



Vision and Mission	2
Snapshot	3
The Year in Brief	4-5
Minister's Foreword	6
Letter to the Minister	7
Chairman's report	8-9
About the Trust	10
Organisational Chart	11
The Trust and the Community	12
About the Parks	13-14
Director's message: Improving our Parklands	15
Key Result Areas:	
■ Protecting Integrity of Parklands	16
■ Cooperative Positioning	18
■ A Living Heritage	
■ Ensuring Right of Access	
■ Cultural Expression	
■ Improving Business Viability	
Financial statements	28
Appendices	50
Index	TDC

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& Moore Park Trust
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and Parkes Drive
Centennial Park
SYDNEY NSW

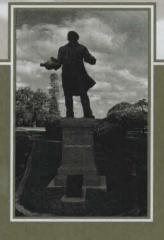
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"It is emphatically the people's park...
one of the grandest adornments
of this beautiful country"

Sir Henry Parkes, opening Centennial Park 26 January, 1888

VISION

The Centennial Parklands will be a place of beauty, peace, excitement and culture in the hearts of the people of Sydney; a place where a diversity of activities can be safely pursued by people of all ages and abilities; a place where national, civic and individual milestones are marked and treasured in landscapes, events, monuments and memories.

MISSION

The sustainable development of urban parkland and leisure facilities on behalf of the community through the application of the principles of best practice management.



Sydney's Centennial Park has never looked better, writes PAMELA JANE – and there's more in store

tins area was more important to Sydney's earl-setters, than many people might know—and it was no always so beautiful. When Governor Lachla Macquarie set it aside, as a reserve in 1811, it was warmy, wind-blaint and treeless. M.

SATURDAY, FEBRUARY 14, 1998

'People here just love their park. They



PROPERTY

The city's horsey folk have a new \$10 million playground right in the thick of it, writes JENNIFER STYNES.



HE potential of the Sydney Showground stables was always apparent to the people who kept about what could be done to tast the place up, "if only we had the money" (The landlerd, the Royal Agricultural Society, certainly wasn't going to provide much.)

vide nmch.)

Mostly, the permanent paying ownmostly, the permanent paying owners simply put up with the facilities
and figured that, in the end, if the stink
of sopping straw didn't get them the
iduat and pigeon poo would.
However, the grubby old stables are
now far more poncily named
Centennial Parklands and are managed by the Centennial Park and
Moore Park Trust, which has poured
to million into the refurbishment.
If this story sounds enthusiastic and

3 If this story sounds enthusiastic and slightly less th

starrling and sophisticated transfor-

Stage 1 of the refurbishment, by the

Stage 1 of the refurbishment, by the building company St Hillier, was completed just a few days ago and is the fulfilment of except one of those fantasies we used to have before the stables were closed last April.

"It looked like the surface of the moon when they first started building," says Jodio West, the trost's marketing co-ordinator. "But we were committed to maintaining a park-like feel and it's all coming together really feel and it's all coming together really

The grounds, when finished in April, will boast a covered 40 metre by 72 metre arena with seating for about 400; two outdoor arenas — with trooper draininged — two 200 s. (The state proper drainage! - one 20m x 40m, the other 20m x 60m; a 14.5m diameter

builders didn't take out all of wood where the horses I bit of a chemp, for insta

There is stabling for (compared with the previous to cope for the Easter Sho divided into price categorie ing on size.

Stuble fees range from \$19 onth (only a few dollars n month tonty a few dollars in the old days), or from \$ \$2,670 a year, with a free m payment in advance.

While Centennial Park's \$ 3.50.

while Centennial Park's 3:
dle path is open to any rider
charge, Centennial Parklands n
can have access to the equ
grounds—with a training aren
jumping course—for see for

July

- Work continues on the first stage of the Parklands' noxious weed removal program
- Inaugural issue of Centennial Parklands quarterly magazine is direct-mailed to Friends and stakeholders and distributed to Sydney CBD hotels, motels and other tourism outlets



November

- Carp control program continues with the removal of 3.5 tonnes of European carp from Parklands' ponds system
- Stage two of the environmental weeds program begins at Lachlan Swamp
- Canadians Paul Eagles and Judy Kent are guest speakers at second Business Breakfast



магсһ

- Installation is finalised on a \$400,000 state-of-the-art irrigation system at Queens Park
- Minister attends inaugural Spokeswomen's luncheon for representatives across the Environment portfolio
- Trust enters into partnership with La Perouse Aboriginal Development Corporation to host twelve-month horticultural traineeships for fifteen young people at the Parklands
- Trust secures \$250,000 grant under NSW Stormwater
 Trust grant scheme as a contribution to its Ponds
 restoration program

