

SOUTH SYDNEY CITY COUNCIL

VICTORIA PARK
DRAFT PLAN OF MANAGEMENT

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1.0 SUMMARY

Introduction

A Plan of Management is an important document as it provides information for effective short and long term management and it establishes directions for planning, resource management and maintenance of public open space. This Plan of Management applies to the area known as Victoria Park and its associated facilities, located at the junction of Parramatta Road / Broadway and City Road in Chippendale.

This Plan was prepared in consultation with the local community and relevant government authorities to ensure that a sound understanding of issues was obtained from the people that are familiar with and use Victoria Park.

Study Area

Parts of Victoria Park were originally grounds of the University of Sydney and many elements, including mature fig trees, the Gatehouse and Lake Northam, although modified, are remnants which provide links to the Park's history. It is vital open space for the local highly developed and densely populated residential and commercial area, as few alternatives are available. The Park is popular because of both specific recreational opportunities, such as the swimming pool and children's playground, and the unencumbered open space. It is also a major pedestrian thoroughfare and an important lunchtime recreational resource. The Park is managed by South Sydney City Council on behalf of the NSW Department of Conservation and Land Management.

This Plan of Management was commissioned by South Sydney City Council to assist Council in providing upgraded recreational facilities for their local community and visitors from surrounding areas and establish guidelines for Park management and maintenance over the next 5 years, which protect its landscape and historic values.

Planning Issues

Current management, maintenance and development proposals were examined to provide long term management objectives for the Park that relate to current day recreational demands.

Pedestrian access to the Park is difficult because of the continuity and volume of traffic along the surrounding roads. There are several controlled pedestrian crossings along the park's boundary and two pedestrian footbridges in close proximity to ease access. However, there remains a need for a set of traffic lights and a controlled pedestrian crossing along City Road (at the Myrtle Street junction). These traffic lights should be synchronised with the City Road / Cleveland Street junction to ease vehicular flow.

Victoria Park is a popular pedestrian thoroughfare. Pedestrian flow through the Park could be enhanced by alignment of some of the pathways to coincide with major pedestrian desire lines. Strong planting along the Park's boundary would help reduce the noise, pollution and potential safety hazards of the roads, by placing a screen between the cars and the Park.

Victoria Park contains remnants of its Victorian history and the many changes through its development, that are considered to be significant. However, many of the garden features and its historical relationship with Sydney University have been lost. Re-creation of the Approach Avenue to Sydney University's Clocktower, the original formation of Lake Northam and creation of an interpretation of the footbridge would assist in re-establishing the historic landscape of Victoria Park.

The swimming pool complex occupies a large central position and is visible from every section of the Park. Its relationship with the landscape of the Park is poor and similarly views from the pool to the Park could be enhanced. The swimming pool is used for casual training and exercise in the mornings and late afternoon and is the most popular recreation feature in the Park. It is uncovered and unheated and open to the public only in the warmer months, from September through to May. Options to heat the pool and therefore extend the swimming

season would be advantageous, increasing its use and popularity. A design to improve building facilities, provide shade for pool users and enhance the relationship between the Park and the pool should be undertaken.

Lake Northam occupies a natural depression, draining the Park as well as many parts of Sydney University, and its overall appearance is often poor due to the presence of rubbish and pollution. A pollutant trap installed to collect pollution before it enters Lake Northam would substantially reduce the pollution in the Lake and improve the overall landscape setting of the Park. In addition, extension of the lake to incorporate a detention basin would further assist in pollution reduction in both the Lake and Sydney Harbour at Blackwattle Bay.

The Gatehouse provides a direct link with the history of the Park. The building is currently degraded in condition and urgent maintenance works are required. Its current use, as public conveniences, does not complement the building. Different uses were considered and it is recommended that a detailed market assessment of establishment of an upmarket kiosk/brasserie be undertaken.

The grassy slopes occupying the majority of Victoria Park are important as they provide unobscured open space for passive recreation. Theatrical performances in this area have become popular in recent years and permanent amphitheatre facilities would encourage continued community use of the Park and promotion of community theatre groups.

The bowling club and associated facilities occupy a large portion of the park. The club is open daily, its hours of operation depend on trade. The main bowling green is used, however, second green is infrequently used and the practice green is used as a car parking space. Active sporting membership rate had been declining over past years (to 30 in 1991) but was recently boosted by amalgamating with the social members of the club. The two greens infrequently used should be removed to reduce maintenance and operating requirements and costs as well as increase the amount of public open space within the Park. Limited car parking

spaces will be provided adjacent to the main green and parallel to City Road.

Victoria Park is important open space and visual resource for students and employees at the University of Sydney. Liaison with Sydney University should aim at gaining assistance in the maintenance and management of Victoria Park.

Parking in Victoria Park should remain prohibited and general knowledge about the location and availability of car parking in the local area should be enhanced through information displays within the Park and pool complex. The use of public transport and bicycles should be encouraged.

Management Objectives

Future management of Victoria Park will balance the heritage significance of the area with the contemporary demands for recreation and a visually attractive park. Management will capitalise on the Park's natural elements, such as rolling grassy slopes and views to the City, while reducing site constraints such as traffic noise and the visual relationship between the natural elements and built environment. The Plan will also be flexible enough to respond to social changes.

The Plan

Upon adoption by Council, the Masterplan for Victoria Park will enhance the overall environment through additional tree and flower planting, an improved pedestrian system and more lighting across the Park. Important recreational facilities will be upgraded. The new swimming pool complex will be enhanced through reorganisation of internal building spaces and provision of an external cover. The two infrequently used greens of the bowling club will be removed. The children's playground facilities will be extended and upgraded. A casual grassed amphitheatre space has been included for community events. There is a better integration of the various facilities with the overall Park landscape. The Plan also re-creates the relationship with the Park's historic landscape by re-establishing the historic avenue to

Sydney University, extending Lake Northam and restoring the Gatehouse. It will also improve pedestrian access with formalised entrances and pathways along major routes. Affects from surrounding traffic will be reduced through perimeter planting.

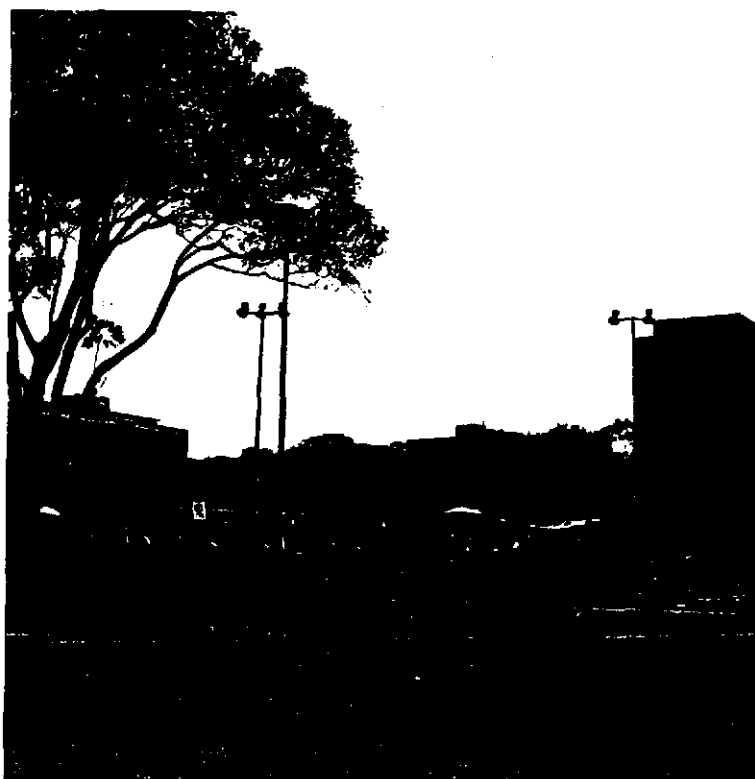
The real benefits through implementation of this Plan of Management will be accrued to the local community and users of Victoria Park.

The Next Step

Subject to Council's approval of this Draft Plan of Management, it will be placed on public exhibition for a minimum period of 28 days. Written comments from the community and any interested bodies and individuals on the Plan should be submitted to Council.

Assessment of public comments will be undertaken in conjunction with Council and the Draft Plan of Management amended in accordance with major comments. The Plan is then submitted to the Department of Conservation and Land Management for gazettal as the Plan of Management for Victoria Park.

This Plan of Management includes an Action Plan (refer to Section 5.7) that provides Council with an outline for staged implementation of new capital works.



2.0 INTRODUCTION

2.1 PREAMBLE

In 1991, South Sydney City Council produced a new planning strategy for their Local Government Area, replacing earlier planning controls. The document, *Planning for the Future*, establishes a comprehensive and environmentally responsible framework to address local, regional and wider planning issues. It will allow Council to address the challenges facing the area and accommodate the needs and expectations of today and beyond.

Open space is recognised to be vital to the urban environment in providing opportunities for recreation and leisure as well as softening streetscape and protecting the local ecology. It is recognised that there tends to be a need to upgrade local parks to meet the changing needs of the community and to develop medium and long term programmes for recreation which can accommodate the changing needs.

Victoria Park is located in Chippendale at the junction of City Road and Parramatta Road / Broadway and adjacent to Sydney University. It plays an important role in the continuation of recreation opportunities for local residents, provision of lunchtime relaxation for workers and university students, enhancement of heritage landscapes and as a visual resource for the local urban environment.

South Sydney City Council is responsible for the care, control and management of Victoria Park on behalf of the owners, the Department of Conservation and Land Management. Council recognises the significance of Victoria Park as an inner city open space resource through the preparation of a Plan of Management to ensure appropriate development and ongoing maintenance.

2.2 PURPOSE OF THE PLAN

A Plan of Management is an important document as it provides information for effective short and long term management and it establishes directions for planning, resource management and maintenance of public lands. The Plan provides a framework for the managers to develop a balanced response to current opportunities and future pressures. It is also an ongoing source of data that can be readily accessed for decision making by the managers and planners responsible for long term development of these public resources.

The main aim of this study is to prepare a Plan of Management and Masterplan for Victoria Park for adoption by South Sydney City Council and the Department of Conservation and Land Management. It will be reviewed at two year intervals with a major review at the end of ten years.

The specific objectives of the Plan, as defined in the Brief, were to ensure:

- *the preservation of Victoria Park exclusively for recreational use;*
- *the identification and reinforcement of the distinctive functional, architectural and symbolic characteristics of the Park and surrounding precincts;*
- *a consistent approach to management and maintenance of the Park's resources; and,*
- *the inviolability of the Park and its resources for future generations of users.*

Environmental Partnership Pty Ltd was commissioned in December, 1991, by South Sydney City Council to prepare a Plan of Management and Masterplan for Victoria Park. Specialist subconsultants, Price Waterhouse Urwick, were employed by Environmental Partnership to provide administrative, management and market advice.

2.3 CONSULTATION

Consultation with the community and relevant authorities was an important feature of the planning process for this Plan of Management. This provided a sound understanding of the local issues from the people that are familiar with and use Victoria Park.

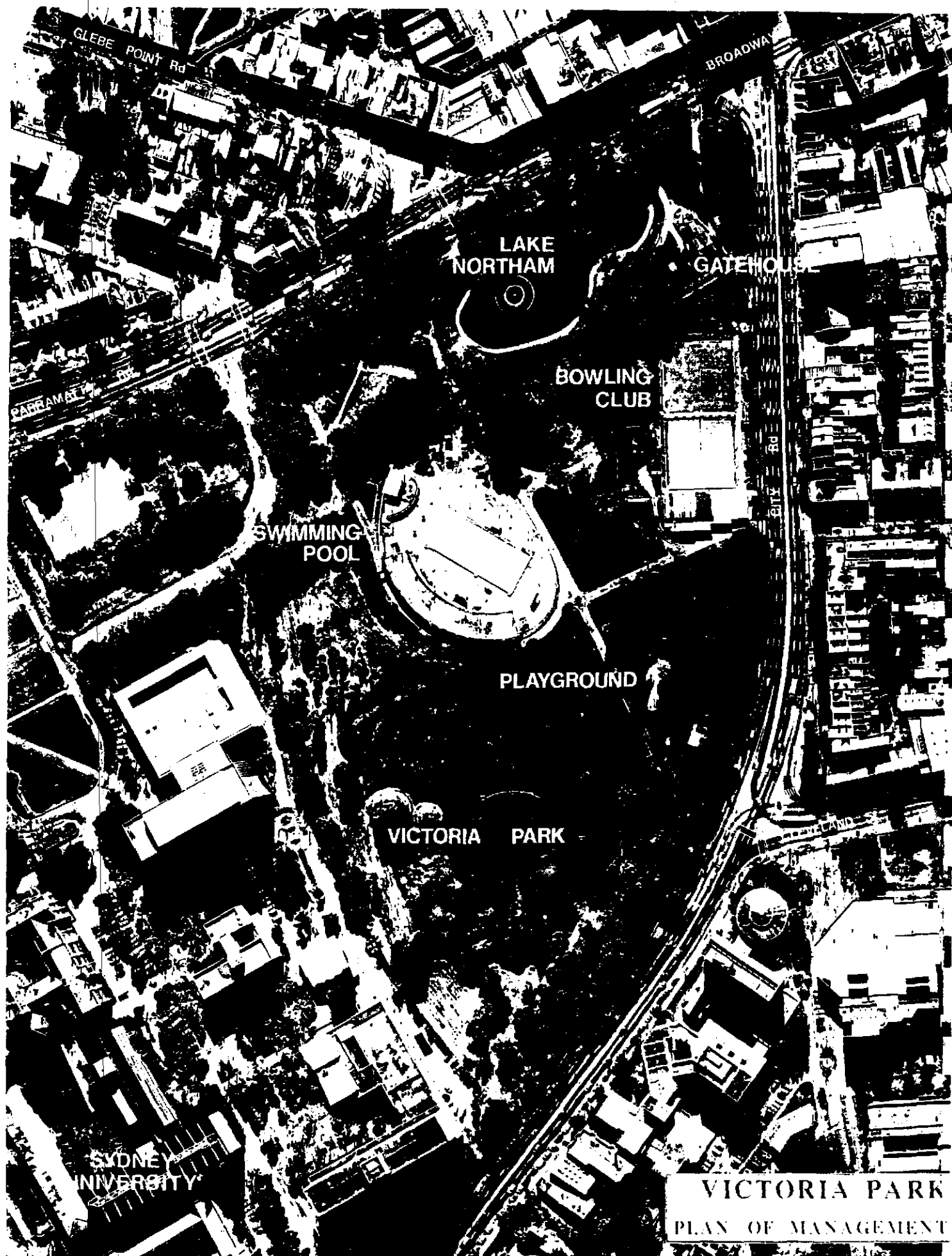
The consultation programme consisted of the following features:

- advertisement in the local paper;
- notice in the Park;
- information leaflet;
- a letterbox drop to all adjoining residences and businesses; and,
- letters to local groups.

Responses from consultation showed that Victoria Park was considered to be a vital open space resource for the area and it served its purpose well. Features of the park considered to be most important included the swimming pool, grassy slopes and children's playground. However, the most popular suggested improvements included planting of more trees, heating the pool to extend its season, extension of the children's playground, allowance of more cultural activities, better maintenance of the park and pool and construction of a pedestrian overpass across City Road.

It is recognised that a visitor survey was prepared in 1990 which involved extensive consultation of users, the local community and students at Sydney University. The results of this recent survey were compared with the results of the consultation from this study and were found to be closely related, rendering the data and analysis in the survey to be still valid and directly relevant.

An informal public meeting was held in the Park on Saturday 4 April, 1992, to allow the local community and users of the Park to speak with Councillors, Council Officers and the consultants and make submissions on the preliminary Draft Plan of Management. A four week public exhibition of the Draft Plan provides a further opportunity for community and authorities to respond to proposals within the Plan.



3.0 CHARACTERISTICS OF VICTORIA PARK

3.1 LOCATION AND CONTEXT

Victoria Park occupies approximately 9 hectares of open space, approximately one kilometre from Sydney's Central Railway Station. It is located in Chippendale at the junction of two major roads, City and Parramatta Roads. Surrounding land uses include residential, institutional and commercial.

The Park's location and size, and the nature of the surrounding land uses establish Victoria Park as an important recreational resource.

Victoria Park is within the City of South Sydney and South Sydney City Council is responsible for the care, control and management of the land on behalf of the Crown.

This Plan of Management applies to the whole of the area gazetted as Victoria Park, including its facilities, such as the swimming pool, bowling club and other public facilities.

3.2 THE HISTORY OF VICTORIA PARK

Documentary and physical evidence of Victoria Park identifies three phases in the development of the existing setting. These are as follows:

1. before 1855;
2. 1855 - 1911; and,
3. 1911 - 1990.

A detailed analysis of the history of Victoria Park and a Conservation Plan for the area was prepared by Helen Proudfoot in 1990. A brief outline of the findings of the report follows. For full details, refer to Proudfoot (1990).



**A BIRDS-EYE VIEW OF VICTORIA PARK,
1879**

Ref: Proudfoot (1990)

3.2.1 Before 1855

Prior to the white settlement of Sydney, the area now known as Victoria Park was likely to have been a heavily treed area with several temperate rainforest species. A spring drained through to the swampy head of Blackwattle Bay and the topography was gently undulating.

As Sydney town was approximately three kilometres away, trees were felled to service early building efforts and for use as firewood. The area was known as "Parakeet Hill" and later became known as Grose Farm. Lieutenant - Governor Grose received an early land grant and the area was primarily used by Grose and subsequent owners for grazing cattle.

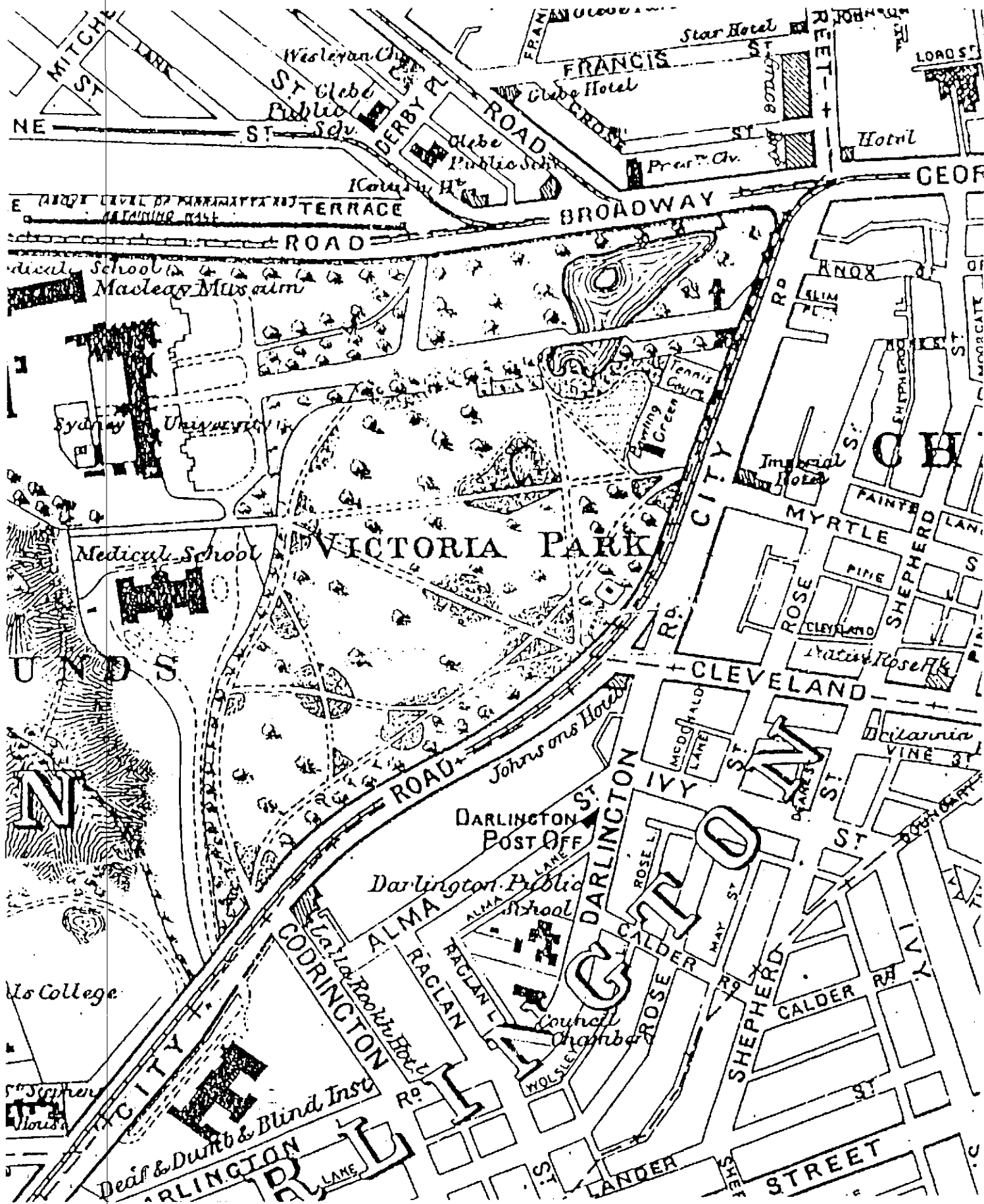
Reclamation and building work between the land that became known as Victoria Park and Blackwattle Swamp probably caused changes in the vegetation and to the natural watercourse that flowed from the site. One effect was to increase the size of what became known as 'Horse Pond', at the bottom of the slope within Victoria Park.

