying to the Trust lands includes:

- Environmental Planning and Assessment Act 1979
- Environmental Protection and Biodiversity Conservation Act 1999
- Threatened Species Conservation Act 1995
- Heritage Act 1977
- National Parks and Wildlife Act 1974

There are also a number of State Environment Planning Policies relevant to the Parklands. At a local level, Centennial Park sits within the Randwick Local Environment Plan 2012.

The majority of Trust land is a State heritage item under the Heritage Act 1977. Refer Section 5.1 Context and Section 5.9 Heritage for further detail regarding the Heritage significance of the Park.

### The Act

The CP&MPT Act establishes the Centennial Park and Moore Park Trust as a statutory body. It defines the objects of the trust and empowers the trust with a number of functions, outlined below.

### Functions of the Trust

*(a) permit the use of the whole or any part of the Trust lands for activities of a recreational, historical, scientific, educational or cultural nature,*

*(b) in or in connection with the Trust lands provide, or permit the provision of, food or other refreshments and apply for, hold or dispose of any licence, permit or other authority in connection therewith,*

*(c) in pursuance of its objects, procure specimens and obtain scientific data from within or outside the State,*

*(d) maintain, or make arrangements for the maintenance of, the property of the Trust,*

*(e) in pursuance of its objects, carry out surveys, assemble collections and engage in scientific research, including research outside the State, with respect to botany and ornamental horticulture,*

*(f) disseminate scientific information to the public and educational and scientific institutions, whether within or outside the State,*

*(g) promote and provide exhibits, lectures, films, publications and other types of educational instruction relating to botany and ornamental horticulture,*

*(h) subject to the regulations, charge and receive fees or other amounts for, or in connection with, any service provided, article sold or permission given by the Trust in its exercise of any of the powers granted to it by this section, which fees or other amounts shall be the property of the Trust, and*

*(i) enter into any contract or arrangement with any person for the purpose of promoting the objects of the Trust.*

### Objects of the Trust

The objects of the Trust as defined in the Act are as follows:

*(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.*

### Plan of Management

The CP&MPT Act requires that the Trust maintains and adheres to a Plan of Management (POM). The POM defines six strategic directions for the Parklands:

- Protect the Integrity of the Parklands.
- Conserve the Living Heritage of the Parklands.
- Ensure Equity of Access.
- Promote Cultural Diversity and Expression.
- To Work in Partnership
- Maintain Sound Business Practice.

The Master Plan will sit below the POM, alongside the Queens Park, Moore Park and Moore Park South master plans.

There is a significant opportunity for the Master Plan to influence the updated Plan of Management due in 2016.

## 2.2 STRATEGIC DOCUMENTS

The Master Plan also responds to two key documents prepared by the Trust to the guide the future direction of the Parklands.

### Strategic Vision 2011-2016

The Strategic Vision 2011-2016 presents an overriding goal for Centennial Parklands: to secure a 'sustainable future for Centennial Parklands and all its assets.' This goal is supported by a strategic framework and series of delivery priorities which inform the day-to-day management of the Parklands.

### Land Use Vision 2013

Presented as a video, the Land Use Vision 2013 identifies a number of proposed capital improvements to the park over a 25 year time frame for review and/or inclusion in the master plan. These include:

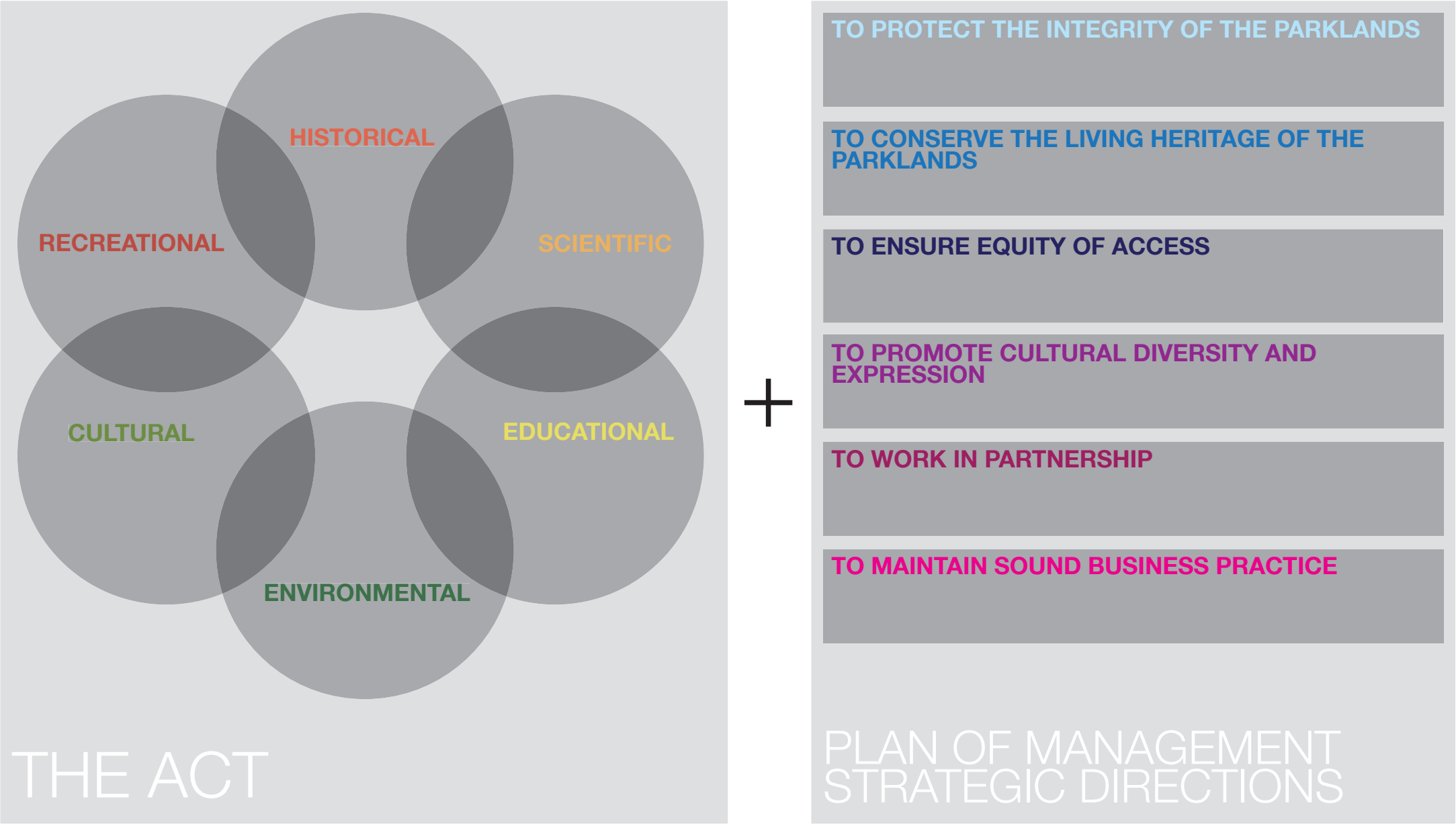
- Improving existing services and facilities
- A new public labyrinth
- An improved education precinct, including a dedicated children's garden, enhanced education centre and outdoor classrooms
- An upgrade of the Belvedere Amphitheatre to improve access, comfort and support services (currently underway)
- A new shared cycle way along the Oxford Street boundary of the park
- Relocation and enhancement of the Learner's Cycle way
- Making greater use of the south west corner of the Park for outdoor adventure sports and recreational activities

2.4 BUILDING ON IDENTIFIED CORE VALUES AND STRATEGIC DIRECTIONS

The Master Plan will seek to distil the key elements of the Centennial Park and Moore Park Trust's statutory and strategic framework and present this in a clear and direct format which can easily be used to evaluate future proposals for the park.

Beginning to develop a matrix for assessing future proposals

The preliminary matrix (shown opposite on page 9) attempts to explore how future proposals might be assessed against the six key values described in the act and the six strategic directions provided in the Plan of Management. This beings to suggest an approach for evaluating future activity within the park.





DOES THE PROPOSAL ENCOURAGE THE USE AND ENJOYMENT OF THE PARKLANDS BY PROMOTING AND INCREASING THE SIX KEY VALUES DESCRIBED IN THE ACT?

1 KEY VALUES

DOES THE PROPOSAL ALIGN WITH THE 6 STRATEGIC DIRECTIONS OUTLINED IN THE PLAN OF MANAGEMENT 2006-2016?

2 STRATEGIC DIRECTIONS

PROPOSAL (EXAMPLES ONLY)	RECREATIONAL	HISTORICAL	SCIENTIFIC	EDUCATIONAL	CULTURAL	ENVIRONMENTAL	TO PROTECT THE INTEGRITY OF THE PARKLANDS	TO CONSERVE THE LIVING HERITAGE OF THE PARKLANDS	TO ENSURE EQUITY OF ACCESS	TO PROMOTE CULTURAL DIVERSITY AND EXPRESSION	TO WORK IN PARTNERSHIP	TO MAINTAIN SOUND BUSINESS PRACTICE
HIGH ROPES	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Sited to ensure no damage to trees or landscape features	Ongoing environmental impacts to be assessed	Open to all. Ensure direct access to established pedestrian pathway	Encourages a hitherto under-represented demographic to the Park	Opportunity to engage local school children	Due diligence to establish if this is a profit-driven exercise
CHILDREN'S WILD SPACE	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Using and enhancing the Park's existing character	Low impact use of the Park's natural assets	Open to all. Reaching a new demographic	Complements and contrasts more formal play experiences	Opportunity to engage schools and holiday programs	Attracts more users to the Park and its commercial ventures
INTERPRETIVE HERITGE WALK	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Making better use of Park's existing features	Sharing the living heritage with more visitors	Open to all. Self-led or guided tour	Celebrates and communicate's the Park's diverse heritage	Opportunities for increasaed promotion e.g. Desitination NSW	Attracts more users to the Park and its commercial ventures
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>						
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>						
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>						
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>						
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>						
	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>						

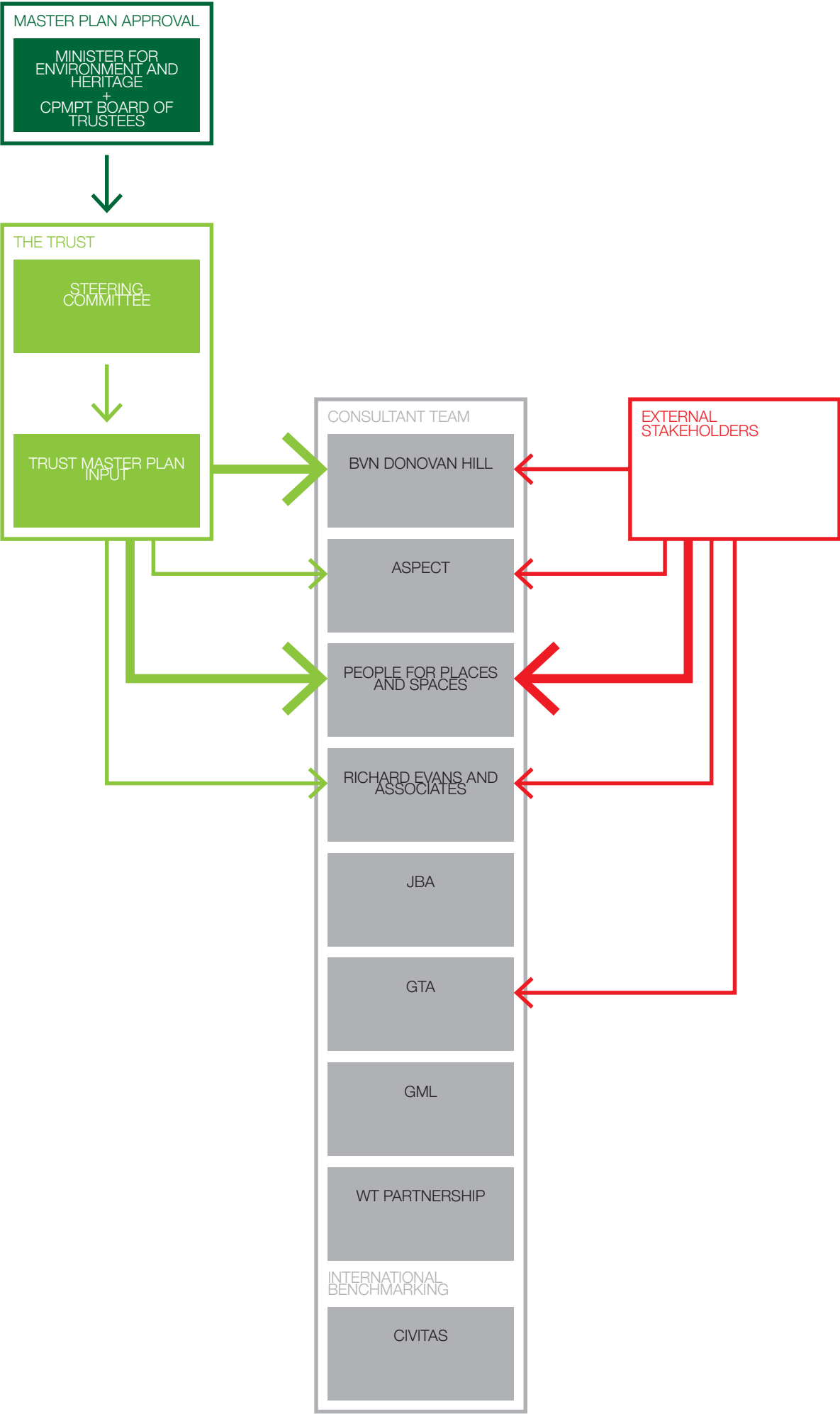
EXAMPLE EVALUATION MATRIX

3.1 PROJECT GOVERNANCE STRUCTURE

Refer to diagram at right for an overview of the project governance structure.

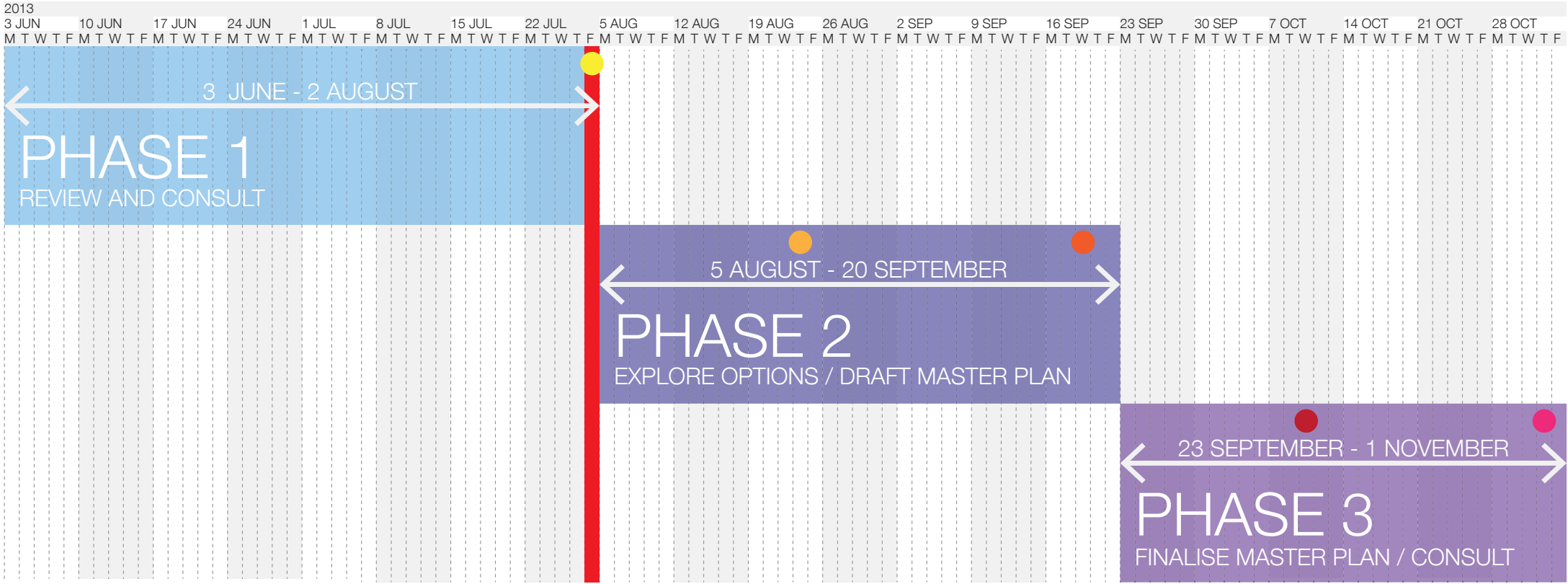
3.2 ROUND ONE CONSULTATION - WHO WAS INVOLVED

Person / Organisation	N =
Centennial Park users - online survey.....	416
Centennial Park users - in park survey.....	164
Trustee.....	1
Chair of Trustees.....	Ongoing
CP Foundation.....	1
Trust Staff.....	24
Community Consultative Committee.....	6
Residents' Associations.....	3
Dogs (group).....	1
Cyclists (group).....	1
Commercial and event organisations.....	19
Destination NSW.....	1
City of Sydney – parks, culture and events staff.....	4
Sydney Water.....	(CP Trust)
AUSGRID.....	(CP Trust)
Team Leader Ranger Services.....	1
Surry Hills Police.....	Ongoing
Surry Hills Police, Senior Programs Officer GLBTI .....	Ongoing
Mission Australia.....	Ongoing
WIRES.....	1





# 3.0 PROCESS AND PROGRAM



### 3.3 PROGRAM

The Master Plan program is divided into three distinct phases:

#### Phase 1: Review and consult

Key dates

- August 2: Workshop 1 *Review and identify emerging opportunities*

Key deliverable

- *Strategic Brief*, prepared for Workshop 1

#### Phase 2: Explore options / draft documentation

#### Phase 3: Finalise / formal consultation

### KEY

- PHASE 1
- PHASE 2
- PHASE 3
- TODAY
- WORKSHOP 1 - REVIEW & IDENTIFY EMERGING OPPORTUNITIES
- WORKSHOP 2 - EMERGING MASTER PLAN ELEMENTS & OPTIONS
- WORKSHOP 3 - DRAFT MASTER PLAN OPPORTUNITIES
- WORKSHOP 4 - PRESENT DRAFT MASTER PLAN
- PRESENTATION OF FINAL MASTER PLAN REPORT

4.1 BRIEF OVERVIEW OF THE CENTENNIAL PARK USER SURVEY FINDINGS

Positives = almost everything!

- 580 people participated (164 in-park and 416 online)
- Positive comments outweighed negative ones at a ratio of almost 5 to 1

Respondents were overwhelmingly positive about almost everything that Centennial Park is. Foremost of all, they value it as a peaceful, serene oasis, as well as its beauty, greenery, nature and fresh air and its open spaces and vistas. They also value it as a park of diverse activities and social experiences and as a place they are happy to share.

Based on their long list of positives and on their absence of critical comments or calls for any major changes in the future, it is appropriate to characterise the overall response by the vast majority of respondents by saying Centennial Park represents for them a complete park experience. They love it all and are asking for very minimal changes in the future.

Negatives = very few

Respondents had little to complain about. The single biggest gripe is the speed cyclists. People don't want them banned, just controlled.

Following that, an upgrade in park amenities, better food and beverage offerings (coffee!) and some dissatisfaction with parking and car congestion are the only issues to attract some critical comment.

What's missing? = Very little

Respondents returned to the themes of more amenities across the park and better food and beverage facilities, as well as, more recreational activities and associated facilities and sporting facilities as the main issues raised as missing.

KEY

DARK GREEN - MAJOR THEME

LIGHT GREEN - NOT A MAJOR THEME

Things we don't want in the future? = too much change from now

More large events, further development or buildings, commercial activities or more cars and car parking topped the list of things that respondents don't want in the future.

An event/s that you would like to see in the future? = Some smaller events

The largest single response was no more events should be held in the park. This was followed by family friendly events and everything musical, but not too big. Lesser mentions included, arts festivals, food, wine and markets.

Other comments = Centennial Park is a special place and peaceful retreat

Respondents returned to earlier themes. Centennial Park is a special place and peaceful retreat, better amenities and not allowing the park to become too developed.

Comparison Table of Major Themes

The following table shows how the major themes emerged across the questions in the survey. This gives a sense of which themes people kept returning to. (Note, not all themes emerged as a major theme in all questions – sometimes it emerged as an non-major theme).

Comparison of the how major themes appeared across the questions

This table shows how major themes emerged across the questions. Sometimes they emerged as a non-major theme in other questions.

Themes	Good things  (2,224 responses)	Weaknesses  (483 responses)	Missing  (272 responses)	Not in the future  (337 responses)	New events  (312 responses)	Other comments  (168 responses)
A peaceful, serene sanctuary						
The park's beauty, greenery, trees gardens nature and fresh air						
No more large events						
Variety of recreational spaces and activities						
A diversity of sporting activities						
The large open spaces						
Location and accessibility						
General upgrade needed in park amenities, esp. toilets and bins						
Fitness – running walking cycling						
Great for dogs						
Speeding and aggression by cyclists and cars + future controls						
Further development or buildings						
Improvement in food and beverage offerings – more coffee!						
Dissatisfaction with car congestion and parking						
Dissatisfaction with commercial activities in the park						
Family friendly events, esp. with an educational aspect						
Everything musical – but nothing too big						

COMPARISON TABLE OF MAJOR THEMES - ONLINE AND IN-PARK USER SURVEYS



# 4.0 CONSULTATION

A COMPARISON OF AREAS OF AGREEMENT AND DISAGREEMENT BETWEEN VARIOUS STAKEHOLDERS

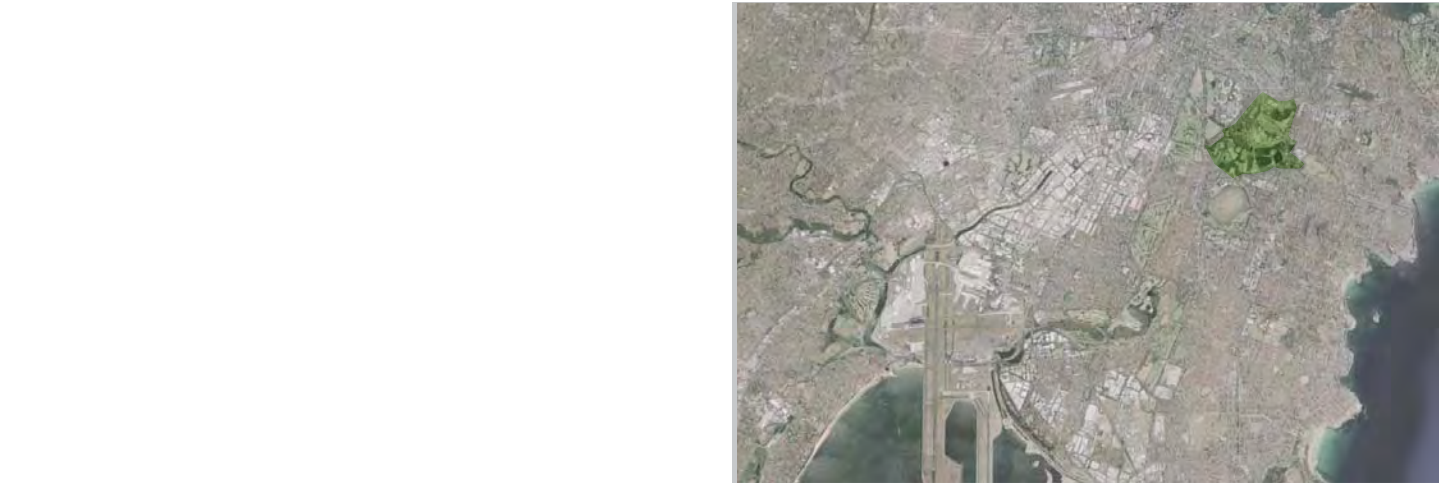
BROAD AGREEMENT BETWEEN EACH GROUP

Themes	The Trust Internal View	Park users	CC Committee	Residents Associations
A Park for everyone	✓	✓	✓	✓
A peaceful, serene sanctuary	✓	✓	✓	✓
CP's beauty, greenery, trees, gardens, nature and fresh air	✓	✓	✓	✓
The large open spaces and vistas	✓	✓	✓	✓
Proximity and access	✓	✓	✓	✓
No loss of open space or trees	✓	✓	✓	✓
No future development or buildings in the park (no net loss of space)	✓	✓	✓	✓
Speed cyclists: Need to control speeding and aggression by cyclists (and cars)	✓	✓	✓	✓
General upgrade needed in park amenities – esp. toilets and bins	✓	✓	✓	✓
Great for dogs – and the socialisation benefits they bring	✓	✓	✓	✓

AREAS OF PARTIAL AGREEMENT BETWEEN GROUPS

Themes	The Trust Internal View	Park users	CC Committee	Residents Associations
Large events	Existing no./More	Existing no./Fewer	Very cautious	Fewer
Lower impact events – family friendly, smaller music events, theatre, cultural, educational, cinema	More	Existing no./More	More	Cautious
Commercial activities in the park	More	Existing no. /Fewer	Very cautious	Very cautious
Overnight stays – residences, glamping	Yes	–	No	No
Parking fees or paid entry	Possible	No	No	No
Direct State Gov't Funding of the park	No	–	Yes	Yes
Improvement of food and beverage offerings – especially coffee!	More	More	–	–
Gay cruising in the park	Manage out	–	–	–
Improve recreational spaces and activities	Yes	Yes	–	–
Improve provision of the sporting activities	Yes	Yes	–	–
Provide more education programs	Yes	–	Yes	–

STAKEHOLDER COMPARISON TABLE



The Design Team's observations of Centennial Park today are organised around the following themes:

5.1 Context

- Environmental
- Historical
- Financial
- Urban

5.2 The Park Today

5.3 Landscape Character

- Park structure
- Topography
- SWOT analysis
- Landscape areas of historic significance
- Landscape areas of design significance
- Tree life span
- Landscape character precincts

5.4 Built Fabric

- Amenities
- Residences and pavilions
- Administration and maintenance facilities
- Food and beverage outlets
- Education precinct

5.5 Access and Circulation

- SWOT analysis
- Vehicular conflicts
- Vehicular circulation - entrances and exits
- Vehicular circulation - access to the inner park
- Pedestrian circulation

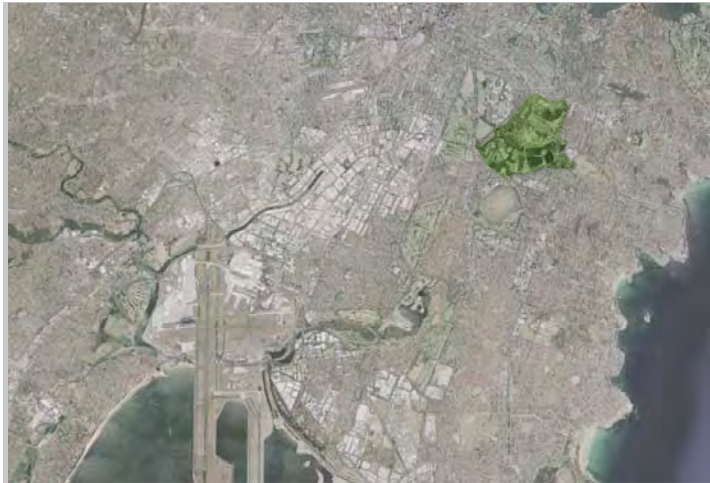
5.6 Commerce and Events

5.7 Education

5.8 Sports and Recreation

5.9 Heritage

- Heritage significance
- Historic themes



5.1 CONTEXT

Environmental

- The land on which is now Centennial Park has evolved over millions of years from a swampy river basin (Botany Sands)with raised sandstone areas and sand dune formations to the highly modified landscape it is today.
- It forms part of the Botany Bay catchment and aquifer system, and contains significant freshwater wetlands. It was the second source of water supply for Sydney.
- The original landscape would have consisted of swampy areas dominated by sedges, with wet heath and low open woodlands along the sandstone ridges.
- Significant remnant ecologies remain including pockets of Eastern Suburbs Banksia Scrub (ESBS), an endangered ecological community; remnant sand dunes and pine groves.
- The park is home to water birds, turtles, freshwater fish, eels and possibly freshwater mussels. There are frequently reported sightings of up to 125 species of native and introduced birds, as well as possums, flying foxes and micro bats.
- The constructed landscape of today includes over 16,000 individual trees, of over 115 different species. Five key species account for over 90% of all trees present.



Historical

The following is a brief history of Centennial Park. Refer also to the Centennial Parklands Conservation Management Plan, February 2010.

Centennial Park has a rich and deep history. It is a designed landscape which expresses though its history and continuing daily use the evolving human attitudes to nature. It is entwined with the political and cultural history and foundation events that have sought to define the identity of the nation and of the State of NSW.

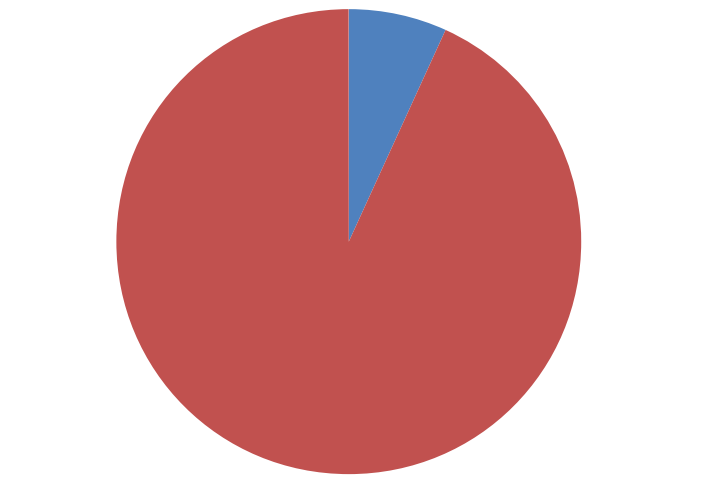
A complex landscape comprised of freshwater swamps, scrub across sand dunes, and heath on sandstone, it is the traditional country of the Gadigal people who continue to maintain cultural connections to the parklands. From historical accounts and archaeological evidence, combined with the living traditions and cultural knowledge of Aboriginal people today, it is clear that the Aboriginal people modified, used and managed the environment in accordance with the seasons to provide abundant foods and other resources. The land that was to become Centennial Park with its fresh water, plants, and animals was most likely to have been utilised by local Aboriginal people. Aboriginal pathways around the marshy ground were the routes formalised by settlers following colonisation.

The Park was created as a centenary project for the 1888 anniversary out of the Lachlan Swamp and Sydney water reserve as a place for public recreation in the growing city of Sydney. The water reserve itself was a left over portion of the much larger Sydney Common, set aside by Governor Macquarie for the use of the people of Sydney. The Park continues this use pattern.

The Park reflects the different personalities involved in its construction, from the democratic ideals of the Premier Henry Parkes who wanted a 'people's park', to the more aristocratic values of the Governor Lord Carrington who desired a grand carriage drive, to the gardenesque aesthetics of Charles Moore, Director of the Botanic Gardens, who was the driving force behind the design and plantings. These layers of its foundation history are all still visible in the park.

As the site of the main centenary celebrations in Sydney in 1888 and the founding of the Australian nation in 1901, Centennial Park holds a significant place in the story of Australian nationhood and identity.

Since Federation, Centennial Park has been the venue for a variety of national and state celebrations and commemorative events. These festivals continue the tradition of the Park as a people's park which began with the 1888 centenary celebration for which it was created. It has developed into one of Sydney's favourite recreational spaces with an estimated six million visitors per year.



Financial

The Centennial and Moore Park Trust has been afforded a unique business model to self-fund Centennial Park if managed well. Significant revenues flowing from commercial activity in Moore Park and the Golf Course enable the funding of Centennial and Queen's Park. Centennial Park generates some funding itself, but in recent years this represents less than 10% of the Trust's total revenue.

Emerging challenges flow from an impending reduction of all operational funding (>\$400k) from the NSW Government, an unpredictable economic environment relating to Moore Park commercial revenues, and a change in mix of lucrative events taking place within Centennial Park. Recurrent Government investment in capital projects and maintenance are applied for during each budget process. Recently the Trust has been successful in gaining some major capital, and c. \$4m in maintenance costs.