August

- Leighton Contractors Pty Ltd. sets up temporary depot of Moore Park to facilitate construction of Eastern Distributor
- Regular monitoring of trees in construction area, to ensure no adverse impact occurs to these historic assets



pecember

- Minister opens new interpretive trail at Duck Pond
- Following public exhibition, Minister approves Moore Park Event Access Strategy. Among other things, this gives the go-ahead to the new event busway on Moore Park



April

- First public event is held at Centennial Square marquee site—Walkabout Aboriginal art exhibition raises \$40,000 for World Vision indigenous projects
- Second stage of the Ponds program begins, with work on Musgrave, One More Shot and Willow ponds
- Tree replacement program begins in Centennial Park—to remove dead or dying trees and replace them with new species
- Moore Park Leisure Centre is demolished and process of returning site to quality parkland begins
- Canadian academic, Sue Markham, speaks on women and volunteerism in parks, at Centennial Parklands Business Breakfast

september

- Work is completed on the first stage of the Ponds restoration program-Model Yacht and Fly Casting ponds
- Demolition is carried out on former Frank
 Saywell kindergarten
 - as part of its relocation to an upgraded site near ES Marks Athletics complex, Moore Park



January

- Stable doors open to horses as part of a progressive relaunch of the Centennial Parklands Equestrian Centre
- Inaugural meeting of Sydney Urban Parks Education and Research (SUPER) forum, initiated by the Trust



octobec

- New Cafe forecourt at Centennial Park is completed
- Rural Lands Protection
 Board approves trial
 release of calici virus in
 Parklands



- Moore Park Event Access Strategy on public exhibition for comment
- Inaugural Centennial Parklands Business Breakfast is held. Guest speaker is British social researcher, Liz Greenhalgh

rebruary

- Second season of Moonlight Cinema closes, having played host to more than 30,000 patrons over the nine-week season
- Trust becomes legal owner of the Sydney Showground site
- Parks Victoria's Brett Cheatley and Stuart Ord share their experience of US Parks management with guests at third Business Breakfast

мач

- Construction starts on new special event bus station at Moore Park
- 1 ha of remnant bushland at York Road (formerly TAFE land) is formally vested in the Trust



June

- Centennial Parklands Children's Centre welcomes its first children to new-look facilities following demolition of former Frank Saywell kindergarten – works associated with the Eastern Distributor project
- Minister opens Centennial
 Parklands Equestrian Centre following \$10 million
 refurbishment program on Showground Stables
- Work begins on redevelopment of the Royal Hall of Industries and Hordern Pavilion, after extensive infrastructure works undertaken in the preceding months



This year has again seen the Centennial Park & Moore Park Trust at the forefront of urban park management in our State. Indeed it continues to establish itself as a major force in international park management.

The Trust has managed to successfully balance its principal custodial role of managing the Centennial Parklands for the people of Sydney with its involvement in some of the most intense and exciting urban developments in Eastern Sydney. In fact, over the last year, the Trust has provided a valuable service as a kind of environmental overseer for developments in this part of Sydney. To give just one example: the Trust has worked hard to ensure that the urban landscape designs being prepared as part of the Eastern Distributor roadway leave the people of Sydney the best possible legacy when the construction work is completed. Trust officers have worked with great commitment in this process and provided valuable advice and design direction to the project team.

I saw at first hand another demonstration of the Trust's environmental credentials in June 1998 when I officially opened the new Centennial Parklands Equestrian Centre at the site of the former RAS Showground Stables. The development of this world class centre, funded by the Carr government and conducted by the Trust, exemplifies the best in current recycling practices. Green waste recycling, organic waste recycling and composting; water reticulation and stormwater management – these are just some of the techniques which place this new centre as an environmental leader among comparable sites around the world.

I was delighted to open the Parklands' stunning wetlands interpretive trail at the Duck Pond in December 1997. This marked the Trust's first move into interpretation of the Parklands landscape through signage and artwork. It is a move I applaud. Relaying environmental messages — in this case on the subject of stormwater catchments and their management — in unusual and engaging ways is particularly powerful for younger visitors to our parks. They are, after all, the next generation of Park users and the long term future of these precious resources is largely in their hands.



Minister for the Environment the Hon. Pam Allan, MP

As we move towards the formal adoption of the Parklands new Plan of Management, I particularly commend the Trust's commitment to working towards the reduction of car parking demand within Moore Park. This has been a key aspect of the Trust's management challenge since 1990, when the phasing out of car parking was first promoted in the 1991 Moore Park Plan of Management.

Decreasing the community's dependence on cars, improving air quality and increasing the quality and quantity of green space in our cities remain major challenges for the government. Public transport initiatives, such as the development of the new bus station at Moore Park; the cooperation of the various sporting codes in the promotion of public transport alternatives to car parking; and simple things like car pooling with friends and family for major sporting events, are helping us meet those challenges.

On behalf of the government, I thank Trust Chairman, Annette O Neill and her fellow Trustees for their dedication and commitment to the best interests of the Centennial Parklands.