In 1850, the Legislative Council passed an act to incorporate and endow the University of Sydney. Grose Farm was selected as the site and 126 acres was granted in January 18, 1855. As part of this allowance, land was set aside for the formation of 'park and garden' in connection with the university. This land eventually became known as Victoria Park.

3.2.2 1885 to 1911

In 1865, an 8 acre strip of land between Parramatta Road and the 'park and garden' was added to the university site. It was dedicated as an Approach Reserve to provide formal axis to the University quadrangle. By the 1880's, this was developed as a double avenue of fig trees (both Moreton Bay figs, Ficus macrophylla and Port Jackson figs, Ficus rubiginosa). Ancillary avenues of Holly Oak, Quercus ilex were also planted.

In July 16, 1870, Victoria Park was formally dedicated and named, and a body of trustees appointed. The area was still being used for depasturing cattle and so the trustees devised management policies for



PLAN OF VICTORIA PARK, 1912

Ref: Proudfoot (1990)

the Park. The vista formed by the trees to the University Tower was reinforced by the construction of two Gothic revival gatehouses with accompanying formal stone gate piers and gates. A road was constructed along the the main vista and a wooden footbridge was built to provide access over the lake in this area, reinforcing this axis. The bowling club was founded in the 1890's, having one-green and a clubhouse.

3.2.3 1911 to 1990

In 1911, management of Victoria Park was given to Sydney City Council. Further planting and park planning was carried out in this period along with the establishment of a childrens playground, an extension of the bowling club and greens and the introduction of park lighting.

An exchange of land between the University and the City Council occurred in the 1920's, with the University giving the Council the 8 acres of the Approach Reserve to public parkland in exchange for a parcel of 7 acres along the top of the hill adjacent to the medical school, which was considered more suitable for their building expansion. In 1925 Parramatta Road was widened, causing the loss of some fig trees and much alarm among the Sydney and local communities.

In the 1930's, the lake was cleaned, grass laid, flowers planted and pathways formed in a remodelling scheme. The iron railing around the park was removed and the existing fence between the park and the University constructed. The messenger's gatehouse was removed along with the gateway at some point in this period. During this remodelling, the importance of the approach vista and its relationship to the University was lost with the University obscuring the avenue with planting. In the 1950's, Council constructed a swimming pool which encroached across the vista, further obscuring the relationship.

The lake was re-formed and made smaller in the 1960's and the bridge removed. Over the years, the park planting was modified and many flower beds were taken out in the 1970's, presumably to reduce maintenance costs. In 1964, a totem pole was given to Council as a gift from the Canadian Government, which was erected near the gatehouse.

3.3 THE PARK TODAY

Victoria Park today is an important large open space resource set within high density residential and commercial areas. It contains the framework from its Victorian history and is highly valued by the community and users by the recreational opportunities and landscape setting it provides. The Park is subject to noise and dust generated by traffic on the major roads on the periphery of the Park.

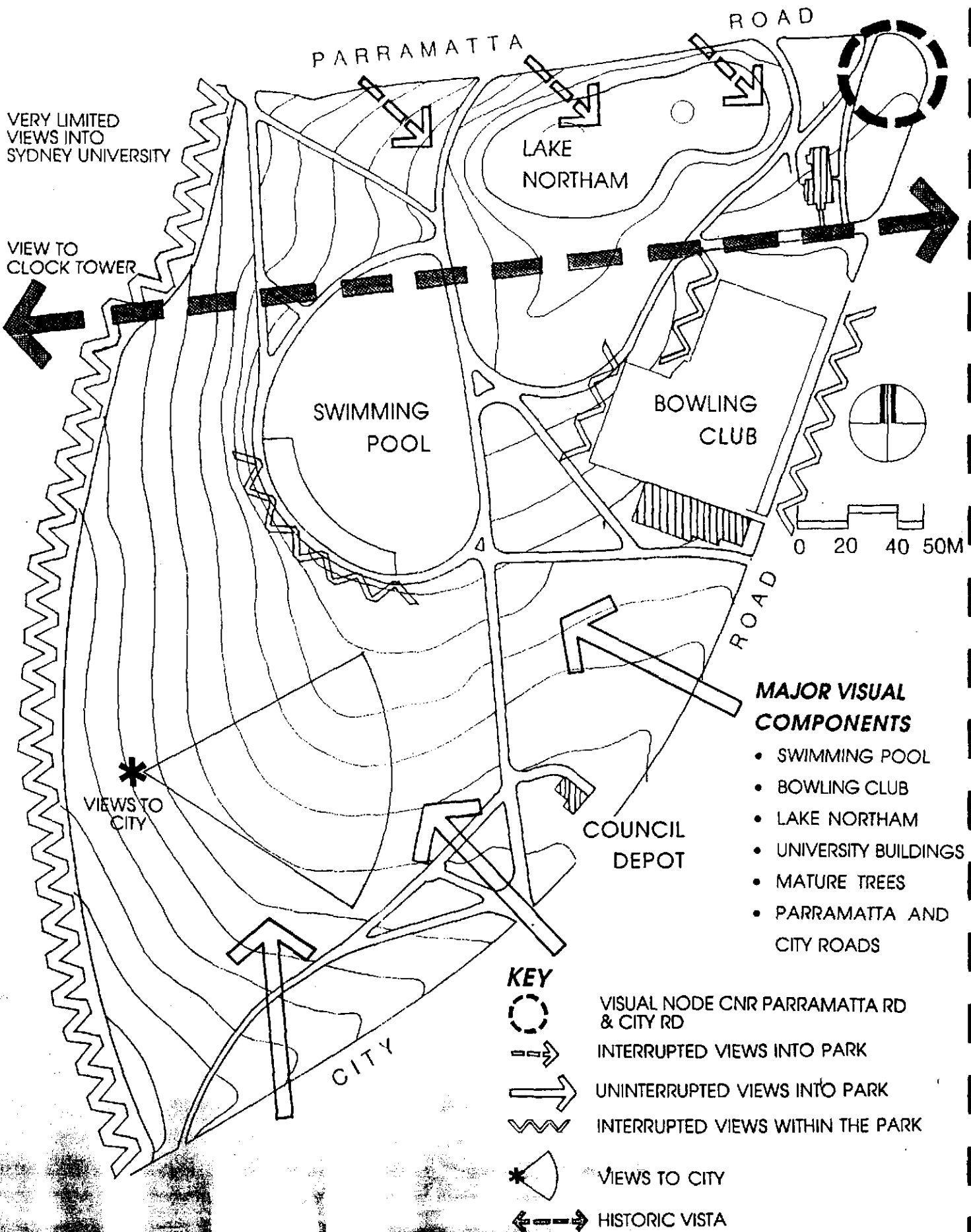
3.3.1 Visual Character

Views of the Park can be gained from all boundaries and adjoining areas, albeit that some views are interrupted by fences, for example from Sydney University, and vegetation, for example from Parramatta Road. The Park provides a pleasant viewing experience for drivers along Parramatta and City Roads. It also an important visual feature of most residences and businesses in adjoining areas.

The swimming pool complex is the most prominent feature, due to its central location, and can be viewed from most areas. The Bowling Club is a major element when viewing the Park from the north east and the gently sloping grassy slopes are visible in views from the south east. The mature figs provide a special visual quality in the urban context of surrounding areas as well as a link with the past visual character.

The entrance to the Park on the corner of Parramatta Road and City Road is one of the key entrances and forms an important visual node for the Park. From this point, extensive views of the Park and most of its elements can be gained forming an important address.

Within the Park, sweeping views across the Park can be gained from many areas. The swimming pool complex is central to most of these views. Lake Northam is an important feature in the northern sections of the Park, although at times can be visually unpleasant due to rubbish and weeds. It occupies a natural depression in the Park and acts as a detention basin for the stormwater system. Mature trees and grassy slopes are the key features of the southern sections of the park.



CENTURIA PARK
PLAN OF MANAGEMENT

VISUAL ANALYSIS

Local built structures in adjoining areas and cars along the adjoining roads frame most views within the Park. From the highest sections of the Park, adjacent to the boundary with Sydney University, the Sydney CBD skyline forms an interesting visual backdrop to the treed park.

The historical vista from the Gatehouse west to the Clocktower in Sydney University is now obscured by overhanging branches from some remnant trees and elements such as fencing and structures in the swimming pool complex.

3.3.2 Vegetation

A survey of all vegetation was undertaken (refer to Appendix A of this report) and results are described in terms of their landscape value.

Mature Moreton Bay figs (Ficus macrophylla) and Port Jackson figs (Ficus rubiginosa) dominate areas in the northern sections of the Park, particularly along the Parramatta Road edge. These are presumably remnants of one of the two double rows of figs indicated on early plans. A row of Brush Box (Lophostemon confertus) forms a second lane along various pathways. The avenues along Parramatta and City Roads partially screen the Park from buildings across the road and provide some coherence to the Park.

The large figs are in poor health, particularly a few specimens in the approach vista and along Parramatta Road. Those near the lake in the vista may be suffering from consolidation around their roots from when this area of the lake was filled.

Holly Oak (Quercus ilex) occurs in several locations. This tree is a symbol of classical learning and may have been planted here as reinforcing the Parks connection to the University in the 19th Century. Many of these trees are beyond restoration because of their age and will require replacement to reinforce their importance in the Park.



South of the bowling green, there are four mature Canary Island Palms (Phoenix canarienses) which provide interesting contrast in the Park's landscape. These are mature specimens and appear in good health. Adjacent to Council's depot, there are a variety of trees including Eucalypts, camphor laurels and palms. These are all possibly remnant plants from late 19th century shrubberies.

A cluster of trees, mainly Eucalypts and Casuarinas, between the pool sheds and the University were planted by the Institute of Foresters of Australia on 23rd July, 1985.

All shrubs and flowers in past schemes, including aquatic planting, have disappeared and should be reinstated where possible.

3.3.3 Soils

The Park is substantially covered in a thin layer of fill material. The type of fill is generally quite satisfactory for plant growth, being a loamy surface fill, which reflects the overall condition of the vegetation (Lawrie, 1990).

However, in the areas north of the swimming pool and south of Lake Northam, the fill is generally thicker, consists of broken concrete, bitumen and large fragments of broken stone, and conditions are more disturbed (Lawrie, 1990). Conditions for tree growth, particularly on the flat area directly south of the Lake, are unsatisfactory due to the lack of moisture storage and poor root penetration (Lawrie, 1990). The water table beneath the fill is considered inaccessible to plant roots.

The old watercourse draining into Lake Northam from the south sections of the park has caused waterlogged conditions and it is recommended that these conditions be rectified and the depression area be extended to form an upper lake retention system.

3.4 LANDSCAPE UNITS

The lake and the swimming pool are the largest features in the Park and important components in the Park's landscape.

Several landscape units are defined across Victoria Park based on aspect, topography and vegetation (refer to figure opposite), as follows:

1. The Historic Vista to the University Quadrangle Tower

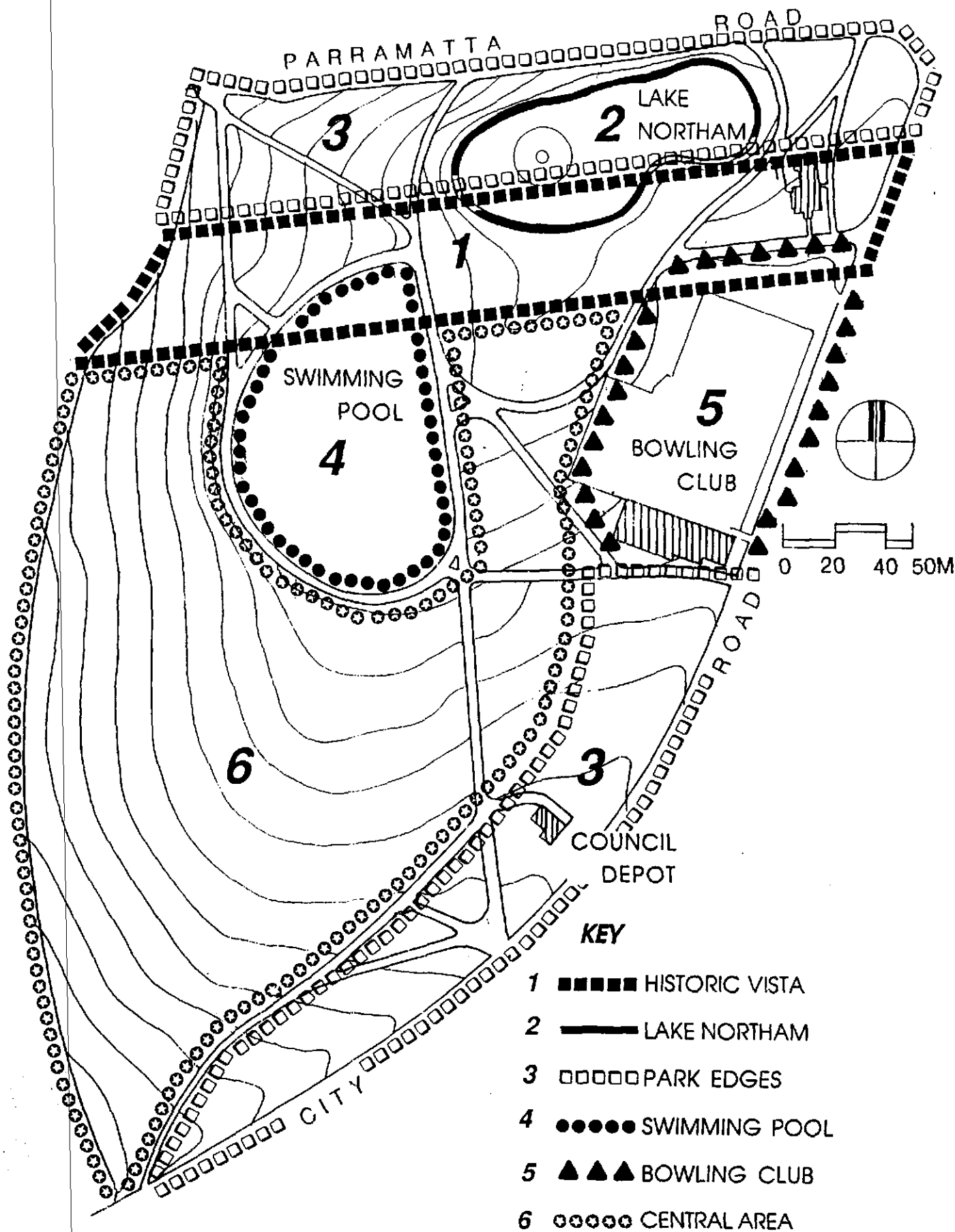
This is an essential part of Victoria Park, denoting its historical connection to the foundation of the university. The vista was embellished and emphasised by two gothic revival gatehouses, of which only one survived and is currently used as a toilet. A formal avenue of Moreton Bay figs and Port Jackson figs was originally planted to frame this avenue. Today some of these figs have been removed and of those remaining many have overgrown the avenue and obscure the intended vista. Re-establishment of this avenue would be beneficial in landscape and historic terms.

2. The Lake

The lake was originally incorporated into the long vista by a bridge spanning it, however in the 1950s, the lake was reformed and made much smaller with the bridge being removed. It is now an important feature in the landscape, however, it serves as a natural siltation trap and pollution is frequently visible.

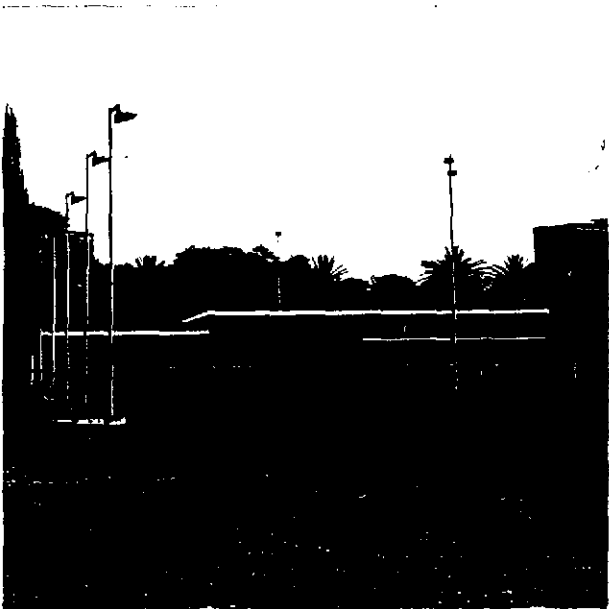
3. Park Perimeter

Most of the iron railed fence which defined the Park boundaries has been removed, except for along the University boundary. There are two pedestrian access points along the University boundary which are poorly articulated. The City Road and Parramatta Road boundaries appear to have been originally heavily planted with figs and other plantings but today some of this planting has been lost. These edges suffer severely from traffic noise and visual pollution.



VICTORIA PARK PLAN OF MANAGEMENT

LANDSCAPE UNITS & PARK FEATURES



4. The Swimming Pool and Compound

The swimming pool compound dominates the central section of Victoria Park. The pool and associated facilities have been constructed in a 1950's style which has intruded into the historic avenue with the construction of the childrens playground and kiosk. The swimming pool and compound bear little relation to the original shape or surrounds of the Park.

Upgrading of this facility is desirable for increased recreational use.

5. The Bowling Club

The Bowling Club is located on the City Road boundary and dominates this section of the Park. The club was founded in the 1890's and in 1960 underwent significant expansion with the addition of a bowling green, practice green (car park) and replacement of the original club house.

The current complex has, over recent years, reduced in popularity and now only the one main green is the focus for recreational purposes, although the other greens occupy parkland area.

6. The Central Area

This area is characterised by curving paths, clumps of vegetation, avenues of fig trees and extensive areas of lawn. The area was originally planted out in a gardenesque manner.

Today this area is used as a connection for walkers from Cleveland Street to the University or Parramatta Road.

Many of the existing trees, particularly the older specimens, are in poor condition and a detailed tree surgery and maintenance programme is required.

3.5 PEDESTRIAN ACCESS AND MOVEMENT

Pedestrian access into the Park is primarily from across Parramatta or City Roads. These are main arterial roads, with heavy traffic during the majority of the day. There are four sets of traffic lights with pedestrian crossings around the park. The major intersection where City Road meets Broadway has two controlled pedestrian crossings. Pedestrian access can also be gained into the Park from Sydney University at two locations along the Park's boundary.

The Park itself is a popular thoroughfare for residents, workers and university students to gain access to neighbouring areas without having to walk directly alongside City or Parramatta Roads. The landscape setting provides users some relief from the noise and pollution generated by traffic on these roads.