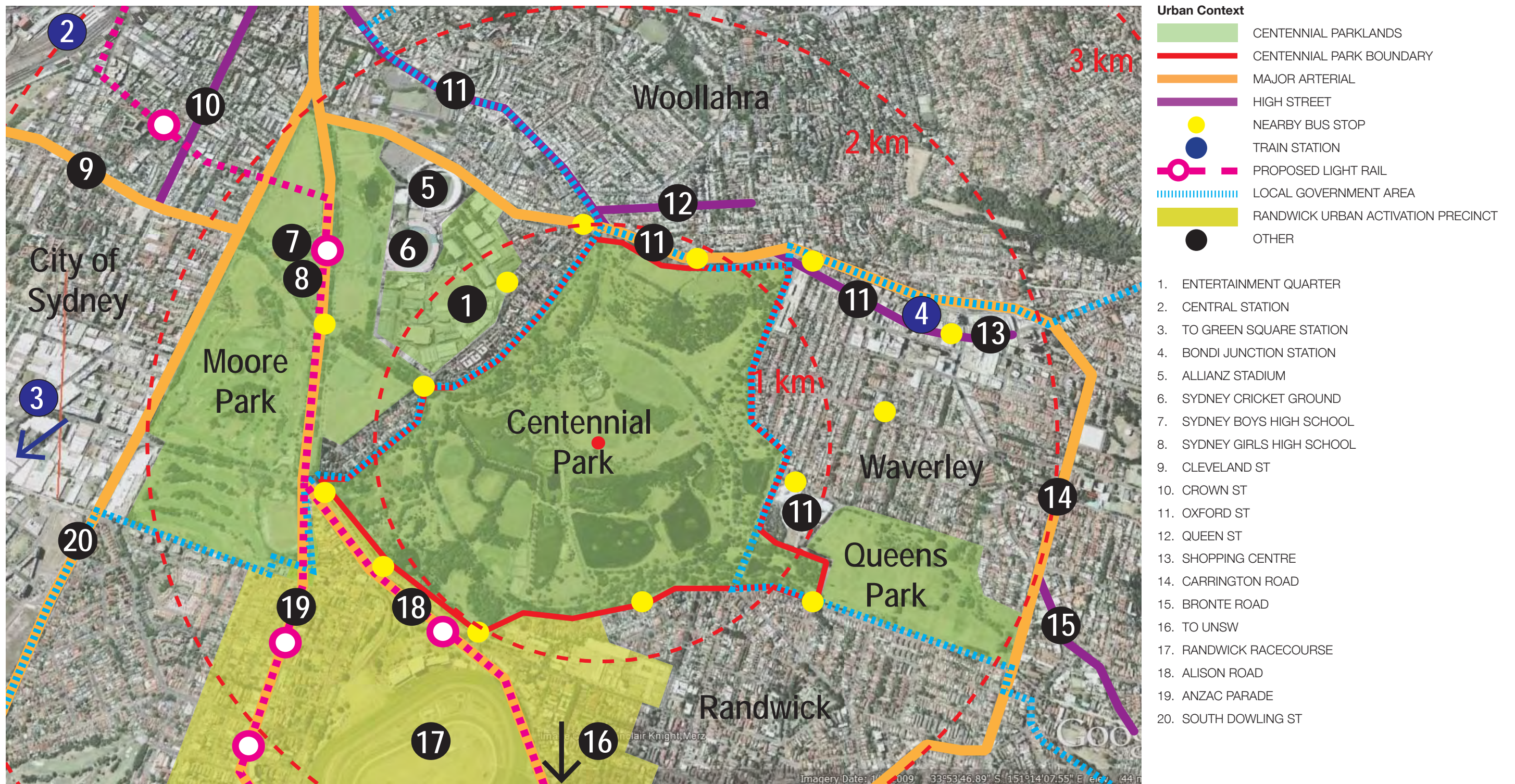
The challenges above are ameliorated by a new and revitalised management team. Overall business improvement, and strong "turnaround" economic strategies suggest that these financial risks are being well managed. Due to the unpredictable nature of annual funding bids for capital projects and maintenance, a strategy to achieve strong surpluses to increase current weak retained earnings is in train to improve financial independence.

KEY - FINANCIAL CONTEXT

- CENTENNIAL PARK
- MOORE PARK



# 5.0 OBSERVATIONS









5.2 THE PARK TODAY

- BUILDING OR PAVILION OF HISTORICAL SIGNIFICANCE
- PLAYGROUND
- AMENITIES
- SYDNEY WATER FACILITY
- AMPHITHEATRE
- LANDSCAPE FEATURE
- PERMANENT FOOD AND BEVERAGE OUTLET
- ADMINISTRATIVE / MAINTENANCE FACILITIES
- SPORTS AND RECREATION FACILITY
- POND
- EDUCATION FACILITIES

1. SUPERINTENDENTS RESIDENCE

2. PLAYGROUND

3. AMENITIES

4. UNDERGROUND RESERVOIR

5. UNDERGROUND RESERVOIR

6. UNDERGROUND RESERVOIR

7. BELVEDERE AMPHITHEATRE

8. SANDSTONE RIDGE

9. PAPERBARK GROVE

10. AMENITIES

11. FEDERATION VALLEY

12. FEDERATION PAVILION

13. CENTRAL PARK DINING. INCLUDES AMENITIES AND VISITOR INFORMATION

14. PLAYGROUND

15. PARADE GROUND

16. REMNANT EASTERN SUBURBS BANKSIA SCRUB

17. TRUST ADMINISTRATION. INCLUDES VISITOR INFORMATION

18. FROG HOLLOW

19. PARK DEPOT

20. PINE GROVE

21. WEATHER STATION

22. BRAZILIAN FIELDS

23. ROSE GARDEN

24. BUSBY’S PROMONTORY

25. AMENITIES

26. EDUCATION PRECINCT

27. MODEL YACHT POND
28. FLY CASTING POND

29. AMENITIES

30. LACHLAN RESERVE

31. COLUMN GARDEN

32. BUSBYS POND

33. FAIRLAND PAVILION

34. AMENITIES

35. RANGER’S RESIDENCE

36. SNAKE BANK

37. LILY POND

38. LACHLAN SWAMP

39. WILLOW POND

40. AMENITIES

41. ONE MORE SHOT POND

42. MUSGRAVE POND

43. DUCK POND

44. VERNON PAVILION

45. MISSION FIELDS

46. MCKAY FIELDS

47. SW Paddock

48. LEARNER’S CYCLEWAY

49. AMENITIES

50. RANDWICK POND

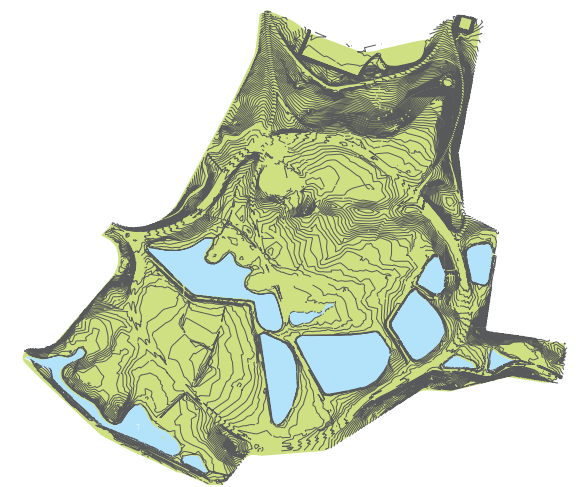
51. EQUESTRIAN GROUNDS

52. CHURCH GROUNDS

53. KENSINGTON PONDS

54. ASH Paddock

55. PLAYGROUND



### 5.3 LANDSCAPE CHARACTER

- Centennial Park is a generally intact, and thus rare, example of a 19th Century designed landscape
- The landscape is consistent with Victorian period planting styles; defined by expanses of grassed fields surrounded by belts of trees
- As an example of 'gardenesque' landscape, occasional groves and clumps of trees punctuate the views, shrubs are used only minimally to ensure that the flow of space is maintained, and ponds, monuments, statues and artworks form focal points within the park
- The consistent use of plants, particularly the native figs and evergreen oaks, unites the park character

#### PARK STRUCTURE

- The structure of the park can broadly be broken into:
  - Inner park
  - Outer Park
  - Grand Drive (and other roads)
- Planting elements, particularly rows, avenues, belts and groves contribute to defining significant views, vistas and spaces that define the park
- There is a relationship between topography, space and planting elements;
  - Extensive open grass areas dominate flat or gently undulating areas, with pockets of shade providing trees
  - Slopes and risers are wooded
  - Wetland areas are wooded/planted with tree belts/ plantations
  - Ridges have avenues and open areas

#### OBSERVATIONS

- Build on defining the inner and outer sections of the park through the distribution of activities, planting type and landscape character
- Protect significant structural defining landscape elements
- Maintain significant views and vistas
- Develop a planting strategy that responds to the geological and topographic conditions of the site

#### TOPOGRAPHY

- Although now greatly altered by European occupation, the topography was dominated by sand dune forms, exposed sandstone and erosion by water drainage
- Steep slopes (up to 30 degrees) are located in the north-west around the periphery of the open space area of the park, as well as embankments for the ponds
- The south-facing slopes provide a broken terraced effect
- The major gullies are located centrally, falling towards the former swamplands
- The greatest range of elevation is from the 30 metre contour in the south-west corner to the 88 metre contour at the top of the Woollahra Reservoir (north-east corner)

#### OBSERVATIONS

- Utilise natural topography and site features to locate new infrastructure (for example event space or amphitheatre design)
- Respond to natural drainage lines, and the understanding that the site is essentially a 'swamp' by well considered siting of activities and facilities

#### KEY

- INNER PARK
- OUTER PARK
- GRAND DRIVE





## LANDSCAPE SWOT ANALYSIS

- The major strength of the Park is that it is largely still intact as to its original design and intent
- The key significant landscape feature is its heritage avenues, rows, groves and belts of trees
- Of major concern is that given the time frame of planting, many of the plantings are expected to senesce around the same time
- The pedestrian network is weak
- Sections of the park are largely under utilised, poorly connected and poorly serviced

## OBSERVATIONS

- Build on defining the inner (structured) and outer (wild) sections of the park through the distribution of activities, planting type and landscape character:
- Investigate the south-western corner (1) as a dedicated unstructured learning/ discovery/ play space catering for 7-12 year olds
- Improve the 'grandness' of Grand Drive
- Build on the current education role and precinct (2) including expansion into children's garden and outdoor learning centre
- Remake the area around the playground/ cafe/ office (3) to improve safety and legibility
- Improve the path network to aid way-finding and pedestrian path network throughout the park
- 'Tell the story' of Centennial Park through integrated interpretation centred around cultural and natural history
- Establish a program for succession and tree replacement

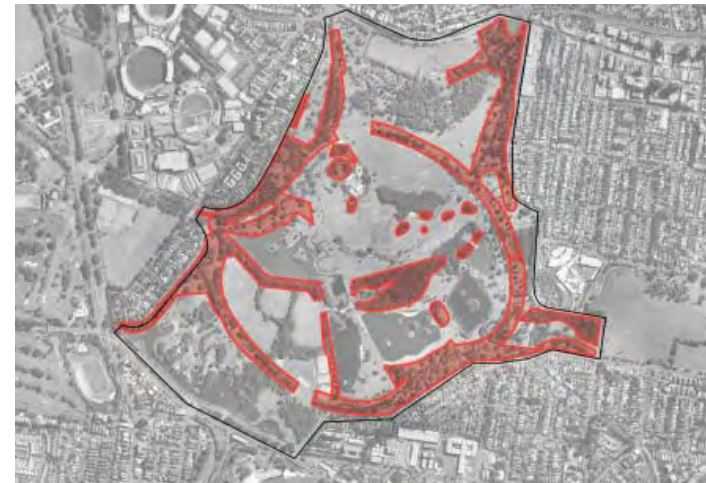
## KEY

— EXISTING PEDESTRIAN PATH

1. SOUTH WEST CORNER

2. EDUCATION PRECINCT

3. PLAYGROUND / CAFE / OFFICE



## LANDSCAPE ITEMS OF HISTORICAL SIGNIFICANCE

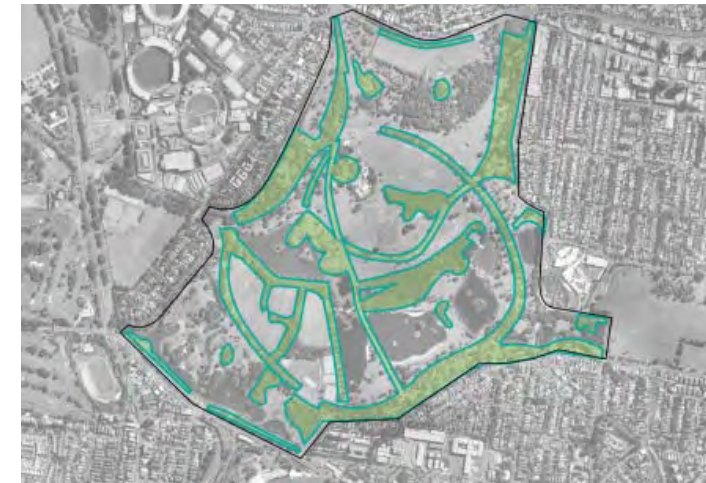
- Centennial Park is an example of 19th century park design in the 'Gardenesque' style
- Significant plantings include;
  - Rose garden
  - Grand Drive avenue planting
  - Parkes Drive Planting
  - Ash Paddock Corridor
  - Melalueca groves (Lang Rd and Lily Pond)
  - Paperbark Grove (Jervois Ave)
  - Line of Tallowwoods (Kensington Pond and Martin Rd Slopes)
  - Coral trees (Duck Pond and Kensington Pond)
  - Palm Ave (Busby's Pond)
  - Line of Figs (Lang Rd Slopes)
  - Line of Poplars (Fly Casting Pond)
  - Groves of Turpentine, Eucalyptus and Washingtonia Palms
- The tradition of experimentation in the park is a historical practice

## OBSERVATIONS

- Protection and respect for the landscape heritage
- Continue the tradition of experimentation as a valid as historical practice
- Replacement planting

## KEY

— LANDSCAPE ITEM OF HISTORICAL SIGNIFICANCE



## LANDSCAPE ITEMS OF DESIGN SIGNIFICANCE

- Trees are the single most defining element influencing the visual character and structure within the Park
- Whilst the form of the park was created using a variety of tree species planted over different time periods (successive overlays), the species and patterns (avenues, rows, belts and groves) form the visual character seen today and are fairly typical of other parks within Sydney developed during the late 19th and early 20th century

## OBSERVATIONS

- Establish a planting program that provides succession to the significant stands of avenues, belts and rows
- Future planting initiatives should augment or improve these areas
- Investigations into replacement planting for a number of significant species to maintain a similar visual character

## KEY

— LANDSCAPE ITEM OF DESIGN SIGNIFICANCE



## TREE LIFE SPAN

- Given the age of the existing planting, natural attrition of trees is inevitable due to decline in health and condition, disease, storm damage and death of trees over time. This has the potential to visually alter the character of the place
- In 2002 nearly 67% of trees had a SULE of less than 40 years
- Given the time frame of planting, many of the plantings are expected to senesce around the same time. The wholesale loss of trees within critical avenues, rows, groves and belts would have a significant impact on the visual character and amenity of the place

## OBSERVATIONS

- Establish planting strategy now for long-term succession planting
- Provide an additional row(s) of planting on Grand Drive to establish prior to replacement of existing rows
- Define scope of incremental planting/ gradual replacement and those which require block replacement, and have set in place, strategies to accommodate both
- Provide clear planting guidelines on planting philosophy and appropriate design principles
- Continue the tradition of experimentation as a valid as historical practice.



LANDSCAPE PRECINCT ANALYSIS - OPPORTUNITIES

- This detailed analysis of Centennial Park’s physical and environmental features considers the park as a series of landscape character precincts
- Derived from the Plan of Management, these precincts are identified through the natural topography and structural tree plantings within the park that define ‘edges’



MCKAY SPORTS FIELDS & EQUESTRIAN FACILITIES

OBSERVATIONS

- Maintain quality of fields; expand use
- Flora and fauna habitat identification, protection and conservation
- Opportunity for new, enhanced amenities building including change facilities to service McKay and Mission Fields
- Potential food and beverage offering associated with improved amenities



LACHLAN SWAMP & LILY, DUCK, WILLOW & FLY CASTING PONDS

OBSERVATIONS

- Develop and refine education and interpretation opportunities around natural and heritage values, water quality and ecology
- Wetland management and improvement
- Improve and expand education precinct including new amenities. Option to provide new food offering
- Maximise potential of proposal for new Children’s Garden and outdoor learning areas and enhanced community garden
- Improve vehicular and pedestrian access



BIRD SANCTUARY / EASTERN SUBURBS BANKSIA SCRUB

OBSERVATIONS

- Provide interpretative trail emphasising ecology and bird life
- Important area for bird watching
- Key component of wider education and interpretation story



FROG HOLLOW, BUSBY’S & RANDWICK PONDS, CHURCH GROUNDS

OBSERVATIONS

- Potential for relocated learner’s cycle way, and possible associated food and beverage offering
- Develop and refine education and interpretation opportunities around Busby’s Pond, Snake Bank, Busby’s Bore and Frog Hollow archaeology
- Improve opportunities to interact with water
- Possible new shelter / food & beverage offering to Busby’s Pond
- Improved pedestrian links



PARADE GROUNDS, KIOSK & PARKLANDS OFFICE

OBSERVATIONS

- Improve wayfinding around cafe and visitor information
- Provide additional public seating around cafe
- Reduce vehicle/pedestrian/cycle conflicts around the park office / playground & cafe
- Improve visibility/profile of Trust
- Maximise opportunity for high quality kiosk / refreshment facility

BRAZILIAN FIELDS, LOCH AVE SOUTH & CENTENNIAL SQUARE

OBSERVATIONS

- Consider expanding opportunities for events and festivals
- Maintain use for informal recreation and field sports
- Improve infrastructure to service fields including power
- Option for temporary sound shell and associated infrastructure to accommodate large audiences



SOUTH WEST CORNER

OBSERVATIONS

- Increased opportunities for unstructured recreation
- Opportunity for adventure play area targeted at older children
- Improved facilities, including a ‘cycle hub’ with related infrastructure including toilets and change rooms, kiosk and bicycle hire
- Consider expanded use for equestrian activities
- Improved education and interpretation relating to water and conservation linkages
- Improved pedestrian links
- Greater public engagement with the Ranger’s Residence





## LANG ROAD SLOPES

### OBSERVATIONS

- Improve perimeter trail / pedestrian links
- Improve address to Parklands
- Provide facilities to enhance unstructured visitor use (for example exercise, picnics and BBQs)
- Heritage interpretation and conservation



## DARLEY ROAD SLOPES

### OBSERVATIONS

- Maintain / enhance Woodland character
- Enhance informal use
- Improve perimeter trail / pedestrian links



## SANDSTONE RIDGE

### OBSERVATIONS

- Refurbishment of Superintendent's Cottage for greater public engagement
- Multi-use park facility
- Consider lighting from Paddington Gates to Centennial Dining
- Investigate option to close Paddington Gates to vehicles



## FEDERATION VALLEY & BELVEDERE AMPHITHEATRE

### OBSERVATIONS

- Highlight the material significance of the site (Federation) through enhanced interpretation education
- Improved opportunities for events and event management (Belvedere Amphitheatre upgrade currently underway)
- Diversity of event and informal recreation use
- Demountable sound shell for performances



## YORK ROAD SLOPES

### OBSERVATIONS

- Enhance informal uses of site
- Improve perimeter trail / pedestrian links
- Maintain key views
- Improve visitor entry experience & visitor information
- Protect significant vegetation (including ESBS)



## GRAND DRIVE

### OBSERVATIONS

- Improve conflicts between different users (vehicles, cyclists, horses & pedestrians)
- Reduce impacts of parking vehicles on existing trees
- Establish opportunities for succession planting and management of significant avenue planting
- Generate revenue through paid parking



## MUSGRAVE, ONE MORE SHOT & MODEL YACHT PONDS

### OBSERVATIONS

- Include visitor facilities that complement informal recreation and minor community events
- Utilise pond surrounds for high-use picnic related activities
- Close Musgrave Rd; cycle and pedestrian use only

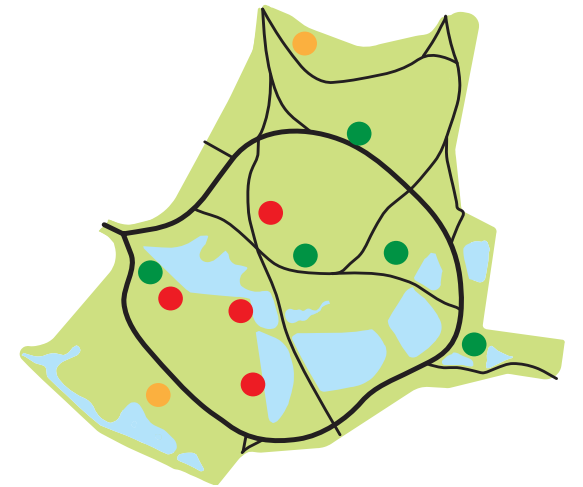


## SECONDARY ROADS

### OBSERVATIONS

- Manage conflicts between users; vehicles, cyclists & pedestrians
- Maintain significant view-lines
- Implement program for tree replacement
- Investigate opportunities for contra-flow and east-west connections
- Secondary pedestrian/cycle network





#### 5.4 BUILT FABRIC

Summary of key observations:

- Centennial Park is home to a number of unique and historically significant buildings and pavilions. There is an opportunity to enhance public engagement with these structures, and, in some instances, to consider options for adaptive reuse
- The Education Precinct and a number of older amenities buildings are most in need of improvement. There is an opportunity to consider replacement in some instances
- The suite of recent amenities buildings lend a strong character and consistency to the park. There is a significant opportunity to build on this with new structures, including amenities and other demountable or temporary facilities
- There are number of mobile facilities located around the park which generally do not contribute to the park experience or character

#### BUILT FABRIC - AMENITIES

- Recent amenities lend a strong character and consistency to the park, and are in relatively good condition
- The Amenities Master plan requires updating. A number of facilities require immediate attention
- Some areas of the park are less well served for amenities than others
- The more isolated or concealed blocks can be at risk of attracting anti-social behaviour

#### OBSERVATIONS

- There is an opportunity to continue the established language of recent amenities when designing new facilities
- Opportunity for changing facilities near some or all sports fields (McKay Fields/Mission Fields, Parade Grounds/ Brazilian Fields, Reservoir Fields). Potential for associated food and beverage offerings

#### KEY

- GOOD CONDITION
- AVERAGE CONDITION
- POOR CONDITION





**BUILT FABRIC - RESIDENCES AND PAVILIONS**

- Both residences have a strong historical character
- Both residences have adjacent fenced outdoor areas. The Ranger's Residence external area is shielded from the park
- Both residences have a presence on external roads. The Superintendent's Cottage in particular occupies a high profile position on Oxford Street (currently obscured by landscaping)
- Both residences require upgrading prior to any ongoing use
- The park is home to a number of pavilions of historical significance (The Federation Pavilion, which houses the 1901 Federation Stone and is of national importance, the Vernon Pavilion, and the Weather Station)

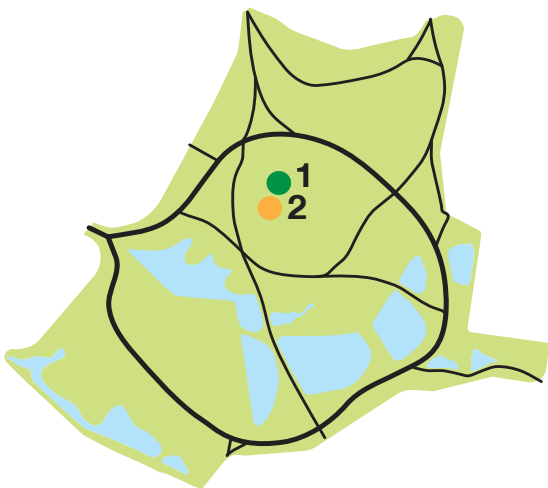
**OBSERVATIONS**

- Residences - adaptive reuse and ongoing public use
- Possible after hours usage of Superintendent's Residence due to location
- Enhanced layer of visitor interpretation around historical significance of residences and pavilions
- Opportunity to reinvigorate the Vernon pavilion (located in an area of high use) as a 'hub'
- Use of Fairland Pavilion is currently limited. Opportunity for new and enhanced facilities including change facilities and possible food and beverage offering

**KEY**

- GOOD CONDITION
- AVERAGE CONDITION
- POOR CONDITION

- 1. SUPERINTENDENTS RESIDENCE
- 2. RANGERS RESIDENCE
- 3. FEDERATION PAVILION
- 4. WEATHER STATION
- 5. VERNON PAVILION



**BUILT FABRIC - ADMINISTRATION AND MAINTENANCE**

- Parklands Office generally in good condition
- Collocation of administration and deport provides operational efficiencies
- Crossover of visitors and services access on Banksia Way
- Significant built area immediately adjacent ESBS
- Condition of Depot buildings is mixed

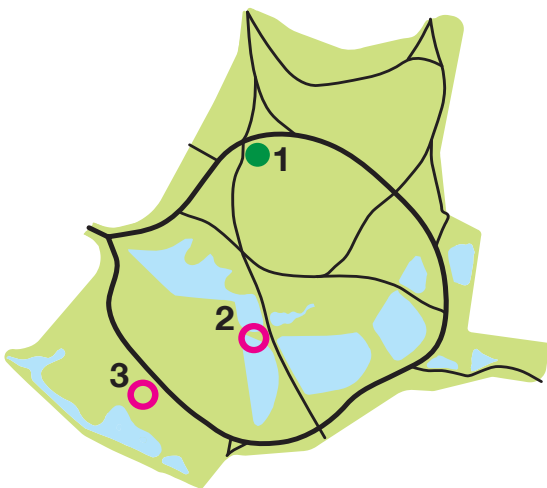
**OBSERVATIONS**

- Consider alternative access arrangement to Depot
- Consider option to relocate Depot to a perimeter location

**KEY**

- GOOD CONDITION
- AVERAGE CONDITION
- POOR CONDITION

- 1. PARKLANDS OFFICE
- 2. DEPOT



**BUILT FABRIC - FOOD AND BEVERAGE**

- Centennial Park Dining is a modern facility in good condition and in keeping with park character
- However, wayfinding and entry is unclear. Distinction between the three venues (cafe, kiosk, function room) is not made clear. Visitor information 'gets lost'
- Lack of public seating areas to serve cafe and kiosk on weekend
- Poor visibility between cafe and playground
- Crossover of visitors and deliveries on Banksia Way
- Temporary facilities detract from the park experience

**OBSERVATIONS**

- Opportunity for additional food and beverage offerings around the park
- Consider enhancing quality of temporary outlets. Opportunity to continue an architectural language consistent with the recent amenities blocks

**KEY**

- GOOD CONDITION
- AVERAGE CONDITION
- POOR CONDITION
- MOBILE VENUE

- 1. CENTENNIAL PARK DINING
- 2. COFFEE TRUCK
- 3. ICE CREAM TRUCK



**BUILT FABRIC - EDUCATION PRECINCT**

- Education Precinct lacks presence in the park
- Facilities are not adequate to support the diversity and quality of educational programmes on offer
- Facilities are in close proximity to an amenities block which attracts anti-social behaviour

**OBSERVATIONS**

- Opportunity to consider an holistic improvement of the Education Precinct, including the learning spaces (indoor and outdoor), proposed Children's Garden and the Community Garden
- Opportunity to improve the address of the Precinct within the park, including improved pedestrian and vehicular access
- Opportunity to provide a food and beverage offering supporting a new Children's Garden

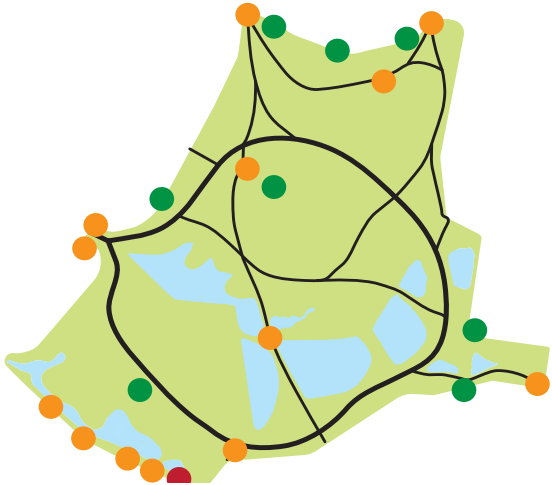
**KEY**

- GOOD CONDITION
- AVERAGE CONDITION
- POOR CONDITION

### 5.5 ACCESS AND CIRCULATION

Summary of key observations:

- There is an opportunity reduce conflicts on Grand Drive. This might be done via specific interventions at conflict-prone locations; by re-configuring the circulation of various users (cyclists, vehicles, pedestrians, horses) around the drive; or by a combination of both
- The Master Plan should explore methods to reduce traffic congestion and ‘rat running’ through the park
- There are opportunities to improve both vehicular and pedestrian wayfinding
- There is an opportunity to review the park’s one-way network to improve vehicular access to the inner park
- The Master Plan should seek to improve pedestrian amenity and permeability across the park



#### VEHICULAR CIRCULATION - SWOT

Grand Drive is the key circulating road and cycle way in Centennial Park which provides access to the inner park. The one-way operation of Grand Drive prevents many potential conflicts experienced between vehicles in a two-way road environment, however vehicles entering and exiting Grand Drive from the outer park are required to cross the cycle way resulting in conflict between the cyclists and pedestrians.

Angled parking is located along the inside of Grand Drive, predominantly in an informal arrangement which results in soil compaction and damage to tree roots.

All roads within the inner park are one-way with on-street parallel parking generally on one side of the road. There is the potential for conflict between vehicles and pedestrians on Parkes Drive in the vicinity of the Vernon Pavilion where pedestrian volumes are high.

#### OBSERVATIONS

- Relocation of angled parking to prevent damage to trees
- Decreased private car use to improve the experience of pedestrians and cyclists through improved public transport connections
- Provide clear wayfinding and directional signage to key destinations inside and outside the Park and to entry and exit gates to prevent unnecessary driving within the park

#### KEY

- OPPORTUNITY
- WEAKNESS
- THREAT





**VEHICULAR CONFLICTS**

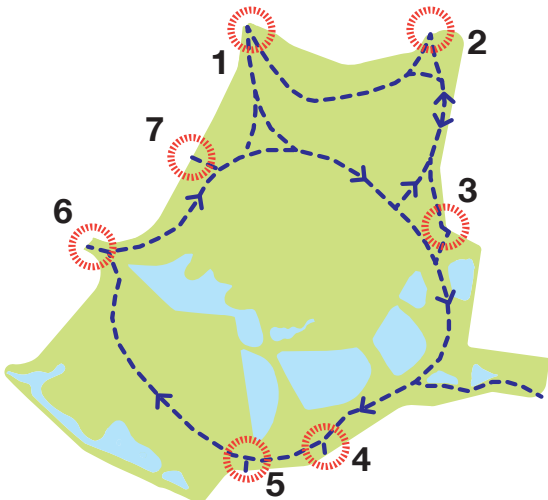
A total of 64 crashes were recorded in Centennial Park in the five years between 2007 and 2011 with 60 of these resulting in an injury. 75% of crashes occurred on Grand Drive with significant clusters of accidents at intersections with the outer park. Alarminglly, 90% of all crashes involved cyclists

**OBSERVATIONS**

- Safety improvements at intersections along Grand Drive
- Re-configuration of Grand Drive to reduce vehicle-cyclist conflicts

**KEY - RECORDER CRASHES 2007-2011**

- CRASH INVOLVING CYCLIST
- NON-CYCLIST CRASH



**VEHICULAR CIRCULATION - ENTRIES AND EXITS**

The park is used as a rat-run for vehicles while directional and wayfinding signage is often poor within the Park. Key locations/ destinations outside the park are not well signposted, while Park gates are poorly sign posted on the external road network

**OBSERVATIONS**

- Provide clear wayfinding and directional signage outside the park to entry points and inside the park to exits and locations/ destinations outside of the park
- Prevent rat-running through the park by the effective management of entry and exit gate opening and closing times

**KEY**

- VEHICULAR ENTRY/EXIT
- ROAD
- 1. PADDINGTON GATES
- 2. WOOLLAHRA GATES
- 3. YORK ROAD GATES
- 4. GOVETT ST GATES
- 5. RANDWICK GATES
- 6. ROBERTSON ROAD GATES
- 7. JERVOIS AVE GATES



**VEHICULAR CIRCULATION - INNER PARK**

Vehicular access to the inner park is via two locations along the north-west of Grand Drive. The concentration of these two accesses limits vehicular access to the inner park.