As the place where Federation was proclaimed in 1901, the Parklands will be under the national and international spotlight as the preparations for both the 2000 Olympics and the Federation Centenary celebrations step up over the coming months. The Parklands can stand proudly under that spotlight in great shape for the next millennium – a tribute to the efforts of the Trustees and Trust staff.



The Honourable Pam Allan, MP
Minister for the Environment
Parliament House
Macquarie Street
SYDNEY

Dear Minister

It is with great pleasure that we submit the 14th Annual Report of the Centennial Park and Moore Park Trust for the year ended 30 June 1998, for presentation to Parliament.

The report has been prepared in accordance with the Annual Reports (Statutory Bodies) Act, 1984, the Public Finance Audit Act, 1983, and the Regulations under those Acts.

Yours sincerely

ANNETTE O'NEILL

Chairman

RICHARD COBDEN

Trustee

chairman's report

In the past year the Trust has shown its capacity to maintain and improve the Centennial Parklands while dealing with some of the greatest challenges in its history.

Our \$6 million ponds restoration program began to show the first promising results; at the Duck Pond the Parklands' first interpretive trail opened; work finished on the marquee site and the forecourt of the Cafe was transformed. To add to the Trust's traditional responsibilities the former Royal Agricultural Society Showgrounds were formally transferred by special gazette. License agreements were negotiated with Fox Studios over the Showgrounds and with Playbill Venue Management for the Hordern Pavillion and Royal Hall of Industries. In June 1998, after a \$10 million redevelopment of the Showground Stables, the Minister opened the Centennial Parklands Equestrian Centre. The construction of the Eastern Distributor, plans for the Olympics and for the Centenary of Federation also impacted heavily upon the Trust.

With the complexity and scope of its operations, it is not surprising that the Trust has had its share of excitement during the year. Where it can, the Trust seeks ways to convert these challenges into opportunities to enhance the environmental, cultural, recreational, education and scientific values which underpin the Parklands.

Like many urban park agencies around the world the Trust must balance conflicting demands for its resources. It must maintain and upgrade assets, which in some cases are more than a century old, to a standard acceptable to the community. It must respond to increasing use and shifts in visitor expectations. It must protect the integrity of its resources in the face of urban development pressures. It must do all this in a competitive environment where there are other equally pressing calls on public expenditure.

The Trust is unusual among parks agencies in its relative self-sufficiency — in that about 53% of its operating revenue is self generated. The Trust understands the community's sensitivity about excessive 'commercialisation' of the Parklands. It is a constant challenge to ensure that our revenue-raising activities — as vital as they are — do not compromise the social and environmental principles of these Parklands.

As well as finding appropriate ways to increase its revenue base, the Trust is continually looking for ways to improve its efficiency, including streamlining some



Chairman of the Trust, Annette O'Neill

services, using external contractors and developing partnerships with similar agencies.

For too long consigned to being Centennial Park's poor cousin, Moore Park is to have a dramatic facelift.

The 1997 Draft Plan of Management for the Parklands reinforced the Trust's commitment in1990 to the reduction in car parking on Moore Park. The Premier's Working Party on Car Parking, established in March 1997 as part of the Government's Eastern Distributor compensation package to the Trust, acknowledged the conflicting interests of the two key agencies at the forefront of the issue of car parking on Moore Park.

"The Trust believes that efficient and acceptable public transport alternatives to private car use must continue to be developed and encouraged"

We are committed to returning Moore Park to genuine, accessible, quality urban green space. Our challenge is to honour that commitment without compromising the Sydney Cricket Ground's and Football Stadium's ongoing requirement to provide easy access for its patrons.

Developments in the Parklands precinct are likely to contribute to an increase in the number of visitors coming to Moore Park. These include the opening of Fox Studio's Family Entertainment Precinct, the popularity of the redeveloped stables; the reinstatement to their former glory of the Royal Hall of Industries and the Hordern Pavilion; and, of course, the ongoing patronage of the sporting venues and the Parklands themselves.

The recreational needs of the increasing residential population in South Sydney will impose pressure on Moore Park. Access for amateur sporting groups to Moore Park fields should not be put at risk by the demands of car parking.

The Trust believes that efficient and acceptable public transport alternatives to private car use must continue to be developed and encouraged. Working towards mutually satisfactory solutions for Moore Park will certainly be at the top of the Trust's agenda in the coming year.

The Eastern Distributor and the Sydney 2000 Olympics were among the most demanding of the projects requiring the Trust's attention in 1997-98. While a key stakeholder in each, the Trust's practical role is quite limited, with many of the broader issues associated with each project firmly out of the realm of the Trust. Again, we have looked for ways to bring advantages to the Parklands and to the community in those negotiations in which our input has been sought.

"design and development issues associated with the urban landscaping are paramount..."