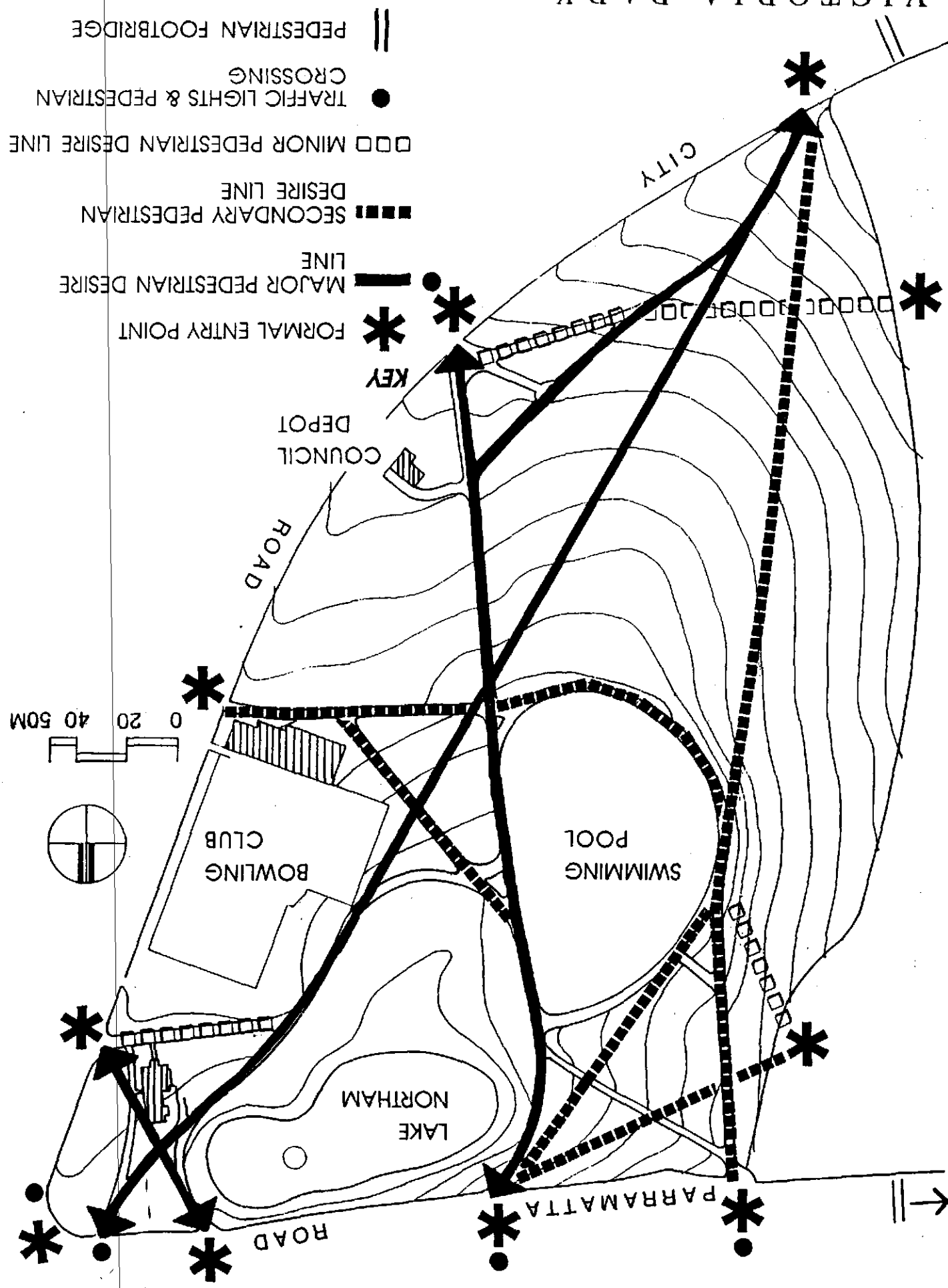
There are ten entrance/exits around the perimeter of the Park. Pathways generally lead between these entrance/exit points and link the numerous facilities and areas of the Park.

The pedestrian routes do not necessary follow the pathways within the Park, with some pathways being very infrequently used. Major desire lines are presented in Manidis Roberts Consultants (1990) and were confirmed on-site. These are as follows (refer to figure on next page):

1. in a north-south direction through the centre of the Park;
2. diagonally from the north eastern corner to the south western corner;
3. on the eastern side of Lake Northam and the public toilets, cutting off the north eastern corner of the Park; and,
4. from the north western corner, south past the western edge of the pool, to the south western corner of the Park or fully around the western and southern edges of the pool to the eastern edge of the Park.

VICTORIA PARK PLAN OF MANAGEMENT

ACCESS PLAN



3.6 VISITOR UTILISATION

In April 1990, a visitor use and attitudinal survey for Victoria Park was completed for South Sydney City Council. The study involved several components of data collection: an on-site survey; an off-site 'neighbourhood' survey; an off-site survey at Sydney University; on-site observation and counting data collection; and, interviews with on-site facility managers and Council staff. This study defines the user characteristics, use patterns and visitor preferences for Victoria Park.

3.6.1 User Characteristics

The visitor survey indicated that there are around 550,000 visits to Victoria Park per annum, which represents approximately 133,000 visitors per annum. The visits per day are greater on weekdays (1,600) than weekends (1,375), due to the popularity of the Park as a lunchtime recreational venue and its use as a pedestrian thoroughfare.

Half the people who visit Victoria Park (50%), do so for recreational purposes, and of these, 15% live in the local area (Manidis Roberts Consultants, 1990). The majority of users are between 14 and 44 years of age, and slightly more males than females use the Park. Of the people using the the Park as a thoroughfare, 17% live nearby, while 12% work and 7% study at surrounding institutions.

3.6.2 Use Patterns

The visitor use and attitudinal survey provides an understanding of the typical use patterns for Victoria Park in the warmer months of the year (November - December). The warmer months of the year would experience the highest visitation, given that the main facilities, particularly the swimming pool, are seasonal.

The characteristic visitor patterns of high frequency but short duration visits and high percentage of frequent visitors indicate that Victoria Park is primarily a local park and university green space area. 35% of users walk through the Park and 80% spend under an hour in the Park.

The highest portion of users (39%) visit the Park on weekdays, 19% usually visit on weekends and 29% visit on both weekdays and weekends. Peak use during the day is around lunchtime and late afternoon.

The visitor survey indicates that the most popular activity in the Park is walking due to its thoroughfare nature, accounting for 45% of the total activities. Other popular activities include sitting, casual playing, walking dogs and cycling. The most popular areas are the swimming pool and the grassy slopes, south of the pool. The pool was recorded as the facility most frequently used, followed by the playground. The bowling club was the least used facility in the Park, with only 4% of users having used this facility.

3.6.3 Visitor Preferences

In the visitor use and attitudinal survey, the opinion of both users and non-users was sought on likes and dislikes and the effect of different changes in the Park.

The major attraction of the Park was the swimming pool. Also important were the trees and grassed areas and the presence of the Park as outdoor open space. The major dislike of the Park was the noise generated from the traffic on both City Road and Parramatta Road. Other dislikes included the polluted state of Lake Northam, insufficient trees, presence of litter and offensive behaviour from intoxicated and homeless people in the Park.

The most popular suggested improvements were to stock the Lake with fish and regularly clean the Lake, plant more trees and colourful flower beds and screen the edge of the Park with additional planting.

The recommendations of the visitor survey include review of the viability of the bowling club and justification of its continued existence as a sporting facility, continued upgrading and consideration of a structure over the swimming pool, establishing an eating area/kiosk facility, relocation of the toilet facilities into the swimming pool complex and expansion of the playground area.

3.7 SURROUNDING LAND USE

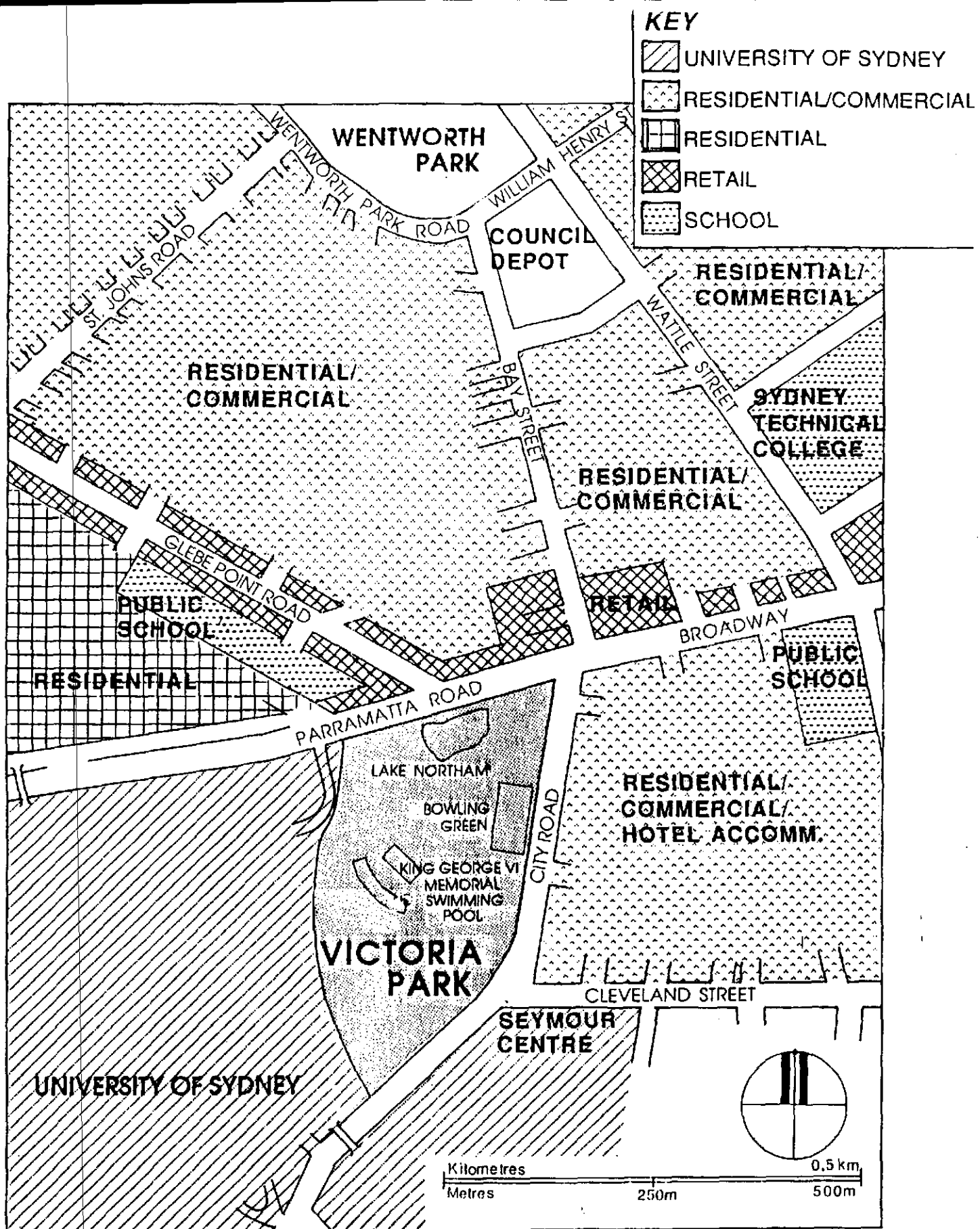
Victoria Park is surrounded by a variety of land uses including institutional, residential and commercial. The variety of different user groups from the surrounding areas is reflected in the character of the Park as most users are within walking distance of the Park.

Sydney University adjoins the full length of the Park's western and southern boundaries. University students would probably comprise a large portion of the users, particularly the pedestrians. In many ways, the Park is used almost as an extension of the University grounds.

Sixteen local schools are use the swimming pool on a regular basis and represent a significant portion of recreational users and pedestrians. Other institutions within close proximity to Victoria Park, including Sydney Technical College, should be encouraged.

On all other sides of Victoria Park, a mixture of residential and commercial uses is present. These areas are of high density and are characterised by commercial activities along the road frontage, primarily retail, with residential terraces and semi-detached houses further from the main roads. Warehouses and office space are interwoven in these areas. Victoria Park forms an important recreational facility and visual amenity in these highly developed and densely populated areas and heavily trafficked roads.

The Park is an extremely important open space recreational area adjoining the Central Business District of Sydney City.



VICTORIA PARK
PLAN OF MANAGEMENT

LANDUSE PLAN



4.0 PLANNING ISSUES

4.1 RECREATION EXPERIENCES

Open space in all areas close to the Sydney's Central Business District is important for recreation for residents in the local high density community and workers in the surrounding commercial areas, as few alternatives are generally available. The visitor survey established that Victoria Park is an important local park.

In the western catchment of Victoria Park lie the residential areas of Chippendale and Darlington. The population of these areas increased from 3,650 to 3,780 during 1976 to 1986, with 40% of the increase comprising persons in non-private dwellings, particularly low-rise flats (ABS, 1986). The nature of the housing stock means that most residents have limited private space both indoors and outdoors, and therefore rely on public open space for recreation. Indicators since 1986, such as development applications, show a continuation in these trends. Within the population, there was a significant increase in residents in the 25-49 age group (28%), reflecting the gentrification trends and the growing numbers of university students (ABS, 1986).

Victoria Park is also a very important recreational space for residents in the Glebe area. Glebe is also a high density residential area with the full spectrum of housing types ranging from large expensive private houses to cheaper forms of rented accommodation (Leichhardt Council, 1990). Glebe has a notable percentage (19.5%) of youths (13-24 years old), particularly in the 20-24 year range, comprising young working adults and tertiary students. There is also a significant proportion (15.2%) of people over 60 years of age.

These increases in local population, the age group trends and the nature of the housing types place additional pressure on the provision and types of public recreation facilities and spaces. The recreational value of Victoria Park must be balanced to provide quality recreation experiences to suit the age groups and population numbers. The visitors use survey

indicated that there was a general consensus amongst people surveyed on-site that the Park had a lot to offer (particularly existing facilities) but an enormous amount of potential which was presently unrealised.

Victoria Park is a significant lunchtime recreational area for local workers and students. An eating area/kiosk was a popular suggestion for improvements to the Park in the visitor survey, which reflects its popularity as a lunchtime venue.

There are various specific recreational experiences within the Park, with specific issues. These are as follows.

Swimming Pool

The swimming pool is considered to be the most popular feature in the Park (Manidis Roberts, 1990). The pool is open-air and unheated and consequently is open to the public only in the warmer months, from September through to May. During this period it is open seven days a week between 6:30am and 7:15pm. It is popular for casual training and exercise in the mornings and late afternoon. A swimming club for all ages meets twice weekly and children's learn-to-swim classes are held every year for a six week period. It is 55 yard pool that has not been modified to the 50 metre international standard and therefore cannot be used for competitive events.

The main building houses change rooms, a gymnasium and an office area. Much of the space in the change rooms is considered to be surplus to current user needs and presents a security problem. The gymnasium is fully equipped but is not open to the public due to staffing and administrative constraints. The roof of the main building was designed to accommodate sun bathing and spectator seating but is now closed to public access. It is occasionally used as a stage for events in the Park.

The grounds around the pools are generally concrete with grassed areas in the north. Some shelter sheds are scattered over the grassed area. One section incorporates a fenced children's playground. A kiosk, which opens during busy periods, provides basic take-away foods, refreshments and confectionary. The kiosk also opens into the Park.

It is considered that mechanisms to heat the pool and therefore extend the swimming season would be advantageous, increasing its use and popularity. However, any extension of the pool facility must be balanced with the costs of operating and maintaining the pool. Rationalisation of the existing building size and use is required.

Bowling Club

The bowling club, associated greens and car park occupies a large portion of the park (approximately 0.5ha). The club is open from 11am till 10pm daily, depending on trade and includes a games room, fully licensed restaurant and other amenities. The restaurant is open for lunch and dinner every day except for Tuesday. Clientele of the restaurant is very limited.

Bowling can be undertaken every day. Sunday is the most popular bowling day, with between 5 and 20 members using the main green. The second green is infrequently used and the practice green is used as a car parking space.

Membership rate had been declining over past years to a minimum of approximately 30 registered active members late in 1991. At this time, it was recognised that the bowling club could not meet the operating costs and so membership was boosted by amalgamating with the social members of the club. All 340 members of the club are now full members and are able to participate in bowls if desired. The club does not have a competitive team and is not registered as a bowling club.

In the visitors survey, the bowling club was recorded to be the least used facility, with only 4% of users having used this facility (Manidis Roberts, 1990). It was recommended in the visitor survey that the viability of the bowling club be reviewed and, given the low and declining membership and amount of space that the club occupies, that justification and need for the club be assessed.



Children's Playground

The main children's playground is located in the south eastern section of the Park, on the grassy slopes south of the bowling club. It is very popular and provides a range of recreational activities for children aged 8 to 12 years. The equipment is relatively new and in good condition. Surrounding trees provide limited shade, however during the middle of the day, sun protection is minimal. Limited seating has been provided in close vicinity for use by supervisors.

The playground was recorded to be the second most popular facility in the visitors survey, and an expanded area with additional playground equipment with landscaped surrounds was a suggested improvement.

Grassy Slopes

The grassy slopes occupying the majority of Victoria Park, although concentrated in the southern sections of the Park, are important as they provide unobscured open space for passive recreation. Most of the popular activities, such as walking, sitting, casual playing, walking dogs and cycling are undertaken in this area. The grassy slopes were one of the most popular areas in the Park in the visitors survey. It was also suggested in the visitor survey that Council's current bans on informal ball games and walking of dogs be lifted.

Theatrical performances on the grassed slopes in the southern sections of the Park have recently become popular. The most recent event was "Shakespeare by the Pool" held on Sunday, 22 December, 1991 and was deemed to be a success, with an estimated 300-400 people attending, even though the weather leading up to the event was inclement. The event has now been listed on Council's entertainment calendar and will be annually staged the Sunday prior to Christmas. Council resolved in its meeting on 7 January, 1992, that consideration be given to establishment of a permanent power supply at the site and that sponsors be actively sought to assist Council in the presentation of the theatrical events in the Park. A permanent facility would encourage continued community use of the Park and promotion of community theatre groups.

4.2 LANDSCAPE SETTING

Victoria Park contains the framework of an elegant Victorian Park, provided through the remnant mature fig and other trees, the Gatehouse, boundary fence details and gently sloping grassy slopes. Its landscape setting is simple in design to allow a range of passive recreational activities to be undertaken. More recent built structures provide facilities for specific and popular recreational activities however their design is not fully complementary to the overall landscape setting or recreational function.

Swimming Pool

The swimming pool complex occupies a large central position and is visible from every section of the Park. Its relationship with the landscape of the Park is poor and similarly views from the pool to the Park could be enhanced. Landscape treatment of the boundary between the pool complex and Park is minimal and the cyclone fence with barbed wire railings is clearly visible.

The main built structure is one storey in height and to some degree appropriates the natural relief of the Park. Its sandstone fabric complements other sandstone elements in the Park, including the Gatehouse, however, its character and design could be enhanced to suit the Park landscape. Its 1950s design is not appropriate to the Park and the size of the building exceeds present usage. A detailed architectural study of the swimming pool including the built structures and grounds should be commissioned to provide options for upgrading of the pool facilities

Elements within the grounds of the pool, including the shelters do not relate to the Park landscape or provide insufficient sun protection. Some existing landscape elements, such as the palm plantings, impart individual character rather than that of the overall Park landscape. The kiosk is a separate brick structure located in the grounds of the pool complex, is clearly visible and not complementary to the landscape setting of the pool or Park.

Bowling Club

The bowling club and its three greens occupy a large area (approximately 0.5 hectare) in the eastern sections of the Park, adjacent to City Road. The two main greens are located adjacent to each other and the third green, which is located at right angles to the rest of the complex, is used as a car park. The greens, particularly the second and third greens are generally poorly maintained. The third green obscures south east and north west views across the Park. Removal of this green, which no longer functions as a recreational facility, would enhance views across the Park. In addition removal of the second green, which is infrequently used, would also enhance the Park's landscape setting.

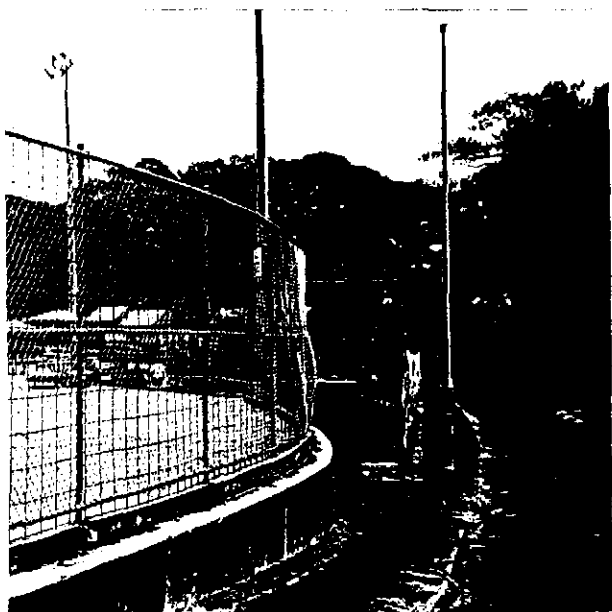
The clubhouse is a 1960s building that bears little of the character of the Park's Victorian landscape. In its present form it is viewed as a separate entity and not as part of the Park. The building requires upgrading to revitalise its appearance and function.