**OBSERVATIONS**

- Reversing the direction of some of the inner park roads to disperse access points to the inner park
- Converting the inner one-way roads to two-way to increase permeability of the inner park

**KEY**

- VEHICULAR ACCESS TO INNER PARK
- ROAD



**PEDESTRIAN CIRCULATION**

- The sealed pedestrian path on the inside of Grand Drive is well-utilised by walkers, joggers, and children on scooters and bikes. However, its width is limited in some areas, and further restricted by tree roots in some locations
- Road crossings of the Grand Drive pedestrian path are treated differently around the park
- Legible pedestrian access to the inner park is currently limited, with pedestrians required to utilise roads (moving against the traffic when entering from the east) or walk across grassed areas
- Pedestrian paths are only provided for limited portions of Parkes Drive and Dickens Drive
- There is a lack of pedestrian wayfinding. 'What's On', maps and park regulations are generally provided at gates but not consistently around Grand Drive where many visitors leave their cars and begin their journey on foot
- A number of unsealed paths of varying quality / formality represent key connections and desire lines
- Some unformed paths (particularly those leading from entrance gates in steeper areas of the park, for example the York Road slopes) are inconvenient and may in some conditions bring a risk of personal injury

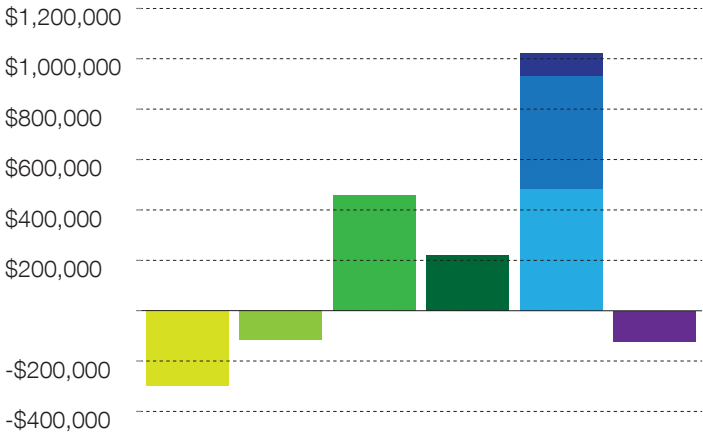
**OBSERVATIONS**

- Consider providing pedestrian paths to the full length of some or all existing roads
- There is a significant opportunity to formalise select existing informal paths and provide additional way finding to increase permeability and pedestrian amenity. This should be balanced against maintaining a sense of discovery and 'wildness' and limiting new areas of hard surfaces
- Provide clear direction on the management and hierarchy of informal paths within the park
- Consider enhancing pedestrian entrances and connections to public transport (existing train stations and bus stops, future Light Rail stops)

**KEY**

- EXISTING SEALED PEDESTRIAN PATH





5.6 COMMERCIAL AND EVENTS

Current commercial and event activity within the park account for less than 10 percent of the Trust's total income. Of the commercial activations within the park the most successful include the restaurant, cafe and kiosk, together with the equestrian activity, Moonlight Cinema, large scale music event/s, commercial sporting/lifestyle events and more recently a pop-up bar.

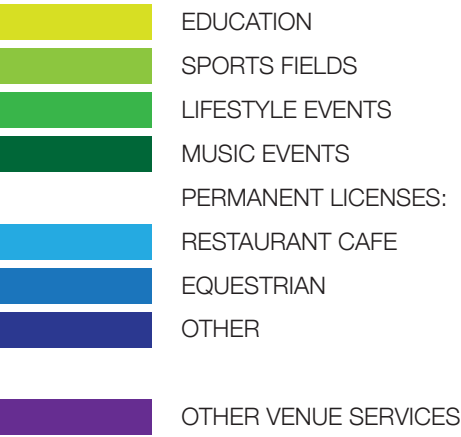
In considering future activations it is important to consider risk and comparative reward in relation to the community and stakeholder sensitivity to the character of Centennial Park being altered over time. There appears to be a strong view that the value of uncluttered green space is logarithmic, and there is a strong desire for no “new” commercial activity to be introduced.

In this context it is important to distinguish the commercial activity which is responding to a desire for greater amenity or park activation, as opposed to activity which only takes place to raise funds.

The need for strong recurrent surpluses to increase retained earnings has given rise to vigorous exploration of a variety of park activations which would also drive revenue. The establishment of a reserves policy and target over the master planning horizon would present a clear reason for increased commercial activations.

Much work has been done and plans are in place to optimise revenues from the existing businesses, and to negotiate more favourable contracts with licensees as and when they fall due.

KEY - PROFITABILITY OF EXISTING VENTURES



Tone and positioning

The park has played a superb host to a range of events over time, but the profile of the park could be enhanced by establishing a greater brand presence in the market. A shift from ‘host’ to active ‘partner’ in events would yield more income and give the park a greater profile. A programme of like activity should be established to more easily communicate activity happening within the park.

Branded events, or clusters of events, that have a high association with the park would in turn give the park an enhanced character and purchase on the hearts and minds of an extended user group. Many of the parks current low impact/high yield partners (e.g. corporate running events) could be encouraged to increase the volume of their events if there were a more overt ‘sales’ focus.

The Trust has embraced digital channels to push messages to park users, and wherever possible all events should promote or capture participants’ information to grow the park’s ‘social’ community. These communities can be activated before, during and after each of the event clusters.

A brand audit should be undertaken, and an established, consistent tone of voice and visual representation in all marketing materials of partnership events taking place within the park. A larger piece of work looking at accurate visitor numbers, segmentation and participation would be valuable to inform future activation gaps.

Infrastructure

Emerging high yield opportunities over the planning period include the establishment of a further two cafes, one proximate to the proposed Education Hub, and one next to the second playground/children’s cycleway/south-west corner activation. Temporary food truck-like arrangements should be trialled before further capital commitments are made to establish the quantum and seasonality of the demand.

The Brazilian Fields have been identified as the new event location within the park, and power and amenities should be established in this area.

Park activation for new visitors

Given the success of the recent pop-up bar, this type of activation should be vigorously pursued to both bring revenue and also build a new audience for the park within a visitor segment which is anecdotally currently underrepresented. The high yield of popular music events suggests that these should be actively pursued.

There is an opportunity to joint venture with a high-profile personal trainer to establish a Centennial Park branded range of fitness related activities within the park for all ages. The establishment of a package of park activity, promoted through Destination NSW and Business Events Sydney, to incentive groups presents another low impact but high yielding opportunity which in turn promotes the park internationally.

**Sporting field subsidy/price standardisation**

Whilst there are some commercial users of the sporting fields within the park current maintenance costs outweigh charging ability. Given that the park is in effect subsidising the use of these facilities then equity of access should be applied and long term licenses with little or no yield should be examined as and when they fall due.

A range of prices appear to be charged for similar activities, and the standardisation of these should be pursued over time.

Foundation and sponsorship

The park is fortunate to have an arms-length Foundation in place that contributes to the park income. The increased trends in participation and understanding of philanthropic giving in Australia presents a valuable opportunity for the park.

There are emotive arguments for greater philanthropic participation with the park, and a formal strategy should be developed and communicated. An opportunity exists to raise funds and promote the existence of the Foundation around some of the new capital initiatives being considered (e.g. Education Hub).

A number of free events (e.g. the light garden) should be established which would promote the Foundation. A Bequest Officer would yield significant returns over the medium to long term.

Sponsorship of park branded events and new initiatives should be vigorously pursued (e.g. Rio Tinto’s sponsorship of \$8.5m education initiative in King’s Park).

**Vehicle entrance levy**

Whilst not an activation strategy, a highly defensible vehicle entrance levy should be established to fund the maintenance of the park. This would bring significant revenue (>\$1.5m) from a modest entrance fee (\$1.50) and could be phased in over a five-year horizon as population densities increase, and managing car movements within the park become more difficult. Should such a levy be established then arguably increased commercial activity within the park could be avoided.





**5.7 EDUCATION PRECINCT - THE EDUCATION CENTRE, CHILDREN'S GARDEN AND COMMUNITY GARDEN HUB**

**The Education Centre**

Education is a key future focus for the Trust and has seen a recent uplift in sophistication, participation and success.

This area sits squarely within the key goals of the Trust in exploring the historical, scientific, educational, cultural and environmental aspects of Centennial Park.

Education is a key part of the brand proposition and something which could/should become synonymous with the Centennial Park offering.

The Park setting motivates and inspires groups and individuals to enjoy the outdoors in a safe and nurturing environment whilst providing a unique learning experience. The experiential learning is based in the outdoor classroom centred on Botany Wetlands, Lachlan Swamp, Casuarina Woods, Banksia scrubland and the fresh water aquifer.

Importantly, all educators are well-qualified in the sciences and education

Today, the Centennial Park Education Centre offers an impressive and imaginative range of programs:

- Foundation Stage to Year 12 Excursion program linked to the Primary Science and HSIE Curriculum and to the High School Geography and Senior Biology
- Murrumbidgee Education: Australia's First People
- School holiday programs
- Foundation-sponsored programs supporting school-age children from Sydney's disadvantaged population
- TAFE curriculum-based program based on the Bush School model
- Community program with a focus on wild life and habitat
- Programs partnered with external providers, e.g. Banksia Buddies (for under 5-year olds) and School Holidays Learn to Cycle with Cycling Australia

**KPIs/Strategic/Financial Positioning**

Centennial Park is committed to strengthening the existing programs and expanding the diversity of people using the park by offering programs with a broader reach.

Programs to be offered directly by the Trust staff or collaboratively with others. The education strategy targets 5,000 students delivering \$50,000 revenue and a growth of 1,200 students per year.

Continuation of product development, lifting day-time and night-time programs to an excess of 50,000 participation each year by the end of the planning cycle.

To date, education has required investment, but the Trust are confident that over the next five years these costs can be met by Government grants, corporate investment, and significant philanthropic investment from individuals, trusts and foundations.

We understand the education component should be cost-neutral within three years, and the extension program of activity will be a profit centre for the Park through sympathetic activations, including school holiday activities, birthday parties and corporate education.

This will be achieved through strategic partnerships with government organisations, tertiary institutions, not-for-profit and global centres of excellence.

Australia is currently experiencing an obesity epidemic, which is growing significantly each year. There is a need for urgent action to reverse this trend with its harmful impacts on health and well being. Centennial Park is well placed to partner with University educators and others to provide opportunities for health and well being programs centred on the Park. Many visitors come to the park to walk, run or cycle as part of their commitment to a healthy lifestyle. Others come to relax in the park and to benefit from the natural green setting offering positive stress reduction benefits.

**Need for New Infrastructure**

The current educational centre is housed in a shed-like structure that is inadequate housing for the exemplary educational offerings; the present structures will prove increasingly inadequate as the programs grow over the next year. School groups are forced to use the public toilets housed in a near-by bushy area which provides challenges for staff to ensure safety for the children.

There is a clear need to design and build a fit-for-purpose educational centre. The new facilities provide opportunities for growth in the competitive education market and become a global centre of excellence.

Capital improvements must include full amenities for school and corporate groups with self-contained bathroom, kitchens and event facilities.

The centre must provide for all physical abilities and have flexible spaces for varying programs and offerings and connected to the outside.

There must be access for walkers, cyclists, cars, buses and wheelchairs.

The centre must have the ability to links for Internet bookings and information technologies for all users.

**The Education Centre, Children's Garden and Community Garden Hub**

The proposed Children's Garden will have dedicated natural spaces where children and young people can discover and explore the natural world objectives that are a mirror of the Education Centre.

The Community Garden provides educational opportunities through sustainable planting practices with hand-on activities.

There is a powerful synergy between all three.

It is recommended that the Education Centre, the children's and community garden be collocated so that the synergies between all three can be maximised. Toilets and a child and family friendly café are essential requirements for this hub.

**Closing Statement**

Education has the potential to be a defining characteristic of the park in the years to come - it is both an obligation of the parklands, and also its greatest opportunity for broad based impact. Importantly, it has the potential to become a world centre of excellence – given the appropriate support and resources.





### 5.8 SPORTS AND RECREATION

Each local council around Centennial Park (Randwick, City of Sydney, Waverley and Woollahra) has prepared a Recreation Needs Study to identify opportunities to improve recreational facilities in the local area. The studies identify emerging trends and facility improvements required to ensure the local community has sufficient access to recreational and sporting opportunities. Centennial Park forms part of the local recreational and sporting facilities and currently provides facilities for a range of sporting user groups.

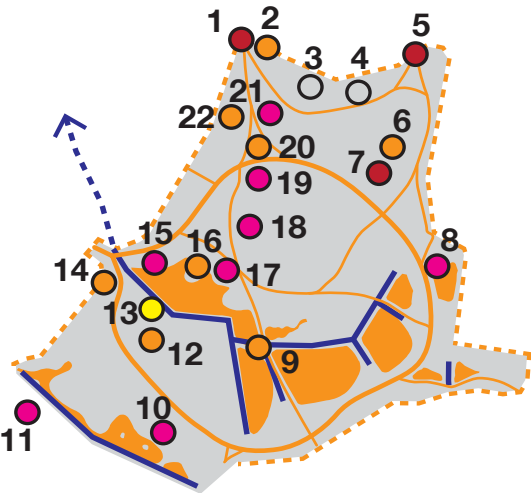
The local population around Centennial Park is growing significantly and there is increasing demand for sport and recreation facilities of all types. In particular, there is growing demand for active sports facilities with an increasing number of people taking part in structured (e.g. soccer, cricket and touch football) and unstructured (e.g. walking and cycling) sports.

- KEY**
- SPORTS FIELD
  - EQUESTRIAN FACILITIES
  - EQUESTRIAN TRACK
  - CYCLE TRACK

The Recreation Needs identify a number of common strategies for the provision of open space and recreational facilities within the local area around Centennial Park. These strategies are likely to similarly apply and inform the future master planning for Centennial Park. The key and/or common strategies include:

- Increase capacity for multi-use sports fields available for use through day and night;
- Provide and upgrade facilities to recognise the growing and ongoing popularity of AFL, basketball, cricket, hockey, netball, rugby league, soccer and tennis;
- Provide a network of outdoor and indoor aquatic and related facilities;
- Provide a greater diversity of recreational opportunities for children of all ages, including skateboarding equipment;
- Upgrade amenity sheds and support facilities to better meet user needs;
- Promote the use of open space for cultural and community events;
- Support the use of open space for personal training;
- Ensure equitable access to open space for persons with disabilities; and
- Ensure user charges and fees are affordable.

Centennial Park already provides a number of facilities for unstructured recreational opportunities (e.g. walking and cycling) and these facilities should continue to be maintained to a high standard to continue to attract users to, and activity within, the park.



### 5.9 HERITAGE AND HISTORIC THEMES

#### Heritage Significance

Centennial Park is of historical significance to the nation. Though the park is not formally listed on the National Heritage List under the EPBC Act, it is undoubtedly of outstanding heritage value to the nation in the course and pattern of Australia's natural or cultural history.

Within NSW, the significance of Centennial Park is reflected in its listing on the State Heritage Register (SHR) and other local statutory and non-statutory lists.

- KEY - HERITAGE SIGNIFICANCE**
- STATE HERITAGE REGISTER
  - EXCEPTIONAL SIGNIFICANCE
  - HIGH SIGNIFICANCE
  - HIGH SIGNIFICANCE - POND
  - HIGH SIGNIFICANCE - ROAD NETWORK
  - HIGH SIGNIFICANCE - FENCING AND GATES
  - MODERATE SIGNIFICANCE
  - ITEM OF HISTORICAL INTEREST
  - DAM EMBANKMENT - SIGNIFICANT FOR HISTORICAL ASSOCIATION WITH WATER SUPPLY TO SYDNEY
  - BUSBY'S BORE (INDICATIVE)

- PADDINGTON GATES
- SUPERINTENDENT'S RESIDENCE
- RESERVOIR NO. 2 (1925) (SYDNEY WATER)
- RESERVOIR NO. 1 (1898) (SYDNEY WATER)
- WOOLLAHRA GATES
- FEDERATION VALLEY
- FEDERATION STONE INSIDE (1901) (INSIDE PAVILION)
- STRUCTURE IN POND AREA
- VERNON PAVILION (1898)
- STEAM ENGINE
- TOLL GATE
- MCKAY SPORTS FIELD
- FAIRLAND PAVILION
- RANGERS RESIDENCE
- STEAM ENGINE
- ROSE GARDEN
- COLUMN GARDEN
- WEATHER STATION
- SITE OF ORIGINAL KIOSK (1892)
- CANON TRIANGLE
- MILL SITE
- MELALEUCA GROVE



Historic Themes

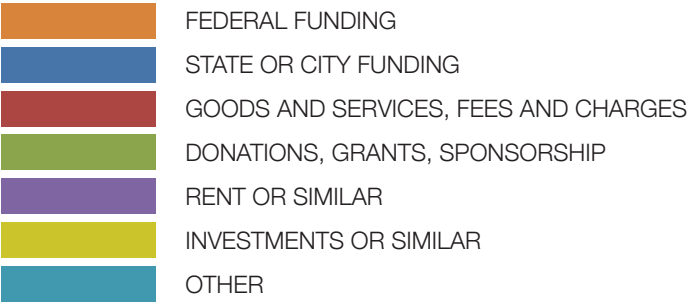
The Australian Historic Themes Framework provides the basis for considering how the historic themes developed by the states and territories link, overlap and/or integrate places across Australia. The framework comprises nine theme groups which encompass and are elaborated by a network of more specific sub-themes. Relevant themes for Centennial Park are summarised in the Table at right.

From the historic themes a range of interpretive themes can be developed that are nuanced and sophisticated.:

AUSTRALIAN HISTORICAL THEMES AND SUB-THEMES RELEVANT TO CENTENNIAL PARK

Australian Theme	Australian Sub-theme	Centennial Park Example
Tracing the evolution of the Australian environment	<ul style="list-style-type: none"><li>Tracing the emergence of Australian plants and animals</li></ul>	<ul style="list-style-type: none"><li>The Park as a place of remnant Sydney bushland and scrub</li><li>The Park as a bird and wildlife sanctuary</li></ul>
Developing local, regional and national economies	<ul style="list-style-type: none"><li>Altering the environment</li></ul>	<ul style="list-style-type: none"><li>Construction of the Park in the 1880s</li><li>Ongoing planting and landscaping of the Park</li></ul>
Building settlements, towns and cities	<ul style="list-style-type: none"><li>Planning urban settlements</li><li>Supplying urban services: water</li></ul>	<ul style="list-style-type: none"><li>Planning and design of the Park</li><li>Early use of the swamps for water supply in Sydney</li><li>Ongoing use of pond system for irrigation</li></ul>
Working	<ul style="list-style-type: none"><li>Coping with unemployment</li><li>Defending Australia</li></ul>	<ul style="list-style-type: none"><li>Use of unemployed labour in the 1890s and 1930s for building the Park</li><li>Military use of the Park</li></ul>
Governing	<ul style="list-style-type: none"><li>Federating Australia</li><li>Establishing regional and local identity</li></ul>	<ul style="list-style-type: none"><li>The Park as the site for the Federation celebrations in 1901</li><li>The Park as the site for the Centenary celebrations in 1888</li></ul>
Developing Australia's cultural life	<ul style="list-style-type: none"><li>Organising recreation</li><li>Honouring achievement</li><li>Commemorating significant events</li><li>Living in cities and suburbs</li></ul>	<ul style="list-style-type: none"><li>The Park as the site of events for the 2000 Sydney Olympic Games</li><li>The Park as a place for organised sport and recreation</li><li>The Park as a place for commemoration of the Centenary of Federation</li><li>The Park as a site for military reviews, including end of World War I commemoration</li><li>Statues and monuments to significant people and events related to the Park</li><li>The Federation Pavilion and Federation Stone commemorating the Federation of Australia in 1901</li><li>The Park as a people's park and large urban space for the people of Sydney and Australia</li><li>The Park as a site for regional, national and international events</li></ul>

KEY - COMMERCIAL BENCHMARKING

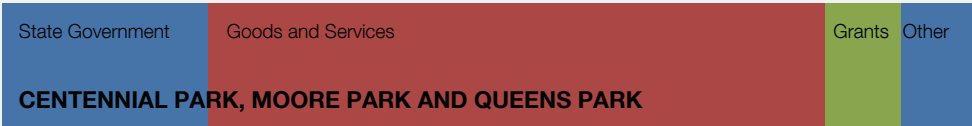


The benchmarking analysis at right indicates the breakdown of funding for other large scale national and international parks. The analysis demonstrates there is no one consistent model to fund operational and capital works in regional parks. While some parks rely heavily on Government funding, for others donations and commercial ventures are a necessity to finance ongoing maintenance and improvements. Commercial ventures are varied and include fees, rent and the sale of goods.

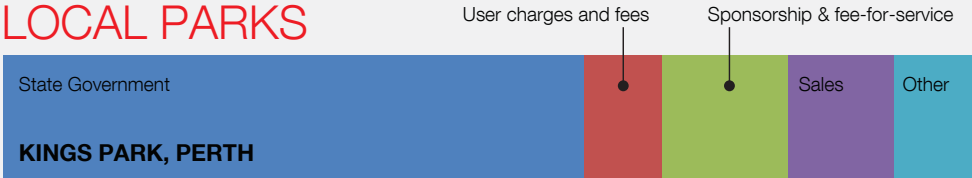
7.2 WHOLE OF PARK BENCHMARKING

The benchmarking opposite (page 29) is a summary of the detailed analysis which considers the landscape, facilities and park culture of Centennial Park to a number of local and international parks.

CENTENNIAL PARKLANDS



LOCAL PARKS



**Key Revenue Generators**

- Sponsorship (\$8.65million in capital works)
- Gallery shop sales (\$1.2 million)
- Concerts and theatre (Mellen Events, Shakespeare WA, Moonlight Cinema, Children's theatre)
- Functions and events (Weddings, social functions)

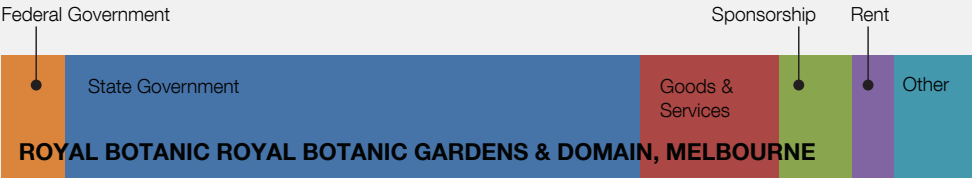
Source: Botanic Gardens & Parks Authority Annual Report 2011/2012



**Key Revenue Generators**

- Fees received (e.g. concerts) – 12% of all revenue (Field Day, Open Air Cinema)
- Rents (e.g. Licences) – 9.5% of all revenue
- Sale of goods (e.g. gift store) – 3% of all revenue

Source: Royal Botanic Gardens and Domain Trust Annual Report 2011/12



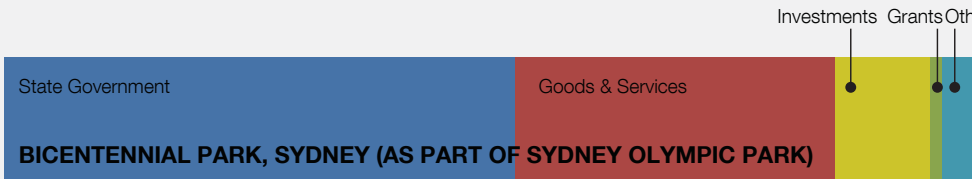
**Key Revenue Generators**

- Services (e.g. tours) 9.6%
- Sponsorship 7.7%
- Sale of goods (e.g. gift store) 5%
- Rents (e.g. Licences) 4.3%
- Other 7.1%

Source: Royal Botanic Gardens Victoria Board Annual Report 2011/12



Grants/ Other

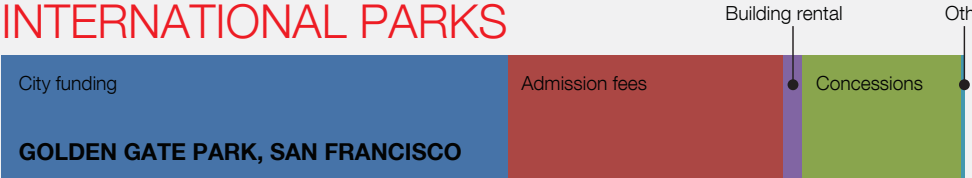


**Key Revenue Generators**

- Commercial leases and contracts - \$12.4 million (revenue from venues and tenants including ANZ Stadium, Allphones Arena, Accor Hotels)
- Car parking – \$15.5 million
- Estate levies - \$4 million
- Aquatic and Athletic Centres income - \$10.8 million
- Retail shop - \$2.7 million
- Investments - \$11.1 million (rents, interest on bank, interest on advances)

Source: Sydney Olympic Park Authority Annual Report 2011-12

INTERNATIONAL PARKS



**Key Revenue Generators**

- Admission fees (Conservatory of Flowers, Japanese Tea Garden, Nursery)
- Concessions and agreements (Japanese Tea Garden, food carts, tennis courts, bike and Segway rentals, Beach Chalet Restaurant)
- Special event fees
- Permits and user fees

Source: San Francisco Recreation and Park Department Monthly Financial Report (May 2013)



**Key Revenue Generators**

- Grants and donations 14.15%
- Licences and rents (e.g. dog walking, filming etc.) 9.2%
- Event fees and permits (e.g. event and ticket fees) 7.49%
- Catering 5.54%
- Car parking 4.5%

Source: Royal Parks Corporate Plan 2009-2011



**Key Revenue Generators**

- Donations \$29M
- Special events (eg. marathon) \$3.5M
- Merchandise \$1.1M

Source: Central Park Conservancy Financial Statements 2010/11



# 7.0 BENCHMARKING



## CENTRAL PARK, NEW YORK CITY

Central Park is a world famous urban park for its beauty and significance to New York and its people.

It features: hectares of varied landscape including open turf area, water-ways, formal gardens and wooded areas; dozens of playgrounds and sports fields; eating and entertainment facilities and a vibrant and active calendar of events including small scale community oriented events as well as high-profile events.

It plays host to all scales of activity, from daily walks on its kilometres of walk and cycleways to free world-class live music events. In a city of such high density, Central Park plays an important role in providing New Yorkers with a quality outdoor space for leisure activities.



## MILLENNIUM PARK, CHICAGO

Millennium Park is a new urban park and an important arts centre for Chicago.

It is home to a large bandshell to accommodate mostly free world-class live performances, an award-winning formal garden, internationally renowned artworks and high-volume food and beverage amenities.

There is a high commercial presence, with many companies wholly or partially funding parts of the park.



## HYDE PARK AND KENSINGTON GARDENS, LONDON

Hyde Park and Kensington Gardens is centrally located in London. It has high heritage value, as well as design value.

It is home to: many historic monuments, sites and statues; varied landscapes including waterways, formal gardens and open lawn areas; modern amenities including food and beverage facilities; kilometres of shared tracks for horses, cyclists and pedestrians and world class arts facilities including Serpentine Gallery and its annual architectural pavilion.

Famously, it is also home to many high profile live-music performances.



## DOMAIN PARKLANDS, MELBOURNE

Domain Parklands is a precinct located by the Yarra River comprised of Alexandra Gardens, Queen Victoria Gardens, King's Domain, Royal Botanic Gardens Melbourne and the Shrine Reserve.

It is a place of both historic significance and contemporary relevance to Melbourne. It is home to the Sidney Myer Music Bowl which hosts many large outdoor concerts, dozens of historically significant statues, memorials & pavilions.

### COMPARATIVE ANALYSIS

- Less play opportunities and sporting facilities
- Less sporting fields & no covered sporting fields
- Limited capacity to accommodate large scale performance based events & specific programs
- Cannot accommodate large scale performance-based events

### COMPARATIVE ANALYSIS

- 1 main formal promenade/ circuit
- No permanent or established facilities for live performance
- Limited permanent opportunities to engage with the arts
- Comparatively less calendared activities, and less high-profile events
- No cycle infrastructure
- No large-scale eating facilities
- Opportunity to increase park funding through donorship

### COMPARATIVE ANALYSIS

- Limited formal play opportunities for all-ability children's play
- Limited programmed/paid sports & recreation options
- Limited water activities & water-play
- No established/ associated live performance festivals
- No permanent stationary exercise equipment
- Limited permanent opportunities to engage with the arts
- Limited food & beverage options

### COMPARATIVE ANALYSIS

- Permanent music facility with structured event program
- 4km running track (originally designed as a horse training track)
- Comprehensive network and clear hierarchy of pedestrian paths within the parklands





## **APPENDIX B: TRANSPORT, ACCESS AND CIRCULATION REPORT (GTA CONSULTING)**



Centennial Park Master Plan  
Transport, Access and Circulation Report

transportation planning, design and delivery

13S1437000 21/11/13



TIA Report – NSW (110920V1.4)

Centennial Park Master Plan  
Transport, Access and Circulation Report

Issue: C 21/11/13  
Client: BVN Donovan Hill  
Reference: 13S1437000  
GTA Consultants Office: NSW

Quality Record

Issue	Date	Description	Prepared By	Checked By	Approved By	Signed
A	10/09/13	Final	Justin Murphy	Dick van den Dool	Dick van den Dool	Dick van den Dool
B	18/11/13	Final	Justin Murphy	Dick van den Dool	Dick van den Dool	Dick van den Dool
C	21/11/13	Final	Justin Murphy	Dick van den Dool	Dick van den Dool	

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# 1. Introduction

## 1.1 Background

The Centennial Park and Moore Park Trust wish to develop a comprehensive strategic Master Plan to provide a framework for the sustainable use and management of Centennial Park. The Master Plan is the first in the Parks 125 year history and is required to assist the operation of the Park and for long term decision making and resource allocation.

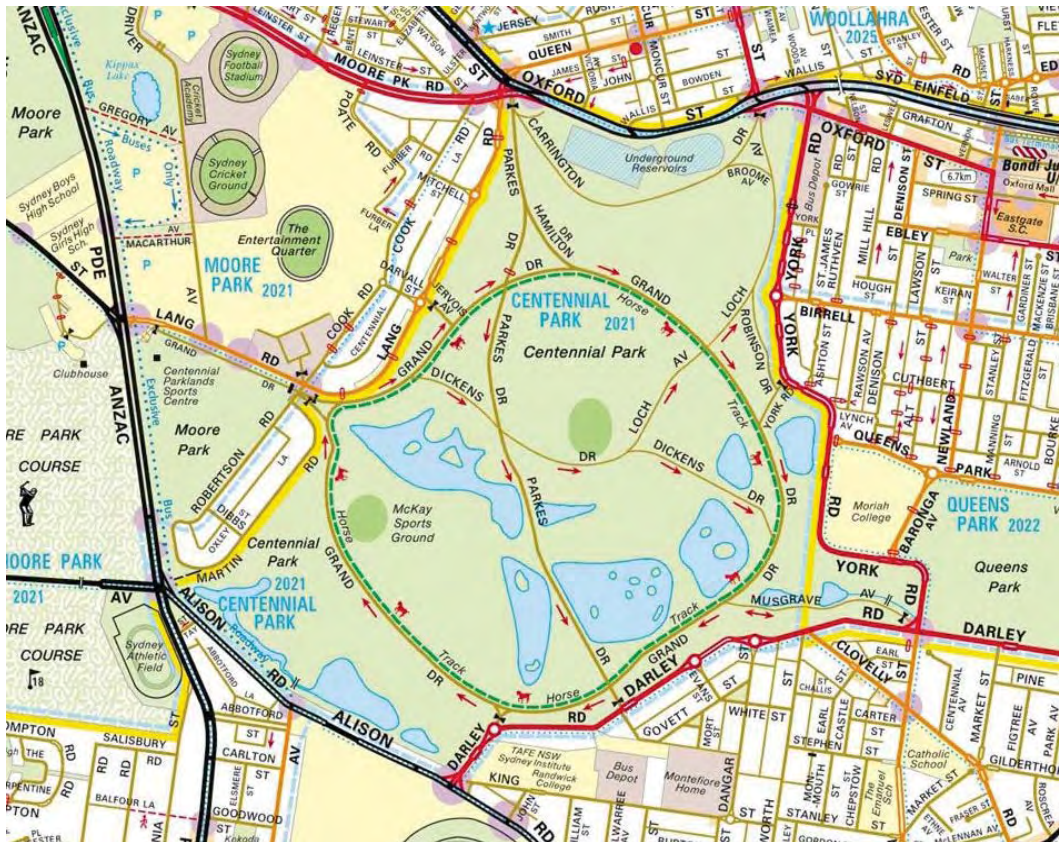
GTA Consultants was engaged by BVN Donovan Hill in May 2013 to join a multi-disciplinary consultant team to assist the development of the Master Plan by providing specialist input and advice in relation to transport, access and circulation.



## 2. Existing Conditions

Centennial Parklands is located in Sydney's eastern suburbs and encompasses three separate parks: Centennial, Moore and Queens Parks which cover a combined area of over 360 hectares. Centennial Park itself is located approximately 3.5km south-east of Sydney CBD and covers an area of 189 hectares. The park is bounded by Oxford Street to the north, York Road to the east, Alison and Darley Roads to the south, and Martin and Lang Roads to the west as shown in Figure 2.1.

Figure 2.1: Centennial Park



Source: Sydway Publishing Pty Ltd

### 2.1 Vehicular Access

There are seven vehicular access points to Centennial Park as shown in Figure 2.2. Vehicle access to the Park is generally prohibited between sunset and sunrise. Details of the gate opening times and vehicle movements are summarised in Table 2.1.