The construction timetable for the Eastern Distributor has imposed a great deal of pressure on Trust officers to review plans, legal documents, landscape designs with very strict deadlines. Finding a balance between the community's interests and the demands of a project of this scale has not been easy. In all its deliberations the Trust has the view that the design and development issues associated with the urban landscaping are paramount. Indeed we have put our case forcefully to the project team and driven many positive changes.

The Trust is anticipating the likely impact of the Sydney 2000 Olympics on the Parklands. We have had extensive negotiations with SOCOG and the Olympics Coordination Authority to deal with the commercial, legal and logistical issues associated with our role as managers of the Olympics venues for cycling, marathon and fencing. This process will gain momentum over the next reporting year as we establish license agreements with the relevant authorities to ensure the Olympic and Paralympic Games do not impact adversely on the Parklands precinct.

In December 1997, the Trust was surprised by South Sydney Council's decision to close the Moore Park Leisure Centre. This meant the Centre – a Moore Park asset transferred to the Trust in 1991 – would become the Trust's day-to-day responsibility. With an annual operating cost estimated at \$200,000 – a cost previously borne by the Council – quick action was required to ensure the Centre did not become a financial burden to the Trust and to the people of Sydney. After considering a consultant's report into the long-term viability of the Centre, the Trust resolved to rehabilitate the site to open parkland. Demolition was carried out in May 1998.

"...the Trust is anticipating the likely impact of the Sydney 2000 Olympics on the Parklands."

With the formal vesting of the Showground site in the Trust, our role has included the management of the Stables redevelopment; planning and design liaison for the refurbishment of the Royal Hall of Industries (RHI) and Hordern Pavilion; and managing the tender process and negotiating license agreements for the ongoing management of these venues. The Trust has also been active in moves to secure a Governor's liquor license for the RHI/Hordern. There has also been a requirement for extensive liaison with Fox Studios, Lend Lease and Civil and Civic on a range of cross-boundary issues.

In the coming year, we will be stepping up our efforts to promote to the people of Sydney the Parklands' importance to the Centenary of Federation.

Implementation of the Trust's improvement program for 2001 depends on public and private sector support. The Trust conducted a series of presentations to opinion leaders from both sectors as a way of keeping the Parklands top of mind during planning for the Centenary celebrations.

Becoming familiar with the scope of the Trust's operations over the past year has been extraordinarily satisfying for me. I am greatly impressed by the incredible level of energy among the staff – a welcome counterpoint to the serenity of the Parklands.

On behalf of the Trustees, I would like to thank the Trust's Director, Robin Grimwade, and his able and dedicated staff for carrying the Parklands through yet another challenging year. Centennial Parklands, comprising Centennial Park, Moore Park and Queens Park, are managed by the Centennial Park & Moore Park Trust, established in 1983 by the Centennial Park and Moore Park Trust Act (1983).

The Trust comprises eight trustees. Seven are government-appointees who may serve a period of up to four years. One is elected to the Trust by the Community Consultative Committee for a one year term.

The Trustees are responsible to the Minister for the Environment for policy direction and the management of the Parklands in accordance with Trust objectives. These include:

- to maintain and improve Trust lands;
- to encourage the use and enjoyment of Trust lands by the public by promoting and increasing the recreational, historical, scientific, educational, cultural and environmental value of those lands;
- to ensure the protection of the environment within Trust lands; and
- to maintain the right of the public to the use of Trust lands.

Ms Annette O'Neill joined the Trust as Chair in August 1997. She replaced Mr Richard Cobden who had been acting Chairman for the preceding three months. The terms of Mr Angelo Hatsatouris OAM and Mr Terry McGuinness expired in the reporting year. Mr Bob Wilson and Mr Michael Marx were appointed. Mr Richard Cobden, Ms Jill Hickson and Ms Jill Hager commenced their third year as Trustees. Ms Jenni Mack was appointed as the Trust representative from the Community Consultative Committee which she also chairs.



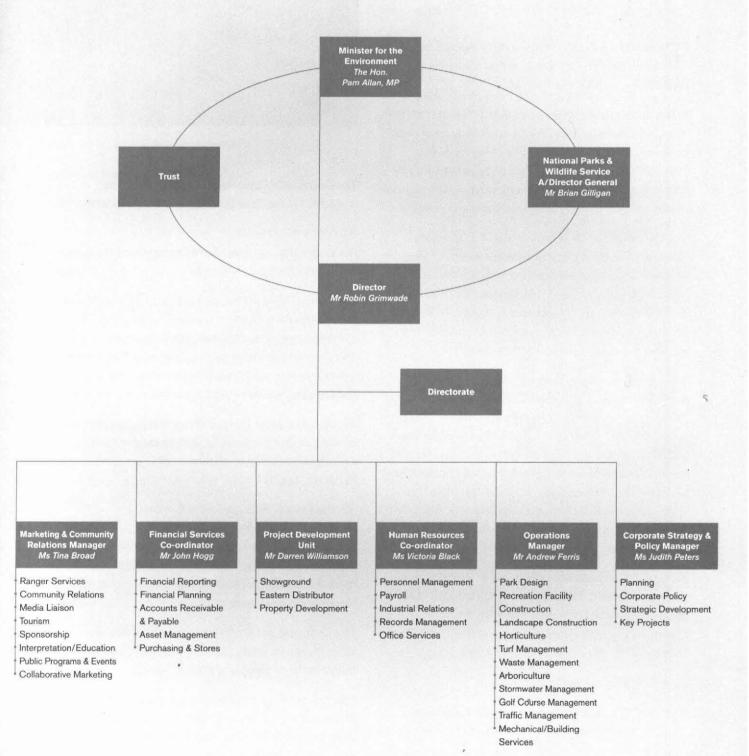
(From l-r): Mr Richard Cobden, Ms Jill Hickson, Mr Bob Wilson, Ms Annette O'Neill, Mr John Walker and Ms Jenni Mack. Not pictured: Ms Jill Hager, Mr Michael Marx.