The Gatehouse

The Gatehouse is an important component of the landscape of the Park, providing a link with past uses and the visual character of the Park. Located close to one of the main entrances, the gatehouse is very visible and exposed to Parramatta and City Roads. It is degraded in condition and requires urgent maintenance works (estimated in excess of \$0.5 million in 1990) to prevent further degradation and loss of its heritage value (Lester Tropman, 1990) (refer to Section 4.3).

It is currently used as public conveniences, which are open in daylight hours on weekdays and supervised by Council staff. The present use does not suit the architectural character of the building.

The landscape of the Gatehouse has substantially changed since its construction and many elements have been 'lost' over time, including the avenue of fig trees to Sydney University, reduction of the size of Lake Northam and removal of the bridge. However, many elements of the landscape setting are integral to the Gatehouse. In addition, removal of some of the vegetation around the building has exposed the Park to



external views, light and noise generated from traffic along the roads. Some landscape screening and noise abatement measures are desirable.

The Canadian-Indian totem pole, adjacent to the Gatehouse, was erected in 1964. A recent study by International Conservation Services Pty Ltd (1992) reported this item to be of considerable significance, however, the present location does not complement the Gatehouse nor provide the totem pole with appropriate representation. Restoration and relocation to a suitable position within the Park should be investigated.

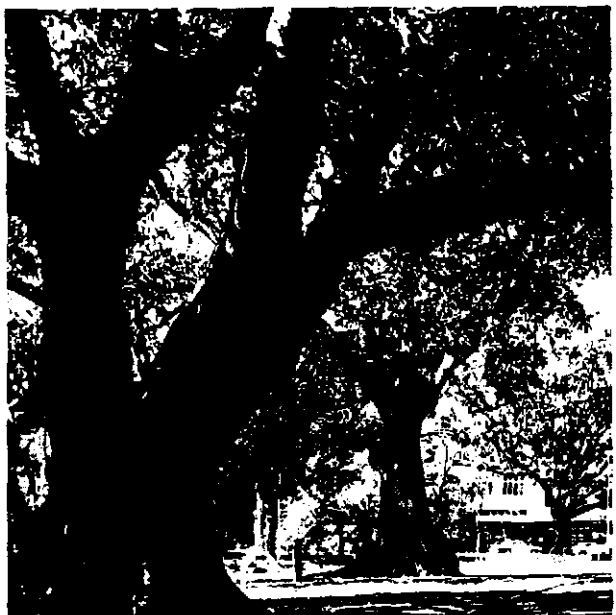
Lake Northam

Water features are popular features in parks, providing an additional landscape setting, a different microclimate and occasionally a habitat for urban wildlife. Lake Northam provides a pleasant and key feature of the landscape in the northern sections of the Park.

The overall appearance of Lake Northam is often poor, due to the presence of rubbish and pollution. The Lake occupies a natural depression, draining the Park as well as parts of Sydney University.

The local stormwater system drains into the Lake. This feeds into the Sydney Water Board drain on the corner of Parramatta and City Roads, which in turn drains into Blackwattle Bay. The Board have a commitment to the water quality in Sydney Harbour and therefore it is in their interest to control inputs into their drains. The Board's boom in Blackwattle Bay retains a substantial quantity of visible rubbish collected in the stormwater runoff from Victoria Park and surrounding areas (Water Board, 1992).

The Water Board installs gross pollutant traps to trap visible rubbish, settle sediment and remove some nutrients from the stormwater prior to it entering the drainage system. A pollutant trap installed to collect pollution before it enters Lake Northam would substantially reduce the pollution in the Lake and improve the overall landscape setting of the Park. In addition, extension of the lake to incorporate a detention basin would further assist in pollution reduction in the Lake and the Harbour and reduce the incidence of flooding in Ultimo's low lying, flat areas.



Open Space Areas

The landscape of the open space areas consists of gently rolling grassed slopes scattered with large shade trees providing pleasant views across the Park and to surrounding areas. Both the grass and trees in this area are generally in good condition although irrigation and a maintenance program for the older trees would improve their overall condition. The figs in the lower sections of the Park, south of the Lake are experiencing stress due to poor soil and water conditions.

The distinct edge of the Park has been lost, as the original cast-iron picket fence and dense planting has been removed from the entire Parramatta Road edge and the majority of the City Road edge. In addition, only remnant avenue planting is present along these edges. Relocation of the remnant fencing along City Road to entrance points and reinforcing existing planting with additional avenue trees would assist in redefining the Park boundary.

Landscape elements, such as lighting, needs to be enhanced to increase security for users and the overall landscape setting.

4.3 HERITAGE CONSERVATION

Various elements and landscapes in Victoria Park are considered to be significant in the environmental heritage of the local environment. Conservation and interpretation of these elements, particularly in the original avenue link to Sydney University is considered important.

The Gatehouse is the main element remnant of the early stages of the Park. It was constructed c1855 and a small projecting wing was added by 1915. In 1936, the southern part of the building was converted to public conveniences. The building is considered to be a fine example of a Victorian Gothic styled lodge associated with the establishment of the first University in Australia (Lester Tropman and Associates, 1990). The building also has numerous additional historical, aesthetic and social associations of cultural significance.

The building was classified under the National Trust of Australia (NSW) in 1976 and is recorded by South Sydney City Council as an item of environmental heritage under Local Environmental Plan 66. In its existing form, the building retains most of its original external fabric and remnant internal fabric in the northern section. However, its original physical and visual connection with Sydney University has been lost. Lester Tropman (1990) lists items that have contributed to the loss:

- removal of the approach avenue from the City Road entrance to the university's clocktower;
- removal of the bridge across the Lake Northam;
- removal of entry gates and stone gateposts;
- reduction in the scale of Lake Northam;
- removal of the Messengers Lodge; and,
- removal of surrounding curtilage and landscape.

The building is currently degraded in condition, particularly the northern section, and urgent maintenance works are recommended in Lester Tropman (1990) to safeguard against water penetration, vandalism and vermin. These works have been estimated at \$500,000.

A feasibility study of potential future uses, undertaken by Lester Tropman (1990), concludes that it is essential that the use of the Gatehouse be related to Victoria Park and Sydney University. A lodge/private residence, restaurant/cafe and child minding centre were considered to be suitable uses. Establishment of these uses would also incur additional costs for fit-out of the building.

The totem pole, as reported by International Conservation (1992), is a major representation of Canada's indigenous cultural heritage and its gift in 1964 reflects the importance Canada places on its ties with Australia. Such gifts are rarely given by the Canadian Government. There are only three other known totem poles in Australia. Restoration and relocation to another site within the Park is recommended.

Re-creation of the Approach Avenue to Sydney University's Clocktower, the original formation of Lake Northam and a footbridge would assist in re-establishing the historical landscape of Victoria Park.

4.4 PEDESTRIAN ACCESS AND MOVEMENT

Pedestrian access into the Park across City Road and Parramatta Road/Broadway is difficult due to the sheer volume and continuity of traffic along these roads rather than the lack of access points.

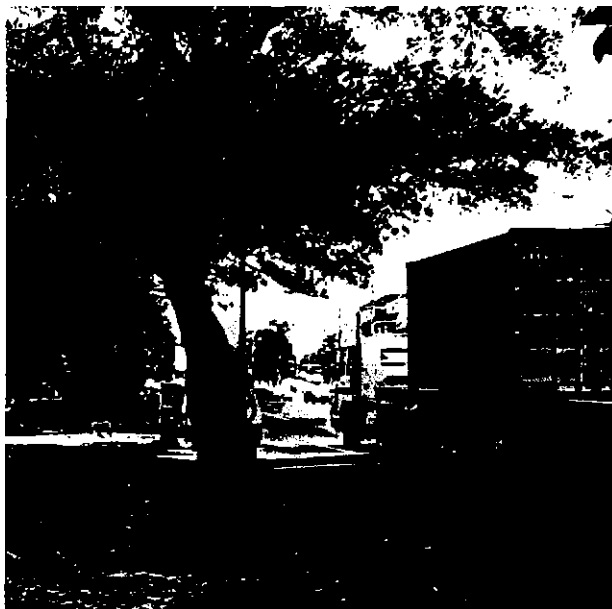
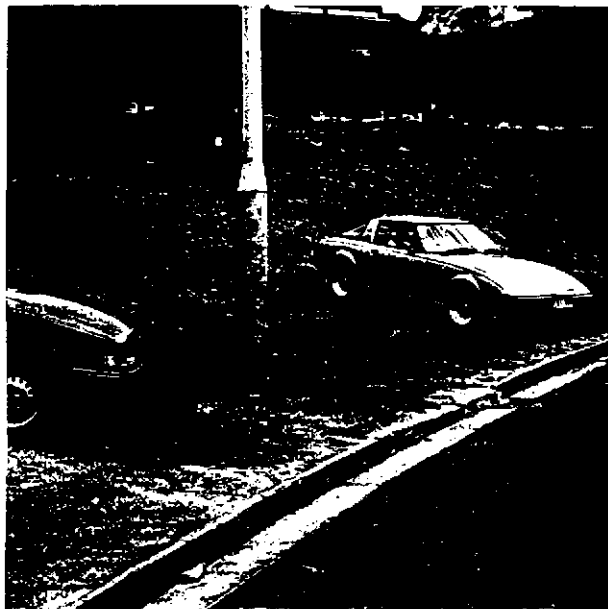
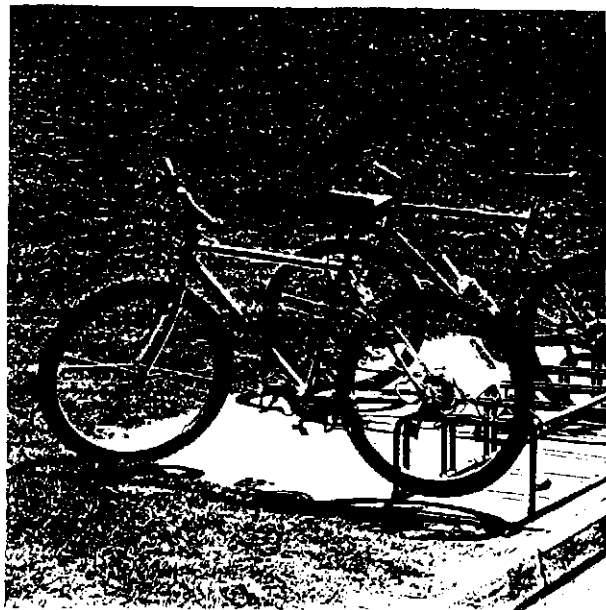
There are three controlled pedestrian crossings evenly spaced along the Park's edge with Broadway and Parramatta Road, providing access to pedestrians in Glebe. Further west along Parramatta Road, a pedestrian overpass provides easy access to Sydney University, which in turn allows pedestrians in Forest Lodge and Glebe to gain unobscured access to Victoria Park.

Along City Road, there are two controlled pedestrian crossings to allow pedestrians from Chippendale access to the Park. At the southern edge of the Park, a pedestrian overpass provides easy access for university students and local residents.

Pedestrians and park users in Chippendale have the most difficult access, due to the 500 metre stretch along City Road, between Broadway and Cleveland Street, that has no controlled access for pedestrians. A controlled pedestrian crossing, that is synchronised with the traffic lights at Cleveland Street would provide improved access.

The Roads and Traffic Authority are currently implementing the Southern Arterial Route that involves changes to traffic routes between Redfern and Zetland. This is accompanied by signposting and promotion of the use of Mitchell Road rather than King Street in St Peters. This route is due to be completed in 1996. It is anticipated that these measures will alleviate some traffic management problems existing along King Street, Newtown and perhaps reduce some of the pedestrian access problems along City Road.

There are well worn pedestrian routes within the Park. In many areas, the existing pathways do not relate to existing desire lines and tracks have been worn in the grass. Overall, the pathways are in poor condition with cracked and uneven pavements. Resurfacing of many pathways will be required within the next three years.



4.5 CAR PARKING

Parking in Victoria Park by the general public is prohibited. However, employees at the swimming pool, members of the bowling club and Council workers park in selected areas within the Park. Employees of the swimming pool park on the grassed slopes behind the entrance to the pool. The bowling club utilises its third green as a car park.

Parking along City and Parramatta Roads is subject to time restrictions. Morning and afternoon peak hour expressways mean that parking is limited to between 10am and 3pm during the day. Parking is available at any hour throughout the weekend. Limited parking is available in some of the local streets in Chippendale and Glebe.

Two car parking stations exist in the vicinity of the Park. One station is located in Sydney University grounds on the corner of Cleveland and Shephard Streets (next to the Seymour Centre). This station is open to the general public, from 7:00am to midnight, and averages at 75% percent full. Grace Brothers on Broadway has a car parking station on the corner of Bay Street and Francis Street. It is open to the general public and hours of operation are from 8:45am to 6:30pm. Both stations charge modest fees. There are ample opportunities for users of Victoria Park to utilise the convenience and security of parking in these stations. Car parking is also permissible on the grounds of Sydney University before 9am and after 6pm.

Provision of space for parking within Victoria Park is considered an alienation of public open space under the Crown Lands Act (1989) and not ancillary to the recreational use of the Park. In addition, a "car free park" enhances the Park's pedestrian use and the landscape setting.

Car parking within the Park should remain prohibited for both the public and onsite employees. Access only for service vehicles should be maintained. General knowledge about the location and availability of car parking is limited. Information displays on the opportunities for car parking should be displayed within the Park and within the pool complex. Public transport is readily available along both Parramatta and City Roads and its use, and use of bicycles, should be encouraged.



4.6 PERIPHERAL ROADS

The volume, type and continuity of traffic along City Road, Parramatta Road and Broadway generates significant levels of noise and air pollution, produces potential safety hazards to users of the Park, especially young children, and disturbs the overall atmosphere for passive recreation in the Park.

The Park's gentle inward sloping topography and remnant border planting provides some visual relief from the effects of the peripheral roads.

Strong border planting is considered to psychologically help reduce the noise and pollution generated by adjoining roads. The physical presence of the planting also assists in reducing the potential safety hazards of the roads, by placing a screen between the cars and the Park.

4.7 SYDNEY UNIVERSITY

Victoria Park has important historical links with Sydney University. As previously discussed, the Park was originally part of the university grounds. The northern section of the Park was known as Approach Reserve and formed the formal entrance way to the university.

Today, these links are obscured through physical changes (such as intrusion by the swimming pool complex) and general landscape alterations (growth in the canopies of the fig trees). There is also no interpretative information available to the general public to provide an understanding of the history of the Park and its present heritage value.

The visitors survey recorded that 35% of all users walk through the Park and of these people using the park as a thoroughfare, 7% study and 12% work in the area. Most of the users that study in the area would be students at the University of Sydney and a proportion of the workers would be employed at the university. In addition, it is considered that a proportion of the recreational users of Victoria Park (which comprise 50% of all users), would be university students.

Clearly, Victoria Park plays an important role for students and employees at the University of Sydney. The campus does not have a similar large open space resource. The Park also contributes to the landscape setting and visual quality of the university. Liaison with Sydney University should aim at gaining assistance in the maintenance and management of Victoria Park, as one of the Park's major user groups.

4.8 ADMINISTRATION AND MANAGEMENT

South Sydney City Council is responsible for the administration and management of Victoria Park. Several departments within Council are involved in the daily operations, including Parks and Properties, Health and Community Services and Engineering.

Three areas of the Park - swimming pool, bowling club and gatehouse - require individual considerations in relation to their administration and management.

4.8.1 Swimming Pool

The swimming pool complex comprises two pools (main pool and wading pool), change rooms, gymnasium, children's playground, shade shelters and a kiosk. All operations with exception of the kiosk are run by Council and the staff are Council employees.

Admission in the 1989/90 season was 72,472 and in 1990/91 was 80,157. Due to the inclement weather in the first half of the 1991/92 season, admissions were very low (12,518). Overall, significantly more adults use the pool than children and people with concessions.

Administration

Council employs nine staff for pool operations: a manager; two senior supervisors, three pool attendants and three cashiers. The cashiers are only employed during the swimming season. The pool manager is employed at the pool throughout the year. Other staff are employed at

the pool on an "as required" basis and are generally moved to other Council Departments during the off-season. The number of staff employed is comparable to other pool complexes in Sydney, however, according to pool managers, it is not general practice for the majority of pool workers to be permanent employees. Generally only the manager and one supervisor are permanent employees, with the remainder being casual or part-time workers.

The kiosk is privately leased for the 1991-92 season, providing some income (over \$6,000) for Council. It provides basic takeaway foods, refreshments and confectionary and generally only operates during busy periods, although the owners will respond if pool usage is higher than anticipated. The kiosk also opens into the Park. Opportunities exist to improve the quality of products and access from the Park.

Performance

The financial performance of the swimming pool complex indicates losses of \$295,200 and \$273,789 in 1989/90 and 1990/91 respectively. The budgeted loss for 1992 (\$143,562) is considerably lower than the actual losses experienced during the last two seasons. Council has budgeted for a 10.2% increase in income and a 27.3% decrease in expenditure over the 1990/91 season. (These figures should be regarded as indicative only, as they apply to the 1990/91 financial year and the 1992 calendar year). The revenue and expenditure budgets are consistent with budgets for other pool complexes with similar facilities and of a similar age.

There are a number of factors which affect the performance of the operation of Victoria Park Pool. These are:

- imperial size, rendering it unsuitable for competitive events or training. These are generally major activities and significant revenue generators at other pool complexes;
- no parking at the pool and clearway restrictions on surrounding roads;
- no covering or heating in pool and performance is highly susceptible to the weather;



- dated design of the change room facilities which increase operating and maintenance costs;
- poor presentation of the kiosk and limited available product range; and,
- competition from indoor and heated pools, particularly Sydney University
- not all facilities are operational, e.g the gymnasium.

Research for this study indicates that swimming pool complexes throughout the Sydney Metropolitan Area typically run at a loss. For a 50 metre pool plus wading pool and amenities, losses tend to range from \$100,000 to around \$200,000 per annum. Labour is the major cost with the structure of the Local Government award system being a significant contributing factor. South Sydney Council's 1992 expenditure budget for Victoria Park is in-line with figures from other pools. Expenditure for the two proceeding seasons is, however, significantly higher than the average. This could be due to extra-ordinary maintenance or capital works maintenance.

Many of the pools throughout Sydney are now 30 to 40 years old and require major refurbishment. A number of Councils are investigating redevelopment options for their pool complexes, with emphasis turning away from rectangular Olympic standard pools to combination pools with training and competition facilities plus a free form area for families and recreation swimming.

Kiosks tend to be leased out to private operators or run by the swimming clubs. For outdoor pools, annual rents vary markedly, from a few thousand dollars for a pool with low patronage to around \$15,000 dollars for popular areas. Leases are generally on a three year period.

Most pools also offer coaching rights with annual coaching licences in the order of \$500 to around \$3,000. Discussions with a number of pool operators indicate that these fees are probably too low, as a good coach will generate this runover in the first few weeks of operation. Coaching should occur at Victoria Park.

Management

There are essentially three forms of management currently used by local Council for pool operators. These are as follows:

1. The pool is operated by Council and the staff are Council employees. In most cases, the kiosk is leased to private operator.
2. The pool complex including the kiosk, is leased to a private operator. Council pays for the major capital works and maintenance, and in some cases agreed operating costs, with the lessee meeting labour and other operating costs.
3. Council enters into a management contract with a private operator. The manager is responsible for the operation of the pool and kiosk including the provision of labour.

Council has recently called for expressions of interest for the management and/or operation of the swimming pool and its facilities. Several expressions were received and they will be considered on completion of this Plan of Management.

4.8.2 Bowling Club

The site and premises occupied by Victoria Park Bowling Club are subject to two separate leases. The bowling greens, clubhouse and practice green (car park) are leased from the Department of Conservation and Land Management. The Club holds a special lease in perpetuity (No 1960-228 Metropolitan), which was gazetted on 30 September 1961. The initial rent was 700 pounds per annum. The Club currently pays \$4,750 per annum.

