

# APPENDICES

## CENTENNIAL PARKLANDS

The Birthplace of Federation

Consultant Project Brief

### TREE MASTER PLAN FOR THE CENTENNIAL PARKLANDS

#### *Vision For The Centennial Parklands*

Our vision for 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.

File No: 980003 [PN]  
June 1998

## CONTENTS

### INTRODUCTION

#### BACKGROUND

- 1.1 Existing Plans and Strategies
- 1.2 Draft Centennial Park Plan of Management, 1996
- 1.3 Moore Park Plan of Management, 1991
- 1.4 Moore Park Planting Plan, 1994
- 1.5 Eastern Distributor Master Plan, 1996
- 1.6 Ponds Restoration Master Plan, Centennial Park, 1997

#### 2 PROJECT DESCRIPTION

- 2.1 Project Outcomes
- 2.2 Project Scope
- 2.3 Project Tasks
- 2.4 Project Outputs
- 2.5 Project Site Plan

#### 3 PROJECT CONTROL

- 3.1 Project Officer
- 3.2 Steering Committee
- 3.3 Reviews and Consultations
- 3.4 Programme
- 3.5 Available Information
- 3.6 Project Constraints
- 3.7 Projects to Follow

#### 4 CONSULTANT SUBMISSION

- 4.1 Response to the Brief
- 4.2 Project Team
- 4.3 Fees
- 4.4 Interviews
- 4.4 Programme
- 4.5 Insurances
- 4.6 Conditions of Agreement

## INTRODUCTION

The Centennial Parklands hold a significant place in the European cultural history of Australia. The Parklands comprise Centennial Park, Moore Park and Queens Park and cover an area of approximately 360ha. These parks contain trees, gardens, landforms and facilities which generate a considerable amount of community affection and ownership. The Trust recognise that trees are a key asset for the Parklands and they require active management. The Trust are also aware that to preserve the existing park character into the next millennium, a Tree Master Plan needs to be prepared and actions taken to progress its implementation.

Parkland trees are fundamental to creating a strong sense of place. Trees define spaces, create settings for recreation and in many respects instil strong visual reminders of an experience for the visitor. The majority of trees in the Centennial Parklands are over 100 years old and generally in a state of decline. Avenues are randomly failing, disease is ravaging certain plants, particular species are demonstrating brittleness and thus becoming an acute management problem. The impacts of fauna, visitation and pollution are further reducing tree vigour.

The range of tree species across the Parklands today could be considered as those that have successfully adapted to quite inhospitable physical conditions. Many species have been tried over the years with varying degrees of success and failure. It will be of value to research what plantings have been tried to identify truly successful and unsuccessful species, species that may be suitable for very particular places in the Parklands and species which develop physiological problems and are thus generally unsuitable for the Parklands. Assessing the selection of plantings within an historical and horticultural perspective will be invaluable in making value judgements about the appropriateness of pursuing particular types of plantings.

Apart from consolidating existing plantings, this project will also provide an opportunity for new planting initiatives. Clearly there are many areas of the Parklands where new structural plantings are required. New planting schemes will be a significant design challenge and provide a great opportunity to enhance the fabric of the Parklands and contribute to a richer experience for the visitor. The Trust takes the view that the Parklands need to respond to changing circumstances while not compromising their intrinsic heritage and cultural values.

The purpose of this project is to describe a future structure and associated character for tree plantings across the Centennial Parklands. It is expected that the Plan will capture the spirit of the place and give the public, managers and field staff, a clear future direction and vision for the management of trees across the Parklands.

## I BACKGROUND

### I.1 Existing Plans and Strategies

Over the past 2 years the Trust have undertaken a particularly extensive planning phase with the purpose of integrating all Trust lands within a comprehensive Plan of Management. Prior to and during this period, the Trust also commissioned other studies and planning documents in which flora management is a recurring and significant theme. It is essential that the development of this Tree Master Plan is consistent with these documents.