Mr John Walker was appointed to fill the remaining vacancy on the Board in February 1998.

Information on the Trustees, including the number of meetings attended, appears in Appendix 1.

For the reporting year, the Trust's executive team comprised the Director, Mr Robin Grimwade, Mr Andrew Ferris (Manager Operations), Ms Tina Broad (Manager, Marketing & Community Relations), Ms Victoria Black (Human Resources Coordinator), Mr John Hogg (Financial Services Coordinator) and Ms Judith Peters (Manager, Corporate Strategy & Policy).

The Director is responsible to the Minister for the Environment, through the Director-General of the National Parks and Wildlife Service, for the overall management and control of the Parklands and is supported by the Divisional Managers in this role.



There are a number of consultative mechanisms which help the Trust ensure that the needs of the community are fully represented.

COMMUNITY CONSULTATIVE COMMITTEE

The Community Consultative Committee is an advisory group whose role is to represent a broad range of community interests to the Trust. Nominations are sought through newspaper advertisements, with the aim of attracting as diverse a range of interests as possible.

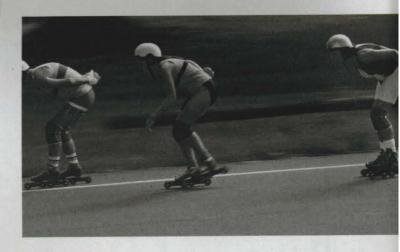
The Committee's role is largely that of a "Customer Council". Members participate in the planning and evaluation of visitor services; provide advice on possible new and/or modified services; assist in the development of quality assurance procedures and service standards; and help evaluate the current level of service provided by the Trust to its customers.

The Committee has nine representatives. The terms of Mr Robert Bressan, Professor Gavan McDonnell and Mr Terry McGuinness expired in November 1997. They were replaced by Mr Phillip Black, Ms Georgina Legoe and Ms Mary Watt. Other committee members are Ms Linda Goodman, Ms Jenni Mack, Ms Sally Murray, Mr Colin Ridley, Mr John Ryan, Mr John Trevillian. Ms Legoe stepped down from the committee in February 1998 and at time of reporting her replacement has not been confirmed.

Each year, the Committee elects one of its members to serve as a Trustee. The current serving member is Ms Jenni Mack. During the reporting year, the Chairmanship of the Committee transferred from Trust Director, Robin Grimwade, to Jenni Mack.

Over the past year, the Committee has:

- worked with Trust officers on the formulation of policies associated with volunteers and interpretation;
- continued its input into developing the Trust's community outreach programs;
- provided advice and feedback on proposed Trust initiatives from landscaping to education trails; and
- continued its work on the formulation of service standards for Parkland facilities.



The Community Consultative Committee can be contacted via the Trust Director's office on (02) 9339 6699.

Sports Council

Amateur sporting groups have an important association with the Centennial Parklands.

The Moore Park Sports Council was set up in February 1991 to facilitate discussion between user groups with competing requirements and to help the Trust coordinate the demand for its facilities. It has progressed from there with sporting groups from Centennial Park and Queens Park since joining the Council.

Membership of the Council comprises representatives of some 35 organisations, including local schools, sporting clubs and associations, and Centennial Parklands Sports Centre.

Technical Reference Group: Dond Restoration Drogram

The Technical Reference Group was formed from the Centennial Park Stormwater Taskforce, a Ministerial taskforce established in 1993 in response to the major blue-green algae bloom reported in the ponds that year.

The Technical Reference Group provides ongoing support and advice to the Trust to address water quality issues in the Centennial Park catchment.

The group comprises: Department of Land and Water Conservation (Mr Malcolm Brown); Environment Protection Authority (Mr Eric Hatfield); Victoria Barracks (Mr Michael Mathias); Sydney Water _ Stormwater Management (Ms Robyn Sim); UNSW Water Research Laboratory (Mr Ian Acworth, Mr James Ball); Waverley Council (Mr Peter Davies); Randwick Council (Mr Fred Schilt, Mr John Reagan); South Sydney Council (Ms Toni Cains, Mr Peter Goaley).