The access driveway and a small corner of one of the bowling greens is leased from South Sydney City Council. This area was first granted to the Club in December, 1979. The current lease was executed on 1 July, 1990 for a three year period. It will expire on 30 June, 1993. The annual rent payable at the commencement of the lease was \$100, and subject to annual CPI adjustment.

Rental from both these leases is considered to be consistent with rents paid by most Clubs that occupy Crown or Council owned land. Increasing emphasis by Local and State Government on 'user pays' and market rent policies could result in rental levels being increased on expiration of current leases.

Market Trends

Most clubs occupying Crown or Council land appear to pay nominal rents around \$2,000 to \$3,000 per annum. Increasing emphasis by local and state government on user pays and charging market rent is likely to result in rental levels being increased significantly at the expiration of current leases.

Investigations of inner city bowling clubs show membership is generally declining, particularly amongst male members. This is believed to be largely due to:

- change in the population structure particularly the aging of the population, resulting in people being too old to play as well as the outward migration of 'younger' retirees from this area;
- improved access by the retired community to other forms of entertainment;
- perception that bowls is a sport for elderly people;
- lack of promotion of the sport both by individual clubs and sport;
- close knit nature of the clubs, making it difficult for newcomers;
- limited facilities and activities available at the clubs, particularly in comparison to Leagues Clubs and RSL Clubs; and,
- depressed economic conditions with there being less discretionary income available for leisure activities.

Many bowling clubs are experiencing financial difficulties due to decreasing revenues resultant from falling membership, falling patronage, increased competition and lower per capita spending. In addition, high capital and operating costs, high cost of debt funds in recent years, volunteer rather than professional management, and increasing pressure from lessors for increased rents contribute to financial difficulties.

Most clubs are currently reviewing their operational position to reverse these trends. Consideration is being given to amalgamation with other clubs, admitting women to full membership, restructuring membership fees, increased marketing and targeting of younger groups, targeting the functions market, contracting out or closing services (particularly catering), introducing a professional manager or management company and increasing the number and size of tournaments.

Leichhardt Bowling Club is one of the few clubs in the inner city experiencing growth. The club attributes their growth to:

- low membership fees (\$10 per annum);
- targeting younger age groups (teenagers, early 20s, 40s, 50s);
- professional management;
- effective marketing; and,
- hosting tournaments and events.

Balmain Bowling Club has around 460 members, a slight increase in recent years, and showed a \$18,000 profit last year. The club owns its grounds and facilities and is the oldest club in New South Wales. It indicated interest in amalgamation. It is believed that other clubs in the inner city, including Erskineville, may be interested in amalgamation with Victoria Park Bowling Club. With professional management and effective marketing, bowling clubs can trade profitably, providing the ability to absorb increased rent levels.

4.8.3 The Gatehouse

The Gatehouse is currently operating as public conveniences. It is open during normal working hours and is supervised by Council staff for security purposes. Investigations have been undertaken to convert this building into a use more suitable to the character of the building, complementary to the recreational purposes of the Park and capable of generating some revenue to offset the restoration and ongoing maintenance costs. The existing toilet facilities would be relocated into the main building of the swimming pool. Direct access from the Park would be provided.

Three options were considered in Lester Tropman (1990). These are a private residence/office; a brasserie/kiosk; and, a child care centre.

The first option was dismissed due to the importance of Victoria Park as a public open space resource and use of the Gatehouse for private purposes would alienate public land. Such a use is prohibited under the Crown Lands Act (1989) as well as incongruous with the objectives of the Plan of Management. The latter two options, were considered to be initially suitable and were investigated in terms of their market viability.

Brasserie/Kiosk

There are numerous advantages for establishing a brasserie/kiosk operation in the Gatehouse. These are as follows:

- interesting and potentially attractive appearance of the building;
- potential for further enhancement with an outdoor garden area;
- park setting;
- highly visible from the major thoroughfares;
- no other opportunities to dine in a park in this area of Sydney; and,
- high volume of passing pedestrian traffic.

However there are disadvantages:

- located adjacent to a major traffic intersection resulting in traffic noise and fumes. These, plus the visual intrusion of the traffic, could decrease the attractiveness of the area if not appropriately addressed in the landscape design;
- very limited vehicle access and no parking adjacent to building;
- City and Parramatta Roads could form a barrier to pedestrian movements;
- competition from established restaurants in surrounding areas, including Sydney University, Glebe Point Road, Chinatown, Newtown and pub hotels along Parramatta Road/Cleveland Street;
- park usage is very weather dependent.

The success of eateries is dependent on a large range of factors, including the type and quality of cuisine and service, price, location,

atmosphere and appearance of the restaurant and marketing. Investigations show that restaurants that are developed with an individual image, promoted as an attraction in their own right and effectively managed are successful.

If a brasserie/kiosk is to be successful in the Gatehouse, the following factors need to be considered:

- minimum of 50 seats indoors, plus outdoor seating;
- provision of parking in close proximity to the restaurant;
- provision of indoor and outdoor dining areas;
- establishment of a garden setting and the use of landscaping to minimise the visual impacts of adjoining roads;
- signposting of the restaurant throughout the Park;
- possible clustering of other activities around the brasserie;
- lighting and security of the premises;
- ensuring that back-of-house facilities are adequate;
- ensuring that the layout is suitable for functions;
- effective marketing and promotion, particularly immediately prior to opening; and,
- adoption of some form of sliding rent scale, with low rent in the initial establishment year increasing to market rent in third year.

The size of the building, approximately 90 square metres allows a brasserie or upmarket kiosk to initially be an economically viable proposition. The character and location should be sufficient to ensure free editorial coverage in the print (and perhaps television) media. A detailed market research is required to determine the likely success of converting the restrooms into a brasserie/upmarket kiosk. This facility may be better located in the redesigned swimming pool complex. Council will need to establish a proactive role in finding a suitable tenant for successful establishment and operation of this facility.

Child Care Facilities

Advantages for establishment of child care facilities are as follows:

- strong demand for child care facilities in the CBD and CBD fringe areas;
- location is highly accessible by both private and public transport;
- sufficient room for outdoor areas and expansion if needed.

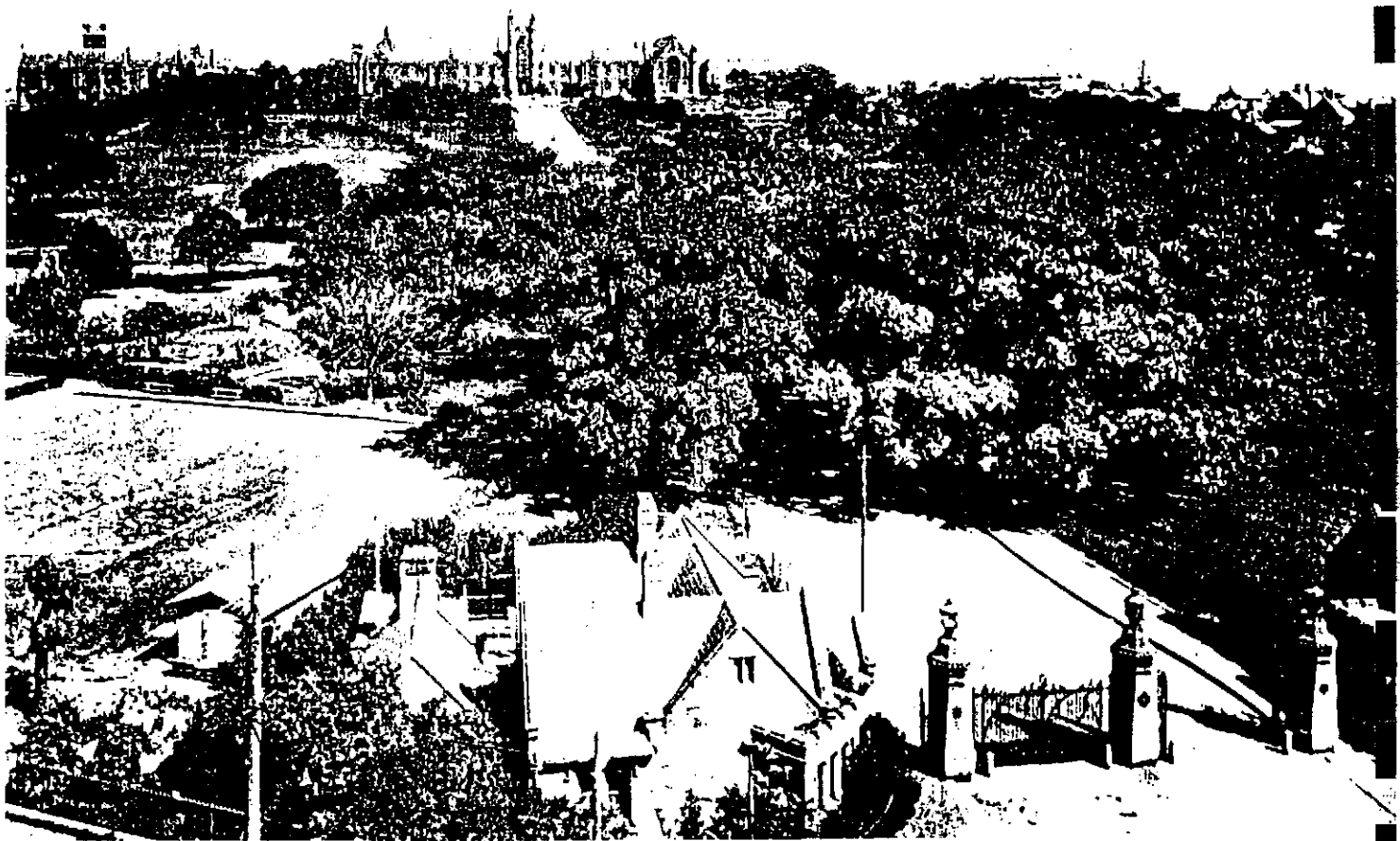
Disadvantages include the location on busy intersection, with possible noise and air pollution, no adjacent parking and limited size.

The provision of child care facilities in Victoria Park are not ancillary to the recreational uses of the Park, under the Crown Lands Act (1989). If this use was considered the most suitable option, the site would have to be excised from the gazetted park and Council would take responsibility for the site. Investigations with the Department of Family and Community Services indicate the building is suited as a family day care administration centre. However, the size limits the economic viability of the operation. In addition, Council is currently investigating the development of a child minding centre in Ultimo. The proposed premises are significantly larger than the Gatehouse and in a similarly well located position. Should the proposed centre be approved, the economic viability of a centre in the Gatehouse would be unrealistic.

Other Options

An additional option for the Gatehouse may be restoration, maintenance and utilisation as a university social club. Other Gatehouses within the university grounds are successfully used for this purpose.

If the restaurant option does not prove viable, this option should be investigated.



**GATES, APPROACH AVENUE,
GATEHOUSES, AND BOWLING GREENS
OF VICTORIA PARK, circa 1920.**

Ref: Proudfoot (1990)

5.0 MANAGEMENT PLAN

5.1 MANAGEMENT PHILOSOPHY

Management of Victoria Park should recognise its recreational significance as well as the valuable physical and cultural attributes of the site. It should balance the uses of the Park as both a passive and active recreational area and as a pedestrian thoroughfare.

Future management must reinforce and promote the recreational, heritage and environmental significance of Victoria Park. Locally, the Park serves as a valuable recreational resource, and future management must maintain suitable facilities and areas for use by local residents and workers. Management should aim to capitalise on the Park's natural elements, such as rolling grassy slopes and views to the City, while attempting to improve site constraints such as traffic noise and the visual relationship between the natural elements and built elements.

Management must also be responsive to the changing needs of the community and users. The types of facilities provided in Victoria Park reflect the needs of society and these needs can change, for example, when the swimming pool was constructed ample space was provided for changing, showering and storing clothes. Today, the majority of pool users arrive prepared for swimming, although the showers are utilised. It is important that current planning and management proposals adequately suit the present users but retain sufficient flexibility to take advantage of future requirements as they arise.

5.2 MANAGEMENT OBJECTIVES

The management objectives proposed for Victoria Park are to:

- interpret and reflect the historic significance of the Park through reconstruction of the approach avenue to the Sydney University

UPGRADE AVENUE & AUSTIN DRIVE FROM FREE AVENUE
PLANTING AND FERTILIZATION TO THE PARK SIDE OF GOLF

INCREASE AREA TO 100% + 1% SIGNAL SHAPE AND SIZE
ADD Signal Post 100% + 1% REINSTATE ROAD EDGE

[illegible]

ENTRADA

THE UNIVERSITY OF CHICAGO PRESS

$$\Delta^2 P_1 = (4\pi/3) \rho_1 \kappa_1 T_1^2 P_1^2 / (P_2^2 - P_1^2) \quad (3)$$

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REDUCTION OF BUILDING AREA AND REORGANIZATION OF SPACE TO INCLUDE PUBLIC TOILET FACILITIES WITH ACCESS TO PARK, KIOSK FOR POOL USERS, CHANGE ROOMS, AREA FOR AMPHITHEATRE AND COMMUNITY SPACE, A COVERED SECTION FOR WINTER USE, RESTAURANT, CONCOURSE AND PROVIDE UPGRADED OPEN SPACE WITH PLANTINGS, TREES, GRASS AND PAVING.

ELANCE AND EXTEND OPER. GRASS AREA

UPGRADED PLAYGROUND TO INCLUDE TODDLER PLAY
EQUIPMENT SHADE PLANTING SEATING AND OPEN ACTIVE
PLAY SPACE

UPGRADE AVENUE PLANTING WITH FIG TREE AVENUE
PLANTING AND FORMAL HEDGE TO ENTIRE PARK BOUNDARY

RE-DIRECT PATHWAY TO
ENTRY POINTS AND DESIG
LIGHTING

TREES

<i>Ficus macrophylla</i>	Morison Bay Fig
<i>Ficus rubiginosa</i>	Port Jackson Fig
<i>Jacaranda mimosoides</i>	Jacaranda
<i>Lophostemon confertus</i>	Brush Box
<i>Quercus ilex</i>	Holly Oak

Livingston Australia Cabbage Tree Pal

<i>Cordylus</i> sp.	<i>Cordylus</i>
<i>Amblyrhynchus</i> sp.	<i>Amblyrhynchus</i>

உயர்நீதிமன்றம்	தமிழ்நாடு
உயர்நீதிமன்றம்	தமிழ்நாடு

Keywords: child sexual abuse; disclosure; social support

Grasshopper

[illegible]

2 4 11 2

CONSTITUTIONAL PRINCIPLES OF THE POLY-

KIA FARM

MANAGEMENT

PLAN OF MANAGEMENT

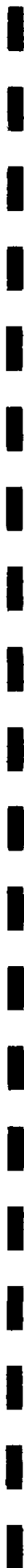
Clocktower, including the original form of the lake and footbridge;

- enhance the grounds and facilities provided in the popular swimming pool complex and promote the facility as a different recreational facility to other local pools;
- maintain and enhance opportunities for increased visual amenity of the landscape, including views within and from outside the Park and the relationship between natural and built elements within the Park;
- expand the range of quality recreational experiences available in the Park, including formalising space for popular community theatrical performances;
- increase ease of pedestrian access into and through the Park and provide a range of visual experiences as well as security lighting; and,
- reduce the affects of the traffic along Parramatta and City Roads on the Park and users.

5.3 THE MASTERPLAN

The Masterplan for Victoria Park will enhance the overall environment of the Park through an improved landscape and recreational elements as well as better integration of the various facilities with the overall Park landscape. It also provides the opportunity to re-establish the relationship of the existing Park with its historic landscape. It also aims to improve pedestrian access, ease pedestrian flow, enhance and reduce the affects of surrounding traffic and upgrade community facilities. Specific initiatives are illustrated in the new Masterplan (refer to figure opposite) and are detailed as follows.

It is important to note that each indicated proposal is a concept only and each requires detail design prior to implementation.



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1. Historic Avenue

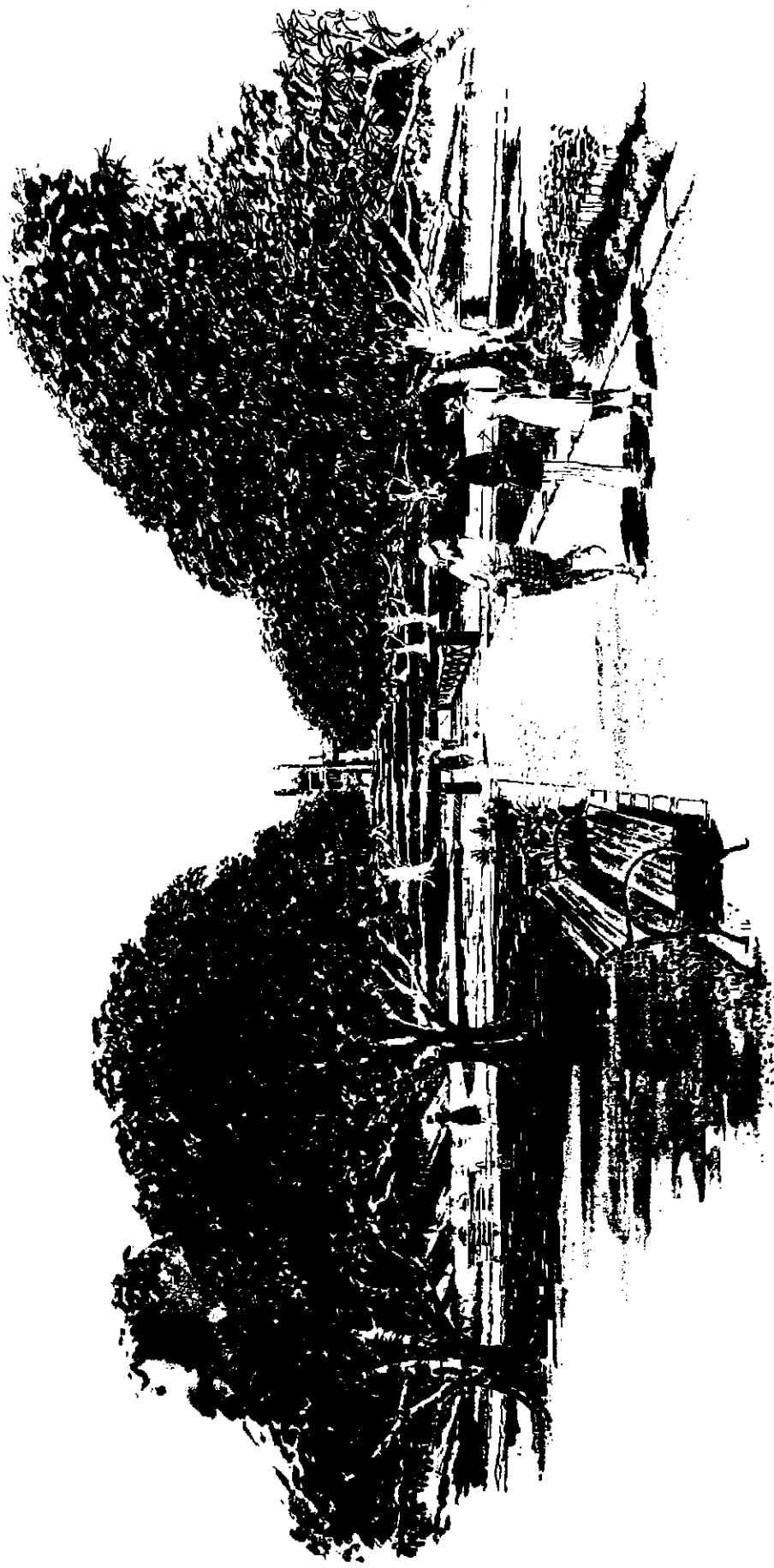
Fig trees will be planted in the alignment of the original approach avenue to reinstate the historical significance of the existing remnant mature fig trees. In turn, the landscape setting of the Park will be enhanced and the historical connections with Sydney University realised. Existing fig trees will be trimmed to enhance the avenue effect and frame views to the University Clocktower. The curtilage of the swimming pool will be adjusted and the kiosk relocated into the main building of the swimming pool complex. Colourful perennial and annual flower beds, designed to reflect its historic character, will be used to enhance the avenue and the overall Park setting.