The following is a synopsis of 4 planning studies and the strategies relevant to flora management:

### I.2 Plan Of Management For The Centennial Parklands, 1997

In accordance with government legislation, the Trust prepared a Plan of Management for the Centennial Parklands. This document brings together and consolidates all strategic planning issues. The document is currently in draft form and before the Minister for approval.

The Plan determined the five key issues of integrity, co-operative positioning, living heritage, right of access and cultural expression would generate the strategies to guide management into the future. In respect of these issues, the following strategies are pertinent to the scope of this study:

Strategy 1: Manage the Centennial Parklands as a whole for planning purposes

Strategy 3: Promote the high value of urban opens space among Centennial Parkland stakeholders

Strategy 8: Conserve and enhance the significant natural and cultural heritage of the Centennial Parklands, optimising opportunities for ecological sustainability.

Strategy 9: Ensure that facilities in the Centennial Parklands for Olympic events in 2000 and the Centenary of Federation in 2001 will enhance the future natural and cultural heritage of the Centennial Parklands.

Strategy 16: Enhance links and access points between parts of the Centennial Parklands

In order to arrive at the draft Plan of Management and the strategies that underly it's purpose, various studies and workshops were undertaken. The concept of a living heritage in its many facets was explored.

Flora management was clearly a significant component and the issues arising are described as follows:

1. recognition that management programs and planting initiatives are hindered by the absence of a clear landscape (planting) philosophy coupled with appropriate design principles.
2. the need to develop programs to ensure public recognition and acceptance of tree replacement and removal practices;
3. the need to collate detailed and longer term data on parkland flora;
4. the need to refine horticultural practices for application in the parklands;
5. the need to develop public programs to interpret cultural plantings and indigenous landscapes.

### 1.3 The Moore Park Plan of Management, 1991

In accordance with government legislation for the transfer of Moore Park from South Sydney City Council, the Trust prepared a Plan of Management which was formally gazetted in 1991. This document will be superseded when the Plan of Management for the Centennial Parklands gains final approval. The Moore Park Plan addresses flora issues and will remain the basis for future flora planning in Moore Park.

Flora is described in terms of landscape and the key issues arising include:

- a lack of visual definition and poor visual amenity;
- the maturity of many avenue trees and probable failure before the middle of next century;
- the poor condition of many trees and the need to continue maintenance to prolong life;
- the simple historic avenue plantings of figs and open grass are the key visual elements that provide the Park with its distinctive scale and landscape character - this character is to be preserved and enhanced ;
- the abandonment of the urban forest concept as it is not in keeping with the heritage and character of Moore Park.

### 1.4 Moore Park Planting Plan, 1994

In accordance with requirements and guidelines contained in the Moore Park Plan of Management, the Trust prepared a Master Planting Plan.

The key strategies include:

- the continuation of the avenue style planting to define the boundaries of the Park;
- to continue with a distinctive planting selection of mixed fig species;
- the recognition and protection of vistas and the importance of maintaining a sense of large open recreational spaces;
- the recognition of prominent corners of the Parklands by installing feature type plantings;
- the planting of a new second row of fig trees along Anzac Parade, as a backup avenue for when the original plantings finally fail;

The Tree Master Plan, subject of this brief, will supersede the current Master Plan for Moore Park. It is expected however that the essence of these strategies will be absorbed by the new Plan. The new Plan will also need to respond to the impacts of the Eastern Distributor Tollway and the Bus Interchange projects which are well advanced in planning and design.

### 1.5 The Eastern Distributor Landscape Plan, 1996

In response to the impact of the Eastern Distributor Tollway on the western and northern edges of Moore Park and including the Kippax Lake, High School Fields, Bat and Ball Fields and Golf Course Precincts, the Trust prepared an Urban Landscape Master Plan.

The significant flora strategies defined by the Plan include:

- the retention and protection of culturally significant trees such as the figs on Cleveland Street and Anzac Parade;
- the removal of the urban forest concept;
- the planting of a mixed avenue of fig trees along the Sth Dowling Street boundary to redefine the parkland edge;
- respect of vistas and the sense of large open spaces defined by the avenues;
- the regeneration of indigenous tree and grassland plantings on Mount Steele but without a shrub layer to minimise anti-social behaviour,
- infill plantings of *Ficus hillii* along the golf course edge to reinforce the boundary and to reduce risk exposure from errant golf balls.