The Trust extends its thanks to all committee members for their valuable input over the reporting year.

The Trust manages Centennial Park, Moore Park and Queens Park, collectively called the Centennial Parklands. The Parklands are a national asset of immense significance, offering diverse recreational, aesthetic, historical and cultural experiences.

Research conducted as part of the development of the Parklands Draft Plan of Management showed that the Parklands occupy a very special place in the hearts of the people of Sydney. In particular, they are valued as:

- a symbol of the development of the nation;
- a local and regional backyard; and
- a symbol of the development of Sydney.

INTERNATIONAL AND NATIONAL SIGNIFICANCE

Centennial Parklands are acknowledged in the premier category of urban parks.

Playing host to more than five million visitors each year, the Parklands are among the world's most highly used urban open spaces. On a per capita basis they attract more visits than New York's Central Park.

With visitation growing at about 2% a year, the Parklands are expected to be used by more than 6 million visitors by the year 2003. The management of this demand is one of the Trust's major challenges over coming years.

In keeping with this high status, the Trust has established strategic business partnerships with major park providers around the world, such as Royal Parks, London; East Bay Regional Parks, California; Auckland Regional Parks Authority; and Melbourne Parks and Waterways.

The Trust plays a leadership role in Sydney's parks system.

The Trust is a cooperative partner with the

- Bicentennial Park Trust
- Royal Botanic Gardens and Domain Trust
- Olympic Coordination Authority
- Metropolitan Regional Parks Unit of the NSW National Parks and Wildlife Service
- Parramatta Park Trust

EXPANDED RESPONSIBILITIES

In February 1998, the Sydney Showground site formerly occupied by the Royal Agricultural Society was vested in the Trust by the State Parliament.

As custodian of the site, the Trust has responsibilities to monitor the development of the Fox Studios Australia complex; as well as management responsibilities for the Royal Hall of Industries, Hordern Pavilion and the Centennial Parklands Equestrian Centre.

THE LINK TO FEDERATION

In the late 1800s in Sydney, the idea of a grand park

in the European tradition began to take hold. Its main proponent was the then Governor of NSW, Lord Carrington, but it was Sir Henry Parkes, the Chief Minister, who recognised the potential of this proposal and brought about its realisation.



He opened Centennial Park on January 26, 1888, with the words:

"this grand park... is emphatically the people's park, and you must always take as much interest in it as if by your own hands you had planted the flowers... the park will be one of the grandest adornments of this beautiful country."

The Park's own coming of age was marked when it became the site of the proclamation of Federation and the swearing-in of the nation's first Governor General, Lord Hopetoun, on 1st January 1901. The occasion was marked in an elaborate ceremony—conducted in apparently searing heat!

The Trust has developed more than \$25 million of parkland improvements for which it is currently seeking funding assistance from the corporate and public sectors, as a way of marking the Centenary of Federation in 2001.

WHAT WE KNOW ABOUT OUR VISITORS

With the appointment of a research officer in the reporting year, the Trust signalled its commitment to becoming more responsive to the needs of its diverse stakeholders. Significantly, the Trust took a decision to move its major visitor surveys to a three-year, rather than ten-year cycle. This will provide an opportunity to gather more detailed data across all three Parks under the Trust's control.

While there were methodological differences between the 1985 and 1995 surveys, the following table shows a comparison of the major findings, to demonstrate some of the shifts in Parklands usage over the preceding decade:

Comparision of Findings from the Previous Visitors Surveys

	1985 User Survey	1995 Exit Poll
		•
Car used as method of transport	79%	37%
Male to female ratio	60:40	57:43
Visiting Park alone	57%	57%
Length of stay 1 hou or less	r 74%	70%
Top 5 uses of Park	driving through	walking
	walking	other activities
	relax/sitting	cycling
	jogging	walking the dog
	cycling	jogging
Used other parks in last month	36%	48%
	1985	1995
	User Survey	Mail Survey
Top 3 likes most		1
about Park	natural setting	beauty and size
and the state of t	size/space	peace and quiet
	quiet	wildlife
Top 3 dislikes most about the Park	litter in ponds	traffic problems
	too many cars	pollution: lakes, litter
	speeding cars	footpaths, fountains, horsetrack, toilets etc

PARKLANDS AT A GLANCE

1	2	3
Centennial Park	Moore Park	Queens Park
220ha	120ha	25ha
Over 4m	Over 1m	Over .25m
visits/year	visits/year	visits/year

1 A grand park in the European tradition, Centennial Park's unique landscape elements include statues, historic monuments and houses, ponds, formal gardens, wildlife habitat areas, grand avenues and shade areas.