The lake would be extended to approximately the original size and shape and will become a feature of the Park. A footbridge will be installed to enable pedestrian access along the full length of the avenue. Information to interpret the historic avenue should be available in permanent displays along the avenue to increase general knowledge of the Park and its history.

2. Lake Northam

Lake Northam will be enlarged and shaped to reflect the original lake in Victoria Park. It will be designed to fit into the existing "bowl" south of the existing Lake and will not entail removal of existing mature trees in the area. Additional trees will be planted to enhance the area and provide more shade. This area is fill material and not suitable for plant growth. The new Lake will become a key feature in the landscape and provide an integration between the landscape of this area and the pool. A footbridge, designed in the character of the original wooden footbridge, will provide access across the Lake and reinforce the historic avenue.

A two tiered lake system is proposed to act as a filter (sediment trap) to improve the water quality. Gross pollutant traps or sediment filters will be installed to reduce the visible pollution, sediment and some nutrients entering Lake Northam and ultimately Blackwattle Bay. The lake and extension would continue to act as a stormwater retention system, with levees.



VIEW TO UNIVERSITY CLOCK TOWER

STAGE TWO VICTORIA PARK

PLAN OF MANAGEMENT



3. The Gatehouse

The Gatehouse should be examined for development into a brasserie/upmarket kiosk to provide an additional recreational resource within the Park. It would be an attraction in its own right and provide facilities for users during the most popular time of the day, lunchtime. Other times of the day, for example breakfast, could also be promoted. A detailed market study should be completed on the viability of establishing a brasserie/upmarket kiosk, prior to further design works.

The building should be restored and reconstructed to its c1915 form and detailing to demonstrate its significance. Any new detached structures should be sympathetic in form, material and placement. Full details are contained within Lester Tropman (1990). Landscape treatment would be necessary to screen the effects of the surrounding traffic routes. An outdoor eating area in a treed setting would be provided to complement the Park and the lakeside setting. Access would be provided for service vehicles only. The car parking area associated with the bowling club could be utilised by restaurant patrons, if required.

The presence of the other gatehouse on the southern side of the avenue will be indicated through planting, re-creation of stone footings (using stone in bowling club's retaining wall) and interpretative signage.

4. Swimming Pool

The swimming pool would be enhanced and upgraded to provide quality facilities for users. To extend the swimming season of the pool, a covering is recommended for the area. Full details will be presented in a report to be prepared for Council. The internal spaces within the main building would be rationalised to provide change rooms, gym, office and a kiosk. The grounds of the swimming pool would be enhanced through landscape treatments that provide appropriate sun protection, paved surfaces and grassed areas. Trees and plants would be provided for aesthetic purposes as well as shade. Upgraded facilities, such as bicycle racks, would be provided. The physical and visual relationship between the pool and the landscape of the Park would be strengthened through changes in the levels and planting along the fenceline.



5. Bowling Club

The two greens infrequently used by the Bowling Club members, that is the second and practise greens, will be removed to reduce the maintenance and financial implications for the Club as well as increase the amount of the public open space and improve the overall landscape setting of the Park. The clubhouse and the one main green will be maintained for the enjoyment of the existing members of the Club.

Car parking for members and employees of the bowling club would be relocated to an area north of the main green and parallel to City Road. Access from City Road would be via an old entrance.

Planting around the clubhouse and Club grounds will increase the visual integration between this area and the remainder of the Park.

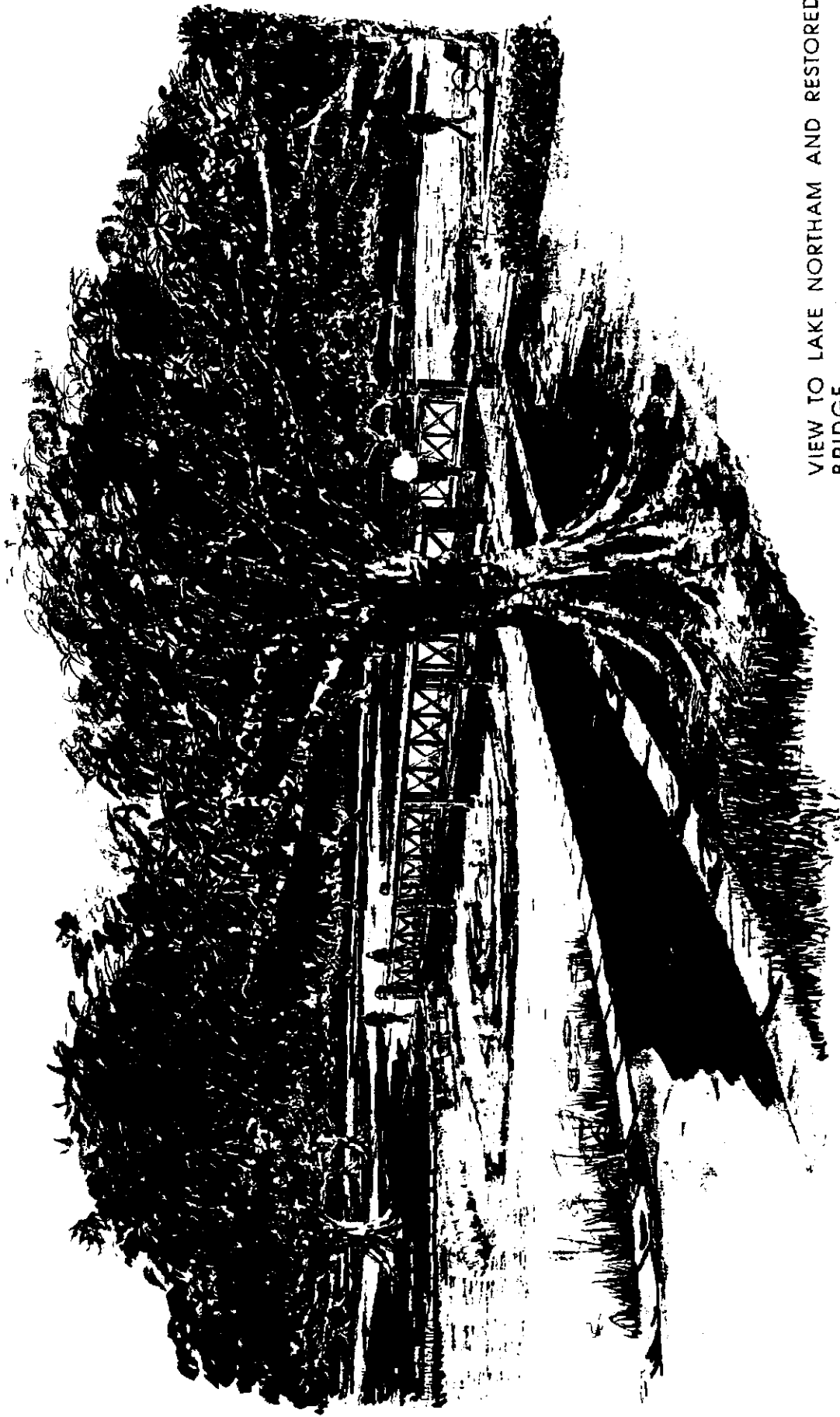
6. Community Amphitheatre

A community amphitheatre will be focused on the grassed slopes south of the swimming pool building. These slopes are naturally gently sloping toward the main building of the swimming pool. It will be a casual amphitheatre with no formal seating arrangements.

Within the main building of the pool, stage facilities with access into the Park will be integrated to allow theatrical and other performances to be held with ease. This arrangement will allow power and other services to be directly and safely sourced from the main building.

This location is ideal as noise generated from the performances will be least disturbing to local residents, being located close to the pool and Sydney University. However, should the activities within the pool create conflicts, for example, through generation of noise, performances could be relocated further south from the swimming pool. Electricity could be safely tapped through a permanent source, for example a conduit linked to the swimming pool building, in this area.

An ongoing community events programme should be developed by Council.



VIEW TO LAKE NORTHAM AND RESTORED
BRIDGE

STAGE TWO VICTORIA PARK

PLAN OF MANAGEMENT

7. Children's Playgrounds

Two children's playground will be located in the south eastern section of the Park, incorporating the existing playground, to provide a range of equipment for various age groups and consolidate existing facilities.

Additional equipment will be provided to complement the existing equipment and enhance the recreational experiences. Equipment from the swimming pool could be relocated to this area.

Seating will be installed for people supervising the children. Lighting will extend the hours of use of the equipment. Trees will be planted to provide shade.

8. Community Open Space

The grassy slopes will be extended to maintain this important resource and enhanced with irrigation. Plantings across the open space will be reinforced to provide more shade and enhance the character of the Park. Species used will complement existing plantings. Pathways have been realigned where required to follow major pedestrian desire lines and will be bitumen to match the surface of existing pathways. There may be opportunity to include an exercise circuit along the pathway system. Additional lighting will be installed for safe pedestrian access. The fittings and positions need to conform with Sydney Electricity requirements.

Vistas across the open space will be extended through removal of the two surplus greens of the bowling club area. Views will also be enhanced with additional planting, boundary screening of the pool and extension of the lake.

All boundaries of the Park need to be reinforced with planting to assist in reducing the effects generated from the heavy traffic along both Parramatta and City Roads and activities within the university. Figs

would be planted to provide strong avenues throughout the Park. Together, these landscape treatments will enhance the recreational experiences and passive use of the Park.

A signage system will be developed to inform visitors of the hours of operations of the swimming pool, gymnasium, kiosk, toilets, restaurant, bowling club etc. Local parking arrangement will also be indicated. Performances and events in the Park will be displayed. The design of the signs would complement the overall landscape setting of the Park.

9. Pedestrian Access

Pedestrian entrances will be defined with stone posts and remnant cast iron fencing on the eastern boundary of the Park would used at the entrances to provide detailing.

It is recommended that an additional set of traffic lights with a controlled pedestrian crossing be installed along City Road at its junction with Myrtle Street. This set should be synchronised with the traffic lights at the junction of City Road and Cleveland Street to ease the flow of traffic along City Road.

An aerial photograph of a large, irregularly shaped island or peninsula. The land is densely covered with dark green, forested vegetation. A prominent, light-colored, circular clearing or lake is visible in the upper right quadrant. A winding road or path snakes through the forested area. The surrounding water is dark and calm.

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AVENUE PLANTING

REPLANT AVENUE PLANTING TO REFLECT HISTORIC PARK PLANTING AND PROVIDE A FRAME FOR THE PARK ENTRANCE

LAKE NORTHAM

ADJUST PLANTING TO REFLECT HISTORIC PARK PLANTING

STREET ADDRESS

PROVIDE A STREET ADDRESS TO THE PARK ENTRANCE INCLUDING SIGNAGE, STREET LIGHTING AND NEW PLANTING

ENTRANCE

REPLANT AVENUE PLANTING TO REFLECT HISTORIC PARK PLANTING AND PROVIDE A FRAME FOR THE PARK ENTRANCE

HISTORIC AVENUE

REPLANT AVENUE PLANTING TO REFLECT HISTORIC PARK PLANTING AND PROVIDE A FRAME FOR THE PARK ENTRANCE

HISTORIC BRIDGE

REVISIT BRIDGE TO REFLECT HISTORIC DESIGN AND PROVIDE HISTORIC AVENUE

UNIVERSITY ENTRANCE

IMPROVE PATHWAYS TO UNIVERSITY ENTRANCE TO PROVIDE A FRAME FOR THE PARK ENTRANCE

AMPHITHEATRE

GRASSLAND AREA TO PROVIDE A FRAME FOR THE PARK ENTRANCE

UPGRADED SWIMMING POOL

REDUCE BUILDING AREA AND REORGANIZATION OF SPACE TO INCLUDE PUBLIC TOILET FACILITIES WITH ACCESS TO PARK, KIOSK FOR POOL USERS, CHANGE ROOMS, AREA FOR AMPHITHEATRE AND COMMUNITY SPACE, COVERED SECTION FOR WINTER USE, USE FOR CONDOURSE AND PROVIDE UPGRADED OPEN SPACE WITH PLANTING, TREES, GRASS AND PAVING

BOWLING CLUB

RETAIN EXISTING CLUBHOUSE AND MAIN GREENS. REMOVE REAR PORTION TO IMPROVE ACCESS IN PARK. FURTHER SCREEN PLAYING AREA CLUB BOUNDARY

CHILDRENS PLAYGROUND

REPLANT PLAYGROUND TO REFLECT HISTORIC PARK PLANTING

OPEN SPACE AREA

REPLANT AND EXISTING PLANTING

ENTRANCE

RE DIRECT PATHWAY TO PROVIDE A FRAME FOR THE PARK ENTRANCE

VICTORIA PARK

STAGE ONE

PLAN OF MANAGEMENT

5.4 IMPLEMENTATION STRATEGIES

A number of physical changes are required in Victoria Park to fully realise its potential as an important, high quality local park. These improvements are presented in the Masterplan for Victoria Park (refer to Section 5.3). Implementation of the proposed physical changes need to be staged to minimise the impact on Park users and be in accordance with the availability of funds. Two stages have been devised for implementation of the Plan of Management for Victoria Park. However, these could be altered to suit Council's works programmes.

Stage One includes completion of the northern sections of the Park, which includes the most important recreational facilities. It is anticipated that this would occur in years 1 to 3 of implementation of the Plan of Management. It includes the following measures, in order of priority:

1. establishment of the historic vista through planting;
2. readjustment and planting around the swimming pool boundary;
3. construction of depression for improved drainage and footbridge;
4. relocation of the kiosk to within the main building of the swimming pool;
5. remodelling of the swimming pool complex including upgrading the building and grounds;
6. removal of practice green (car park) and second green in bowling club area and provision of new car parking area for bowlers.

Stage Two would be implemented in years 4 and 5 to complete the Masterplan for Victoria Park. It includes the following proposals:

1. establishment of upgraded children's playground;
2. establishment of community amphitheatre;
3. realignment of pathway system;
4. planting in community open space and along boundaries;
5. new entrance treatments;
6. establishment of new use in Gatehouse;
7. formation of two tiered system for Lake Northam.

5.5 MANAGEMENT STRATEGIES

For effective implementation and staging of the proposals outlined in the Masterplan, management strategies are described for each of the key areas of the Park. All funding avenues should be closely investigated and applications registered or sponsors sought to enable Council to implement the Plan and the community to gain real benefits.

The key areas are: the swimming pool; gatehouse; historic avenue and Lake Northam; bowling club; and, open space areas. Each is described as follows.

Swimming Pool

Council should immediately commission a detailed evaluation of designs for a new structure within the swimming pool complex. The new design should include a rationalisation of the existing internal spaces to provide efficient change rooms, foyer and entrance area, office space, gymnasium, kiosk and amphitheatre stage facilities. Investigations and designs of appropriate covers to the external areas should be included in the evaluation. Options for increasing the swimming season and provision of sun protection also need to be examined. This design needs to be sensitive in order to enhance and complement the visual character of the Park landscape.

The grounds of the swimming pool area should be designed to complement the main building as well as the overall Park landscape. This detail design should be prepared by a landscape architect, as part of the overall redevelopment plan for the swimming pool complex.

The new design should be accompanied by a research and financial analysis to determine the market demand, capital costs, expected revenue generated and management. The most successfully operated council pool complexes are either leased by a private operator or managed by a private operator/agent.

Council recently sought expression of interest for effective management of the swimming pool complex. After short listing the submissions,

Council is now seeking tenders. It is recommended that Council liaise closely with the tenders and clearly indicate the proposals indicated in this Plan of Management. Tenders should submit their documents to suit the management objectives and strategies in this Plan.

The Gatehouse

A detailed analysis of the market is required to predict the success of converting the Gatehouse into a brasserie/kiosk. If the market analysis concludes that this development is a viable option, Council should seek expressions of interest from likely interested developers and renown successful operators. Council must take a proactive role in approaching established successful operators that would be beneficial to the Park.

It is important that the developer understand the implications of the historical significance of the building, the historic avenue and the surrounding landscape. Council should liaise closely with the developer.

Should the market analysis predict that a brasserie/upmarket kiosk be unviable, Council should approach the University of Sydney and options for use by the University investigated. Close liaison with the Department of Conservation and Land Management would be essential to ensure options are permitted under their legislation.

Historic Avenue and Lake Northam

The northern sections of the Park should be detailed in design to enable construction of the Historic Avenue, extension of Lake Northam and installation of the wooden bridge. The design should be prepared by a landscape architect in close liaison with the Heritage Council of NSW, the National Trust (NSW) and according to the Draft Conservation Plan and this Plan of Management for the Park.

Council should liaise with the Sydney Water Board to investigate the implications of the practicality and visibility of installing gross pollutant traps. If these traps are unsuitable, sediment filters should be investigated.

Bowling Club

Council should contact and closely liaise with the Honorary Secretary, and other interested members of the Bowling Club to establish future options for the bowling club. This Plan of Management recommends removal of the infrequently used green and the green that is used as a car park to reduce maintenance labour and costs.

Continued declining membership of the Club, associated financial difficulties and potential increase in the rent may require the Club and Council to reinvestigate the Club's situation in the next five years. One suitable option may be amalgamation with another local Club, such as Erskineville or Balmain. Initial investigations suggest that these Clubs are interested in amalgamation.

Amalgamation of Victoria Park Bowling Club with another local club needs to consider the age and mobility of existing members and their access to other recreational opportunities.

Council provides a community bus service for elderly members. This service could include regular trips to the new amalgamated bowling club.

An onsite social club/community room for existing members of the Bowling Club could be incorporated into the main building of the swimming pool. This activity would generate additional income for Council and provide a facility within the Park for existing social members.

Council must closely liaise with the Department of Conservation and Land Management to ensure that the implications of the lease are fully understood.

Open Space Areas

An independent tree surgeon's report should be prepared in Stage 1 to detail remedial actions and a replacement program for older trees. Immediate action must be taken to revitalise trees in poor condition.

Design and documentation of the open space areas should be completed prior to implementation of Stage 2. This design must reflect the community needs for recreational facilities and coordinate with both the Masterplan and newly constructed areas of the Park.

The facilities for the community amphitheatre within the main building of the swimming pool need to be incorporated into the detail design of the building in Stage 1 of implementation of this Plan. Options for permanently sourcing power from within the building need to be considered for performances that need to be located further south from the building.

Council should carefully consider the options for restoration of the totem pole outlined in conservationist's report. On selection of a preferred option, implementation should be programmed. The present location is unsuitable and a suitable location for the totem pole needs to be sought. This location should reflect the historical significance of the totem pole as well as the landscape setting of its surrounds. Location should be incorporated into the detail design of the Park.

5.6 CAPITAL COSTS

The capital costs associated with the implementation of the Masterplan are outlined in the table below. All costs are estimates and at 1992 prices. The table indicates a total cost of approximately \$1.6 million. These capital costs can be substantially reduced through various funding assistance programs and private sponsors.

ESTIMATED CAPITAL COSTS AND FUNDING OPPORTUNITIES

WORKS	EST. COST	POSSIBLE FUNDING
1. Landscape Works planting for historic vista planting to and new entrances	\$160,000	Heritage Council (Herit. Assistance); Dept. Planning (Greenspace)
2. Swimming Pool Complex new building (excluding cover)	\$240,000	Dept. Sport, Recreat. & Racing (Capital Assistance and Sporting Gd Fund); leasing of complex
3. Lake Northam new formation improved rubbish collection	\$268,000	Water Board; Environmental Trust; University project
4. Footbridge	\$60,000	University project
5. Gatehouse urgent maintenance works conversion to restaurant	\$500,000 \$75,000	Heritage Council (Herit. Assistance); lessee
6. Pathways realign and reconstruct fitness circuit	\$120,000	Private sponsor e.g. National Mutual
7. Lighting	NIL	Sydney Electricity
8. Playground relocate existing pool equipment enhance existing playground	\$80,000	Private sponsor Dept. CALM (Pub. Reserves Manag.)
9. Bowling Club removal of existing club	\$20,000	
TOTAL	\$1.5 MILLION	

5.7 THE ACTION PLAN

The Action Plan identifies tasks which need to be addressed in order to implement the physical changes and management programmes of the Victoria Park Plan of Management. It is essential that the Action Plan involves the active participation of South Sydney City Council, local residents and commercial groups. It is also recommended that liaison with Leichhardt Municipal Council and Sydney University be undertaken and funding and maintenance assistance be sought.