Figure 2.2: Vehicular Access Points

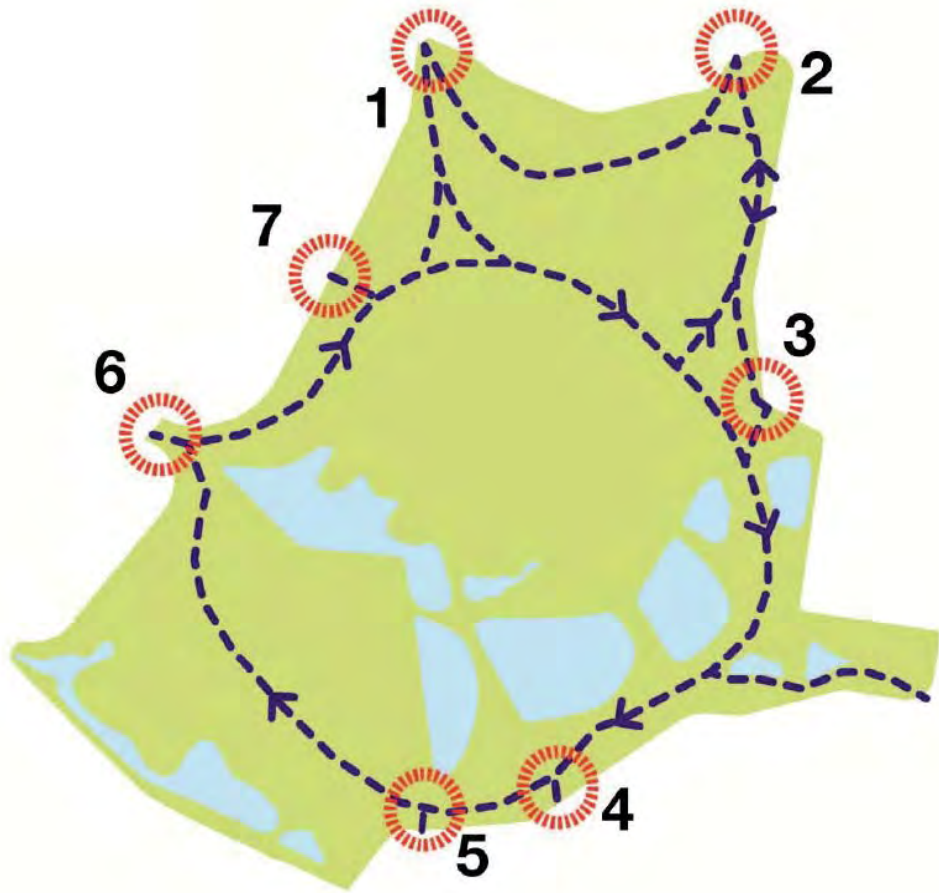


Image Source: BVN Donovan Hill / Aspect Studios

Table 2.1: Vehicular Access Points, Movements and Gate Opening Times

Number	Name	Movements	Opening Times
1	Paddington Gates	Entry and exit	6:00am – 6:00pm (April, September to October) 6:30am – 5:30pm (May to August) 6:00am – 8:00pm (October to March)
2	Woollahra Gates		
5	Randwick Gates		
6	Robertson Road Gates		
3	York Road Gates	Exit only	9:00am – 4:00pm (weekdays) Weekends as per gates 1, 2, 5, 6
4	Govett Street Gates		
7	Jervis Avenue Gates	Entry and exit	

#### 2.1.1 Large Vehicle Access

Restrictions are currently in place which restrict the following large vehicles from accessing Centennial Park at any time:

- Vehicles over 4.4m in height
- Vehicles over 19m in length
- Vehicles over 4m in width.



Permitted large vehicles up to 19m in length and 4m in width are required to enter and exit the Park via the Randwick Gates. It is understood that buses accessing the education centre in the inner park enter at the Randwick Gates, travel along Grand Drive and turn right onto Parkes Drive near the CP dining facility. There is no formal bus/ coach layover facility in Centennial Park.

Access to Dickens Drive from Grand Drive is not permitted for vehicles weighing more than 3 tonnes due to weight restrictions in place for the bridge across the drainage culvert located approximately 100m east of Grand Drive.

2.2 Vehicular Circulation

All roads within Centennial Park are subject to a 30km/h speed limit. Grand Drive is 3.8km long and functions as the principal circulating road in the Park and operates in a one-way, clockwise direction with angled parking along the inside of Grand Drive as shown in Figure 2.3 and Figure 2.4.

Figure 2.3: Grand Drive (looking east)



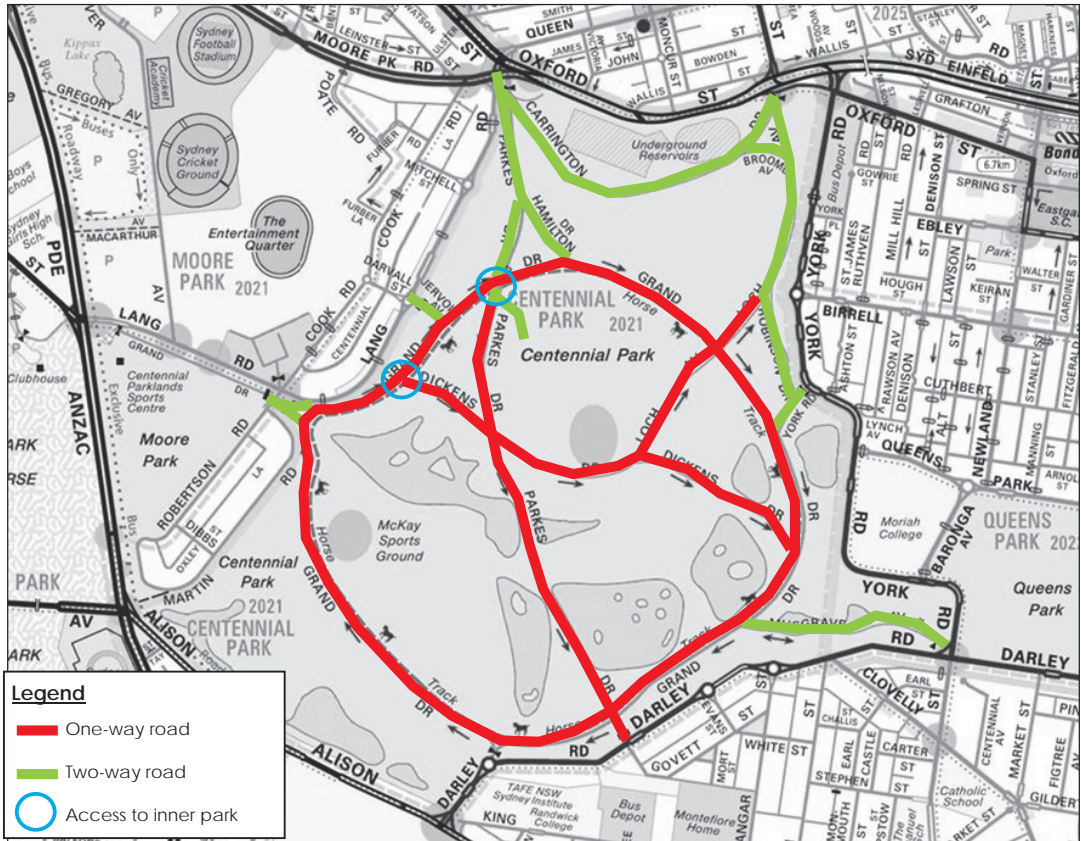
Figure 2.4: Grand Drive (looking west)



All roads on the inside of Grand Drive (the inner park) are one-way with the majority of roads outside of Grand Drive (the outer park) are two-way as shown in Figure 2.5.

Vehicular access to the inner park is via Grand Drive. The two access points, Dickens Drive and Parkes Drive, are concentrated on the north-west corner of Grand Drive as shown in Figure 2.5.

Figure 2.5: Centennial Park Road Network



Background Image Source: Sydway Publishing Pty Ltd

2.3 Parking

On-street parking is permitted along the majority of roads within the park, generally in marked parallel parking spaces which are not subject to time restrictions.

Parking along Grand Drive is somewhat informal due to the general absence of marked parking bays and the presence of approximately 200 trees within the angled parking area.

As a detailed inventory of parking within the park was not available, a desktop assessment was undertaken to estimate the existing parking supply within the park, the results of which are summarised in Table 2.2.



Table 2.2: Estimated Parking Supply

Location	Alignment	Parking Supply (number of spaces)
Inner Park Roads (inside of Grand Drive)		
Dickens Drive	Parallel	162
Parkes Drive		173
Loch Avenue		60
Banksia Way		21
SUB-TOTAL		416
Outer Park Roads (outside of Grand Drive)		
Carrington Drive	Parallel	139
Broome Avenue		20
Loch Avenue		50
Robinson Road		60
Jervois Road		10
Parkes Drive		66
Hamilton Drive		37
Musgrave Avenue		75
SUB-TOTAL		457
Paddington Gates Car Park	Perpendicular	13
Grand Drive	Angled	942
TOTAL		1,828

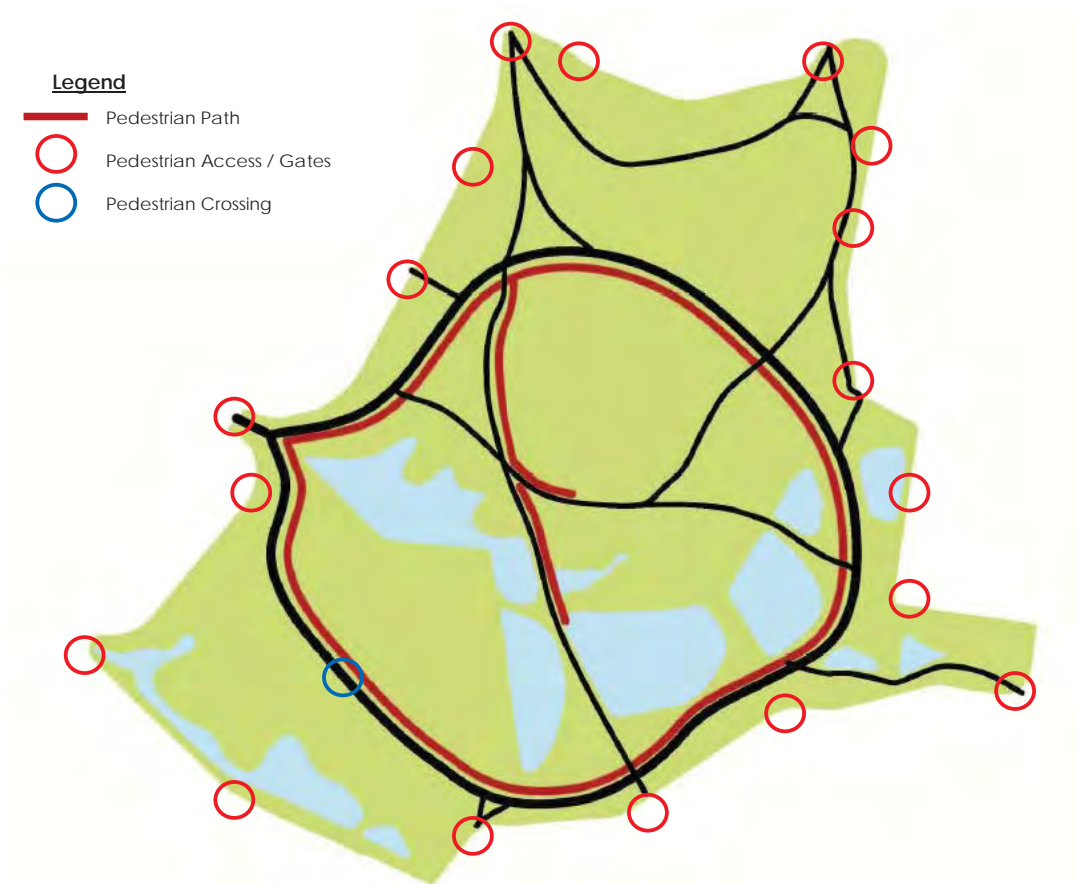
As shown in Table 2.2, it is estimated there is a total of 1,828 parking spaces within Centennial Park. This estimate is commensurate with informal estimates of parking supply undertaken by Centennial Parklands and Moore Park Trust (the Trust). Approximately 280 of the parking spaces are subject to three hour parking restrictions, including the 13 spaces in the Paddington Gates car park. These timed restrictions apply to spaces located within 100m of the gates to the park primarily to prevent commuter parking within the park essentially to manage commuter parking.

2.4 Pedestrian Access and Circulation

Pedestrian access to the park is available at each of the vehicular access gates as well as at numerous exclusive pedestrian gates as shown in Figure 2.6. The pedestrian gates to the park are open at all times allowing unrestricted pedestrian access, however there is no lighting within the park.

A continuous pedestrian path is located along the inside of Grand Drive and functions as the main pedestrian route within the Park. There are formal pathways on Hamilton Drive and parts of Parkes Drive and numerous informal dirt paths in the park, many of which provide access to designated pedestrian gates. There is one formal pedestrian crossing in the park located in the south-west corner which provides access across Grand Drive to the learner's cycleway. The pedestrian crossing is in operation between 9:00am and 4:30pm 7 days a week.

Figure 2.6: Pedestrian Access and Paths



Background Image Source: BVN Donovan Hill / Aspect Studios

There is no continuous network of paths around the perimeter of the park, however there is a clear desire for such facilities. Informal dirt paths located outside the park adjacent to the fence can be observed along Lang Road (Figure 2.7), Oxford Street (Figure 2.8) and York Road. These paths are used regularly and represent pedestrian desire lines.

Figure 2.7: Lang Road (looking north)



Figure 2.8: Oxford Street (looking west)





2.5 Bicycle Access and Circulation

Centennial Park is a popular destination for cyclists of all abilities with cycling permitted on all roads within the park. Grand Drive features a 3.5m – 4.0m wide marked bicycle lane along the outside of the vehicle lane as shown in Figure 2.9 and Figure 2.10.

Figure 2.9: Grand Drive cycleway (looking east)



Figure 2.10: Grand Drive cycleway (looking west)



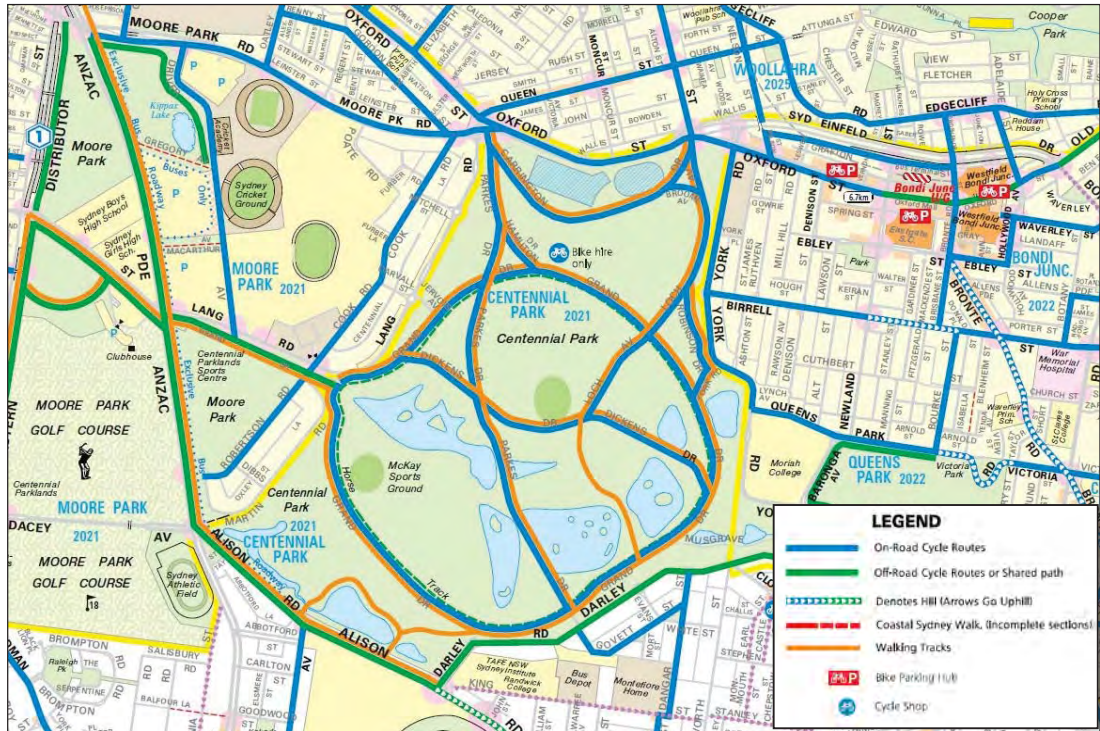
The Grand Drive cycleway is the only marked bicycle facility within Centennial Park and provides a 3.8km long continuous facility that is designated for shared use by bicycles and rollerskaters/rollerbladers. Green coloured surfacing is used at intersections with Grand Drive to highlight these areas to drivers of vehicles entering and exiting Grand as shown in Figure 2.9 and Figure 2.10. There is a total of 17 locations along Grand Drive where vehicles are forced to cross the cycleway. Details of crashes at these locations are contained in Section 2.8.

The park is a popular training area for cyclists with a number of bicycle clubs and groups training in the park early on weekday mornings including Sydney Cycling Club, Sydney University Velo Club, Randwick Botany Cycling Club and Eastern Suburbs Cycling Club.

A designated learner’s cycleway is located in the south-west corner of the park which provides a one-way cycle path loop separated from vehicular traffic.

There are few formal bicycle facilities on roads surrounding Centennial Park. An off-road path is located on the northern side of Alison Road; originally shared but recently separated (eastern section only). Off-road shared pedestrian and bicycle paths are located along the southern side of Lang Road and the northern side of Darley Road. The bicycle network surrounding Centennial Park is shown in an excerpt of the Randwick City Council Bicycle Network Map shown in Figure 2.11.

Figure 2.11: Bicycle Network



Source: Randwick City Council Cycle Map

2.5.1 Bicycle Parking

13 bicycle parking rails are located along Banksia Way adjacent to the Centennial Park dining area. These rails provide secure parking for 26 bicycles and are shown in Figure 2.12.

Figure 2.12: Banksia Way Bicycle Parking





## 2.6 Equestrian Access and Circulation

Centennial Park is one of the few remaining inner city parks in the world to offer horse riding. A 3.6km long dedicated horse track is located along the inside of Grand Drive while the equestrian area in the south of the park provides approximately 2 hectares for exclusive use by horses.

Horses generally access the park from the Centennial Parklands Equestrian Centre located on the northern corner of the Lang Road/ Cook Road intersection and enter and exit the park via the Robertson Road Gate.

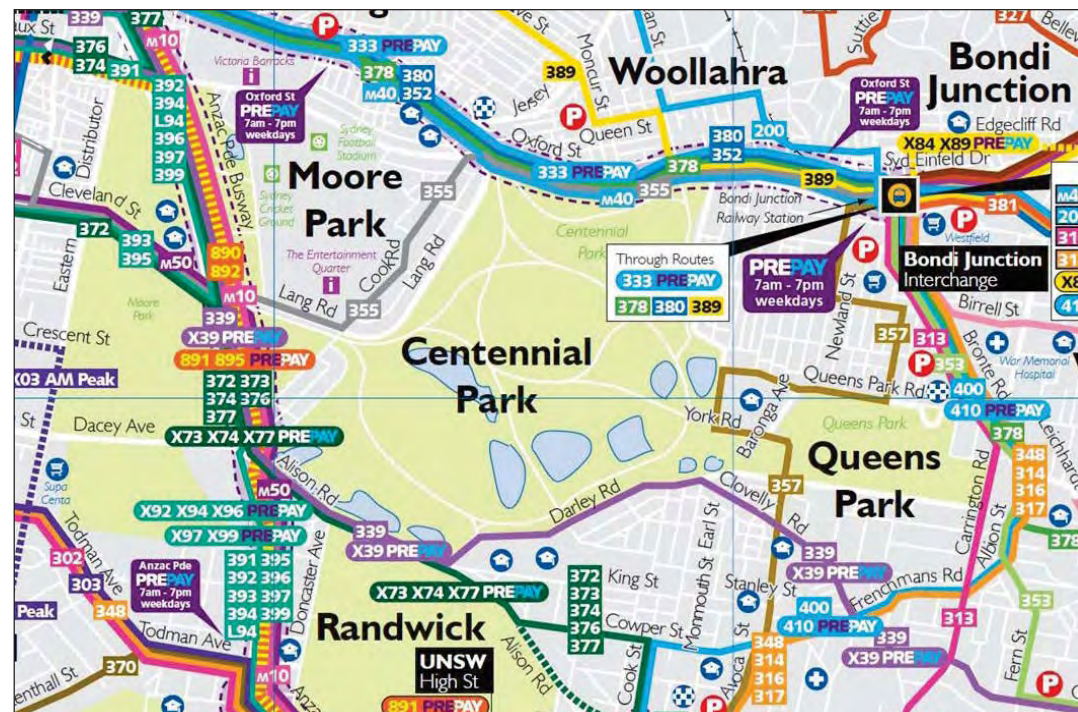
## 2.7 Public Transport

The areas surrounding Centennial Park are well served by public transport with Oxford Street and Anzac Parade functioning as major bus corridors in eastern Sydney as shown in an excerpt of the Sydney Bus Network map in Figure 2.13.

No public buses enter the park and there are no public bus stops located inside the park. A bus zone is located on Parkes Drive in the inner park, just south of Banksia Way which is used for private buses accessing the park and provides capacity for one bus. The locations of bus stops in the vicinity of the park are shown in Figure 2.14. Pedestrian access between the park and the majority of surrounding bus stops is poor due to a lack of formal pedestrian paths, lack of wayfinding signage and distance of bus stops to park entrances. This is particularly the case with the bus stop on the southern side of Oxford Street which is located halfway between the Woollahra and Paddington Gates.

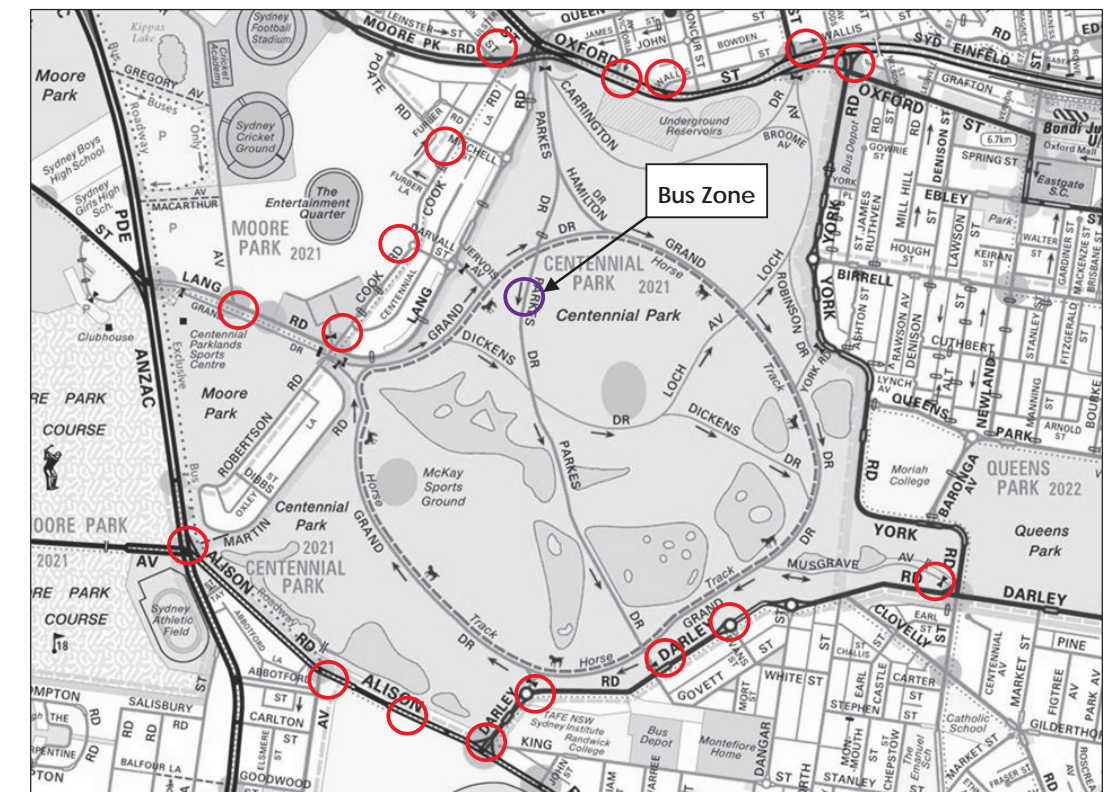
Bondi Junction railway station is located 750m east of the Woollahra Gates as shown in Figure 2.13 which provides high frequency rail services to Sydney CBD.

Figure 2.13: Bus Network surrounding Centennial Park



Source: <http://www.131500.com.au/maps/bus>

Figure 2.14: Bus Stops



Background Image Source: Sydway Publishing Pty Ltd

## 2.8 Crash Analysis

Crashes reported to Police in NSW are compiled in Roads and Maritime Services' (RMS) CrashLink data base. Analysis was undertaken of crashes in Centennial Park was undertaken using CrashLink data for the most recent 5 year period that complete data was available; 2007 to 2011.

A total of 64 crashes were recorded within Centennial Park, the locations of which are shown in Figure 2.15. Crash clusters can be observed at intersections along Grand Drive, particularly at Parkes Drive, Hamilton Drive, Loch Avenue, Govett Street and the Randwick Gates.

### 2.8.1 Crash Severity

Three categories are used in recording the severity of crashes: fatal, injury and non-injury. Of the 64 reported crashes in Centennial Park from 2007-2011; 60 were injury crashes, 4 were non-injury crashes and no fatal crashes were recorded.

### 2.8.2 Crash Statistics

Of the 64 recorded crashes in the five year period from 2007 to 2011:

- 48 (75%) occurred on Grand Drive
- 58 (91%) involved a cyclist, of which:
  - 2 involved crashes between 2 cyclists
  - 6 involved crashes between a cyclist and pedestrian

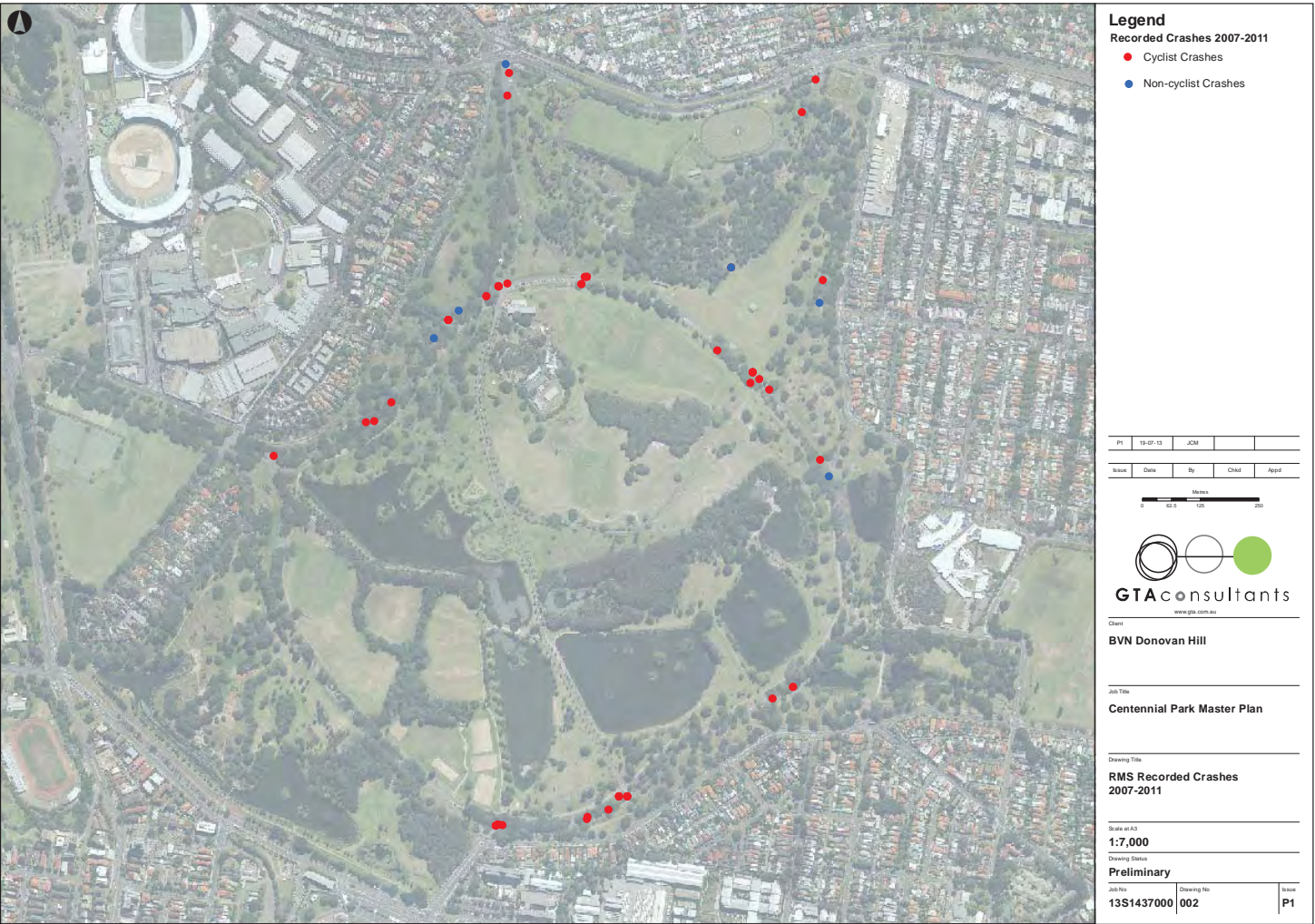


- 3 involved angle-parked cars along Grand Drive
- the average age of cyclists involved in crashes was 34 years old, the youngest was 16, the oldest was 66.
- 25 (39%) occurred on weekends
- 15 (23%) occurred before 9:00am, of which 12 involved cyclists
- 8 (12%) involved a pedestrian
- no crashes involved ridden horses
- no crashes involved horse floats
- 1 crash involved an animal that was ‘not-ridden’, however it is not-known whether this was a native animal.

2.8.3 Summary

The crash history within Centennial Park is concerning, particularly given the 30km/h speed limit. Alarminglly, 90% of recorded crashes involved cyclists. This is especially concerning as any crash involving a cyclist has the potential to cause serious injury or death as they do not have the protection afforded by a vehicle. Also of alarm is that almost one-quarter of crashes occurred before 9:00am when vehicle volumes are low with the vast majority of these involving cyclists.

It is widely recognised that a substantial proportion of non-fatal cyclist crashes are not reported to police. As the NSW Police Force is the only source of crash notification used in CrashLink data, statistics relating to cyclist crashes may not accurately reflect the situation. It is likely that numerous other crashes have occurred within the park that have not been reported to police.





### 3. Transport Access and Parking Plan (TAPP)

#### 3.1 Background

The Centennial Park and Moore Park Trust Transport Access and Parking Plan (TAPP) was completed by Sinclair Knight Merz (SKM) in 2001 for the entire Parklands area encompassing Centennial Park, Moore Park and Queens Park. The TAPP was developed to protect the integrity of the Parklands' environment and contribute to the environmental and social well-being of the wider community. The TAPP included strategies to:

- develop sustainable transport access and parking solutions
- identify improvements to public transport to Centennial Parklands and provide alternatives to private car travel
- investigate the feasibility of an alternative system of transport for the movement of people within and across the Parklands
- resolve the negative impact of vehicles on the natural park environment
- resolve current visitor-vehicle conflicts and safety issues
- identify and respond to current and proposed regional transport solutions.

#### 3.2 Grand Drive Options

The TAPP included two options to reconfigure Grand Drive to reduce vehicle-cyclist conflict along Grand Drive and to prevent damage to tree roots by vehicles parking on Grand Drive as follows:

- i **Option 1** – Parallel parking on the inside of Grand Drive
- ii **Option 2** – Parallel parking on the outside of Grand Drive and relocation of the cycleway to the inside of Grand Drive.

Schematic layouts of these options as prepared by SKM and included in the TAPP are contained in Appendix A.

#### 3.3 Pedestrian Improvements

The TAPP recommended a range of pedestrian improvements including shared paths along the outside perimeter of the park along Oxford Street and York Road.

#### 3.4 Bus/ Coach Parking

The TAPP did not contain any recommendations to provide dedicated bus/ coach parking within the park.

### 4. Grand Drive Safety Improvements

#### 4.1 Background

In April 2013, GTA Consultants were engaged by Centennial Parklands and Moore Park Trust to investigate safety improvements related to vehicle-cyclist interactions at three intersections along Grand Drive; the Randwick Gates, Robertson Road Gates and Hamilton Drive.

#### 4.2 Concept Designs

Several concept design options were prepared as part of the project to improve the safety of vehicle-cyclist interactions at these locations. Details of the concept designs for each location are provided below. Full size plans of the final preferred concept designs as supplied to the Trust in July 2013 are contained in Appendix B.

##### 4.2.1 Randwick Gate

Concept design options were developed to address safety concerns in relation vehicle-cyclist interactions at the Randwick Gate exit and in particular to vehicles crossing the cycleway when turning left from Grand Drive to exit Centennial Park.

The preferred concept design developed by GTA is shown in Figure 4.1 and includes a painted median on Grand Drive on approach to the intersection to improve delineation and introduction of a stop line for vehicles turning left.

Figure 4.1: Randwick Gate Preferred Concept Design



#### 4.2.2 Robertson Road Gate

Safety concerns were raised in relation to vehicle-cyclist interaction at the Robertson Road exit and in particular related to cyclists encroaching into the vehicle lane on Grand Drive when negotiating the right hand turn near the Robertson Road exit. The preferred concept design included the painted medians to improve delineation at the intersection and provide a buffer between the vehicle lane and cycleway as shown in Figure 4.2.