The Trust administration building in the centre of Centennial Park provides the main visitor information outlet.

2 The facilities at Moore Park include E.S. Marks Athletic Field; an 18 hole, group 1 public golf course and golf driving range; a bowling green; tennis centre; leisure centre; and netball courts.

Moore Park also has cricket pitches; soccer, rugby and touch football fields; event car parking; a lake; cycling and walking paths; and a fitness station.

3 Queens Park is used mainly for organised activities such as soccer, rugby, touch football and cricket.

It also provides for a range of non-organised recreation opportunities such as children's play, picnicking, jogging, dog walking, relaxing, and scenic viewing from rock cliffs.

IMPROVING OUR PARKLANDS

Over the reporting year, the Trust's portfolio of responsibility has continued to expand. In addition to our custodial role over more than 360 hectares of Australia's most important urban parkland, we have management responsibility for one of the city's most historic built precincts, the former Sydney Showground. We will also play a leading role in the Centenary of Federation celebrations and, as managers of Olympics venues, a major part in the smooth-running of the 2000 Games.

Our staff must reflect that changing portfolio.

Indeed we are unique as a parks agency in that engineers, contract managers, social researchers, urban planners, tourism and marketing experts take their place alongside horticulturists, arborists and landscape architects on our staff list.

The complexity of our business and the fact that we are leaders in many areas of park management enables us to make a valuable contribution to urban park policy development and leisure/recreation research, not just in our own State, but nationally and world-wide.

Closer to home, the Trust has this year made great gains in its environmental management and in the maintenance and management of its natural and built assets. These include:

- ☐ The development of an innovative computerised tree asset inventory – the first time such technology has been applied to an urban park setting
- □ Implementation of Stage 2 of the \$6mn Restoration Program on the Parklands' extensive ponds system
- Development of a series of service standards for park maintenance which will help us closely match our services with our visitors' expectations. The Community Consultative Committee is working closely with us on the refinement of these standards
- ☐ The continued elimination of noxious and environmental weeds across the Parklands.

The reporting year also consolidated the performance of the Trust's new Marketing and Community Relations Division – a restructure which commenced during the 95/96 reporting year. I am pleased to say that this initiative has resulted in many positive outcomes for the Trust in terms of strengthening its links with the communities it serves. These include:

- C: The introduction of the "Centennial Parklands" brand across the parklands; café/restaurant; tennis centre; equestrian centre and children's centre, as a way of creating a precinct approach to the Trust's marketing activities
- :: Inauguration of the SUPER group, a collaborative research and education program with Sydney's other urban parks and gardens agencies and the University of Technology, Sydney
- The introduction of an in-house research capacity to help make the Trust's outreach activities more closely aligned to its visitors' needs and bringing the major visitor survey into a three year, rather than ten year, cycle
- :: Establishment of the Centennial Parklands Business
 Breakfast Series—a highly successful networking and
 professional development forum which brings
 together international and interstate guest speakers
 with representatives from Sydney's leisure/tourism
 industry. The Series has received the generous
 support of Sydney's Marriott hotel
- C: Return to public use for the Parklands' former tip site with the launch of the Centennial Square marquee site. Its first public event was an aboriginal art exhibition, Walkabout, which raised more than \$40,000 for World Vision's indigenous projects
- The introduction of a quarterly magazine which is helping to communicate the Parklands' cultural and heritage values to a national readership
- :: In addition, the new Division more than trebled the value of positive media coverage of Trust issues in the mainstream media and more than doubled the numbers of people participating in the Parklands' education and guided programs.

Ongoing contact with my overseas counterparts makes me confident that the Trust is not just at the cutting edge of urban park management but is, in many respects, setting the benchmark for excellence.

> Robin Grimwade Director

integrity of parklands

The Trust must execute its custodial responsibilities for the Centennial parklands first and foremost by protecting this inner city open space.

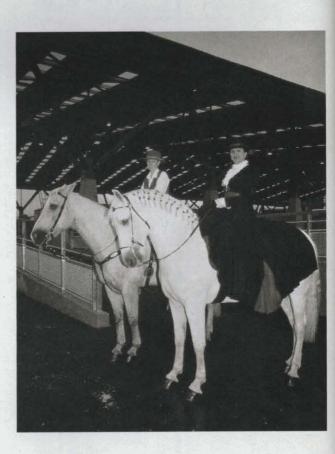
The Trust's challenge is to turn around a centuries-old tradition of treating open space as less valuable than buildings or facilities.