The Action Plan (overleaf) is in the form of a schedule for Stage 1 and Stage 2 that:

- describes the action required;
- identifies the capital costs;
- indicates the staging; and,
- identifies funding sources.

ACTION PLAN - STAGE 1 [Years 1 to 3]

	PROPOSAL DESCRIPTION	ACTION	COSTS [\$'000]	POSSIBLE SOURCES OF FUNDING
1.	Establishment of the historic vista and avenue plantings	<ul style="list-style-type: none"> • Form committee to oversee proposals. • Issue brief for design and documentation of avenue trees 	60	Heritage Council and Department of Planning (Greenspace grant).
2.	Readjustment and planting around boundary of the swimming pool	<ul style="list-style-type: none"> • Detailed design required. • Re-organisation of spaces. • Relocation of playground and pool kiosk. 	Costs included in Item 1 above	As above
3.	Construction of depression for improved drainage and footbridge to Lake Northam	<ul style="list-style-type: none"> • Clean up and new planting • Pollutant traps organised with Water Board 	60	Water Board assistance. University project for footbridge.
4.	Relocation of kiosk to within main building of swimming pool.	<ul style="list-style-type: none"> • Prepare sketch design in conjunction with Item no. 5 	Costs included in Item 5 below.	Conditional on lease.
5.	Remodelling of the swimming pool including upgrading of building and grounds.	<ul style="list-style-type: none"> • Prepare lease documents. • Call for expression of interest based on approved design. 	240	Department of Sport, Rec'n & Racing. Additional funds conditional on lease.
6.	Removal of practice green and second green in bowling club area and provision of a new carparking area.	<ul style="list-style-type: none"> • Negotiation with Bowling Club for re-use of sandstone footing for gatehouse reconstruction. 	20	Funds by Council under park maintenance.

ACTION PLAN - STAGE 2 [Years 3 to 5]

	PROPOSAL DESCRIPTION	ACTION	COSTS [\$'000]	POSSIBLE SOURCE S OF FUNDING
1.	Landscape works - upgrading of garden beds, tree planting, and upgraded childrens playground	<ul style="list-style-type: none"> • Committee to oversee proposals. • Issue brief for detailed design & documentation. • Arrange tenders and construction. 	60	Heritage Council & Department of Planning (Greenspace). Department of Sport, Rec'n & Racing.
2.	Community Amphitheatre. [use portable stage and equipment]	<ul style="list-style-type: none"> • Commission design brief for portable stage and services supply. 	40	Department of Sport, Rec'n & Racing. Australia Council.
3.	Lake Northam - new formation	<ul style="list-style-type: none"> • Detailed design and hydraulic study required. • Retention system to lower pond. 	268	Environ'l Trust Grant. Water Board.
4.	Bowling Club - Relocation and amalgamation with an existing club	<ul style="list-style-type: none"> • Negotiate membership transfer with club. 	Subject to Council's transport costs.	Department of Sport Rec'n & Racing.
5.	Re-align pathways to new patterns and upgrade existing facilities	<ul style="list-style-type: none"> • Detailed design required including fitness track location. 	120	Possible sponsorship of fitness track.
6.	Lighting	<ul style="list-style-type: none"> • Liaise with University re light study and new detailed design. 	No Allowance	Sydney Electricity. to co-ordinate capital costs.
7.	Playgrounds Relocate existing playground and enhance new playground	<ul style="list-style-type: none"> • Detailed design required 	80	Council's internal funds Possible private sponsorship.
8.	Gatehouse Conservation of Building and establishment of new use.	<ul style="list-style-type: none"> • Active marketing programme required to desirable/ successful operators. 	575*	Negotiation with Lessee, Heritage Council, University of Sydney.

* FIGURE SUPPLIED BY OTHERS - MAY REQUIRE FURTHER RESEARCH

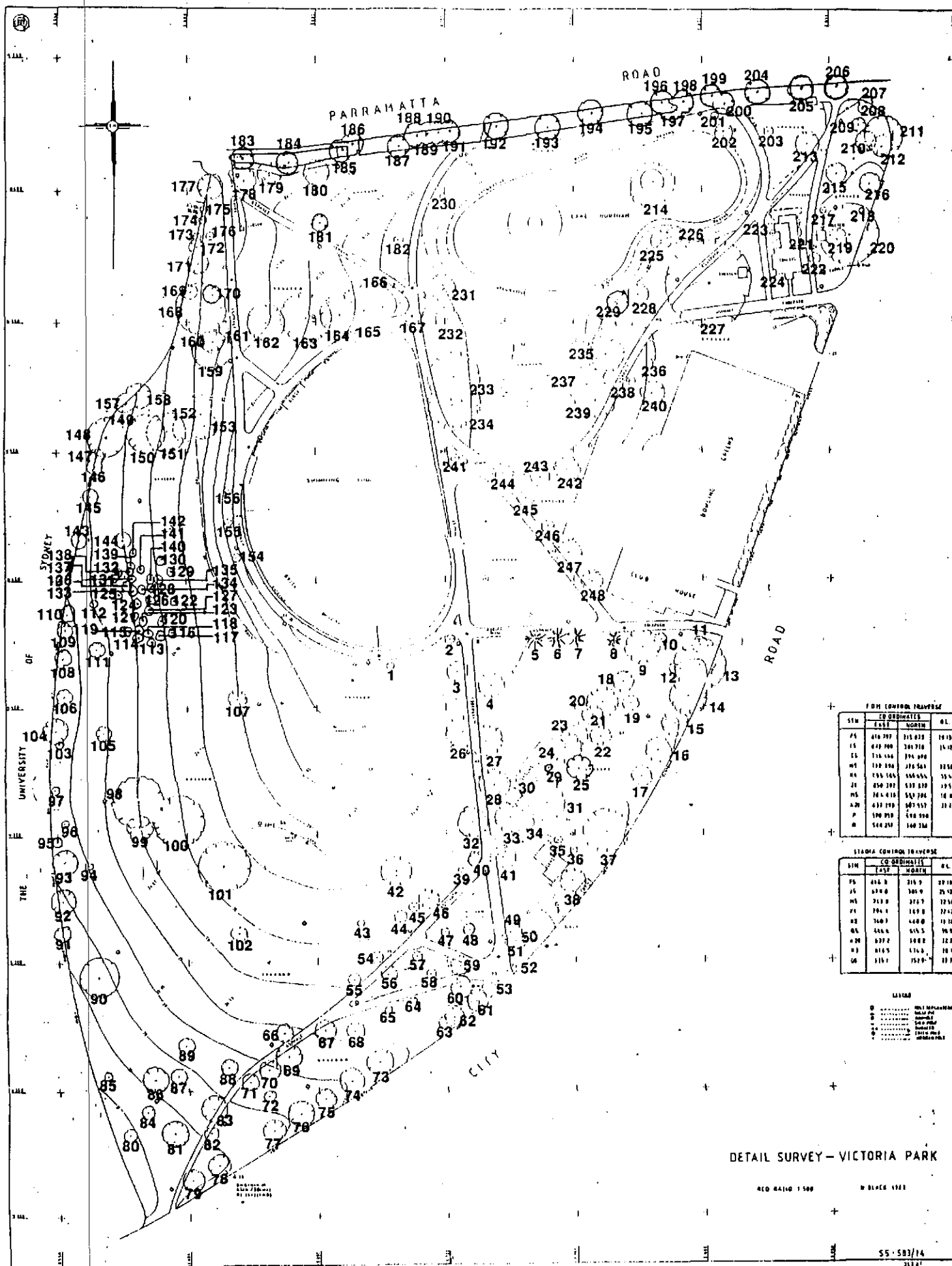
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APPENDICES

APPENDIX A

VEGETATION SURVEY OF VICTORIA PARK



FOR COMMON TRANSFORM				
STN	COORDINATES		ELEVATION	
	EAST	NORTH	FT	M
15	410 797	315 810	1010	
16	410 790	315 710	1010	
17	410 790	315 710	1010	
18	410 790	315 710	1010	
19	410 790	315 710	1010	
20	410 790	315 710	1010	
21	410 790	315 710	1010	
22	410 790	315 710	1010	
23	410 790	315 710	1010	
24	410 790	315 710	1010	
25	410 790	315 710	1010	
26	410 790	315 710	1010	
27	410 790	315 710	1010	
28	410 790	315 710	1010	
29	410 790	315 710	1010	
30	410 790	315 710	1010	
31	410 790	315 710	1010	
32	410 790	315 710	1010	
33	410 790	315 710	1010	
34	410 790	315 710	1010	
35	410 790	315 710	1010	
36	410 790	315 710	1010	
37	410 790	315 710	1010	

STATION COMMON TRANSFORM				
STN	COORDINATES		ELEVATION	
	EAST	NORTH	FT	M
15	410 797	315 810	1010	
16	410 790	315 710	1010	
17	410 790	315 710	1010	
18	410 790	315 710	1010	
19	410 790	315 710	1010	
20	410 790	315 710	1010	
21	410 790	315 710	1010	
22	410 790	315 710	1010	
23	410 790	315 710	1010	
24	410 790	315 710	1010	
25	410 790	315 710	1010	
26	410 790	315 710	1010	
27	410 790	315 710	1010	
28	410 790	315 710	1010	
29	410 790	315 710	1010	
30	410 790	315 710	1010	
31	410 790	315 710	1010	
32	410 790	315 710	1010	
33	410 790	315 710	1010	
34	410 790	315 710	1010	
35	410 790	315 710	1010	
36	410 790	315 710	1010	
37	410 790	315 710	1010	

LEGEND

- OPEN SPACE
- BUSH
- BUILDING
- ROAD
- RAILWAY
- STREAM
- FENCE
- BOUNDARY

DETAIL SURVEY - VICTORIA PARK

RED RATIO 1:500

N BLACK 1983

55-583/14

11/11

VICTORIA PARK
PLAN OF MANAGEMENT

VEGETATION SURVEY

list NO.	BOTANICAL NAME	COMMON NAME	HEIGHT	CONDITION
1.	Melaleuca styphelioides	Prickly Paperbark	4.0	Good
2.	Melaleuca styphelioides	Prickly Paperbark	4.0	Good
3.	Eucalyptus sp.	Gum Tree	9.0	Good
4.	Phoenix canariensis	Canary Island Date Palm	8.0	Good
5.	Phoenix canariensis	Canary Island Date Palm	8.0	Good
6.	Phoenix canariensis	Canary Island Date Palm	8.0	Good
7.	Phoenix canariensis	Canary Island Date Palm	8.0	Good
8.	Phoenix canariensis	Canary Island Date Palm	8.0	Good
9.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
10.	Phoenix canariensis	Canary Island Date Palm	8.0	Good
11.	Brachychiton acerifolius	Illawarra Flame Tree	7.0	Good
12.	Quercus robur	English Oak	10.0	Good
13.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
14.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
15.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
16.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
17.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
18.	Lophostemon confertus	Brushbox	8.0	Good
19.	Lophostemon confertus	Brushbox	8.0	Good
20.	Lophostemon confertus	Brushbox	8.0	Good
21.	Lophostemon confertus	Brushbox	8.0	Good
22.	Lophostemon confertus	Brushbox	8.0	Good
23.	Lophostemon confertus	Brushbox	8.0	Good
24.	Lophostemon confertus	Brushbox	8.0	Good
25.	Lophostemon confertus	Brushbox	8.0	Good
26.	Syncarpia glomulifera	Turpentine	10.0	Good
27.	Syncarpia glomulifera	Turpentine	10.0	Good
28.	Syncarpia glomulifera	Turpentine	10.0	Good
29.	Livistona australis	Cabbage Tree Palm	8.0	Good
30.	Lophostemon confertus	Brushbox	8.0	Good
31.	Lophostemon confertus	Brushbox	8.0	Good
32.	Syncarpia glomulifera	Turpentine	10.0	Good
33.	Lophostemon confertus	Brushbox	8.0	Good
34.	Lophostemon confertus	Brushbox	8.0	Good
35.	Tristaniaopsis laurina	Water Gum	4.0	Good
36.	Tristaniaopsis laurina	Water Gum	4.0	Good
37.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
38.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
39.	Cupressus sempervirens	Cypress Pine	8.0	Good
40.	Unknown	Deciduous	5.0	Fair
41.	Araucaria heterophylla	Norfolk Island Pine	12.0	Fair
42.	Ficus rubiginosa	Port Jackson Fig	8.0	Good
43.	Livistona australis	Cabbage Tree Palm	8.0	Good
44.	Brachychiton acerifolius	Illawarra Flame Tree	5.0	Good
45.	Ficus rubiginosa	Port Jackson Fig	9.0	Good
46.	Unknown	Deciduous	6.0	Good
47.	Cupressus sempervirens	Cypress Pine	8.0	Good
48.	Ficus rubiginosa	Port Jackson Fig	8.0	Good
49.	Jacaranda mimosifolia	Jacaranda	8.0	Good
50.	Phoenix sp x 2	Date Tree	9.0	Good
51.	Phoenix roebelenii	Pygmy Date Palm	6.0	Good
52.	Cordyline sp.	Palm Lily	3.0	Fair
53.	Cordyline sp.	Palm Lily	3.0	Fair
54.	Eucalyptus scoparia	Wallangarra White Gum	5.0	Good

list NO.	BOTANICAL NAME	COMMON NAME	HEIGHT	CONDITION
55.	Unknown		7.0	Good
56.	Eucalyptus maculata	Spotted Gum	12.0	Good
57.	Eucalyptus maculata	Spotted Gum	12.0	Good
58.	Eucalyptus maculata	Spotted Gum	12.0	Good
59.	Eucalyptus botryoides	Bangalay	9.0	Good
60.	Eucalyptus maculata	Spotted Gum	7.0	Good
61.	Unknown		10.0	Good
62.	Unknown		10.0	Good
63.	Cinnamomum camphora	Camphor Laurel	10.0	Good
64.	Eucalyptus maculata	Spotted Gum	7.0	Good
65.	Eucalyptus maculata	Spotted Gum	7.0	Good
66.	Lophostemon confertus	Brushbox	10.0	Good
67.	Lophostemon confertus	Brushbox	10.0	Good
68.	Ficus rubiginosa	Port Jackson Fig	7.0	Good
69.	Lophostemon confertus	Brushbox	10.0	Good
70.	Lophostemon confertus	Brushbox	10.0	Good
71.	Lophostemon confertus	Brushbox	10.0	Good
72.	Unknown		8.0	Good
73.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
74.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
75.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
76.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
77.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
78.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
79.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
80.	Agathis robusta	Queensland Kauri	15.0	Fair
81.	Lophostemon confertus	Brushbox	10.0	Good
82.	Syncarpia glomulifera	Turpentine	6.0	Good
83.	Lophostemon confertus	Brushbox	10.0	Good
84.	Grevillea robusta	Silky Oak	12.0	Good
85.	Brachychiton acerifolius	Illawarra Flame Tree	1.0	Good
86.	Unknown		8.0	Good
87.	Ficus rubiginosa	Port Jackson Fig	8.0	Good
88.	Quercus ilex	Holly Oak	8.0	Good
89.	Cinnamomum camphora	Camphor Laurel	8.0	Good
90.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
91.	Podocarpus falcatus	Yellow Wood	8.0	Good
92.	Brachychiton acerifolius	Illawarra Flame Tree	6.0	Good
93.	Eucalyptus sp.	Gum Tree	7.0	Good
94.	Melaleuca styphelioides	Prickly Paperbark	8.0	Good
95.	Melaleuca styphelioides	Prickly Paperbark	8.0	Good
96.	Eucalyptus sp.	Gum Tree	8.0	Good
97.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
98.	Ficus rubiginosa	Port Jackson Fig	8.0	Good
99.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
100.	Ficus rubiginosa	Port Jackson Fig	7.0	Good
101.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
102.	Ficus rubiginosa	Port Jackson Fig	7.0	Good
103.	Eucalyptus sp.	Gum Tree	5.0	Good
104.	Podocarpus falcatus	Yellow Wood	7.0	Good
105.	Eucalyptus sp.	Gum	7.0	Good
106.	Eucalyptus maculata	Spotted Gum	12.0	Good
107.	Ficus rubiginosa	Port Jackson Fig	5.0	Good
108.	Eucalyptus sp.	Gum Tree	6.0	Good

1st NO.	BOTANICAL NAME	COMMON NAME	HEIGHT	CONDITION
109.	<i>Podocarpus falcatus</i>	Yellow Wood	6.0	Good
110.	<i>Celtis australis</i>	Nettle Tree	10.0	Good
111.	<i>Casuarina</i> sp.	Sheoak	12.0	Good
112.	<i>Casuarina</i> sp.	Sheoak	12.0	Good
113.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
114.	<i>Eucalyptus botryoides</i>	Bangalay	4.0	Good
115.	<i>Eucalyptus botryoides</i>	Bangalay	4.0	Good
116.	<i>Eucalyptus nicholii</i>	Willow Leaf Peppermint	4.0	Good
117.	<i>Eucalyptus nicholii</i>	Willow Leaf Peppermint	4.0	Good
118.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
119.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
120.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
121.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
122.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
123.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
124.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
125.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
126.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
127.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
128.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
129.	<i>Eucalyptus</i> sp.	Gum Tree	4.0	Good
130.	<i>Eucalyptus</i> sp.	Gum Tree	4.0	Good
131.	<i>Eucalyptus botryoides</i>	Bangalay	4.0	Good
132.	<i>Eucalyptus botryoides</i>	Bangalay	4.0	Good
133.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
134.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
135.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
136.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
137.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
138.	<i>Eucalyptus botryoides</i>	Bangalay	4.0	Good
139.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
140.	<i>Casuarina</i> sp.	Sheoak	5.0	Good
141.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
142.	<i>Eucalyptus maculata</i>	Spotted Gum	4.0	Good
143.	<i>Olea europaea</i>	European Olive	6.0	Good
144.	<i>Eucalyptus botryoides</i>	Bangalay	8.0	Good
145.	<i>Quercus palustris</i>	Pin Oak	10.0	Good
146.	<i>Quercus palustris</i>	Pin Oak	10.0	Good
147.	<i>Ficus rubiginosa</i>	Port Jackson Fig	8.0	Good
148.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
149.	<i>Syagrus romanzoffianum</i>	Cocos Palm	10.0	Fair
150.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
151.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
152.	<i>Ficus rubiginosa</i>	Port Jackson Fig	9.0	Good
153.	<i>Ficus rubiginosa</i>	Port Jackson Fig	9.0	Good
154.	<i>Melaleuca styphelioides</i>	Prickly Paperbark	4.0	Good
155.	<i>Melaleuca styphelioides</i>	Prickly Paperbark	4.0	Good
155.	<i>Melaleuca styphelioides</i>	Prickly Paperbark	4.0	Good
157.	<i>Metrosideros excelsa</i>	N.Z. Christmas Bush	9.0	Good
158.	<i>Metrosideros excelsa</i>	N.Z. Christmas Bush	5.0	Fair
159.	<i>Olea europaea</i>	European Olive	8.0	Good
160.	<i>Olea europaea</i>	European Olive	5.0	Good
161.	<i>Ficus rubiginosa</i>	Port Jackson Fig	9.0	Good
162.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good

list NO.	BOTANICAL NAME	COMMON NAME	HEIGHT	CONDITION
163.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
164.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
165.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
166.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
167.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
168.	<i>Ficus rubiginosa</i>	Port Jackson Fig	9.0	Good
169.	<i>Quercus ilex</i>	Holly Oak	9.0	Good
170.	<i>Ficus rubiginosa</i>	Port Jackson Fig	9.0	Good
171.	Unknown		8.0	Good
172.	<i>Quercus palustris</i>	Pin Oak	10.0	Good
173.	<i>Quercus palustris</i>	Pin Oak	5.0	Good
174.	<i>Quercus palustris</i>	Pin Oak	10.0	Good
175.	<i>Quercus palustris</i>	Pin Oak	10.0	Good
176.	<i>Populus sp.</i>	Poplar	6.0	Good
177.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
178.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
179.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
180.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
181.	<i>Brachychiton acerifolius</i>	Illawarra Flame Tree	2.0	Good
182.	Unknown			
183.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
184.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
185.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
186.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
187.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
188.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
189.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
190.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
191.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
192.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
193.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
194.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
195.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
196.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
197.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
198.	<i>Platanus x hybrida</i>	London Plane Tree	10.0	Good
199.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
200.	<i>Lophostemon confertus</i>	Brushbox	8.0	Good
201.	<i>Syncarpia glomulifera</i>	Turpentine	7.0	Good
202.	<i>Schinus ariera</i>	Peppercorn Tree	6.0	Good
203.	Unknown			
204.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
205.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
206.	<i>Ficus rubiginosa</i>	Port Jackson Fig	10.0	Good
207.	<i>Lophostemon confertus</i>	Brushbox	7.0	Good
208.	<i>Brachychiton acerifolius</i>	Illawarra Flame Tree	7.0	Good
209.	<i>Cupressus sempervirens</i>	Cypress Pine	10.0	Good
210.	<i>Lophostemon confertus</i>	Brushbox	9.0	Good
211.	<i>Lophostemon confertus</i>	Brushbox	7.0	Good
212.	<i>Pinus radiata</i>	Monterey Pine	12.0	Fair
213.	<i>Quercus ilex</i>	Holly Oak	8.0	Good
214.	<i>Salix babylonica</i>	Weeping Willow	7.0	Good
215.	<i>Cinnamomum camphora</i>	Camphor Laurel	8.0	Good
216.	<i>Ficus rubiginosa</i>	Port Jackson Fig	7.0	Good

list NO.	BOTANICAL NAME	COMMON NAME	HEIGHT	CONDITION
217.	Jacaranda mimosifolia	Jacaranda	5.0	Fair
218.	Ficus rubiginosa	Port Jackson Fig	9.0	Good
219.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
220.	Ficus rubiginosa	Port Jackson Fig	8.0	Good
221.	Unknown			
222.	Populus nigra 'Italica'	Lombardy Poplar	6.0	Good
223.	Livistona australis	Cabbage Tree Palm	6.0	Good
224.	Cupressus sempervirens	Cypress Pine	8.0	Good
225.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
226.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
227.	Ficus rubiginosa	Port Jackson Fig	11.0	Good
228.	Ficus rubiginosa	Port Jackson Fig	8.0	Good
229.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
230.	Brachychiton acerifolius	Illawarra Flame Tree	5.0	Good
231.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
232.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
233.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
234.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
235.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
236.	Ficus rubiginosa	Port Jackson Fig	10.0	Good
237.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
238.	Ficus rubiginosa	Port Jackson Fig	6.0	Good
239.	Morus alba	White Mulberry	6.0	Good
240.	Morus alba	White Mulberry	6.0	Good
241.	Cupressus sempervirens	Cypress Pine	8.0	Good
242.	Quercus palustris	Pin Oak	8.0	Good
243.	Quercus palustris	Pin Oak	8.0	Good
244.	Lophostemon confertus	Brushbox	8.0	Good
245.	Lophostemon confertus	Brushbox	8.0	Good
246.	Lophostemon confertus	Brushbox	8.0	Good
247.	Lophostemon confertus	Brushbox	8.0	Good
248.	Lophostemon confertus	Brushbox	8.0	Good