Figure 4.2: Robertson Road Gate Preferred Concept Design



#### 4.2.3 Hamilton Drive

Safety concerns at the Hamilton Drive intersection were related to the speed of cyclists travelling southbound (downhill) on Hamilton Drive and in particular related to when merging into the Grand Drive cycleway. The safety issues at this location are partially related surface drainage issues where there is regular ponding at the intersection which results in cyclists entering the vehicle lane to avoid the water. Evidence of ponding can be seen in Figure 4.3 and Figure 4.4.

Figure 4.3: Hamilton Dr/Grand Dr intersection



Figure 4.4: Hamilton Dr/Grand Dr intersection



A number of options were explored at this location. The preferred concept design included a concrete kerb extension to reduce vehicle and cyclist speeds on Hamilton Drive on approach to Grand Drive.

Figure 4.5: Hamilton Drive Preferred Concept Design Option

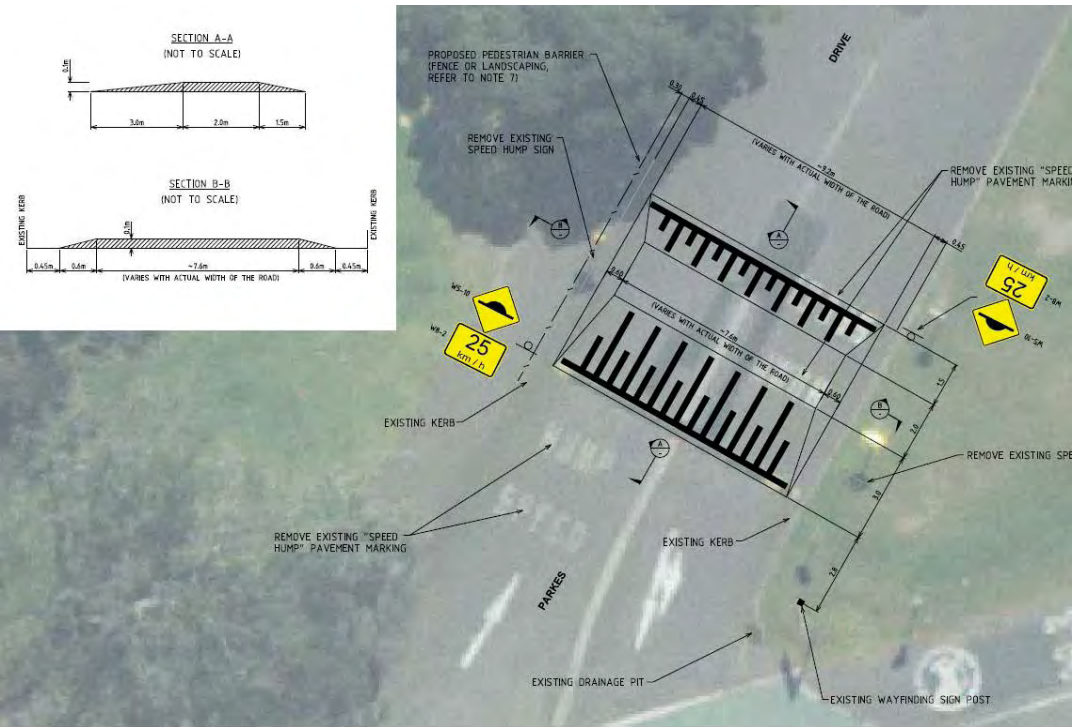


#### 4.3 Parkes Drive Road Hump

GTA Consultants also prepared a concept design for a flat-top road hump to replace the existing damaged plastic speed hump on Parkes Drive located just north of the intersection with Grand Drive. The road hump is intended primarily to reduce the speed of vehicles on approach to Grand Drive. An extract of the concept design for the road hump is shown in Figure 4.6 with a full size version contained in Appendix B.



Figure 4.6: Parkes Drive Road Hump



#### 4.4 Current Status

The Parkes Drive road hump was recently completed. The proposed changes at the Randwick Gate intersection will be implemented on a trial basis. Treatments at the Robertson Road Gate and Hamilton Drive are being considered further by the Trust before being implemented.

## 5. Future Transport Proposals

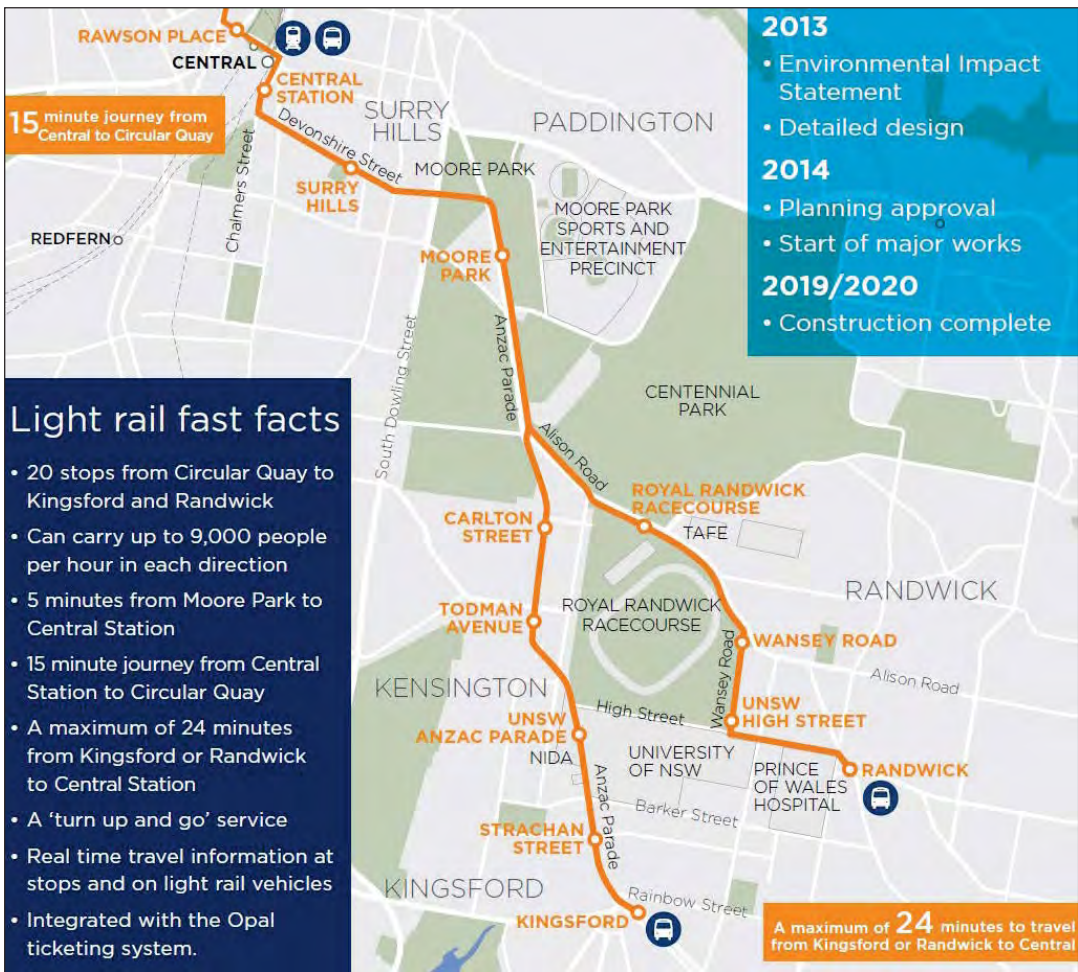
### 5.1 South-East Light Rail

The NSW Government is proceeding with a new 12km light rail line extending from Circular Quay along George Street to Central Station and then to Randwick via Alison Road, and Kingsford via Anzac Parade. Light rail stations are proposed at Moore Park and Royal Randwick Racecourse adjacent to the southern boundary of Centennial Park. The distance from the proposed Randwick Racecourse light rail station to the centre of Centennial Park is approximately 1km.

The south-east light rail will provide high frequency public transport services in close proximity to Centennial Park. The introduction of light rail is a major opportunity to increase the number of visitors to the park and also reduce the number of visitors accessing the park via car. The provision of high quality, high capacity, pedestrian connections between Centennial Park and the Moore Park and Randwick Racecourse light rail stations is of critical importance.

The south-east light rail alignment and station locations are shown in Figure 5.1.

Figure 5.1: South-East Light Rail



Source: Transport for New South Wales (<http://www.transport.nsw.gov.au/light-rail-program/cbd-and-south-east-light-rail>)



### Alison Road/ Darley Road Intersection

To improve pedestrian access between the park and the Royal Randwick Racecourse light rail stop, a marked foot crossing should be implemented at the western leg of the Alison Road/ Darley Road signalised intersection. Currently pedestrian crossings are only located on the northern and eastern legs. Provision of a crossing on the western leg will provide a dedicated facility for pedestrians to cross Alison Road to access the park without the need for a two-stage crossing manoeuvre. RMS is the responsible road authority for Alison Road and as such is responsible for the provision of such a pedestrian facility.

## 5.2 Oxford Street Shared Path

A concept design for a shared pedestrian and bicycle path aligned along the southern side of Oxford Street was developed by JMD Design in 2011. The concept design features a 3.5m wide path which connects the Woollahra Gate with the Paddington Gate and travels primarily outside the boundary of the park.

An extract of the shared path concept design is shown in Figure 5.2 with a full size plan contained in Appendix C.

Figure 5.2: Oxford Street Shared Path Concept Alignment



Source: JMD Design

The shared path will provide significant benefit to pedestrians and cyclists as there is currently no path on the southern side of Oxford Street. The path will be of particular benefit to cyclists as the Oxford Street corridor is a major cycle route between the eastern suburbs and Sydney CBD.

The connections of the shared path with the Woollahra Gate and the Paddington Gates are of critical importance because of the interaction with vehicles, cyclists and pedestrians at these locations.

### 5.2.1 Woollahra Gates

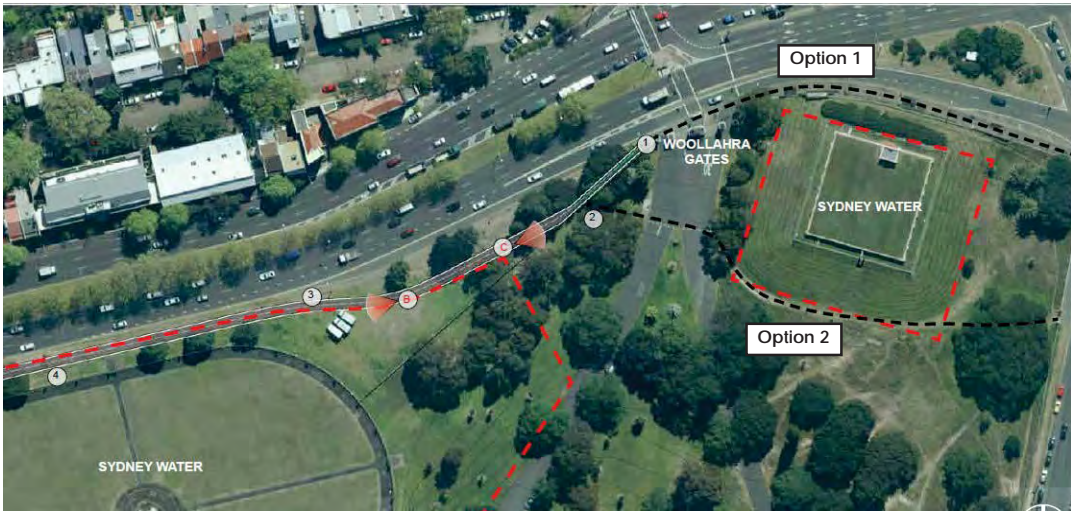
The concept design prepared by JMD Design included two options for the path alignment at its eastern end as shown by the black lines on Figure 5.3.

There are strengths and limitations each of the proposed alignments. Option 1 follows the bicycle desire line along Oxford Street but traverses the vehicle entry lanes at the Woollahra Gates increasing the potential for conflict between vehicles, pedestrians and cyclists. Vehicle movements at the Woollahra Gates are restricted to left-in and left-out movements.

Option 2 enters Centennial Park via York Road and as it is off the main bicycle desire line it may not be used as regularly by cyclists as Option 1. Under Option 2 the potential conflict area between path users and vehicles is inside the park where vehicle speeds are likely to be higher.

Given the above, Option 1 is likely to be the preferred alignment for the shared path at its western end but is subject to detailed engineering design,

Figure 5.3: Oxford Street Shared Path Concept Alignment – Eastern End



Background Image Source: JMD Design

### 5.2.2 Paddington Gates

At its western end the path deviates inside Centennial Park as there is insufficient width in the road reserve to accommodate the path adjacent to the Superintendents Residence. The concept design shows the path aligned through the car park near the Paddington Gates as shown in Figure 5.4. This alignment is not an ideal outcome given the potential for conflict between path users and vehicles in this area. Further discussion on the interaction between the shared path and the car park is contained in Section 6.

Figure 5.4: Oxford Street Shared Path Concept Alignment – Western End



Image Source: JMD Design

### 5.2.3 Detailed Design

Detailed design of the path is currently being developed and construction is planned for early 2014. Connection details at the Woollahra and Paddington Gates will be determined during the detailed design process.



## 6. Emerging Master Plan Proposals

As part of the Master Plan process a number of options have been explored to improve access and circulation for all park users in an effort to improve safety and enhance the overall visitor experience. A number of emerging proposals related to traffic, access and circulation are summarised below.

### 6.1 Grand Drive Improvements

The improvements for Grand Drive broadly seek to address three key issues:

- i Prevent further damage to trees and soil compaction due to angled vehicle parking along the inside of Grand Drive
- ii Facilitate succession tree planting
- iii Improve the safety and amenity of pedestrians
- iv Improve the safety of cyclists using Grand Drive cycleway and in particular at intersections with the outer park.

The emerging proposal for the reconfiguration of Grand Drive is shown in Figure 6.1 and includes:

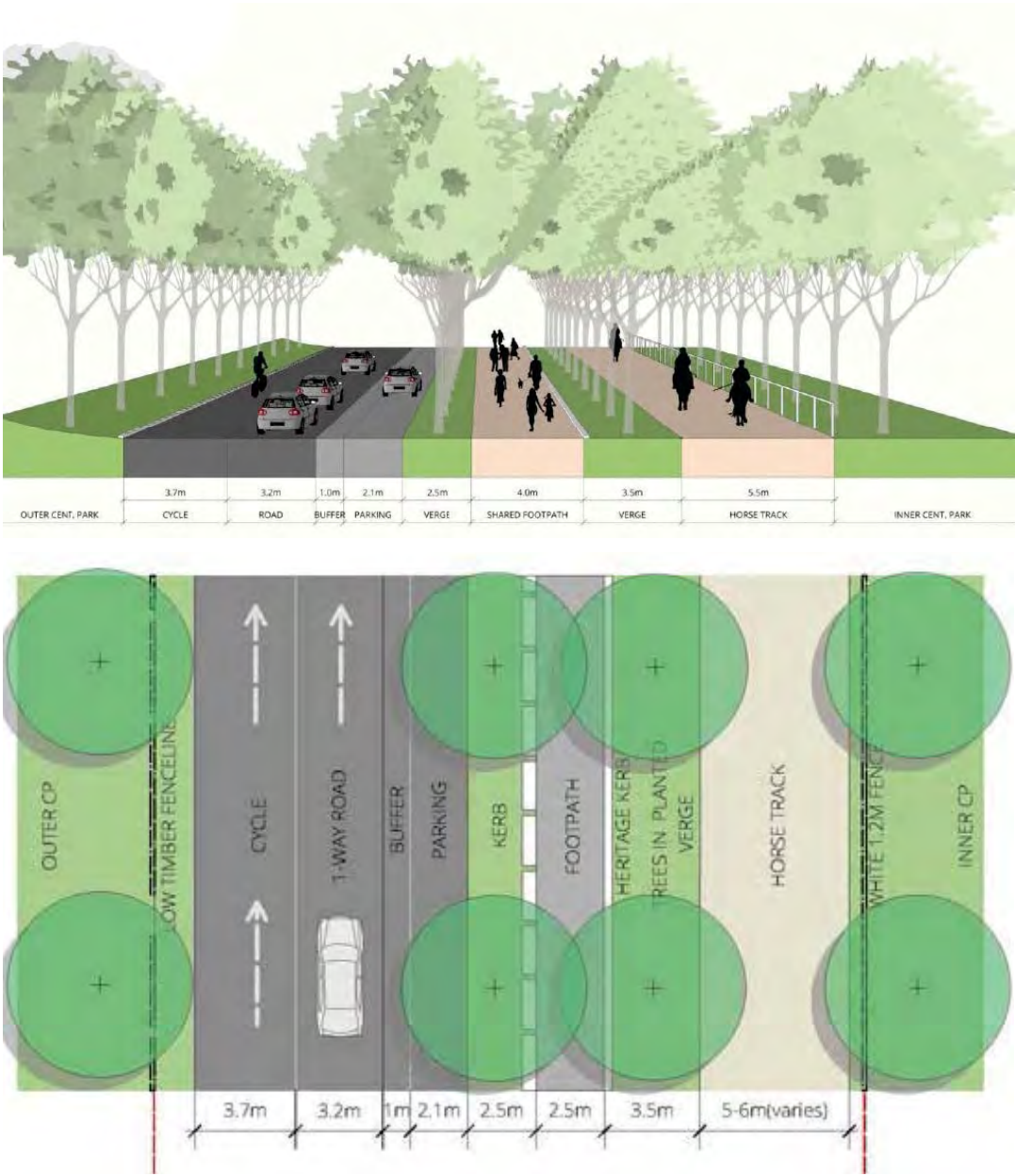
- Altering the orientation of parking along the inside of Grand Drive from angled parking to parallel parking to prevent parking on tree roots.
- Provision of 1.0m 'buffer' area between the parallel parking and the vehicle travel lane to improve the safety of pedestrians entering and exiting parked vehicles.
- Widening of the footpath along the inside of Grand Drive to provide a 4.0m wide shared pedestrian and 'slow' bicycle path.

The proposed reconfiguration of Grand Drive has a number of strengths and limitations which are summarised in Table 6.1.

Table 6.1: Grand Drive Reconfiguration – Strengths and Limitations

Strengths	Limitations
<ul style="list-style-type: none"><li>• Prevents conflict of vehicles reversing out of angled parking spaces into vehicle travel lane.</li><li>• Parking remains on the inside of Grand Drive preventing the need to cross Grand Drive to access the main pedestrian path.</li><li>• Prevents further damage to trees and soil compaction.</li><li>• Enables succession planting.</li><li>• Shared path provides an off-road cycling facility for learner and less confident cyclists.</li><li>• Can be implemented in stages</li></ul>	<ul style="list-style-type: none"><li>• Vehicles are parked on the 'wrong' side of the road, atypical of a normal road environment.</li><li>• Passengers enter/exit parked vehicles into the traffic lane.</li><li>• Vehicle-cyclist conflict points at intersections along outside of Grand Drive remain.</li><li>• Reduction of 394 parking spaces along Grand Drive (942 spaces to 548 spaces).</li></ul>

Figure 6.1: Grand Drive - Proposed Reconfiguration



Source: BVN Donovan Hill / Aspect Studios

#### 6.1.1 Car Parking Opportunities

The implementation of parallel parking along Grand Drive would result in a loss of approximately 394 of the 942 parking spaces on Grand Drive, a reduction of 22% of the total parking spaces in the park. Additional parking could be provided without the need for additional hardstand areas by using grass areas as overflow parking during busy periods.

## 6.2 Vehicular Access to the Inner Park

The reversal of the one-way direction of roads within the inner park is proposed to improve vehicular access and to prevent unnecessary driving along Grand Drive. Figure 6.2 shows the proposed one-way circulation of roads in the inner park by reversing the direction of the western section of Dickens Drive and the southern section of Parkes Drive.

Figure 6.2: Proposed vehicular circulation with reversal of inner park road sections

### Legend

- Existing entry to inner park converted to exit
- Existing exit from inner park converted to entry



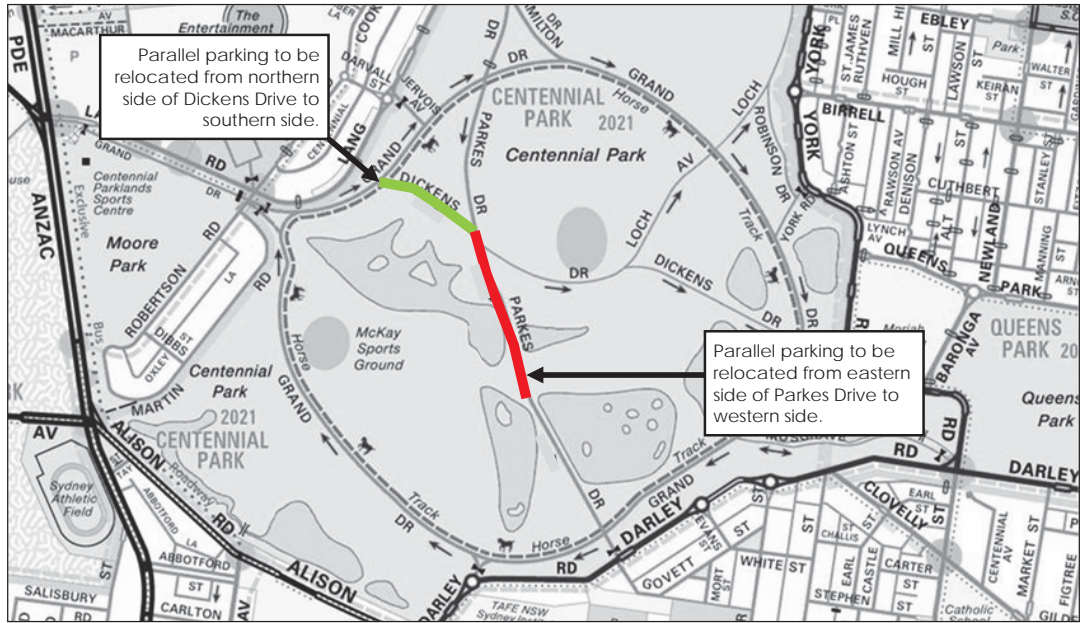
Background Image Source: BVN Donovan Hill / Aspect Studios

As shown in Figure 6.2, reversing the direction of two road sections in the inner park results in the Grand Drive/ Parkes Drive intersection being used as an entrance to the inner park and the Grand Drive/ Dickens Drive intersection being used as an exit. The entry points to the inner park would be dispersed along Grand Drive under such a scenario and increase the permeability of the inner park.

### 6.2.1 Relocation of Parallel Parking

It is recommended that the existing parallel parking on the relevant sections of Dickens Drive and Parkes Drive be moved to the 'correct' (left-hand) side of the road as shown in Figure 6.3. This will improve safety and the circulation of roads within the inner park and only requires changes to parking signage.

Figure 6.3: Relocation of Parallel Parking



Background Image Source: Sydway Publishing Pty Ltd

### 6.2.2 Dickens Drive/Parkes Drive Intersection

In association with the proposal to reverse the direction of inner park roads, there are two configuration options for the Dickens Drive/ Parkes Drive intersection:

- i **Option 1** – Restrict right-turn movements (Figure 6.4)
- ii **Option 2** – Permit right-turn movements (Figure 6.5).

Both of these options do not require road widening or kerb works and can be implemented through line marking. As shown in Figure 6.5, there is sufficient width on Parkes Drive and Dickens Drive to accommodate dedicated right turn lanes and associated passenger car turning movements. The existing road width is insufficient to accommodate right turn movements by larger vehicles such as buses and trucks.

Full size versions of the options at the intersection are contained in Appendix D.

Given the desire to increase accessibility and the permeability of the inner park, it is recommended that Option 2 be implemented and right turns be permitted at the intersection. This would permit smaller loops to be made by vehicles in the inner park.

A 3 tonne weight restriction is in place at the bridge on the western section of Dickens Drive. To prevent vehicles exceeding this weight limit from using this bridge, weight restriction signage should be installed along Grand Drive on approach to the southern intersection with Parkes Drive.



Figure 6.4: Dickens Drive/ Parkes Drive Intersection – Option 1 (right-turns restricted)



Figure 6.5: Dickens Drive/ Parkes Drive Intersection – Option 2 (right-turns permitted)



6.3 Bus Drop Off and Parking

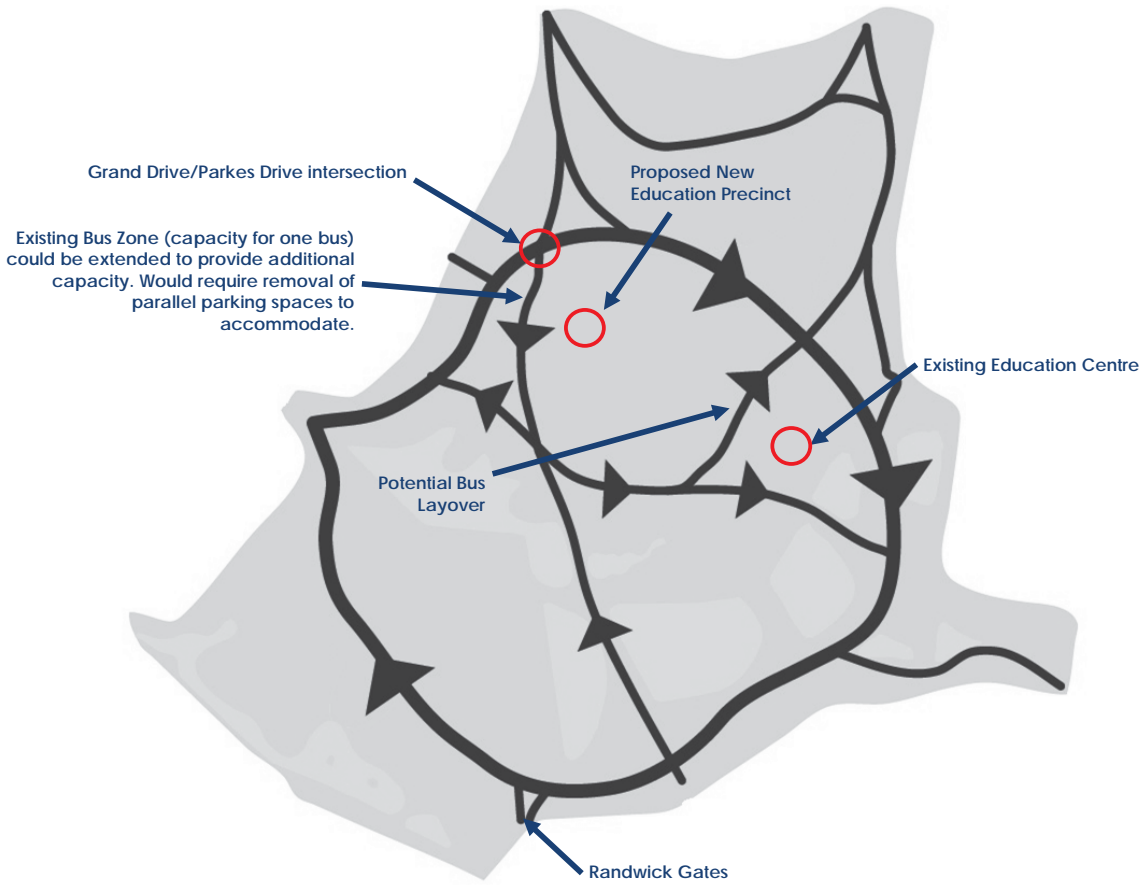
It is proposed to relocate the Education Centre and create a new education precinct within the inner park at the existing Parklands Office/ Depot site. The current Education Centre is well patronised by school groups accessing the park via bus.

The arrangements for buses accessing the new education precinct with the reversal of direction of sections of roads within the inner park would be similar in principle to the existing arrangements with buses entering at the Randwick Gates, travelling along Grand Drive and turning right into

Parkes Drive. A vehicle swept-path assessment of the intersection indicates there is sufficient road width available for a standard 14.5m long bus to perform this manoeuvre. The existing bus zone on Parkes Drive located just south of Banksia Way (Figure 6.6) could be used by buses dropping off and picking up groups for the education precinct, however this only has capacity for one bus. This bus zone could be extended to provide additional capacity, however this would require removal of parallel parking on the eastern side of Parkes Drive to accommodate (nominally 5-6 car parking spaces per bus parking space).

In the event of high demand for bus access to the new education precinct, it would be prudent to provide dedicated bus layover facilities. It is recommended that these be provided within the inner park rather than on Grand Drive to prevent negatively impacting the operation of the key circulating road in the park. There are opportunities to provide a bus layover along Loch Avenue (Figure 6.6) which is a preferable location as opposed to Parkes Drive due to the strong desire for car parking in close proximity to CP Dining.

Figure 6.6: Proposed vehicular circulation with reversal of inner park road sections



Background Image Source: BVN Donovan Hill / Aspect Studios

6.4 Closure of Paddington Gates

The closure of the Paddington Gates to vehicular traffic would improve the safety and amenity of pedestrians and cyclists in the area by reducing the potential for conflict between user types. This is particularly pertinent given the introduction of the Oxford Street shared path which will



significantly increase the number of pedestrians and cyclists in the vicinity of the Paddington Gates. A shared zone treatment could be implemented in the vicinity of the gate to highlight its shared use by pedestrians and cyclists.

It is envisaged that the existing on-street parking on both sides of Parkes Drive would be permitted under such an arrangement and as such a turnaround facility to allow vehicles to return to Grand Drive would be required. A roundabout could potentially be accommodated and incorporated into the intersection of Carrington Drive to achieve this.

### 6.5 Paddington Gates Car Park

It is proposed to remove the car park near the Paddington Gates, unifying the space occupied by the Superintendents Residence and the playground. It is possible to relocate the existing 13 car parking spaces to the northern side of Carrington Drive where parallel parking is currently permitted on the southern side. The bank on the northern side of Carrington Drive is steep in places and there are some trees located close to the road, which limits the opportunity for additional parking along the northern side. The 13 car spaces could be accommodated in sections along the length of Carrington Drive where the topography permits.

### 6.6 Relocation of Grand Drive Pedestrian Crossing

It is proposed to increase the scale and prominence of the Alison Road pedestrian entrance to the park in association with an enhancement and increase in use of the south-west precinct. A new pedestrian path is proposed from the Alison Road entrance to the Learners Cycleway area and Grand Drive. It is recommended that the path alignment links with the existing pedestrian crossing on Grand Drive to prevent having to relocate this facility. If the pedestrian crossing does require relocation, it is recommended that the form and function of the crossing resemble the existing facility with timed operation and flush with the roadway i.e. not on a raised flat-top hump.

### 6.7 Musgrave Gates Slip Lane

To improve pedestrian and cyclist access at the Musgrave Avenue Gates it is proposed to close the Darley Road left turn slip-lane. There is currently very little storage capacity on the island to accommodate queuing pedestrians and cyclists which is a significant safety issue at times of high use. Closure of the left-turn slip lane and implementation of a raised pedestrian and cyclist entry treatment would significantly improve pedestrian and bicycle safety at the intersection as well as improving access to/from the park. This is particularly important given the shared pedestrian and bicycle improvements to be implemented in Queens Park. To complement these improvements bicycle lanterns could be implemented at the northern leg of the crossing to provide a continuous and dedicated bicycle facility between Queens Park and Centennial Park.

It is anticipated that left-turn movements from the western leg of Darley Road could still be accommodated under such an arrangement.

Figure 6.7: Musgrave Avenue Gates (York Road/ Darley Road intersection)



Source: NearMap

### 6.8 Bus Stop Improvements

To increase the amount of people accessing the park via public transport bus stops and associated facilities are of crucial importance. Many of the existing bus stops are of poor standard, are a significant walking distance from park entrances and are not connected via formal paths as shown in Figure 6.8 and Figure 6.9.

Figure 6.8: Oxford Street bus stop (east of Woollahra Gates)



Figure 6.9: Oxford Street bus stop (east of Paddington Gates)



Thousands of people access the park on busy days and the surrounding bus facilities need to accommodate this demand. Single bus shelters on roads surrounding the park are completely inadequate and do not make public transport an attractive travel mode choice for park visitors.