ACHIEVEMENTS

- Formal vesting of Sydney Showground in the Trust and continuation of management and monitoring role on development works associated with the site
- Completion of \$10m redevelopment of former RAS stables: new, world-class facility opened in June 1998 as Centennial Parklands Equestrian Centre
- Demolition of Moore Park Leisure Centre in preparation for rehabilitation of site to quality open parkland
- Continuation of redevelopment of historic Royal Hall of Industries and Hordern Pavilion to internationalstandard event venues
- Development of Centennial Parklands Children's Centre (formerly Frank Saywell kindergarten). The facility was relocated from its old site at Anzac Parade to its new site near the athletics complex at Moore Park and received a \$1.2m upgrade as part of the Trust's Eastern Distributor compensation package
- Extensive liaison with the RTA and Leighton Contractors on the monitoring of the numerous licenses for works associated with the Eastern Distributor, to ensure the protection of Trust lands
- License negotiations with SOCOG and the Olympics Coordination Authority (OCA) around plans for the Olympics events to be held in the precinct – cycling, marathon, fencing and soccer

COMING YEAR

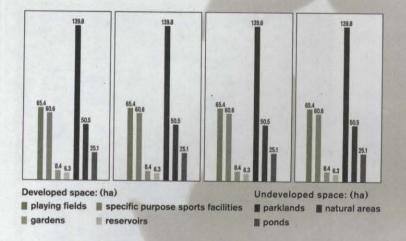
- Formal adoption of Centennial Parklands Plan of Management (draft released in 1997)
- Develop and implement an integrated visitor management strategy using a management precincts approach
- Continue to pursue alternative access strategies, which will reduce the demand for car parking on Moore Park
- Continue legal negotiations and monitoring on issues associated with the Eastern Distributor and the 2000 Olympics



Performance Indicators

95/96	96/97	97/98	Target 98/99
Trust funds invested	d in annual capital wo	rks program	
333,000	1,918,000	6,036,000	8,000,000
Size of Centennial F	Parklands: (hectares)		A STATE OF THE PARTY OF THE PAR
365	362.8	385*	385*

^{*} Includes former Sydney Showground area



TODDLERS ESCADE AND EXPLORE

In the reporting year, the Parklands' interpretive rangers introduced an innovative environmental education program for the Under 5s, working with representatives from a range of children's services across Sydney.

The Escape and Explore early childhood program was launched by the Minister at a function to open the Centennial Parklands' Children's Centre in July 1998.

The program provides a nature-based, toddler-

friendly experience for city kids and introduces them to the idea of sound environmental management.

The program, with its emphasis on hands-on environmental education for littlies, is an Australian-first. Support from the community has been invaluable in the expansion of the Escape and Explore Program. Volunteers and students donate their time to assist the Education Rangers with the Parklands ranger guided activities. Volunteers have donated approximately 600 hours to the school holiday program. Rachel Ely, one of the program's regular volunteers is now part of the team of Rangers that develops and implements the Escape and Explore Program. Another of our volunteers, Mary Watt, is now a member of the Community Consultative Committee.



co-operative positioning

The Trust has a historic opportunity to position the Centennial Parklands within a wider set of catchments and purposes, and to integrate and adjust its own activities with those beyond its boundaries.

Cooperative positioning is a process by which the Trust is establishing a range of partnerships—with the community, with business and with the parks and recreation industry—to help it deliver the commitments outlined in the Draft Plan of Management.

ACHIEVEMENTS

- Expansion of the new brand, Centennial Parklands, across more service providers, including: equestrian centre; café/restaurant; sports centre; and children's centre, creating a more integrated, precinct-approach to the Trust's marketing efforts
- Completion of the landmark redevelopment of the Centennial Parklands café/restaurant forecourt. This has enabled greater wheelchair accessibility, better service to a greater diversity of park users, and controlled use of after hours bookings. The water feature has proved a particular hit with young visitors
- Continuation of collaborations with Sydney Cricket and Sports Ground Trust, Fox Studios Australia and other member organisations of Moore Park Transport Committee. This saw the finalisation of design of the Moore Park Event Bus Station; the preparation of plans for integrated ticketing trials; and the establishment of a Precinct Events Schedule. It also saw the continued monitoring of attendance levels, parking demand and public transport usage for Moore Park; and the development of a protocol for traffic management for special events involving the use of buslanes/clearways and special shuttle services
- Collaboration with Community Consultative Committee on development of an interpretation policy and volunteers strategy and policy for Parklands

THE COMING YEAR

■ Expand the program of guided and self-guided 'Escape and Explore' programs. These will continue to communicate the values of the Parklands to a wider range of audiences, beyond the Parklands' traditional 5km catchment



- Continue work to forge partnerships with other leisure and cultural institutions in order to provide an expanded range of membership incentives to Parklands' Friends group
- Conduct first major visitor survey since 1995, to identify expectations of the community within and beyond the Parklands' 5km catchment
- Extend the distribution of quarterly direct mail magazine, Centennial Parklands, to communicate Parklands' values and heritage
- Use the launch of the new Event Bus Station to collaborate with precinct partners and other relevant agencies on the promotion of public transport usage for special events at Moore Park
- Establish a strategic link with another leisure/tourism provider by helping to develop a masterplan for the Jenolan Caves precinct.