### 1.6 The Ponds Restoration Master Plan, 1996

In response to stakeholder concerns about ongoing water quality problems in the Centennial Park pond system, the Trust prepared a Master Plan to address both in-ponds and embankment stabilisation works.

In respect of flora management and in particular, terrestrial planting, the following strategies were determined and are currently being implemented:

- regrading of embankments and their stabilisation with mass plantings of Australian native terrestrial and littoral type plants;
- planting arrangements to be generally stylised to reinforce the planting character of Centennial Park;
- the selection of plants that compliment the notion of the ponds as wildlife habitat;
- the establishment of wind breaks to reduce water turbulence.

Implementation of the ponds restoration project is currently in stage 2. Planting schemes are well advanced and need to be considered in this Plan.

## 2. PROJECT DESCRIPTION

### 2.1 Project Outcomes

The principle outcome for this project will be a plan that describes the conservation and enhancement of trees as the living heritage of the Centennial Parklands.

Other outcomes include:

- the integration of tree plantings across Centennial Park, Moore Park and Queens Parks, but each park retaining its own particular character;
- the creation and reinforcement of a system of park spaces that integrate and celebrate the many and varied park uses;
- a description of the social characteristics of particular park areas to determine planting schemes that respond to recreation needs;
- the canvassing of the full range of potentially suitable trees that could be successful as replacement plantings or for new planting initiatives;
- the definition of physical limitations and opportunities for successful planting in the Parklands;
- the protection of visual amenity within the Parklands and to minimise the impact of the external built environment;
- the creation of a framework for managing change.

### 2.2 Project Scope

The scope of this consultancy involves the collection of various data, analysis and the preparation of a Master Plan (the Plan). The Plan will in broad terms be a structure plan which defines precincts and the landscape character proposed for each precinct. The Plan will be a working document that is

suitable for limited distribution to stakeholders and for presentation to the Trust. It will be in the form of a plan or plans and a short concise report detailing the process, findings and outcomes.

The project work will also include liaising and presenting to a Steering Committee, attending stakeholder reviews, preparing and distributing the outcomes from those reviews and the presentation of particular stages of works to the Trust and other nominated groups.

### 2.3 Project Tasks

The stages and key tasks are generally described as follows:

#### *Stage 1 - Existing Situation*

The purpose of this stage is to collect data, identify significant individual trees, groups, avenues, places of special interest and the various discrete landscape types currently found within the Parks. The science of growing trees in the Parklands and the selection criteria arising from this research will be crucial in developing an appropriate species list. This stage will thus provide a basis for analysing the landscape and its cultural values.

Typical tasks include:

- to establish an historical perspective on existing and past planting types - to research the horticultural performance of existing and past plantings
- to determine the viability of potential new species;
- to visually describe the patterns of park plantings to show the existing structure and fabric of plantings across the Parklands;
- to provide an historical overview of the Centennial Parklands plantings in order to place it into the context of 'Victorian' period parks;
- identify significant plantings, either individual or groups of plants, avenues groves and the like, particularly those associated with historically significant people or past cultural events;
- define the physical characteristics of the Parklands that will affect the selection of appropriate plant species;
- identify vistas, view corridors and focal points of significance in the landscape;
- identify the sequence of spaces and interconnections, special places of interest and the like;
- identify external elements within the view catchment and make a

statement about the need to protect, control, screen or utilise those elements;

### Stage 2 - Analysis

The purpose of this stage is analyse, assess and make value judgements about the collected data. Analysis will apply rigour, research and experience in filtering the data to expose core issues that need to be addressed. It is expected that the Parks will be defined in terms of precincts which display like characteristics and these precincts could form the basis for future Actions and Maintenance Plans.