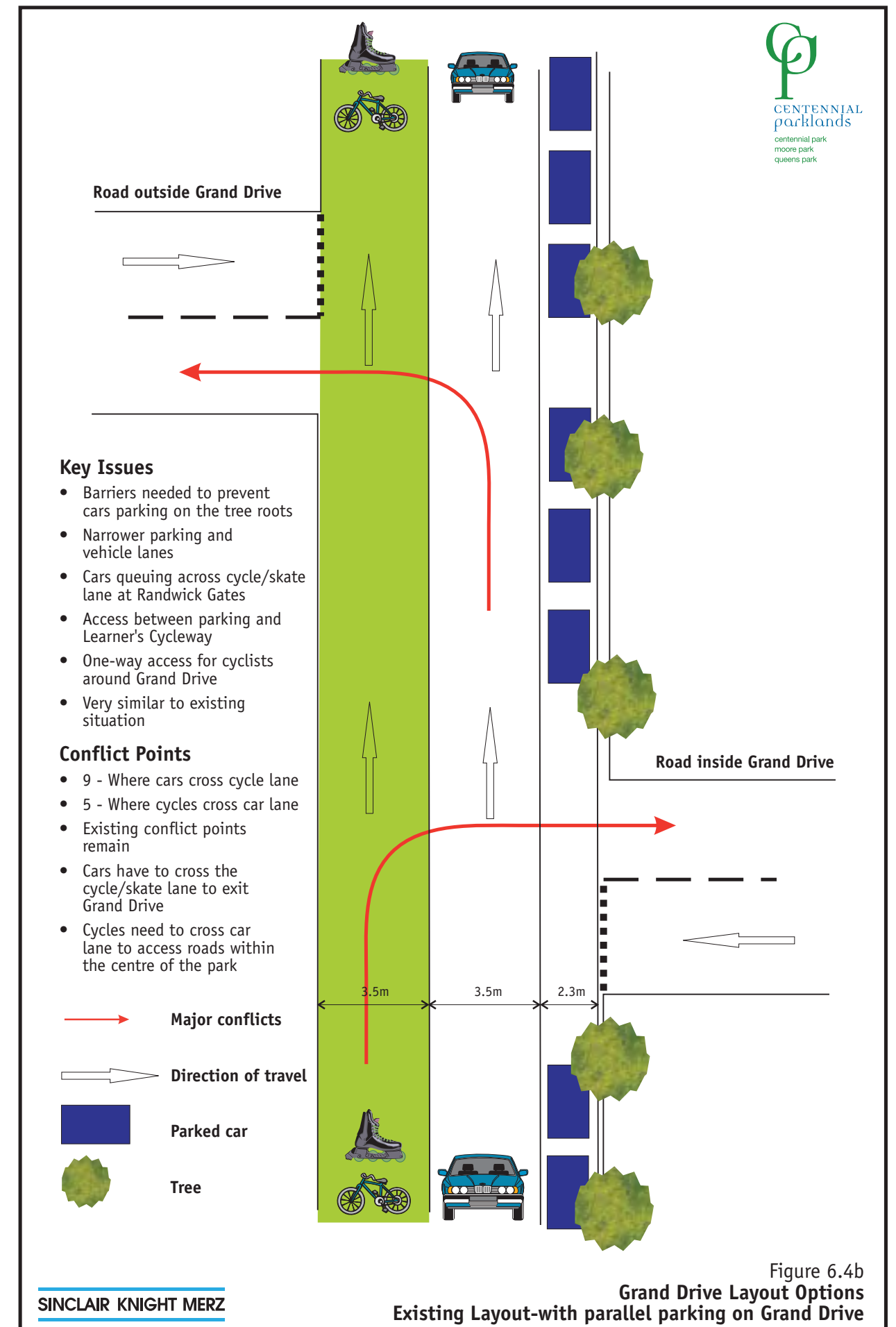
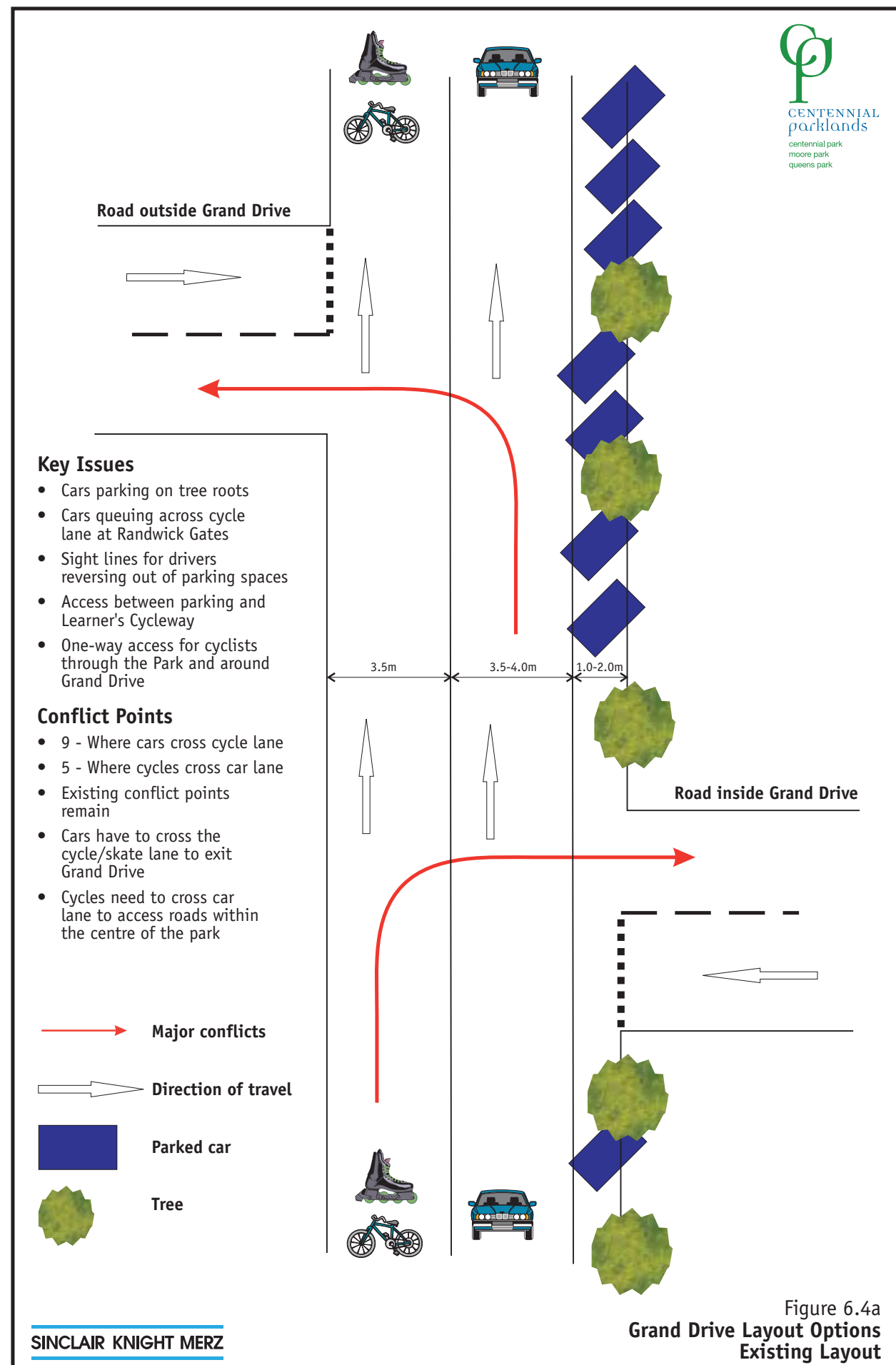
Oxford Street and Anzac Parade function as major bus corridors in eastern Sydney which have very high frequency services. High quality, high capacity, major bus stops and associated facilities are required to increase public transport patronage by park visitors. There are opportunities to provide such facilities along Oxford Street east of the superintendent’s residence in close proximity to the Paddington Gates and on Alison Road near the designated pedestrian access. While light rail will improve public transport accessibility to the park, bus services are an equally important travel mode to be considered.

Support facilities inside the park located close to the light rail stops and bus stops are also of crucial importance to make public transport an attractive travel mode choice. Bike rental, food and beverage facilities, deck chair rentals and barbeques are some of the facilities that are required by visitors that are accessing the park via public transport as opposed to private car and therein lies commercial opportunities for the Trust.

RMS is the responsible road authority for Alison Road and Oxford Street, and along with the respective local councils are responsible for upgrade and improvement of bus stops.

# Appendix A

## Grand Drive Layout Options (TAPP)





## Appendix B

### Grand Drive Safety Improvements – Concept Designs (GTA)

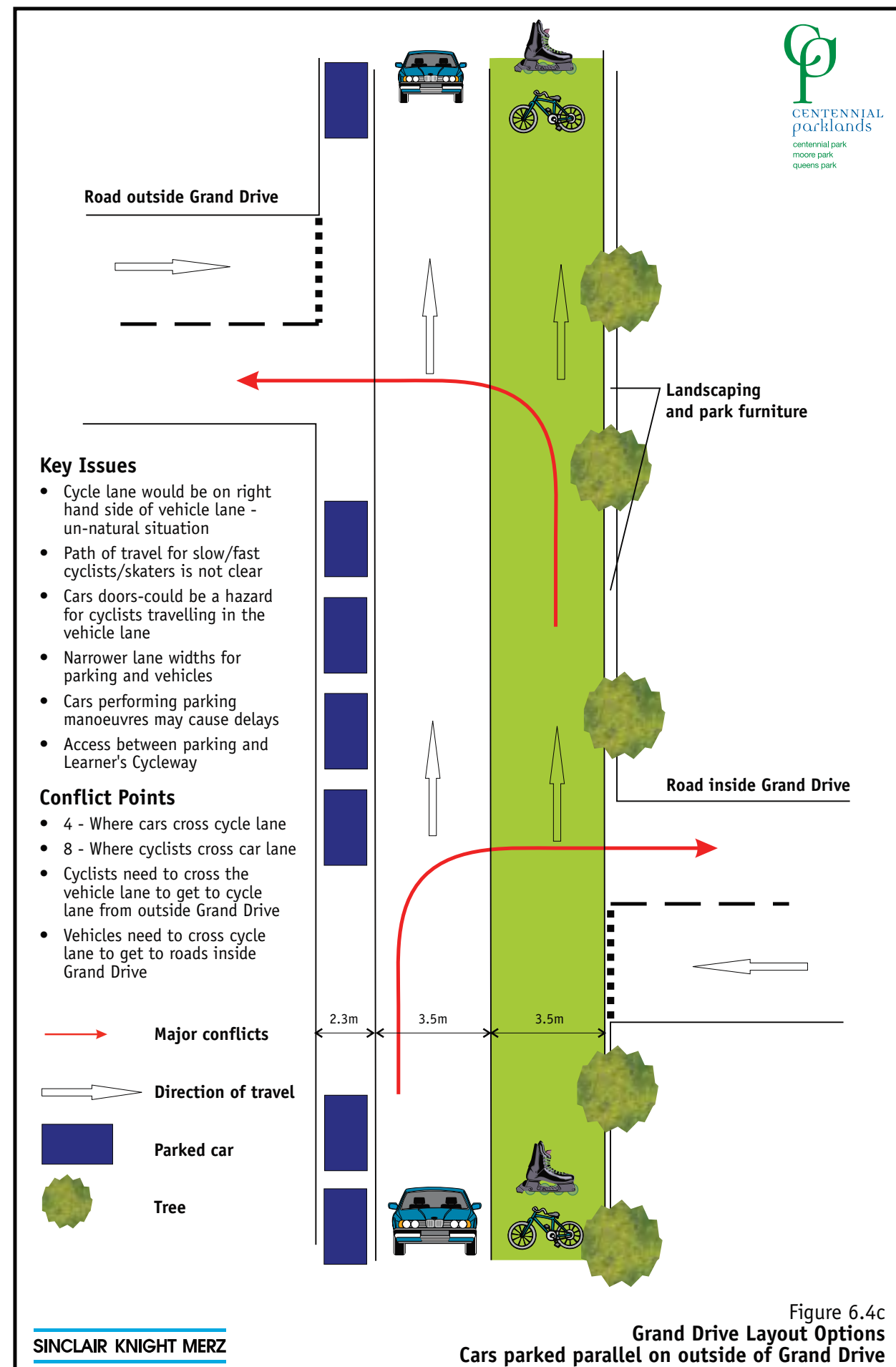


Figure 6.4c  
Grand Drive Layout Options  
Cars parked parallel on outside of Grand Drive





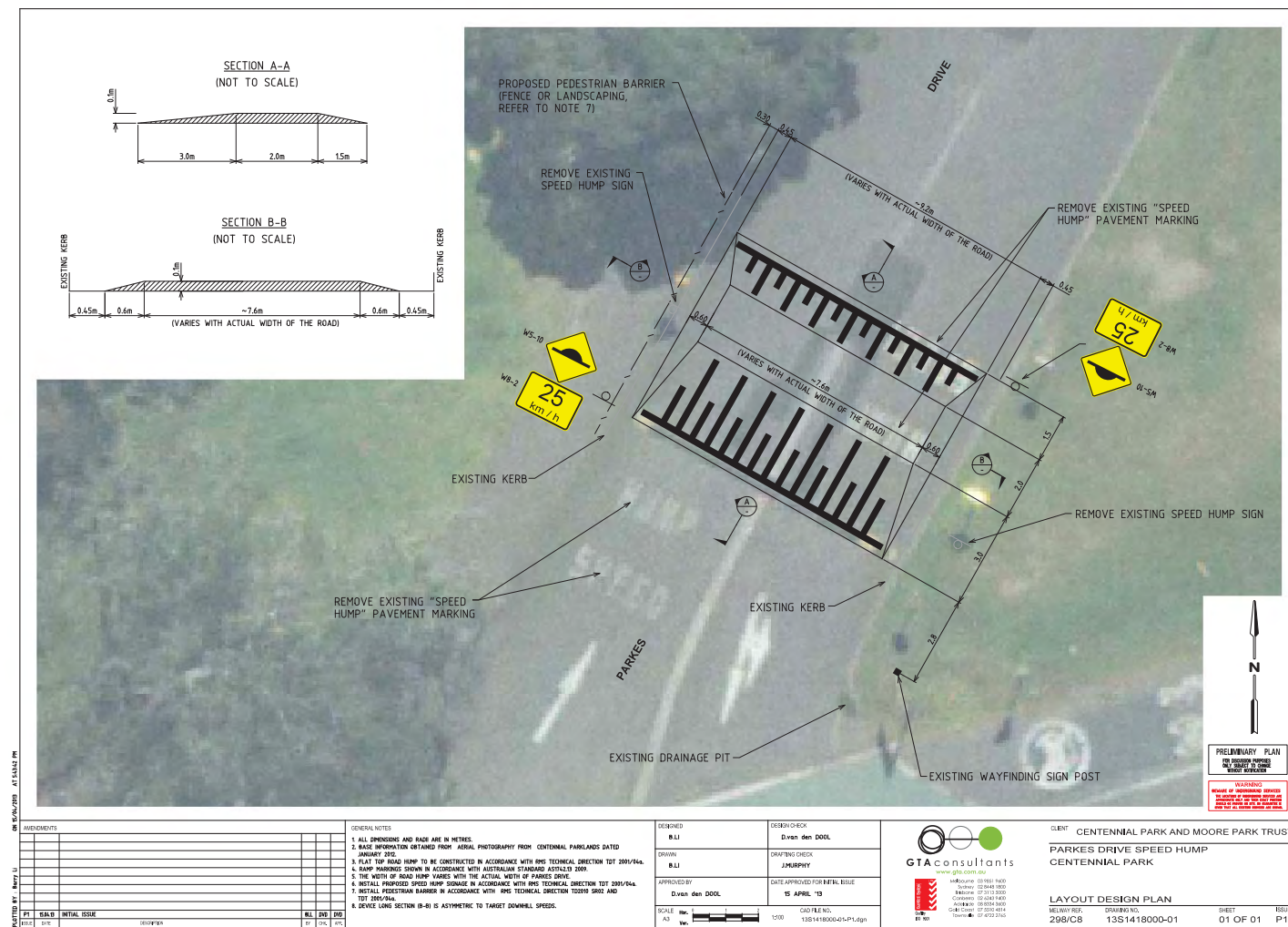




## Appendix C

# Oxford Street Cycleway Concept Design

Appendix C



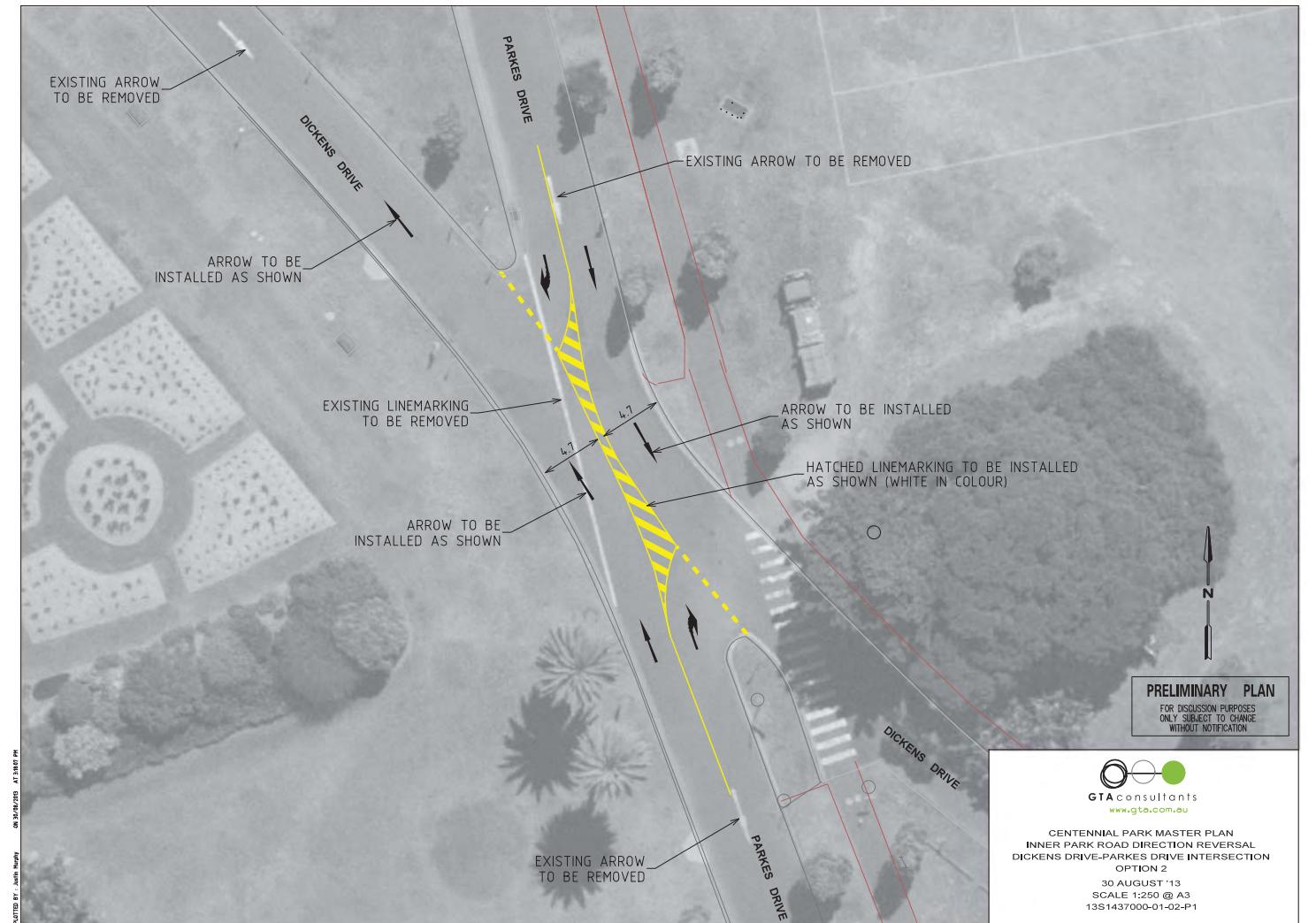
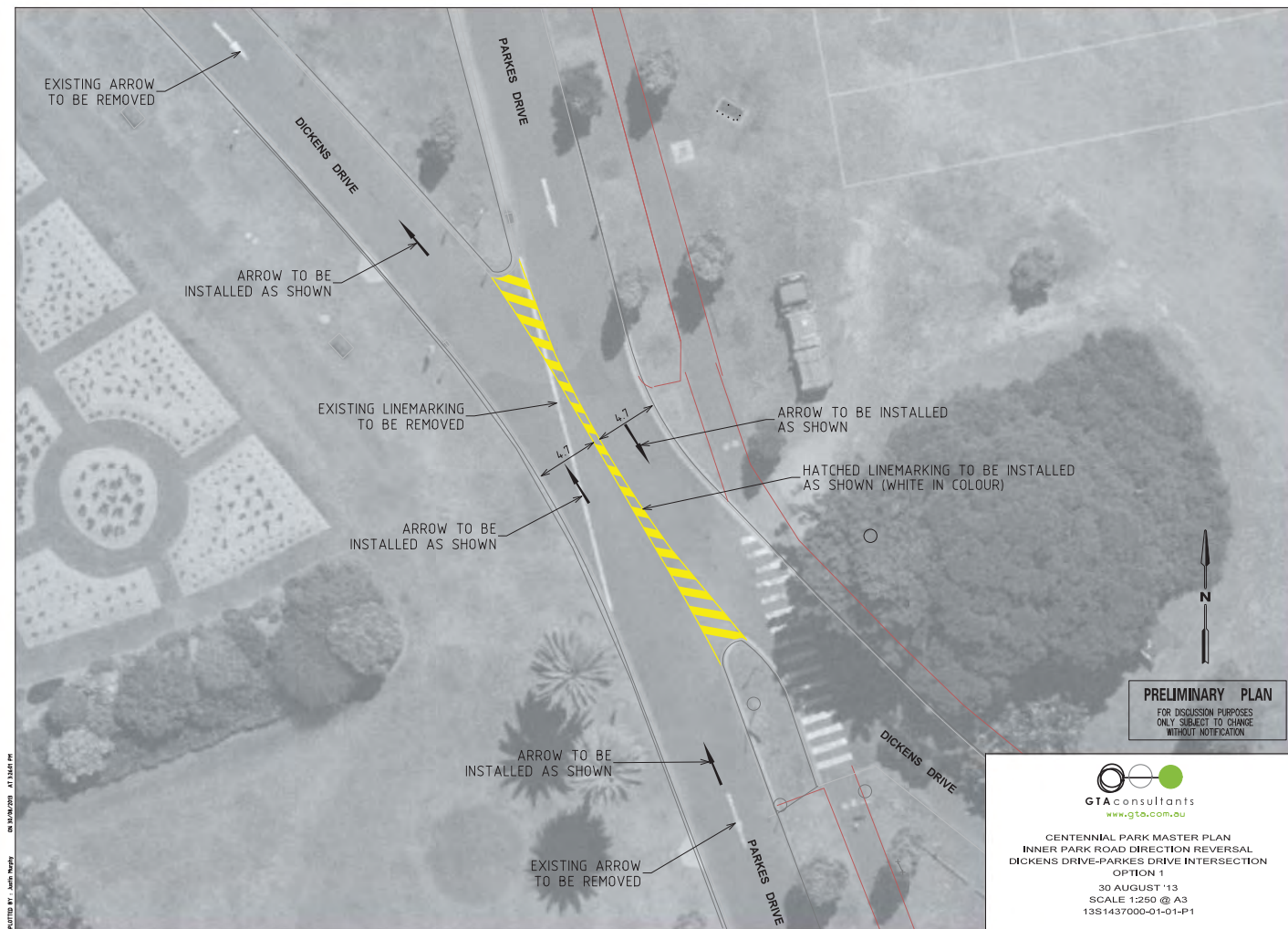


Appendix D

Dickens Drive/ Parkes Drive Intersection Options



Appendix D







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## **APPENDIX C: CENTENNIAL PARK MASTERPLAN HERITAGE REPORT (GODDEN MACKAY LOGAN)**

# Centennial Park Master Plan —Strategic Brief Input—Heritage

## 1.0 Introduction

Godden Mackay Logan (GML), as part of the master plan team led by BVN Donovan Hill and Aspect Studios, has been engaged to provide heritage input to the Draft Strategic Brief for the Centennial Park Master Plan 2040.

The following brief report responds to the request for consultant inputs provided by BVN and directly addresses the headings in the Draft Strategy Brief where GML was asked to provide content. Where necessary some additional content has been provided.

## 1.1 History of Centennial Park

Centennial Park has a rich and deep history. It is a designed landscape which expresses through its history and continuing daily use the evolving human attitudes to nature. It is entwined with the political and cultural history and foundation events that have sought to define the identity of the nation and of the State of NSW.

A complex landscape comprised of freshwater swamps, scrub across sand dunes, and heath on sandstone, it is the traditional country of the Gadigal people who continue to maintain cultural connections to the parklands. From historical accounts and archaeological evidence, combined with the living traditions and cultural knowledge of Aboriginal people today, it is clear that the Aboriginal people modified, used and managed the environment in accordance with the seasons to provide abundant foods and other resources. The land that was to become Centennial Park with its fresh water, plants, and animals was most likely to have been utilised by local Aboriginal people. Aboriginal pathways around the marshy ground were the routes formalised by settlers following colonisation.

The Park was created in the late 1880s out of the Lachlan Swamp and Sydney water reserve as a place for public recreation in the growing city of Sydney. The water reserve itself was a left over portion of the much larger Sydney Common, set aside by Governor Macquarie for the use of the people of Sydney. The Park continues this use pattern.

When it was created as a centenary project for the 1888 anniversary it was the largest such project undertaken in Australia. Centennial Park, covers over 189 hectares and is the largest Victorian-era urban park in the southern hemisphere.<sup>1</sup>

The Park reflects the different personalities involved in its construction, from the democratic ideals of the Premier Henry Parkes who wanted a *'people's park'*, to the more aristocratic values of the Governor Lord Carrington who desired a grand carriage drive, to the gardenesque aesthetics of Charles Moore, Director of the Botanic Gardens, who was the driving force behind the design and plantings. These layers of its foundation history are all still visible in the park.

As the site of the main centenary celebrations in Sydney in 1888 and the founding of the Australian nation in 1901, Centennial Park holds a significant place in the story of Australian nationhood and identity.

<sup>1</sup> Paul Ashton, 'Centennial Park', Dictionary of Sydney, 2008, [http://www.dictionaryofsydney.org/entry/entry/centennial\\_park](http://www.dictionaryofsydney.org/entry/entry/centennial_park), viewed 20 November 2013

Since Federation, Centennial Park has been the venue for a variety of national and state celebrations and commemorative events. These festivals continue the tradition of the Park as a people's park which began with the 1888 centenary celebration for which it was created.

Today, Centennial Park is one of Sydney's favourite recreational spaces with an over 6 million visitors annually.<sup>2</sup>



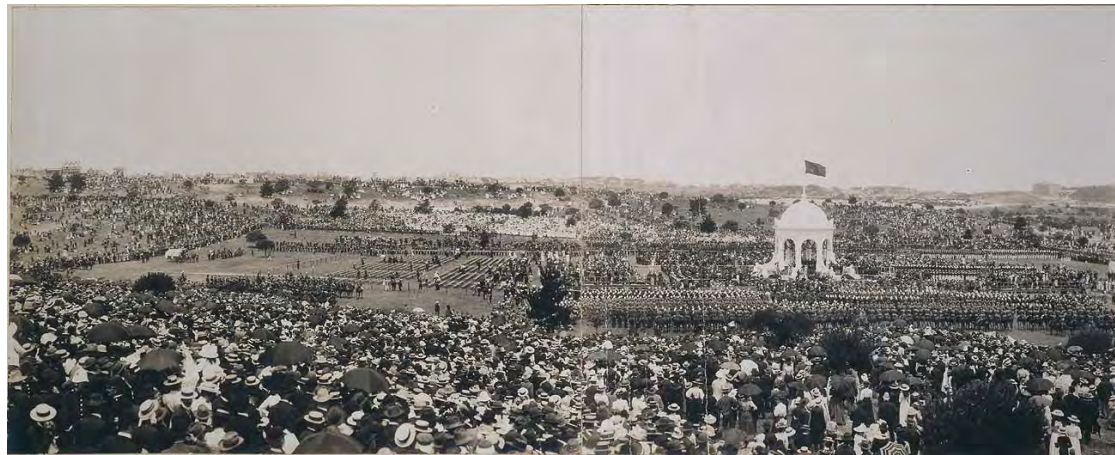
Plan showing the layout of Centennial Park during its development stage. Note that the main features such as the Grand Drive and gates are in place, while the swamp area and dams are yet to be formalised. Of interest is the outline of the Grand Drive imposed over the swamp area. (Source: Centennial Parklands Trust)



1887 view to the south across what will become Centennial Park showing work in progress to transform the water reserve into the gardenesque landscape design. In the distance the dams of the water reserve area are just visible. (Source: Randwick City Library)

<sup>2</sup> NSW Auditor-General's Report, Volume Six 2011, Centennial Park and Moore Park Trust.





Crowds gather around the Federation Pavilion on the day of the signing, January 1901. (Source: National Library of Australia)



Indian cavalry ride past as part of the imperial troop procession for the Federation Day celebrations in Centennial Park. (Source: City of Sydney Archives)



Australia's first governor-general, Lord Hopetoun, and other dignitaries make their way to the official ceremony in Centennial Park. (Source: Mitchell Library, State Library of NSW)



The swearing-in ceremony and signing of official documents combining the separate colonies into a federated nation. (Source: National Library of Australia)



Returned servicemen march past during a parade in Centennial Park in 1940. (Source: State Library of Victoria)



Australian Women's Army Service personnel parade in Centennial Park in 1944. (Source: Australian War Memorial)





Children feed the swans in the 1930s. Centennial Park was declared a bird sanctuary in 1919. (Source: Mitchell Library, State Library of NSW)



Horseriders approach the water in Centennial Park. Horseriding remains popular in the Park. (Source: Mitchell Library, State Library of NSW)



Unemployed relief workers landscape part of one of the lakes in the park. The Park was often a source of employment for the unemployed in downturns and recessions. (Source: Mitchell Library, State Library of NSW)



The Grand Drive in 1934 with palms planted along its edges. (Source: Mitchell Library, State Library of NSW)



Aerial view of Centennial Park in 1943. The Grand Drive is clear circling the Park area, with lakes and open fields visible across the Park. Note the sandy area in the southwest corner, often proposed for development. (Source: Department of Lands NSW SIX Viewer)



Aerial view of Centennial Park in 2007. Comparison to Figure 2.19 reveals the extent of planting and regeneration since 1943, especially around the lakes and in the northern section. The Grand Drive is visible as the circular line of trees enclosing the centre. (Source: Department of Lands NSW SIX Viewer)



A Chinese school group picnics in the Park in 1999. (Source: National Library of Australia)



Crowds watch Governor-General Sir William Deane deliver his centenary of Federation speech in Centennial Park, 1 January 2001 (Source: Randwick City Library)



## 2.0 The Park's Cultural Landscape

Centennial Park is set on sloping ground which rises in the north and slopes away to the south. The sloping nature of the land ensures a number of vistas across the park are available, particularly from the northern end and close by the Paddington gates on Oxford Street.

The Park is enclosed by a stone and iron palisade boundary fence, erected in the late 1880s and early 1890s as part of the original design. This fence runs around the entire park, marking its boundary inside the larger Centennial Parklands area. Elaborate sandstone gates for both vehicle and pedestrian access occur at regular intervals around the perimeter.

The Park has a mix of landscapes. In the northern section sandstone ridges and outcrops still protrude as part of the remnant natural landscape. Much of the central portion is occupied by open space and grassed playing fields intermixed with formal gardens, planted groves and remnant natural stands of vegetation. A number of large feature trees remain throughout the Park, especially palms, pines and fig trees. The positioning of these trees in the landscape was a fundamental aspect of the gardenesque design of the park. Avenues of paperbark have also been planted near the Paddington Gates entrance and the Lachlan Reserve. Although many of the plants from the 1880s have been removed due to their poor suitability for the position and soil type, the replacement plantings were located with the same design focus and have kept the feel of the original concept. Indeed many of the signature plants are from the Maiden period immediately after the first stages of Centennial Park and in some cases are upwards of 100 years old.

Areas of remnant Eastern Suburbs Banksia Scrub (ESBS), which was once common throughout Sydney's coastal strip, also remain. The ESBS is a rare form of native cover and is recognised as endangered on Schedule 1 Part 3 of the NSW *Threatened Species Conservation Act 1995* and as endangered under the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999*. It is a sclerophyllous heath/scrub community that once occupied approximately 5,300 hectares between North Head and Botany Bay in the Sydney Basin bioregion. Today, only 146 hectares of ESBS remain in small, isolated remnants on a range of tenures including private and local, state and Commonwealth government land.

The southern half of the Park contains a collection of ornamental ponds of varying size, most being the landscaped dams from the water-supply schemes of the mid-nineteenth century which pre-date the Park's creation. These ponds retain a direct link to the pre-Park landscape and environment. Edges have been landscaped to provide a more organic and natural feel to the ponds, many with reed beds and aquatic plants on the edges. Larger ponds, such as the Duck Pond, include hard-edge walking trails with interpretation regarding the habitat of the site, waterbirds and natural features. The ponds are an integral part of the Centennial Park landscape and its environmental management. Waterbirds flock to these ponds, nesting in the reed beds and on the islands within them. The Park remains a bird sanctuary as declared in 1919. Fronting Oxford Street to the north, three underground reservoirs also remain in place and in use from these water schemes (these reservoirs are not within the proposed NHL boundary).

Within the Park a number of roads and avenues criss-cross the area. Of these the Grand Drive, which dates from 1887, was one of the earliest elements constructed within the park.