APPENDIX B

COMMENTS ON THE LEASE ARRANGEMENTS & THE MARKET ENVIRONMENT OF THE BOWLING CLUB, SWIMMING POOL, & GATEHOUSE

by PRICE WATERHOUSE URWICK
March 1992

VICTORIA PARK PLAN OF MANAGEMENT

Comments on:

Bowling Club
Swimming Pool
Gate House

Prepared for:

Environmental Partnership Pty Ltd
by
Price Waterhouse Urwick

March 1992

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1. INTRODUCTION

South Sydney Municipal Council has commissioned Environmental Partnership to prepare a Plan of Management for Victoria Park, Sydney. Price Waterhouse Urwick are sub-consultants to Environmental Partnership, and have been asked to comment on lease arrangements and the market environment for three activities within the Park: The Bowling Club, Swimming Pool and Gate House.

The comments provided are based on discussions with the operators of the facilities, interviews with operators of similar facilities in Sydney and review of information provided by South Sydney Municipal Council. We have not undertaken extensive market research nor detailed financial and operational assessments of the current activities.



2. VICTORIA PARK BOWLING CLUB

2.1 Description

Victoria Park Bowling Club is located in the north eastern corner of Victoria Park. The Club and bowling greens were established in the 1840s. In the 1960's Council replaced the club house and developed the car park and an additional bowling green. The Club and greens occupy an area of approximately 0.5 hectares.

The Club originally had three bowling greens, the practice green is now used for car parking. Vehicle access to the Club is available from the Princes Highway (City Road) just south of the intersection with Parramatta Road.

2.2 Lease Arrangements

The site and premises occupied by the Victoria Park Bowling Club are subject to 2 separate leases:

- (1) The bowling greens, club house and practice green (car park), are leased from the Department of Conservation and Land Management (CALM).

The Club holds a special lease in perpetuity (No. 1960-228 Metropolitan), which was gazetted on September 30, 1961. The initial rent was 700 pounds per annum. The Club currently pays \$4,750 per annum.

We understand from CALM that leases in perpetuity are difficult to revoke unless there has been a serious infringement of the lease



conditions or the lessee forfeits the right to the land. Revocation requires Cabinet approval and political considerations tend to dominate. We also understand that revocation could be subject to legal challenge.

- (2) The access driveway and a small corner of one of the bowling greens is leased from South Sydney Municipal Council. This area was first granted to the Club in December 1979. The current lease was executed on July 1, 1990 for a three year period. It will expire on June 30, 1993.

The annual rent payable at the commencement of the lease was \$100. This is subject to annual CPI adjustment.

The rental from both leases is considered to be consistent with the rents paid by most Clubs that occupy Crown or Council owned land. Increasing emphasis by Local and State Government on 'user pays' and market rent policies is likely to result in rental levels for many leasehold properties being increased significantly at the expiration of current leases.

2.3 Membership and Performance

We understand that membership of the Club has declined over the last decade and that there are currently around 60 members.

2.4 Market Trends

A number of inner city Bowling Clubs were contacted as part of our research. Our main findings are summarised below:



3. Most Clubs are currently reviewing their operations with consideration being given to:

- Amalgamating with other Clubs.
- Admitting women to full membership.
- Restructuring membership fees and payment methods to try and make them more attractive.
- Increased marketing and targeting of younger age groups, including schools.
- Targeting the functions market.
- Contracting out or closing services, particularly catering.
- Introducing a professional manager/management company.
- Increasing the number and size of tournaments and inviting other Clubs to participate.

Of the Inter-city Clubs contacted, Leichhardt Bowling Club was the only Club experiencing growth. The Club attributes their growth to:

- Lower membership fees (\$10 per annum)
- Targeting younger age groups - teenagers/early 20's, 40's & 50's.
- Professional management
- Effective marketing
- Hosting tournaments and events.

Both Balmain and Kensington Bowling Clubs have indicated that they would consider amalgamation with another Club. Balmain Bowling Club has around 460 members and showed an \$18,000 profit last year. Membership of the Club has increased slightly in recent years. The Club owns its own grounds and facilities and, being the oldest Club in the State, would prefer to carry on the tradition and continue with its



1. Membership of the inner city Clubs is generally on the decline, particularly amongst male members. This is believed to be largely due to:

- . Change in the population structure of the area, particularly aging of the population resulting in people being too old to play as well as the outward migration of 'younger' retirees from the area.
- . Perception that bowls is a sport for elderly people.
- . Lack of promotion of the sport both by individual clubs and by the sport overall.
- . Close-knit nature of the Clubs, making it difficult for new-comers to feel at ease.
- . Limited facilities and activities available at the Clubs, particularly in comparison to Leagues Clubs and RSL Clubs.
- . Depressed economic conditions. There is less discretionary income available for leisure activities.

2. Clubs are experiencing financial difficulties. Reasons given for this include:

- . Decreasing revenues due to falling membership, falling patronage of facilities and activities, increased competition and lower per capita spending.
- . Increasing capital and operating costs.
- . High cost of debt funds in recent years.
- . Volunteer, rather than professional management.
- . Increasing pressure from lessors for increased rents.



3. Most Clubs are currently reviewing their operations with consideration being given to:

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- . Admitting women to full membership.
- . Restructuring membership fees and payment methods to try and make them more attractive.
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premises. Kensington Bowling Club, has around 170 members and is experiencing a decline in total numbers. Five years ago the Club had around 280 members. The Club recently granted women membership in an effort to increase numbers. In 1991, the Club traded poorly resulting in a loss of \$2,000. The Club and greens are leased from Randwick Council for \$2,400 pa.

2.5 Considerations

Factors to be taken into consideration in determining the future of the Club include:

- . The importance of the Club in the social infrastructure of the area.
- . The age structure of the existing membership, their level of mobility and accessibility to recreation opportunities.
- . Changing demographic structure of the inner city area, particularly the implications of the development of Ultimo - Pyrmont area.
- . With professional management and effective marketing, Bowling Clubs can trade profitably. This provides the opportunity to increase rent levels.
- . There are other Clubs in the inner city that are receptive to the concept of amalgamation. Amalgamation may however be difficult to achieve.
- . Whether the existing facility will be replaced by other facilities which are both revenue and employment generating and contribute to the social and recreation infrastructure of the area.
- . The difficulty of revoking the lease unless there has been a breach of the lease conditions or it is requested by the lessee.



3. VICTORIA PARK SWIMMING POOL

3.1 Description

The pool complex is located centrally in Victoria Park. The pool was opened in 1955 and most of the pool buildings date from this period. The complex occupies an area of 0.73 hectares. Facilities available include:

Main Pool - This is a 55 yard pool that has not been modified to the 50 metres international standard. In its current form, the pool is not suitable for competitive events.

Wading Pool

Male & Female Change Rooms - Much of the space available is surplus to current needs. It presents a security problems and attracts vandalism. The change rooms were designed with a flat roof to allow spectator seating and sunbathing. Access to the roof is now closed, however, the roof area is occasionally used as a stage for events held in the Park.

Gymnasium - Part of the male change room was converted to a gymnasium about 2 years ago. The gymnasium is fully equipped but is not open to the public due to staffing and administrative constraints.

Children's Playground - Small fenced playground area with modern equipment. There are no child minding facilities at the pool and, as this is a safe area, and mothers leave their children in the playground while they have a quick swim.

Shade Shelters



Kiosk - This is leased for the 1991-92 season to TS & YM Laming. The rent for this period is \$6,363.23. The kiosk provides basic takeaway foods, refreshments and confectionary. It generally only operates during busy periods, although the owners have an arrangement with pool staff who notify them if the pool usage is higher than anticipated. The kiosk also services the Park. The food range offered by the kiosk is limited and considerable opportunities exist to improve the business.

There is no car parking available near the pool.

3.2 Performance

Performance information available from South Sydney Council is limited

3.2.1 Admissions

The pool is not heated, and operates only during the warmer months, generally from September through to May.

Admission figures for the last 3 seasons were as follows:

	1989/90	1990/91	Sept-Dec 1991
Adults	52,103	61,588	8,051
Children & Concessions	<u>14,699</u>	<u>18,569</u>	<u>4,527</u>
Total	<u>72,472</u>	<u>80,157</u>	<u>12,518</u>

Source: South Sydney Municipal Council

Due to inclement weather, admissions were very low in the first half of the 1991/92 season.



3.2.2 Employment

Council employees 8 staff for pool operations: a manager, two senior supervisors, three pool attendants and two cashiers. The cashiers are only employed during the swimming season and laid-off during winter. The pool manager is employed at the pool throughout the year. Other staff are employed at the pool on a 'as-required' basis and are generally moved to other Council Departments during the off-season. The number of staff employed is comparable to other pool complexes in Sydney. According to pool managers contacted, it is not general practice for the majority of pool workers to be permanent employees. Generally only the manager and one supervisor are permanent employees, with the remainder being casual or part-time workers.

3.2.3 Financial Performance

	Seasons	
	1989/90	1990/91
Revenue	100,620	148,390
Expenditure	<u>395,820</u>	<u>422,172</u>
Profit (Loss)	(295,200)	(273,789)

Source: South Sydney Municipal Council

The budget for 1992 is:

Revenue	\$163,500
Expenditure:	
Labour	\$146,950
Plant Hire	18,000
Stores	96,412
Contractors	6,000
Sundries	16,087
Periodical Accounts	<u>23,613</u>
Total	<u>\$307,062</u>
Profit/(Loss)	(\$143,562)



The budgeted loss for 1992 is considerably lower than the actual losses experienced during the last two seasons. Council has budgeted for a 10.2% increase in income and a 27.3% decrease in expenditure over the 1990/91 season. [Note: these figures should be regarded as indicative only as they apply to the 1990/91 financial year and the 1992 calendar year].

The revenue and expenditure budgets are consistent with budgets for other pool complexes with similar facilities and of a similar age.

3.2.4 Factors Affecting Performance

There are a number of factors which restrict the performance of the pool complex:

- Imperial size rather than metric size, rendering the pool unsuitable for competitive swimming or competition training. These are major activities and significant revenue generators at other pool complexes.

- No parking at the Pool. This problem is further compound by clearway restrictions on the surrounding roads, which limits parking to 9.30am to 3pm. Peak usage periods for swimming pools are usually early morning and late afternoon-early evening. At these times there is virtually no parking available within easy walking distance of the Victoria Park pool.

- Pool is not covered or heated and performance is highly susceptible to the weather.

- Dated design of the change-room facilities which increases operating and maintenance costs.



Pool presentation of the kiosk and limited product range available. The appeal of the kiosk could be greatly improved by:

- . facade treatment of the building.
- . provision of outdoor seating areas both inside and outside the pool.
- . landscaping, paving, pergolas and attractive dining furniture.
- . electric barbecue - char grill in the pool complex.
- . serving light meals, including breakfasts and sunday brunches.

Competition from other indoor, heated pools, particularly the Sydney University Pool.

3.4 Management

There are essentially three forms of management currently used by local Council for pool operations.

The pool is operated by Council and staff are Council employees. In most cases the kiosk is leased to a private operator.

The pool complex including the kiosk, is leased to a private operator. Council pays for the major capital works and maintenance, and in some cases agreed selected operating costs, with the lessee meeting labour and other operating costs.

Council enters into a management contract with a private operator or management company. The manager is responsible for the operation of the pool and kiosk including the provision of labour.



South Sydney Council is currently reviewing the management structure and has recently called for expressions of interest from firms and individuals interested in managing or leasing the Pool.

3.5 Performance of other Pool Complexes

Our research indicates that swimming pool complexes throughout the Sydney Metropolitan area typically run at a loss. For a 50 metre pool plus wading pool and amenities, losses tend to range from \$100,000 to around \$200,000pa. Labour is the major cost with the structure of the Local Government award system being a significant contributing factor. South Sydney Council's 1992 expenditure budget for Victoria Park Pool is in-line with figures from other pools. Expenditure for the two preceding seasons appears to be higher than the norm. This could be due to extra-ordinary maintenance or capital works expenditure.

Many of the pools throughout Sydney are now 30 to 40 years old and require major refurbishment. A number of Councils are investigating redevelopment options for their pool complexes, with the emphasis turning away from rectangular - Olympic standard pools to combination pools with training and competition facilities plus a free form area for families and recreation swimming.

Kiosks tend to be leased out to private operators or run by the swimming clubs. For outdoor pools, annual kiosk rents vary markedly, from a few thousand dollars for a pool with low patronage to around \$15,000 dollars for popular areas. Leases are generally on a 3 year period.



Most pools also offer coaching rights with annual coaching licence fees generally ranging from \$500 to \$3,000. Discussions with a number of pool operators indicate that these fees are probably too low as a good coach will generate this turnover in the first few weeks of operation.



4. GATE HOUSE

4.1 Background

The Gatehouse in Victoria Park, is located near the intersection of the Princess Highway (City Road) and Parramatta Road (Broadway). The gate house was converted to public toilets in 1936. The toilets are open between 9am and 5pm daily and Council employs an attendant to supervise the female toilets.

It has been suggested that the gatehouse could be converted for use as either a restaurant/brasserie or child care centre.

The advantages and disadvantages of the buildings for each of these uses are discussed below.

4.2 Restaurant

4.2.1 Advantages

- . Interesting and potential attractive appearance of the buildings.
- . Park setting. The attractiveness of the buildings could be further enhanced by establishing gardens and an outdoor eating area.
- . Highly visible from major traffic thoroughfares.
- . No other opportunities to dine in a park in this area of Sydney.
- . High volume of pedestrian traffic passing through the Park.

4.2.2 Disadvantages

- . Located adjacent to a major traffic intersection resulting in traffic noise and fumes. These factors, plus the visual intrusion of the traffic, could



decrease the attractiveness of the area if they are not appropriately addressed in the design and landscaping of the complex.

Very limited vehicle access and no parking adjacent to the buildings.

Princess Highway and Parramatta Road could form a barrier to pedestrian movements.

Competition from established restaurants in areas surrounding the park, including Sydney University, Glebe Point Road, China Town, Newtown and the pub hotels along Parramatta Road and Cleveland Street.

University Students account form a large proportion of the traffic through the Park. In general, students have low disposable incomes and their propensity to patronise a restaurant could be low.

Park usage is very weather dependent.

Stigma of being a former restroom complex.

4.2.3 Factors to be Addressed

The success of restaurants is dependent on a wide variety of factors including: the type of cuisine, quality of both the cuisine and service, price, location, atmosphere and appearance of the restaurant and marketing. Given the interplay of factors involved and without undertaking detailed market research it is not possible to venture an opinion as to the likely success of converting the restrooms into a restaurant.

If the restrooms are however to be used for a restaurant then the following factors need to be considered:

Minimum of 50 seats, indoors, plus outdoor seating.

Provision of parking, in close proximity to the restaurant.

Provision of indoor and outdoor dining areas.



- . Establishment of a garden setting and the use of landscaping to minimise the visual impacts of the adjoining roads.
- . Signposting of the restaurant throughout the Park.
- . Possible clustering of other activities around the restaurant.
- . Lighting and security of the premise.
- . Ensuring that back-of-house facilities are adequate to enable an efficient operation.
- . Ensuring that the layout is suitable for functions.
- . Effective marketing and promotion of the restaurant, particularly immediately prior to opening. The character of the buildings and the location should be sufficient to ensure free editorial coverage in the print (and perhaps television) media.
- . Adoption of some form of sliding rent scale, with low rent in the initial establishment year increasing to market rent in a 2 to 3 year time frame.

Indicative trading figures for a restaurant are included in Appendix 1.

4.3 Child Care Facilities

4.3.1 Advantages

- . Strong demand for child care facilities in the CBD and CBD fringe areas. Markets include local residents, CBD workers and students from the surrounding tertiary institutions.
- . Location is highly accessible by both private car and public transport.
- . There is sufficient room for expansion if needed.



4.3.2 Disadvantages

- . Located on a very busy intersection - possible noise and air pollution problems.
- . No parking. Parents need to be able to park adjacent to the facility.
- . Conservation restrictions on the building may be incompatible with the child care operation.
- . The building may be too small to accommodate sufficient children for the Centre to be economically viable.



APPENDIX 1

Suggested Gatehouse Restaurant Indicative Trading Forecast



SUGGESTED GATEHOUSE RESTAURANT INDICATIVE TRADING FORECAST

Disclaimer

As requested, we have prepared an indicative trading forecast for a possible restaurant in the Gatehouse Building. No market or design work has been undertaken to substantiate these estimates. As such we cannot guarantee that the trading estimates will be achieved.

Assumptions

The trading forecast is based on the following assumptions:

- . The restaurant will be operated by a proven restaurant operator.
- . The available indoor floor space for customer seating is 50 sqm indoors. Based on 0.8 sqm per seat, this would result in a capacity of 40 people, indoors.
- . 20 covers will be available outdoors for 6 months of the year.
- . The Restaurant will open for lunch 7 days a week from 12 noon to 3pm.
- . The Restaurant will open for dinner 3 nights per week from 6pm to 10.30pm.
- . The Restaurant will also open from 10am to 12 noon and 3pm to 6pm, 7 days a week for coffee and snacks.



The average spend and cover turnover is as follows:

	Average Spend Food & Beverage	Cover Turnover
Morning	\$3.00	0.3
Lunch	\$15.00	0.8
Afternoon	\$3.00	0.5
Dinner	\$20.00	1.5

The restaurant will operate as both a licensed and BYO premise.

Indicative Trading Performance

Based on these assumptions, the restaurant would have an annual turnover of around \$500,000. The net profit, after cost of sales and labour, would be in the order of 5 to 15% (\$25,000 to \$75,000 pa).