Typical matters to be considered may include:

- the plantings that are intrinsically important to the heritage of the Parklands;
- opportunities and constraints for making changes that would compliment the existing landscape character of the Parklands;
- the fundamental physical characteristics that will determine species selection;
- horticultural problem areas that will need special attention;
- the recognition of existing use patterns to help define appropriate plant schemes and species;
- an evaluation of spatial quality, vistas, view catchments and the like,
- the cultural and historic characteristics of park plantings and recognition of important values.

### Stage 3 - Master Plan

The purpose of this stage is to extract the findings and directions arising from the Stage 2 Analysis and apply them to the Parklands. The Plan will embody the skills of planning, horticulture, and design with a practical buildable dimension. This stage requires the preparation of character principles for all park precincts. The method of demonstrating the principles is for the consultant to determine but as a minimum they could take the form of character sketches for precincts in general and a series of design planting options for particular new initiatives. The Trust will also need details of broad management practices that need to be implemented to achieve a particular character.

This document is essentially a working document with the emphases on content.

Typical tasks may include:

- describing the precincts in terms of proposed individual character

types;

- determining character types by describing structure, density, patterns and associations between plants in each precinct.
- indicating the range of plant materials proposed for each precinct, particularly new planting initiatives. Focus on trees and not on horticultural displays, however, if the shrub and groundcover layer is an essential part of realising the character, then plant types or associations need to be identified;
- demonstrating key design elements such as new avenues, groves and in particular the relationships of different plant types proposed in a new initiative;
- describing in the form of a matrix, precincts related to broad management practices that need to be implemented to realise particular precinct characteristics;
- other matters as determined.

### 2.4 Project Outputs

The consultant is to allow for the following:

#### Stage 1

1. Drawings that summarise the relevant findings in a concise way. The drawings are of a working nature and thus need only be of a quality to effectively demonstrate the matters being addressed;
2. Allow for 2 intermediary stages;
3. The most relevant drawings (to be selected with the Project Manager) will be laminated and presented with the final Master Plan.

#### Stage 2

1. Drawings that summarise the relevant findings in a concise way. The drawings are of a working nature and thus need only be of a quality to effectively demonstrate the matters being addressed;
2. Allow for 2 intermediary stages;
3. The most relevant drawings (to be selected with the Project Manager) will be laminated and presented with the final Master Plan.



**Stage 3**

1. Plans, drawings and a short informal report that summarises the relevant findings of each stage. The drawings and report need to be of a quality suitable for informal display and to be circulated to internal and external stakeholders for comment and feedback. The plans would be selectively sketch coloured to give clarity to the ideas;
2. Allow for up to 3 intermediary stages with plans and draft report;
3. Allow for:
  - 1 final coloured laminated master at full size with report. The final Plan scale will be in the order of 1:2000 or as otherwise agreed;
  - 1 off (8 X 5) transparency;
  - 3 full size black and white copies of all drawings;
  - 1 reduced colour master copy and 10 colour copies at A3 size;
  - 10 final reports containing reduced colour plans and drawings.
  - 1 unbound master copy.

**3. PROJECT CONTROL****3.1 Project Manager**

The Project Manager representing the Trust will be:

Peter Nowland  
 Phone 9339 6616  
 Fax 9360 4215  
 Email Nowlap@firststate.com.au

All communication and correspondence regarding this project will be directed in the first instance to the Project Manager.

**3.2 Steering Committee**

Given the significance of this project, a Steering Committee has been formed to provide guidance to the Trust and consultant.

The committee will comprise

- Professor Richard Clough - former Dean of the Faculty of Architecture and Head of the School of Landscape Architecture, University of NSW;
- Don Blaxell - former Assistant Director, Living Collections, Royal Botanical Gardens
- Craig Burton - Senior Lecturer, Department of Architecture, Planning and Allied Arts, Sydney University;
- Judy Fakes - Senior Lecturer, Arboriculture, Ryde School of TAFE;
- Robin Grimwade - Director, Centennial Park and Moore Park Trust

CPMPT;

- Peter Nowland - Coordinator Landscape Services, CPMPT;

**3.3 Reviews and Consultations**

Throughout the project, the Trust and Steering Committee will need to be kept abreast of developments. Reviews and consultations are important to give the consultant sufficient feedback so that appropriate and timely decisions may be made and to allow for the monitoring of progress. The consultant will be required to coordinate consultations ensuring that personnel and appropriate graphic and written materials are available for the purpose of each meeting.