Grand Drive is the main roadway and a central feature of the Park's original design and layout. It remains an important feature of the initial planning stage, with links to the earlier idea of a grand

carriage drive as put forward by Lord Carrington and a unique feature amongst urban parks in Australia. The Grand Drive reflects the then attitudes to class and society and the influence of British architect and garden designer Joseph Paxton. It also demonstrates the important consideration that the park should be a 'peoples' park' (ie not just for the upper classes but for all to enjoy, hence the planning and provision for people on foot, horseback or in carriages). Since that time, cycling c1900 and motorcars c1905 have been introduced. In 1977 Grand Drive was reverted to 1 way with the outer lane provided for cyclists.

The historic configuration and original design intent is still demonstrated by Grand Drive today and continues to reflect the historical character of the Park. It remains the main circuit for vehicles, pedestrians, cyclists and equestrian riders. The drive is planted on either side for much of its length with figs that provide a canopy tunnel over the roadway. At regular intervals, these open out to allow views across the park's fields or prominent features such as the Federation Pavilion.

The Grand Drive encircles the fields and gardens. Fig, oak and pine trees planted either side now provide a shade canopy over the roadway at regular intervals around the drive. The central area on the northern side is dominated by the broad open grassed space known as the Parade Grounds and traditionally used for the large rallies, parades and concerts that have been held in the Park since its inception. To the north of the Grand Drive and Parade Ground the new Federation Pavilion, erected in 1988 to commemorate the 100-year anniversary of the Park and Federation, stands in the open grass area that was created for the original opening and Federation celebrations.

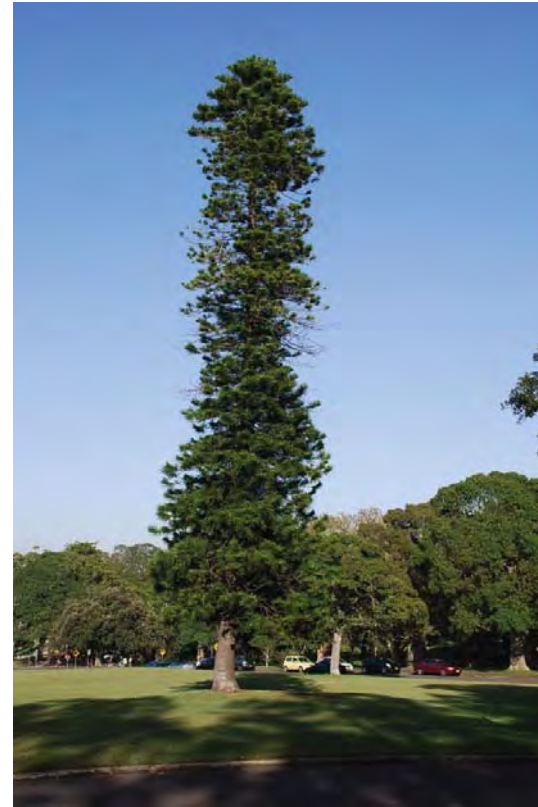
Smaller roads and drives lead from the entry gates into the Grand Drive circuit or through the Park to access the central lakes and fields. These roads all appear on the concept plans, with the earliest plans showing the proposed roads running across the swamps and dams still *in situ*.

As well as the plantings, natural features and carriageways, a collection of statues can also be found placed at strategic points throughout the Park. This includes individual statues, larger monuments and two stone columns taken from the Australian Museum, both topped with classical figures. Much of the original statuary has now been removed from the Park due to vandalism, changing trends or wear and tear. Despite the reduction, a number of major historic statues and monuments have been restored and returned to the park landscape, including the two terracotta statues of *Sunrise* and *Sunset*—set on stone Corinthian columns in the formal Column Garden and the Rose Garden on the shore of Busby's Pond—and the *We Won* statue in Cannon Triangle. These three statues are the oldest statues in the Park, dating from 1888 and 1893 respectively. Two griffins near the Paddington gate entrance also date from the 1890s and were restored in 1971, with further restoration work carried out in 2006. The original Sir Henry Parkes statue was vandalised in 1971 and the current Parkes statue dates from 1996.





Canary Island date palms were planted throughout the Park as ornamental plantings by Joseph Maiden.



Pine trees, such as this Cook Island pine, act as prominent feature trees in the park landscape.



A lone paperbark close to the shore of Busby's Pond.



Canary Island date palms planted in a curving row as a decorative border feature to the formal Column Garden.



Paperbark groves as planted by Maiden near Lachlan Swamp. Maiden chose these natives as they were well suited to the soil type and acted as quick-growing windbreaks in the Park.



Paperbarks planted with a lawn area and decorative bridge. Centennial Park has been deliberately planned to incorporate native and exotic features as part of its gardenesque layout.



Sani's footballer statue, *We Won*, overlooks the Parade Ground. This statue is one of the oldest remaining in the Park.



One of two Crimean War cannons placed in the Park in 1920. These now form the Cannon Triangle which includes Sani's statue.



Pelicans in the Park. Centennial Park was declared a bird sanctuary in 1919 and continues to attract a wide range of native birds.



Black swans and Pacific black ducks. The black swan has become synonymous with Centennial Park.





The Grand Drive with its overhanging canopy of fig trees is the main circuit around the Park. It was the central design feature of the park's original layout.



View along the Grand Drive showing the Federation Pavilion in the distance.



The Federation Pavilion, built on the site of the original Federation Kiosk where the signings and swearing-in took place in 1901.



The Federation Stone inside the Federation Pavilion. This stone was part of the original Federation Kiosk in 1901, supporting the platform on which the official ceremonies took place.



Palms, grass and formal garden plantings combined in the gardenesque layout of the Park.



Ornamental lakes created out of the dams of the nineteenth-century water schemes are a feature of the southern half of the Park.



The statue *Sunset* on a Corinthian column in the Column Garden. This is one of two female statues created by Villeroy and Bosch and remains the oldest statue in the Park.



Sir Henry Parkes by Alan Somerville. This statue is a replacement of an original 1897 statue of Parkes that was severely damaged in 1971 and removed.



The central pillar of the main Paddington gate. This gate, through which the Centenary and Federation parades passed, has acted as the main entrance to the Park since its inception.



The ornamental gates of the Paddington reservoir marking the northern boundary of the proposed NHL listing.





The elaborate iron fence and pillars of the reservoir enclosure. Much of the Park's infrastructure retains its Victorian-era characteristics.



A section of the stone and iron palisade boundary fence that encloses Centennial Park and delineates it from the remainder of the parklands. This fence is an original feature of the 1888 layout and design and was completed by the early 1890s. Note the secondary entrance gate, one of eight entries to the Park.

### 3.0 Heritage Significance

Centennial Park is of historical significance to the nation. Though the park is not formally listed on the National Heritage List under the Environment Protection and Biodiversity Conservation Act 1999 (Cth) (EPBC Act), it is undoubtedly of outstanding heritage value to the nation in the course and pattern of Australia's natural or cultural history. GML prepared a National Heritage List Nomination for Centennial and Moore Park Trust in February 2010. In that report GML assessed the Park in accordance with the National Heritage criteria established under the *Environment Protection and Biodiversity Conservation Regulation*. Centennial Park was deemed to satisfy criterion (a), (b), (d) and (f) as follows:

*Criterion A (Historic): as a focal point for national ceremony and celebration for the Centenary in 1888 and Federation in 1901.*

*Criterion B (Rarity): for the rare remaining features of Sydney's convict infrastructure in Busby's Bore and as a remnant of the larger Sydney Common proclaimed by Governor Macquarie in 1811. The continual use of the space as open parkland and as a place for the people of Sydney and Australia represents the first areas set aside for public recreation in Australia.*

*Criterion D ii (Representative of a Natural or Cultural Environment): demonstrated through the design and layout of the Park and how this reflects the nineteenth-century gardenesque style. Also through its mix of egalitarian spaces and its grand landscape ideas and patterns, interwoven throughout the Park.*

*Criterion F (Creative/Technical): demonstrated through the clear stylistic visions of Charles Moore and his successor Joseph Maiden, whose development of the plantings and design remains as a unifying feature of the Park.<sup>3</sup>*

Within NSW, the significance of Centennial Park is reflected in its listing on the State Heritage Register (SHR) and other local statutory and non-statutory lists. The SHR curtilage for Centennial Park is shown in Figure 1.2 below. Curtilages for other SHR items within Centennial Park are also shown including the two reservoirs and Busby's Bore.

The SHR listing includes the following statement of significance for the park:

*Centennial Park is historically significant as part of the site of the second Sydney Common and public open space proclaimed by Governor Lachlan Macquarie on 5th October 1811. It is the site of Sydney's second and third water supply, Busby Bore and the Lachlan Water Reserve. It is the site of Sydney's first public suburban drive - the Grand Drive. It is the first designed suburban park, based on the English model of integrated suburban residential development and recreational open space. The Park provided the setting for the following prominent events: The Centenary Celebrations, 1888; The Annual Military Review; the Commonwealth Swearing-in Ceremony 1901; the American Fleet Review 1908; mourning for the death of King Edward 1910; Peace Celebrations and Thanksgiving Service 1918; Sesqui-Centenary Celebrations 1938; Federation Jubilee 1951; Federation Pavilion dedication 1988; Bi-Centenary Celebrations 1988. The most significant periods in the history of the park are: pre-European, natural environment pre-1788; Lachlan Water Reserve 1811-1887; Centennial Park 1888-1930, 1984-present [1990]. (Burton 1990)*

*Centennial Park is a designed environment that, after 100 years, still retains the unity and continuity of its*

<sup>3</sup> Centennial Park NHL Nomination, Final Report, February 2010, GML.



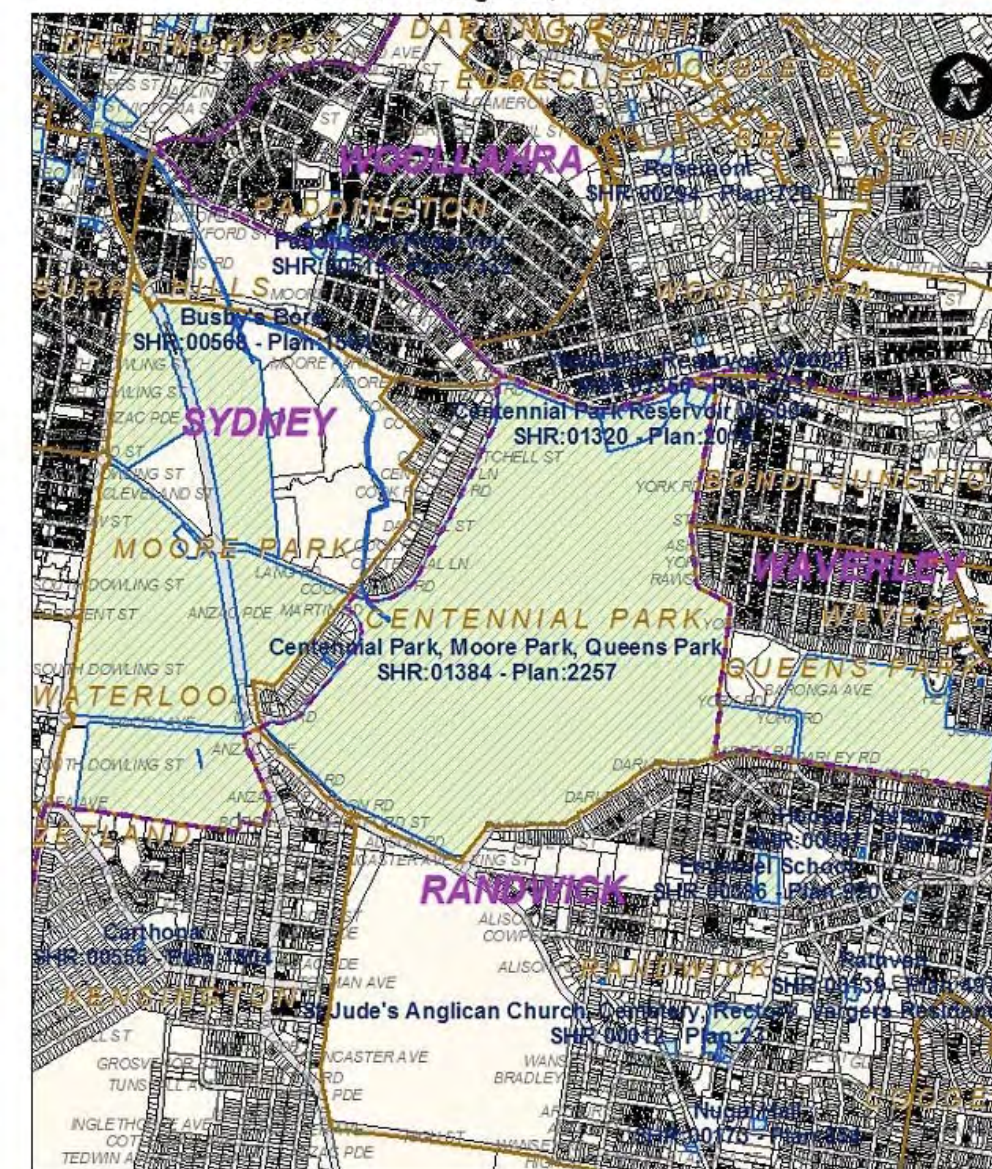
designed elements. Aesthetically it combines contrasting landscape types with spatial diversity that, together with a surrounding built environment that complements the scale of the Park while providing minimal visual intrusion, works together to provide a harmony of scale. (Burton 1990)

Centennial park, designed as a People's Park, has provided an important social venue for meetings of a range of community groups, commemorative events, sporting events, military venues, concerts and general public recreation. (Burton 1990)

Centennial Park has been the site of horticultural experimentation, particularly with grass species and native tree species. It has also been the site of conservation of indigenous bird species and is the location of indigenous plant species representative of the ecology of the Botany sands system. (Burton 1990)<sup>4</sup>

<sup>4</sup> State Heritage Inventory Form, <http://www.environment.nsw.gov.au/heritageapp/ViewHeritageItemDetails.aspx?ID=5045397>

## Heritage Council of New South Wales Plan under the Heritage Act, 1977



### State Heritage Register

Gazettal Date: 27 March 2000

0 250 500 1,000 1,500 2,000 Metres

Scale: 1:20,000

Produced by: Stewart Watters

### Legend

- SHR Curtilage
- Land Parcels
- LGAs
- Water
- Suburbs
- Roads

State Heritage Register curtilage for Centennial Park, Moore Park and Queens Park. The SHR curtilage areas for the Reservoirs are also shown as is the route of Busby's Bore. Source: <http://www.environment.nsw.gov.au/heritageapp/ViewHeritageItemDetails.aspx?ID=5045397>







Building on the layered political, literary, musical, artistic and recreational histories of the Park new cultural narratives and experiences within the Park could be developed. For example, Patrick White, Australia's only Nobel Prize winner for Literature, was a local resident and regular user of Centennial Park. His life and writing provide significant inspiration from which to develop experiences and events.

The park's history and significant heritage features and values suggest the following broad interpretive themes which capture the Aboriginal, natural, historic, aesthetic and social values:

- Swamp, Sand and Scrub.
- Country and Clans.
- From Common to Grand.
- Celebration, Conservation and Culture.

An interpretation strategy for the Park could be prepared to provide a framework for interpretation planning.

**Concepts for ‘Discovery’ of Centennial Park’s History and Heritage**

- Develop interpretation of Aboriginal stories.
- Use 1<sup>st</sup> hand historical accounts to craft interpretive experiences.
- Bring to light silent aspects of the past and provide fresh interpretations to reveal new meanings.
- Allow different, and concurrent interactive visitor journeys and possibilities linked to interpretive themes and storylines (eg a specific subjectivity or point of view could be adopted such as Patrick White's Centennial Park, or Henry Parkes' vision for the People's Park).
- Consider the use of Grand Drive to ‘hold’ fragments of an overarching interpretative narrative.
- In select precincts consider ‘clarifying’ the significance of the park by reinstating earlier planting schemes to evoke direct connections with the past and to start a dialogue amongst visitors.
- Seek to reveal characteristic aspects of the ‘natural landscape ‘.
- Consider commissioning contemporary sculptors to respond to the history of Centennial Park and create new works to replace lost and missing statutes.
- Consider developing an image rich online exhibition to interpret the history and heritage of the Park.





# APPENDIX D: PUBLIC CONSULTATION REPORTS:

1. STAGE ONE CONSULTATION REPORT JULY 2013

Prepared by The People for Places and Spaces

2. STAGE TWO PHASE ONE - ONLINE SURVEY REPORT

30 SEPTEMBER TO 15 OCTOBER 2013

Prepared by The People for Places and Spaces

3. STAGE TWO CONSULTATION FINDINGS - TENT IN THE PARK

5 OCTOBER TO 13 OCTOBER 2013

Prepared by The People for Places and Spaces

4. STAGE THREE CONSULTATION FINDINGS

ONLINE EXHIBITION, INDIVIDUAL AND INSTITUTIONAL  
SUBMISSIONS

14 OCTOBER TO 29 OCTOBER 2013

Prepared by Centennial Park and Moore Park Trust



Centennial  
Parklands

# Centennial Park Master Plan 2040

## Stakeholder Engagement Overview

November 2013

centennialparklands.com.au



Centennial Park Master Plan 2040  
Stakeholder Engagement Overview

This report has been prepared by the Centennial Park and Moore Park Trust  
and is not to be disseminated to a third party or reproduced without authorisation.



Centennial Park Light Garden – Wishing Tree

Version	Date	Description	From	To
0.1	7 Nov 13	Draft for Comment	DSPP	ESC
1.0	15 Nov 13	Final for Issue	DSPP	N/A

Centennial Park | Moore Park | Queens Park

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## 1. INTRODUCTION

2013 marked the development of the first Master Plan for Centennial Park. Stakeholder engagement and input was instrumental to the development of the Master Plan. The objective of the stakeholder engagement process was to provide Parkland stakeholders with an accessible means of engaging directly with the Centennial Park Master Plan development process.

To enable this, the stakeholder engagement process was divided across four phases:

- Preparation Stage: Workshops and meetings – Jun 13
- Stage 1: Park User Survey – 2 Jul to 14 Jul 13
- Stage 2: In Park & Online Exhibition – 29 Sep to 13 Oct 13
- Stage 3: Online, Individual & Institutional Submissions - 14 to 29 Oct 13.

The stakeholder engagement for the Preparation Stage, Stage 1 and Stage 2 were led by People for Places and Spaces (PPS), whilst Stage 3 was led by the Centennial Park and Moore Park Trust (the Parklands).

The purpose of this report is to provide an overview of the:

- stakeholder engagement process in order to establish the context
- background consultation undertaken prior to the Master Plan
- awareness campaign undertaken in parallel to the consultation
- activities undertaken in each phase
- key findings emerging from the totality of the consultation process.

This report does not attempt to summarise the views or issues identified during the stakeholder engagement process, this detail is provided in the supporting consultation reports.

## 2. BACKGROUND

Prior to the launch of the Centennial Park Master Plan stakeholder engagement process, the Parklands undertook two major planning activities that involved consultation with stakeholders and the community.

The *Centennial Park Light Garden* was held from 18 to 27 January 2013. This free community event was attended by nearly 30,000 visitors who left 645 individual 'wishes' attached to the wishing tree. Visitors were encouraged to write one personal wish, and one wish for the future of Centennial Park (in the context of the upcoming Master Plan). All of the wishes were then recorded and grouped into themes, then passed to the master planning team for consideration in the preliminary planning.

In June 2013, the Parklands released a digital *Land Use Vision*<sup>1</sup>, a 25-year view of the future facilities and services needed and demanded by the community. The vision was developed to engage the community and provide a basis for consultation, and pulls together a range of proposals and projects drawn from several existing and new sources.

The release of the *Strategic Land Use Vision* encompassed a range of activities in late June and early July 2013, including individual briefings and copies of the vision with key stakeholders. The public release on the Parklands Website<sup>1</sup> resulted in 1,920 views via the dedicated web page, and 1,098 views via the YouTube feature. Extensive media coverage as summarised in the following graphic.

### Centennial Parklands' Strategic Land Use Vision Plan Media Achievements – June 2013



<sup>1</sup> [http://www.centennialparklands.com.au/home/planning/strategic\\_land\\_use\\_vision](http://www.centennialparklands.com.au/home/planning/strategic_land_use_vision)

## 3. ENGAGEMENT TACTICS AND REACH

The Parklands instigated a *Master Plan Awareness Campaign* to support the formal stakeholder engagement activities undertaken by PPS. The key communication messages, tactics and stakeholders are summarised in the following paragraphs.

### Key Communication Messages

- The Centennial Park Master Plan 2040 is a plan that aims to make Centennial Park locally valued, nationally significant and internationally recognised
- This is the first time Centennial Park will have a Master Plan, providing a greater level of certainty and management direction for one of the world's best public parks.
- Centennial Park – nicknamed “the People’s Park” at its outset - is the birthplace of modern Australia. 2013 is the Park’s 125<sup>th</sup> anniversary, and the Master Plan will be a great legacy from this celebration
- Centennial Park Master Plan 2040 will reinforce and retain all of the key elements that the community love – the lovely balance between a sense of peace, a place of social connection, a vibrant place to enjoy, and an active part of the health of the community and the environment
- The Park is a self-sufficient public park that needs to find the balance between the environment, social needs and financial sustainability. Getting this balance right will ensure the future of this Park is safe, while accommodating and adapting to meeting the needs of a growing and increasingly urbanised community.

### Other Messages

- Centennial Park is more than an eastern suburbs park. Our visitor information demonstrates that this is truly a community resource, and Centennial Park – along with Moore Park and Queens Park – make up the largest community sports precinct in NSW
- Centennial Park is not an island. Population increases in areas around the borders of the Park, as well as the introduction of projects such as the Light Rail, mean that we need to plan for the future needs and demands of our growing city. We cannot simply stand still and be able to provide facilities and opportunities for the community to enjoy as we do today
- A greater sense of landscaping direction, and tree succession planting, will be outlined in the draft Master Plan, as well as a greater investigation of traffic and transport issues that we experience today
- Our goal is sustainability – environmental, social and financial. That underpins all of our operations.



## Engagement Tactics

The awareness campaign comprised a series of communication tactics, aimed at reaching as many Parkland users as possible.

STAGE 1	Jul – Oct	Master Plan Web Page CP Website: ongoing banner and homepage news items Radio mentions Print mentions	622 Unknown 478,400 51,389
	June	Letters of notification to key stakeholder organisations SMH Article: A peek into the future of Centennial Park Sydney Morning Herald: Makeover for city's backyard ABC Online: 25 year Master Plan for Centennial Park 2UE Afternoons with Stuart Bocking ABC News: 702 Sydney with Adam Spencer PS News item / eNews Parks Forum Facebook post Australian Leisure Management Article The Beast Wentworth Courier: Grand Plans for Notable Site Southern Courier: Way of the Future Central Mag: Maze in vision for Park Plan Clover Moore BVN Architecture Street Corner Public Service News Tourism Transport Forum (TTF) News Parks Forum Office of Environment and Heritage	30+ 157,931 157,931 200,710 26,000 152,200 Unknown 101 5,000 26,000 51,389 46,788 36,073 Unknown Unknown Unknown Unknown 1,293 1,033 Unknown
	2 - 14 Jul	In Park Survey	164
	2 - 14 Jul	Online Survey	416
		Stage 1 Estimated Reach	1,444,852
	Sep - Oct	Master Plan Web Page CP Facebook updates(average approx 750 views per post) CP Twitter updates (to database of 2,800) Radio mentions Online: Sourceable mentions Online exhibition through the CP website Social media mentions: Waverley Council Community Update - Southern Cross Courier Community Update - Wentworth Courier Community Update - Inner West Courier Community Update - Central Magazine Letterbox notification - local residences Letter notification - key stakeholders Tourism Transport Forum (TTF) Newsletter	218 views 8 30 32,000 Unknown 4,367 views 687 46,788 51,389 86,421 36,097 680 50 1,298

30 Sep	Channel Ten exclusive	275,000
30 Sep	Youtube video with Kim Ellis, CEO	452 views
20 Sep	Email notification – Park Notices eNewsletter	740
24 Sep	CP Blog: What value to parks provide for the community?	108
27 Sep	CP Blog: Centennial Park through the years	213
1 Oct	MX Sydney: Speak up on Park future	97,970
1 Oct	CP Blog : Have your say!	123
2 Oct	SMH Article: Centennial Park revamp goes much better with a latte or two	141,699
8 Oct	CP Blog: Parks make you smarter	156
9 Oct	Randwick Council eNews	6,000
9 Oct	TTF eNews	1,298
5 to 13 Oct	The Beast article in October edition	62,000
5 to 13 Oct	Flyers disseminated throughout the park	500
	Stages 2 & 3 Estimated Total Reach	938,764
	Total Estimated Reach	2,383,616

## Key Stakeholders

In addition to the engagement above, the Parklands undertook a series of face to face briefings and letters of notifications with key stakeholders, as shown below, in alphabetical order:

- Australian Turf Club
- Ausgrid
- Botany Council
- Centennial Park Board of Trustees
- Centennial Park Community Consultative Committee
- Centennial Park Foundation
- City of Sydney
- Colonial First State
- Fox Studios
- Local Residences
- Local Members of Parliament
- Minister for Environment and Heritage
- NSW Heritage Council and NSW Office of Environment and Heritage
- NSW Department of Planning and Infrastructure
- NSW Government Architect
- Office of Environment and Heritage
- Playbill
- Randwick Council
- Randwick TAFE

- Residence Association
- Roads and Maritime Services
- Existing licensees and venue hirers.

#### 4. PREPARATION STAGE

PPS undertook an information gathering exercise through a series of interviews, meetings and workshops with stakeholders to ascertain their views and ideas for the Master Plan. The stakeholders included:

- Parklands staff
- Chair - Board of Trustees
- Chair – Foundation
- Community Consultative Committee
- Lang Road Residence Association
- Martin Road Residence Association
- Robertson Road Residence Association
- Paddington Society
- Eastern Suburbs Dog Training Club
- Professional Dog Walkers
- Commercial enterprises operating onsite (events, sports, food & beverage etc)
- Cycle Centennial Lobby Group.



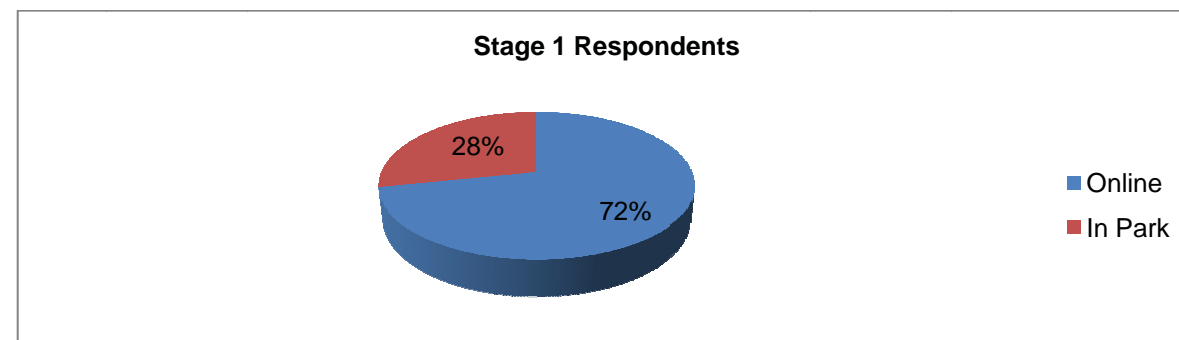
## 5. STAGE 1: PARK USER SURVEY

The PPS report for Stage 1 presents the findings from a series of intercept surveys undertaken in the Park and an online survey. The objective of the survey was to allow park users to provide the Master Plan team with the benefit of their experiences of, and aspirations for, Centennial Park.

The public survey was administered between 02 and 14 July 2013, within Centennial Park and online. A total of 580 people completed a survey. The online component of the survey attracted 416 respondents, who self-selected to participate.

The in-park survey attracted 164 respondents who were intercepted by interviewers from PPS in the following four parts of the park:

- Federation Valley
- The Busby's Pond area
- Learners Cycleway
- Parade Grounds.



The questions issued were the same for the in-park and online surveys:

- What are the good things about Centennial Park? (2,250 comments)
- Do you think Centennial Park has any weaknesses and how would you improve these? (483 comments)
- Is anything missing from Centennial Park that you would expect to be in park of this type? (272 comments)
- What would you NOT wish to see in Centennial Park in the future? (551 comments)
- Is there an event or events that you would like to see take place in Centennial Park in the future that is not currently staged in the park? (321 comments).

The key outcomes arising from Stage 1 were summarised into a consultation board presented in Stage 2 – *What You Told Us* – provided over page, and at Attachment A

The Stage 1 report is provided at Attachment B.

## CENTENNIAL PARK WHAT YOU TOLD US

### CONSULTATION OVERVIEW

Responses from the 580 Park users surveyed in the PPS report for Stage 1 were summarised into a consultation board presented in Stage 2 – *What You Told Us* – provided over page, and at Attachment A

#### GOOD THINGS ABOUT THE PARK

- The Park is valued as a peaceful, serene, safe
- The Park is loved, green, safe, healthy, beautiful, and fun
- The Park offers a variety of recreational spaces and activities
- A diversity of sporting activities are available
- The Park is a great place to be
- The Park is a great place to be
- The Park is a great place to be

#### WEAKNESSES

- Some areas need more trees, especially in the Federation Valley
- Some areas need more seating, especially in the Federation Valley
- Some areas need more lighting, especially in the Federation Valley
- Some areas need more parking, especially in the Federation Valley

#### WHAT'S MISSING?

- More recreational activities and sporting facilities
- More recreational activities and sporting facilities
- More recreational activities and sporting facilities

#### THINGS WE DON'T WANT IN THE FUTURE

- No additional large events
- No additional commercial activities
- No additional commercial activities

#### WHAT EVENTS WOULD YOU LIKE TO SEE IN THE FUTURE?

- Family friendly events
- Smaller music events
- Arts festivals, food and wine events, markets



"A great place for dogs."

"A place to walk, run and cycle."

"A great location."

"Large open spaces."

"Diverse recreational activities."

"Beauty, greenery, trees, gardens, nature and fresh air."



## 6. STAGE 2: IN PARK AND ONLINE SURVEY

The PPS report for Stage 2 presents the findings from the online survey and facilitated in park tent display. The following questions were proposed for respondents (online and in park):

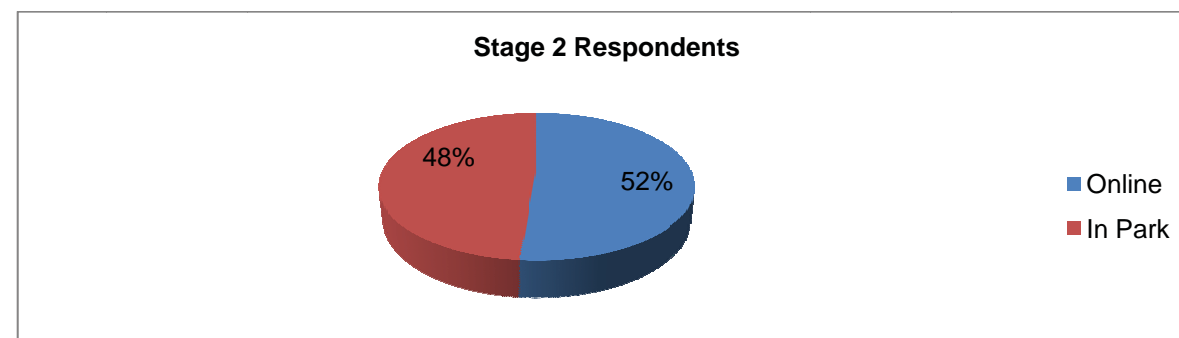
- What do you like about the Draft Master Plan?
- What do you not like about the Draft Master Plan?
- Do you think there is anything missing?
- Age, gender and place of residence.

The online survey was hosted on the Centennial Parklands website from Monday 30 Sep to Tuesday 29 Oct. The online survey results from 30 Sep to 13 Oct were assessed by PPS and are presented at Attachment C.

The in park exhibition included a facilitated display, supported by the Trust Staff and the Consultant Team who introduced the plan, discussed proposals, and answered questions. The dates and opening times were scheduled to ensure a cross section of park users were captured. Participants completed a survey in the tent, or later on line. The results were assessed by PPS and are presented at Attachment D.

The tent was open to the public as follows:

- Saturday 5 October: 8am to 1pm
- Sunday 6 October: 11am to 3pm
- Monday 7 October: 3pm to 7pm
- Tuesday 8 October: 10am to 2pm
- Tuesday 8 October: 5.30pm to 7pm
- Wednesday 9 October: 3pm to 7pm
- Thursday 10 October: 12pm to 4pm
- Friday 11 October: 2pm to 4pm
- Saturday 12 October: 1pm to 5pm
- Sunday 13 October: 8am to 1pm.



## 7. STAGE 3: ONLINE, INDIVIDUAL & INSTITUTION SUBMISSIONS

The Parklands report for Stage 3 presents the findings from the:

- Remainder of the online survey (14 to 29 Oct)
- Individual email and posted submissions
- Institutional submissions
- A petition.

Institutional submissions were received from:

- Centennial Parklands Community Consultative Committee
- Waverley Council
- Randwick City Council
- Sydney Water Corporation
- BIKEast
- Alex Greenwich MP, Member for Sydney
- Sydney High School Foundation Inc.
- UNSW - Australian Wetlands, Rivers and Landscapes Centre.

The Stage 3 results are captured in the report provided at Attachment F.



8. KEY FINDINGS

Introduction

The following is a brief overview of some of the most prominent reoccurring themes that emerged across all survey responses to the exhibition of the Centennial Park Draft Master Plan 2040.

This analysis does not attempt to capture all of the comments received during the consultation process, nor does it suggest that the reoccurring themes addressed herein are any more or less significant than those which received less comments and are not included in this document.

Likes

THEME
Well thought out and great ideas
Minimal changes and positive enhancements; the Master Plan is respectful and has a 'light touch'; the Park retains its existing character and remains a peaceful oasis
New hubs, cafes and eateries
That there is a plan for the future
Retaining the wilderness of the Outer Park
A Park for everyone to share
Improved traffic management
The consultation process - people feel consulted and valued
Grand Drive upgrades
New and improved pedestrian paths, improved outer trail
Tree succession plan
No reduction in green space or net increase to built area
Improved pedestrian and cyclist safety
Amenities upgrades
Fitness stations
Improved access to the Park
The plan is well presented

Dislikes

THEME	RESPONSE
<b>Off-road cycling and dogs on leash on Outer Trail</b>	<p>There is no proposed change in the draft Centennial Park Master Plan 2040 to introduce cycling to the outer ring of Centennial Park. The draft Plan proposes a self-regulated walking trail around the outside of the Park, following the route of the existing informal track. Mountain Biking on the current outer trail is not permitted and it is not envisaged that it will be permitted in the future.</p> <p>A change to the initial <i>Outer Park Inner Park</i> section of the draft Master Plan was made in response to a misinterpretation of the information during the consultation process. We freely accept that this lacked clarity in the draft Plan and it was revised immediately once raised by a member of the public.</p>
<b>New buildings and facilities, new cafes</b>	<p>All new buildings and facilities proposed in the Master Plan are designed to respond to an existing or future need. These include existing facilities that are currently in poor condition; a desire for more and better food options (a strong theme in the Round 1 Consultation process); and increased future demand on the Park due to population increases in neighbouring suburbs and the extension of the light rail through Moore Park and along Alison Road.</p> <p>New food and beverage offerings have been dispersed across the Park to ensure they each service a distinct area, and are either collocated with or replace existing buildings to ensure any impact on landscaped areas in the Park is minimised. The removal of intrusive or unsympathetic facilities (for example the Mission Fields and Equestrian Grounds amenities, and the relocation of the Maintenance Depot) will ensure no net increase to built area by 2040.</p> <p>For each project proposed in the draft Master Plan, we will comply with our statutory and consultative requirements to ensure the community is engaged further as we implement the Plan.</p>
<b>Against increasing commercialisation</b>	<p>Relationships with external commercial providers complement government funding and help ensure that the Park remains open and well-maintained for use by all.</p> <p>These partnerships take a variety of forms, including licenses, temporary events and philanthropic donations, and are selected to meet an established need within the Park (food and beverage offerings, cycle hire, dog wash and so on), or to provide a short-term recreational experience (such as temporary events).</p> <p>The Master Plan supports this approach and its continuation into the future.</p>
<b>Large and noisy events</b>	<p>Whilst events provide an important revenue stream for the Park, it is a key part of the Trust's mandate to enhance the cultural and recreational value of the Parklands and to promote diversity and expression, as outlined in the Centennial Park and Moore Park Trust Act 1983 and the Centennial Parklands Plan of Management 2006-2016.</p> <p>The primary benefit of events to the Park lies in their potential to broaden and diversify the Park's visitor-ship.</p> <p>Events and parades have been part of the history of the Park since the early 1900s, with military parades, national celebrations, music and artistic events occurring from – particularly – the 1950s onwards.</p> <p>Today the intent is to create a diverse program of events and by defining three</p>

THEME	RESPONSE
	<p>primary event zones (the Belvedere Amphitheatre, Brazilian Fields, and the new amphitheatre) the Master Plan seeks to ensure consistency around the location of most major events. The Master Planning consultation process has identified a management requirement to ensure the location and impact of temporary events (such as road closures) be communicated effectively and to a wide audience.</p> <p>The number and management of events that have sound impacts are operationally restricted by the regulator, the Environment Protection Authority of NSW, under the Centennial Parklands Noise Management Plan.</p> <p>Further restrictions, such as the City of Sydney's Development Consent for Major Events in Moore Park, reinforce the community's understanding of such events not just in Moore Park, but right across Centennial Parklands.</p>
<b>Lack of emphasis on management and protection of flora and fauna, both from temporary and permanent activities within the Park</b>	<p>The need for an Environmental Management Plan (EMP) is identified in the Centennial Parklands Plan of Management 2006-2016. The EMP will be developed in response to the Master Plan and is required to be completed prior to commencing the implementation of the Master Plan proposals.</p> <p>The recommendations of the EMP should include, but not be limited to: fauna (including threatened species), flora (including areas of Eastern Suburbs Banksia Scrub), waterways and the pond network. The EMP should consider the impact of temporary activities as well as permanent works on the Park's wildlife and environment.</p> <p>A preliminary review of the draft Master Plan proposals has been completed as part of the Master Planning process by the Trust's Environment Officer.</p> <p><i>PROPOSED AMENDMENT TO THE DRAFT PLAN:</i></p> <p><i>Add section describing requirement for additional reports identified, including the EMP.</i></p>
<b>Formalising path surfaces</b>	<p>The Master Plan proposes to formalise a carefully selected network of paths that reflect current informal movement and future desire lines across the Park.</p> <p>This formalised path network is proposed for the following reasons:</p> <ul style="list-style-type: none"> <li>To enhance the pedestrian experience by providing a complete path network of consistent quality across the Park</li> <li>To ensure ease of access for all to key destinations within the Park</li> <li>To ensure ease of access to key destinations within the Park in all weather conditions</li> <li>To reduce unwanted foot traffic in other areas of the Park</li> <li>To improve safety in areas where paths are particularly steep, or prone to erosion or damage from storm water</li> </ul> <p>All new paths should be permeable, and sympathetic to their landscape setting.</p>
<b>Lack of focus on improved pedestrian, cyclist and equestrian safety (see also a plan for addressing conflicts between cyclists using</b>	<p>While many of the issues raised during consultation relate to operational matters not addressed at the Master Planning level, the proposed Grand Drive upgrade is designed to increase pedestrian and cyclist safety by:</p> <ul style="list-style-type: none"> <li>providing a 1m buffer between parked cars and the vehicular traffic lane,</li> <li>improving the current arrangement where vehicles are required to reverse into the traffic flow through the move to parallel parking.</li> </ul> <p>Separate to this Master Plan, a series of interventions around Grand Drive to</p>

THEME	RESPONSE
<b>Grand Drive and other users of the Park below in Section 4.0 What's Missing?)</b>	<p>reduce conflicts between vehicles and cyclists, particularly where vehicles enter and are required to cross the cycle lane, are already underway.</p> <p>The Master Plan outlines a new approach to the safe pedestrian crossing of Grand Drive from the South West hub.</p> <p>Consistent path surfaces and particular attention to areas which are currently rundown, steep or subject to erosion or damage from storm water will greatly improve pedestrian safety and amenity.</p>
<b>Outer Trail improvements</b>	<p>As neighbouring populations grow and place increasing pressure on recreational activities within the Park, the Outer Trail, already well-utilised, will become even more popular.</p> <p>Improvements to the quality and consistency of the Outer Trail are required to ensure the path can adequately cater to this increased demand, improve accessibility and to enhance the unique experience it offers.</p>

### What's Missing?

THEME	RESPONSE
<b>A plan for addressing conflicts between cyclists using Grand Drive and other users of the Park</b>	<p>Operational strategies to reduce the potential for conflicts between cyclists and other users are beyond the scope of the Master Plan.</p> <p>Separate to this Master Plan, a series of interventions around Grand Drive to improve safety at conflict points, particularly where vehicles enter and are required to cross the cycle lane, are already underway.</p> <p>In addition, pedestrian crossings at key locations around Grand Drive should be considered in the future (for example at the intersection of Parkes and Grand Drive; or at the York Road and Randwick Gates entrances).</p> <p><i>PROPOSED AMENDMENT TO THE DRAFT PLAN:</i></p> <p><i>Key Move 3 Improved Pedestrian Experience</i></p> <p><i>The Master Plan recommends that additional pedestrian crossings at key locations around Grand Drive be considered in the future.</i></p>
<b>More amenities and facilities, including bubblers and water stations, lighting, seating and Wi-Fi</b>	<p>Along with new and improved BBQ and picnic facilities, water stations and seating will be upgraded or provided as part of the Park's ongoing maintenance strategy or where they are associated with new projects identified in the Master Plan.</p> <p>In relation to Wi-Fi, the Master Plan anticipates that public availability of wi-fi will eventually become a standard, operational offering for the community in Centennial Parklands.</p> <p>The Park currently is not open after sunset. However, to provide safety for certain activities that do occur in the evening (such as functions at Centennial Parklands Dining) and to allow the possible future evening use of sports fields, some appropriate lighting should be considered.</p> <p><i>PROPOSED AMENDMENT TO THE DRAFT PLAN:</i></p> <p><i>Key Move 6 Defined Event Zones</i></p> <p><i>The Master Plan proposes to provide low-impact lighting along Parkes Drive from the Paddington Gates to Grand Drive, and further south to the Parkes</i></p>



THEME	RESPONSE
	<p><i>Drive/Dickens Drive intersection in order to provide a safe route from Brazilian Fields and Centennial Parklands Dining to Paddington Gates.</i></p> <p><i>The Master Plan recommends that selective sports field lighting be a future consideration in the Park.</i></p>
<b>Consideration of dogs</b>	<p>The Master Plan does not propose any changes to off-leash areas within the Park, other than in the immediate vicinity of new food and beverage outlets or play areas.</p> <p><i>PROPOSED AMENDMENT TO THE DRAFT PLAN:</i></p> <p><i>Key Move 3 Enhanced Pedestrian Experience</i></p> <p><i>Add point “Off-leash dog areas”</i></p> <p><i>Off-leash dog areas to remain as currently designated, other than in the immediate vicinity of new food and beverage outlets or play areas.</i></p>
<b>A plan for maintenance</b>	<p>Maintenance issues are not within the Master Plan scope. The Trust’s existing Asset Management Plan will be progressively updated (as is current practice) to accommodate ongoing maintenance for Master Plan works as they are implemented.</p>
<b>Additional sports and recreation</b>	<p><i>PROPOSED AMENDMENT TO THE DRAFT PLAN:</i></p> <p><i>Key Move 7 Play for All Ages</i></p> <p><i>In response to a variety of requests for additional recreational opportunities the final Master Plan will include a new skate facility located in the north-east corner of the Park, where any impacts on adjoining residential areas would be minimal. This facility, easily accessible from Oxford St and Bondi Junction, will provide a new amenity for the 10-17 year-old age group, which currently lacks informal recreational opportunities within the Park.</i></p>
<b>Educational tools, including plant and wildlife educational tools</b>	<p>A detailed proposal considering interpretation and education opportunities for casual Park visitors will be developed as part of a separate Interpretation and Wayfinding strategy.</p> <p>The Trust already runs a variety of educational programs targeting a broad demographic. This includes a wide range of community programs for adults and children, and more formal programs for schools, early learning centres and professional development training courses for tertiary institutions.</p>

### Institutional Submissions

THEME	RESPONSE
<b>Requirement to maintain Park boundary</b>	<p><i>PROPOSED AMENDMENT TO THE DRAFT PLAN:</i></p> <p><i>Key Move 2 – Add additional point concerning improvements to Park curtilage</i></p> <p><i>Upgrade of footpaths, entrance areas, and nature strips immediately bordering the Park.</i></p>
<b>Educational opportunities</b>	<p><i>CONSIDER AMENDMENT TO THE DRAFT PLAN?</i></p> <p><i>Add section to the Master Plan around opportunities for educational partnerships and programmes. Include the following:</i></p>

THEME	RESPONSE
	<p><i>The Master Plan consultation process has identified an opportunity to build on existing relationships with the tertiary education sector to work together in the area of environmental research. This presents an opportunity for the Park to reposition itself as important tertiary level learning environment.</i></p>
<b>Ensure linkages between new pedestrian trails and the Waverley Council’s Green Links walking trails</b>	<p><i>PROPOSED AMENDMENT TO THE DRAFT PLAN:</i></p> <p><i>Key Move 8 Enhanced Interpretation</i></p> <p><i>Add point “Wayfinding Strategy”</i></p> <ul style="list-style-type: none"> <li><i>Prepare a comprehensive wayfinding strategy catering for Park users (including future signage, multilingual and digital opportunities)</i></li> <li><i>Strategy to provide clear directions to public transport, connections to external cycling and walking routes. and external locations such as UNSW, Oxford St, Randwick Racecourse</i></li> </ul>

**9. ATTACHMENTS**

- A - Centennial Park: What You Told Us – Consultation Board**
- B - Stage 1 Consultation Report**
- C - Stage 2 Consultation Report (Online Exhibition)**
- D - Stage 2 Consultation Report (In Park Exhibition)**
- E - Stage 2 Survey Maps**
- F - Stage 3 Consultation Report (Online, Individual & Institutional Submissions)**







# CENTENNIAL PARK

A Survey of Park Users

## STAGE ONE CONSULTATION REPORT

Centennial Park Master Plan Project

July 2013

Prepared for The Centennial and Moore Park Trust + BVN Donovan Hill Architecture

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Prepared by The People for Places and Spaces

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INTRODUCTION

This report was prepared by The People for Places and Spaces, a member of the master plan team led by BVN Donovan Hill Architecture, which was appointed by the Centennial Park and Moore Park Trust (the Trust) to lead the process of creating a master plan for Centennial Park.

The report presents the findings from a survey of people who use Centennial Park. The objective of the survey was to allow park users to provide the master plan team with the benefit of their experiences of, and aspirations for, Centennial Park. The survey findings will be reviewed and considered by the master plan team as they develop the draft master plan.

We note that although park users have expressed their views about Centennial Park, this does not suggest that these will all necessarily be incorporated in the draft master plan. The master plan team and the Trust must also consider the professional, technical and design work being done in parallel to the community consultation in the Park. They must also balance this information against other factors, such as operational issues, funding, park preservation, future carrying capacity, as well as the Centennial Park and Moore Park Trust Act 1983, as they craft the draft master plan.

OPPORTUNITIES TO COMMENT ON THE DRAFT MASTER PLAN

The draft master plan is scheduled for exhibition for comment in October 2013 at times to be advised.

ABOUT THE SURVEY METHODOLOGY

The survey followed a qualitative method – please refer to Appendix A to review the questionnaire. All questions were open-ended and respondents were able to respond in any way they wished. Some respondents used single words, while some others were more expressive.

The survey was administered between 02 and 14 July 2013, within Centennial Park and online.

Sample sizes

A total of 580 people completed a survey. There were two components of the survey that were designed to reach different target audiences of park users.

The **in-park survey** attracted 164 respondents who were intercepted by interviewers from PPS in the following four parts of the park:

- Federation Valley
- The Busby’s Pond area
- Learners Cycleway
- Parade Grounds

The **online component** of the survey attracted 416 respondents, who self-selected to participate. The online survey was set up so that no questions were compulsory to answer, as this can cause frustration and can lead people to abandon the survey altogether. Not all respondents therefore, answered each question in the online survey – there was a tendency to skip some questions to those they were most interested in.

The questions were the same for the in-park and online surveys. The findings from both parts of the survey have been combined and reported together, as the target audience – people who use Centennial Park – were the same for both. Indeed, the analysis showed there were no notable differences to report between either.

A NOTE ABOUT THE DIFFERENT SAMPLING USED IN EACH PART OF THE SURVEY

It is important to note that the usual objective of community consultation is to invite people to *have their say* if they wish to, without restriction. This presents some challenges to collecting survey data, which were addressed by using the two different methods of administering the survey discussed above.

Intercept sampling in Centennial Park (n=164)

Regardless of the method used, qualitative research does not use statistical random sampling.

Instead, qualitative researchers choose their subjects specifically for their knowledge of the subject being studied and therefore, on the basis that they have a demonstrable relationship with that subject.

‘A priori’ sampling was used in the park to select the sample. This involved an interviewer selecting the targets to interview from people that were present in the park, rather than people self-selecting to participate in an interview. The interviewers selected participants across age groups, gender and in selected parts of the park to ensure a broad range of ages and a balance between genders.

‘A priori’ sampling therefore simply means taking a sample of views from the identified population – in this case, people present in Centennial Park at the given times – until the researchers feel that ‘saturation’ has been reached – see note on ‘reaching saturation’ below.

This is not an activity mapping study

A different method would be required to closely map park user activities throughout the park, using detailed time series observational analysis – on week days, weekends and in different seasons, which was not the objective of this survey.

The sample obtained by this study reflects the characteristics and activities of people present in the park at the time the sample was taken, or while reflecting on a recent visit, in the case of the online survey. Where respondents have nominated particular activities they undertake in parts of the park, this simply represents the activities they were undertaking at the time of interview. There may be other activities that different people undertake on different occasions. Our sample cannot determine these.

The online survey: a self-selected sample (n=416)

Anyone could choose to participate in the online survey, which was hosted on the Trust’s website – thereby making it accessible to all who wished to *have their say*.

The self-selecting nature of online survey does fulfil the objective of community consultation, in that it is open for anyone to participate, should they choose to do so.

It also raises a question of potential manipulation, if particular groups are sufficiently well organised to provide common responses. We therefore conducted consistency checks of the online data to see whether responses were forming that were to any extent different to those we had received from the in-park responses. We can confirm that we did not find any level of responses in the online data that that raised any concerns.

Reaching ‘saturation’ with qualitative research

Sample size in qualitative research is usually determined by reaching sampling ‘saturation’– which means when the same issues continually re-emerge from the questions, sampling can cease.

We confirm that saturation was reached with all of the questions – as we observed that very similar themes were emerging as the online survey progressed, and these were similar to those that had emerged from the in-park survey. This was confirmed from the analysis, where no new themes emerged by the time the analysis had been completed.



READING THIS REPORT

By nature, qualitative data can be dense. To ensure that the findings are both accessible and readable, the responses were analysed using a theme analysis. This means that for each question, similar ideas and comments have been coalesced into particular themes that emerged from the data. Any responses that did not accord with a theme have been reported as *single responses*.

The themes have been reported in order of magnitude, according to the number of comments within each theme – from those with the most comments, to those with the fewest. This is done solely as a descriptive means of ordering the data and of informing readers about the themes that were stronger and less strong. There is no statistical significance to these numbers. In presenting the data in this way, we do not imply that the stronger themes are more important than other themes, or individual ideas. Readers should evaluate each theme, or individual comment, on its merits.

EXECUTIVE SUMMARY

Although it is difficult to capture the breadth and depth of qualitative data into series of summaries, we can reflect on some key themes that emerged across the different survey questions.

“A place like nowhere else in Sydney”

Overall, the responses to the park survey have been both overwhelmingly positive, as well as constructive.

Although people love most parks for many different reasons, there is a real sense that Centennial Park is beyond being ‘just a park’ in any normal measure of what a park is. The park appears to be deeply embedded in the lives of people who use it, as a place of deep attachment that provides them with many benefits that they would otherwise not find anywhere else within the city. One park user perhaps reflected this sentiment during a workshop when she said: “*I would have to go to the Blue Mountains to find what I find in Centennial Park. It is extraordinary that this place exists in the city*’.

It’s not overstating things to say, quite simply, Centennial Park appears to provide the vast majority of those surveyed with *the complete park experience*. Most appear to be seeking very little else from Centennial Park than what it provides them now.

What are the good things about Centennial Park? (2,250 comments)

The number of responses to this question was huge by comparison to the number of responses to other questions. The comprehensiveness of their responses and observations about Centennial Park suggests that people seem to love almost everything about it.

Many responses demonstrate a very multi-layered appreciation of the park. Aside from their love of the park and everything about it – they appreciate enormously that it provides experiences for all people, at all life stages. They see it as offering a most comprehensive range of social spaces, and associated activities, in which people do come together to share – with family, friends and even as strangers.

The concept of sharing the park is very important. Most respondents perceive Centennial Park as a ‘place for all’. With only two exceptions, there is little apparent conflict between particular groups or discussion of highly contested spaces – the exceptions being increasing concerns about speed cyclists, and to a lesser extent, about some vehicle congestion and speeding in the park.

This ‘sharing the park’ point is quite important. There is little evidence that any groups who use the park see themselves in any way as ‘gatekeepers’. On the contrary, with very few exceptions, the vast majority of respondents appear to welcome everyone, as long as they share and respect the park, in keeping with what people see as the spirit of ‘a people’s park.’

A final observation. It would be remiss not to mention that Centennial Park is extraordinarily dog friendly. This is hugely appreciated by dog owners, and by many others, who understand the social benefits that dog-friendly public spaces bring to people in general.

All of the themes about the *good things* about the park can be read commencing on page 1.

EXECUTIVE SUMMARY

Do you think Centennial Park has any weaknesses and how would you improve these? (483 comments)

In expressing their perceived *weaknesses* about the park, respondents have been very modest, in terms of the overall number of responses, as well as constructive. There is little sense of anger or frustration in the findings, rather just a sense of people expressing their criticisms in constructive ways.

Another pointer to this park's sense of difference from other places is that total 'critical' comments at n=483 are far fewer than the 2,250 positive comments (good things) received. This ratio is close to 5 (good things) for each expressed *weakness*. It is very unusual to see this when asking people to talk about public spaces. It is another positive sign that points again to how 'good' Centennial Park is.

The single largest single *weakness* that people talked about is: *Speeding and aggression by cyclists and cars* (81 comments). It is interesting to note that few have called for speed cyclists to be banned from the park. Rather, the majority just want some action taken to restore some balance between speed cyclists and other park users – especially in terms of safety and respect for all park users.

Following this, *weaknesses* fall away to *General upgrades in park amenities, especially toilets and bins* (62), *Improvements in food and beverage facilities – and more coffee* (59); and *Dissatisfaction with the state of parking and car congestion* (54).

Below these, other identified weaknesses fall into the '20s' and lower in number.

All of the themes that emerged from this question can be read commencing on page 13.

Is anything missing form Centennial Park that you would expect to be in park of this type? (272 comments)

The number of responses to this question dipped to 272, which re-enforces that for many people Centennial Park is already 'a complete park' that does not require further significant additions. This can also be seen in the types of things that people identified as being *missing*.

The most called for future additions was simply: *More amenities across the park* (64) which largely referred to smaller things such as, *benches, seating, shade, water bubblers (with dog watering feature), dog poo bins, BBQs, toilets, lighting, rubbish bins* and so forth.

Other *missing* items major missing items called for were: *A greater diversity of recreational activities and associated facilities* (44) – which mostly referred to children's activities; *A lack of sporting facilities* (43) – the first of which was noted to be a 'real' tennis court, (which was formerly known as *Royal tennis*) as well as indoor sporting facilities, a skate park, tennis and squash, amongst others. And *a lack of food and beverage facilities* (40), with a range of additions suggested, the most popular of which were *coffee carts*.

All of the themes that emerged from this question can be read commencing on page 21.

EXECUTIVE SUMMARY

What would you NOT wish to see in Centennial Park in the future? (551 comments)

The responses to this question are quite clear. The number one response was: *No more large events* (113 comments).

This response concerns mainly large events, which are perceived to have negative impacts on the park – damage, traffic and pre and post event access, as well as noise and some anti-social impacts on neighbouring communities. Smaller events are generally seen as more acceptable by many.

Many people did note the negative aspects of events such as Parklife – drugs, alcohol, noise and some anti-social behaviour in relation to neighbours. There is also a sense that in most cases, people accept the existing events in the park, as there was not a strong call to ban any existing event altogether.

Other major issues that respondents do not wish to see in the future are: *Further development or buildings* (92) and more *Commercial activities in the park* (66).

*More cars or car parking* (42); *Parking charges* (31) and *Exclusion zones* (30) were the next level of responses received.

All of the themes that emerged from this question can be read commencing on page 27.

Is there an event or events that you would like to see take place in Centennial Park in the future that is not currently staged in the park? (321 comments)

Respondents returned to the issue of events again, with the strongest response to this question being *No additional events should be held in the park* (79 comments). This refers largely to *larger events* – although we cannot say exactly what constitutes 'a large event' in terms of numbers.

Those who responded appear much more tolerant of smaller community-style events, such as markets or small music events and children's events that attract fewer people, or which are more diffuse, or which might even be held more often, and which cause less damage to the park, traffic congestion and noise and anti-social behaviour to neighbours.

The events that people seemed to be fondest of were: *Family-friendly events, especially those with an educational twist* (42); *Everything musical – but nothing too big* (40).

These were followed by *Sports and organised recreation across the park* (28); *Arts festivals* (26) and *A variety of food and wine markets and festivals* (25).

All of the themes that emerged from this question can be read commencing on page 35.



EXECUTIVE SUMMARY

Are there any other comments that you would like to make about Centennial Park?  
(n=259)

Although this question is designed to be a ‘catch all’ for comments that people may not have made in previous questions, many took the opportunity to reiterate their love for the park – the single largest theme being: *People love the park as a special place and a peaceful retreat* (84 comments). In coming back to this topic, they reiterated much of which was contained in question one with additional calls *not to make it into a theme park* and *for the park to remain as it is*.

Following this theme, the number of comments dropped off to the suggestions that *more amenities be provided* (28); *not wanting the park to become too over-developed* (23) and calling for *more control of cyclists and cars* (14).

All of the themes that emerged from this question can be read commencing on page 41.

Comparative table of stronger themes

To assist readers to gain an overview of how the major themes emerged across different questions, we have compiled the following table. In some cases, major themes emerged as non-major themes in other questions, or not all, depending on the question.

The table appears overleaf.

COMPARISON OF THE HOW MAJOR THEMES APPEARED ACROSS THE QUESTIONS  
Dark Green = major theme    Light Green = non-major theme  
This table shows how major themes emerged across the questions. Sometimes they emerged as a non-major theme in other questions.

Themes	Good things (2,250 responses)	Weaknesses (483 responses)	Missing (272 responses)	Not in the future (551 responses)	New events (312 responses)	Other comments (259 responses)
A peaceful, serene sanctuary						
The park's beauty, greenery, trees gardens nature and fresh air						
No more large events						
Variety of recreational spaces and activities						
A diversity of sporting activities						
The large open spaces						
Location and accessibility						
General upgrade needed in park amenities, esp. toilets and bins						
Fitness – running walking cycling						
Great for dogs						

Comparison of the how major themes appeared across the questions (dark green = major theme    light green = not a major theme)

Themes	Good things (2,250 responses)	Weaknesses (483 responses)	Missing (272 responses)	Not in the future (551 responses)	New events (312 responses)	Other comments (259 responses)
Speeding and aggression by cyclists and cars + future controls						
Further development or buildings						
Improvement in food and beverage offerings – more coffee!						
Dissatisfaction with car congestion and parking						
Dissatisfaction with commercial activities in the park						
Family friendly events, esp. with an educational aspect						



# MAIN REPORT

What do you think are the good things about Centennial Park?

Summary of themes that emerged from this question

Theme	No. of comments
A peaceful, serene oasis in the city	217
The park’s beauty, greenery, trees, gardens, nature, fresh air	214
The large open spaces and vistas	209
Location and proximity	150
Variety of recreational spaces and activities	146
The diversity of sporting activities on offer	140
Fitness, running, walking, cycling	122
Very family friendly	118
Very dog friendly	112
Good access to the park	81
Well maintained	78
Great for picnics with family and friends	72
Great for everyone to meet and socialise	69
Birdlife	61
Ponds	61
A very special feel about the park	58
Kiosk, cafe and dining facilities	57
Passive recreation	51
Good parking	46
‘For everyone’	41
Freedom	36
Free entry	35

What do you think are the good things about Centennial Park?

Summary of themes that emerged from this question

Theme	No. of comments
Horses	18
Exhibitions/Events	17
History and heritage	16
Moonlight Cinema	8
Car-free Days	4
Pop-up bar	3
Miscellaneous single comments	10
Total comments	2,250

Each theme is presented in further detail below.



### A peaceful, serene oasis in the city

217 comments

This theme captures a simple yet deeply profound reason as to why people love the park. Respondents were quite emphatic when referring to the park as a peaceful oasis. A place to get away and escape from the ‘hustle and bustle’ of the city was a phrase often used, as well as other descriptors listed below.

Comments included:

- *Peaceful, relaxing, quiet, tranquil, serene*
- *Space to forget the ‘daily grind’ and enjoy nature on your own, with friends or family*
- *A get-away from the city*
- *It's an escape from urban life*
- *It is a nice oasis in the city*
- *Sanctuary within the city*
- *Its the oasis in the city*
- *Well used - not too crowded*
- *Places to lose yourself in the trees*

### The park's beauty, greenery, trees, gardens, nature, fresh air

214 comments

This theme highlights many of the key reasons why the respondents visit the park. In addition to being a ‘sanctuary’ or an ‘escape’ from the city, respondents clearly value the green and natural aspects of the park, especially given its juxtaposition to dense urbanisation surrounding it. Many spoke of the following descriptors together.

Comments included:

- *Beautiful*
- *Green space, trees, grass*
- *‘Lungs of the city’*
- *Gardens*
- *Natural environment, the woods*
- *Flowers, flora*
- *Animals, fauna, wildlife*
- *Lack of buildings*
- *Scenery*
- *Wild/unmaintained sections of nature*

### The large open spaces and vistas

209 Comments

This theme captures a strong sentiment shared by many respondents. When asked the above question the sense of space in the park was often the first thing that respondents mentioned. This is one of the core things that people value about the park.

Comments included:

- *The variety of large open spaces*
- *So much space*
- *Large, huge, big*
- *Sense of space*
- *Vistas*

### Location and proximity

150 comments

This theme relates to respondent's positive reflection on the park's location and accessibility. Respondents share a common appreciation for the fact that the park is located so close to the city and surrounded by many suburbs.

Comments included:

- *Location*
- *Walking distance*
- *Amazing location right next to the city*
- *Amongst many the suburbs*
- *Its location i.e. in the middle of the city*
- *Convenient*

### Variety of recreational spaces and activities

146 comments

This theme captures an often-mentioned sentiment relating to the idea that there is ‘something for everyone’ in the park – that is found due to the variety of spaces. Respondents appreciate the diversity of activities offered by the park, many of whom utilise multiple aspects of the park regularly.

Comments included:

- *Versatility, lots of different parks and spaces in one*
- *Lots of things to do*
- *Variety of sites*
- *It caters for all ages with many activities*
- *Different areas*
- *Different activities*
- *Variety of sporting options*
- *Variety of activities within the parklands*

### A diversity of sporting activities on offer

140 comments

This theme captures the idea that many respondents use the park for a range of exercise and sporting endeavours. This theme especially relates to organised sports such as soccer, and being able to 'kick a ball' in your own personal space was highly valued by many respondents.

Comments included:

- *Watching soccer*
- *Sports*
- *The way the park is used for sport*
- *Kicking balls with family and friends*
- *Kick a ball*
- *Sunny sports*
- *Plenty of sporting facilities*
- *Sporting facilities*
- *Soccer*

### Fitness – running, walking, cycling

122 comments

This theme relates to the healthy lifestyle the park encourages. Given the numerous exercise-oriented spaces and features, many respondents tended to use the park regularly for their primary form of outdoor exercise.

Comments included:

- *Exercise*
- *Walking*
- *Running*
- *Cycling track*

### Very family friendly

118 comments

Many respondents appreciated the 'family friendly' nature of the park, especially given the range of facilities that cater to the whole family. The playground was one feature that respondents tended to especially like.

Comments included:

- *Playing in grass*
- *Play equipment*
- *I like the swings/slides*
- *Playing on swings*
- *Playground*
- *Family and friend oriented*
- *I think is a good day out for the family*

### Very dog-friendly

112 comments

Dog owners feel that the park is idyllic for dogs and dog-lovers. There is a strong sense of community amongst this group, as many would bring their dogs to the park, especially to interact with other dogs, and to socialise with other dog-lovers. The off-leash areas are highly valued by every respondent.

Comments included:

- *Leash-free dog walking areas*
- *Dogs love it - dogs playground*
- *Dogs and dog people*
- *2/3 times a day walking the dogs*
- *Meet other dog owners*
- *Variety of dogs*
- *Dog-friendly*

### Good access to the park

81 comments

This theme relates to the ease with which people can access the park, including the multiple entry-points, public transportation, and relative ease of parking.

Comments included:

- *Different access points a big plus*
- *Access is easy*
- *Accessibility – many roads/entries*

### Well maintained

78 comments

Many respondents commented on the well-maintained state of the gardens and park in general. They often described the gardens as 'pretty' and 'beautiful', indicative of their appreciation of the state of the park and gardens in general.

Comments included:

- *Trees are well maintained*
- *Praise to the landscaper – whoever trims the amphitheatre does a great job*
- *Well maintained overall*
- *Clean*
- *Well run*
- *Gardens, plants, grass all well presented*
- *No litter*
- *The grounds are in good condition*