The consultant will not be liable for the costs of the venue or refreshments.

There will be four levels of consultation as follows:

1. Trust

The consultant will give a short (15min) presentation to the Trust at the completion of Stage 2 and Stage 3.

**2. Steering Committee**

The consultant will meet with the Steering Committee at the initiation of the project to discuss in general terms the process by which the project is to be delivered.

The consultant will also give detailed presentations to the Steering Committee as follows:

- at 40% and 75% of Stage 1;
- at 40% and 75% of Stage 2;
- at 40% and 75% of Stage 3.

The consultant will allow for meetings of up to 3 hours each.

**3. Stakeholder Groups**

It is expected that the Trust will invite representatives from a range of interest groups to attend and have an input into the process.

Stakeholders will most likely be divided into two groups:

1. Community - *Centennial Park Community Consultative Committee and appropriate Precinct Committees;*
2. Government - *to be advised but generally will include surrounding local government agencies, CALM, DUAP, OCA, RTA, Heritage Council;*
3. The consultant will present to each Stakeholder Group as follows:
  - at 75% of Stage 3

Meetings will be held to a max of 3 hours. The final composition of all stakeholder groups will be determined by the Steering Committee. All communication with stakeholder groups will be through the Trust's project officer.

#### 4. Trust Staff

Trust staff will be generally available to discuss matters as they arise. It will be the responsibility of the consultant to make appropriate times with staff and all meetings will be held at the Park Administration.

### 3.4 Indicative Programme

The following is an indicative program for each work stage. The program will be subject to refinement in consultation with the Steering Committee and the successful consultant.

Stage	Tasks	Timing
1	initiate project	mid July
	completion	mid September

and Park Management will need to address within the study itself and later at the time of implementation.

- significant plant removal for anything other than a public safety reason or the plant being a declared noxious weed may not be supported within the community;
- many plant species have been tried over the years and failed due to harsh environmental conditions, limited maintenance resources and poor quality plant stock;
- the difficulty of establishing new plants within existing groves, avenue and the like where competition for nutrients and light is high;
- existing heavy park use, vandalism and theft;
- the significant affect of pests such as rabbits, Ibis, ducks and the like that are attracted to new plantings;
- existence of Fusarium sp, and Phytophthora sp diseases within the soils and the lack of available information on resistant species.

### 3.7 Projects to Follow

The Master Plan will be the initial stage in an ongoing development of documentation to implement the Plan. The timing and method of delivering these documents has yet to be determined.

It can be expected that in general terms, the projects to follow will include:

1. Action Plan. *To addresses each precinct and highlight all initiatives required to deliver the determined character and set priorities for future actions;*
2. Planting Plans. *Implementation plans for each Precinct;*
3. Management Plans. *To provide detailed guidance for ongoing maintenance to ensure the desired character for each precinct is achieved.*

### 4. CONSULTANT SUBMISSION

The consultant will prepare a submission based on the following minimum requirements:

#### 4.1 Response to Brief

A review of the brief with the opportunity to clarify any details and qualify the consultants scope of works.

A short appreciation of the landscape/horticultural qualities of the Centennial Parklands and the consultants perceptions about the use and role of trees within public parklands.

The consultant is to outline the methodology to be applied to the project and the consultants views on how this Plan will be the defining tool for the ongoing management of trees across the Centennial Parklands.

A description of a likely medium and content for presenting the Masterplan initiatives.

#### 4.2 The Team

The Steering Committee is of the opinion that the makeup of the Team will be fundamental to a successful outcome for the project. Given the scope of the project it is clear that the successful consultant will need to bring together a wide range of specialist skills with proven track records in delivering similar types of projects.

The consultant is to identify all team members proposed to undertake the project. It is expected that the team will include but not necessarily limited to those skilled in:

- Plant biology, horticulture and in particular arboreal practices. These team members will be key to the project. A great deal depends on ensuring that plant assessment and selection of new species is fundamentally right for the Parklands. They will need to be highly skilled in dealing with trees in the public domain and with a thorough knowledge of the broad range of trees species that may be suitable for the Parklands;



- Appreciating the special qualities of heritage landscapes. It is expected that this team member will focus on the historical significance of plantings and be able to guide the science and design of plantings to ensuring the integrity of the park landscape is protected.
- Landscape and planting design. This team member will bring together considerations of science, heritage and planting design to produce various options/scenarios and ultimately forge the final Master Plan. This member will be able to demonstrate wide experience and superior skills in the use of trees in the public domain;
- Other team members that the consultant considers would benefit the project

The CV's for all team members shall be attached.

#### 4.3 Fees

A fees proposal will be submitted which includes the costs of all consultations, reviews, preparation of graphical and written materials, incidentals and disbursements. The proposal will be submitted as follows:

- Stages 1, 2 and 3- Lump sum;
- Hourly rates for individual team members.;
- An hourly rate for the "team" to attend additional meetings/workshops and the like.

#### 4.4 Interviews

The Steering Committee may request an interview with any or all of the prospective consultants and their teams prior to any final selection decision being made. This interview is to be considered as part of the submission process and will not incur any claims for fees.

#### 4.5 Programme

Confirmation of the Trust's programming or otherwise.

#### 4.6 Insurances

Consultants will need to lodge with the Trust, currency certificates for the following insurances:

- Workers Compensation;
- Public liability to a value of \$10m;
- Professional indemnity to a value of \$5m.

All subconsultants will need to lodge insurances as above or if subconsultants do not have independent insurances they will need to be indemnified under the head consultant's policies.

#### 4.7 Consultants Agreement

The successful head consultant will be obliged to enter into an agreement with the Trust. The General Conditions of Agreement are attached for your consideration.

## REFERENCES

- Armstrong, H 'Australian Cities and Their Past: The Landscape of Symbols of a Lost Eden'  
*Landscape Australia* 2/1990 pp 143 - 148
- Ashton, Paul and Blackmore, Kate *Centennial Park: A History*.  
NSW University Press, Sydney, 1988
- Botanic Gardens Sydney Annual Reports, 1897 - 1923
- Carmichael, R 'Avenues - From the Past to the Future; the origins of avenues, and some lessons for dealing with old or new avenues today.'  
*Landscape Australia* 4 - 1994 pp 316 - 318
- Centennial Park & Moore Park Trust *Plan of Management: Into the 21st Century*.  
The Trust, Sydney, 1997.
- Doyle, Frank *Centennial Park*.  
Historical Monograph No. 1  
Randwick & District Historical Society, Randwick, 1970
- Environmental Partnership Pty Ltd *Moore Park Draft Plan of Management*.  
Report prepared for the Centennial Park Trust, nd.
- Gilbert, Lionel *The Royal Botanic Gardens Sydney: A History 1816 - 1985*.  
Oxford University Press, Melbourne, 1986
- Hitchmough, J 'Principles and Practices of Tree Replacement in Historic Landscapes'  
Paper submitted for seminar - Trees in Public Places - organised by Friends of the Royal Botanic Gardens Sydney, June 1989
- Jellicoe, Geoffrey & Susan, Goode, Patrick and Lancaster, Michael (Eds) *The Oxford Companion to Gardens*.  
Oxford University Press, Oxford, 1986.
- NSW Department of Agriculture Annual Reports for Centennial Park, 1956 - 1978.
- NSW Department of Planning Sydney, DEP, 1990 'Technical Paper for the Conservation of Street Trees in New South Wales',
- NSW Public Works Department *Centennial Park Study*.  
Report prepared for the Centennial Park Trust, nd. 1990