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## CENTENNIAL PARK & MOORE PARK TRUST

## MOORE PARK MASTER PLAN Sports & Recreation Strategic Review

July 2016

Prepared for  
Centennial Park and Moore Park Trust and HASSELL

CENTENNIAL PARK & MOORE PARK TRUST  
Sport & Recreation Review  
Moore Park Master Plan 2040



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## The Study Team

In response to the multi-disciplinary requirements of this study, Centennial Park and Moore Park Trust commissioned HASSELL to develop the Master Plan in conjunction with a range of specialist sub-consultants including:

- Montemare Consulting Pty Ltd
- CAB Consulting Pty Ltd
- Birds Tree Consultancy
- SJB Planning

## Section One: Study Background

### 1.0 INTRODUCTION

Centennial Park and Moore Park Trust (the CPMPT) are the custodians of Centennial Parklands on behalf of the people of NSW and Australia. The CPMPT is responsible for the long-term strategic planning of the Park, as well as the operational day-to-day management of the three parks - Centennial Park, Moore Park and Queens Park (the "Parklands").

The CPMPT has embarked on a planning process to develop a new strategic Master Plan for Moore Park, which will provide the long-term vision and guidance for planning and development of Moore Park over the next 25 years. This follows the successful completion of a similar planning process for Centennial Park in 2013.

Key drivers and considerations of the study are:

- Government strategic direction at all levels focussed on preventative population health and wellbeing centred around participation in sport, active lifestyles and access to open spaces.
- Significant new population growth (+60,000 persons by 2031) and high density development immediately adjacent the precinct and within the catchment region, driving demand for new open spaces, sporting and community facilities.
- Significant growth trends currently and projected into the future in sports participation particularly amongst indoor sports, outdoor playing field and court based sports and widening gaps in facility provision within the catchment.
- Aging infrastructure, failing to meet contemporary standards, user needs and expectations and increasing asset management burden to the CPMPT.
- Moore Park sports fields are now at and exceeding desirable levels of use to maintain quality playing surfaces and user experiences.
- Moore Park Golf is experiencing significant participation growth in recent years (contrary to current industry trends). Despite this, the large open space take-up area of the course, leaves it vulnerable to equitable allocation arguments, as competition for open space intensifies.
- Traditional home and strategically important location for many high performance sports clubs and associations, poised between the traditionally high demand areas of the inner metro and eastern suburbs, requiring greater access to and better quality facilities.
- Significant changes within the Park's broader urban context through the Sydney Metropolitan Strategy, and the immediate impact of the light rail system through the Park and the stated future direction of the Park's immediate neighbour the Sydney Cricket Ground Trust (SCGT) presenting both a threat and an opportunity to the Park if a mutually agreeable way forward can be found.
- A lack of parklands, access to adjacent urban areas and embellishment of the precinct to support informal recreation, health and wellbeing and lifestyle pursuits to meet current or projected demand.

#### ABOUT MOORE PARK

One of the oldest and most prestigious Park in Australia, Centennial Parklands encompasses Centennial Park, Moore Park (including the former Royal Agricultural Society (RAS)

Showground) and Queens Park, in total around 360 hectares. The three main parks (excluding the former RAS Showground) are listed on the State Heritage Register of NSW, and various components within the Park are of national, state or local heritage significance.

Centrally located within the Sydney metropolitan area, Moore Park is located approximately 5 km southeast of the CBD and is bordered by three Local Government Areas - City of Sydney, Randwick City Council and Woollahra Municipal Council. These areas are estimated to be home to some 488,150 persons (2014 NSW Department of Planning estimates) and with significant population growth projected through to 2031 (+18% or up to 597,200 persons).

It has been estimated the combined Centennial Parks receive some 20+ million visitors a year, of which 40% participate in sport (active or organised activities) and 60% participate in recreation and leisure (passive or non-organised activities).

Moore Park itself is known as the predominant sports and entertainment precinct within the Centennial Parklands, comprising 146 hectares of sports and entertainment facilities and open space (115 hectares). Moore Park is home to more than 35 different sports and recreation activities, and numerous high performance to local level clubs, who's participants make more than 600,000 participations per annum. Moore Park contributes more than 90% of the Centennial Parklands revenues, which ensures the Centennial Parklands can operate on a cost-neutral basis.

Moore Park contains playing fields, the E.S. Marks Athletics Field, an 18-hole golf course and a tennis centre. It also has open spaces which are utilised by circuses and other outdoor events. A significant section of Moore Park contains what was previously the Royal Agricultural Society's Showgrounds. This now comprises the Equestrian Centre as well as entertainment-related facilities, which are on commercial lease from the CPMPT (Fox Studios, the Entertainment Quarter, Royal Hall of Industries and the Hordern Pavilion).

### 1.1 STUDY PURPOSE

The purpose of the study is to investigate and evaluate a range of sport and recreation strategic development directions for consideration by the Centennial Park and Moore Park Trust within the Moore Park Future Directions 2040 report.

A key objective of the CPMPT is to determine how they can obtain better utility from the Centennial Parklands sporting and recreation facilities. The project will review and analyse the current situation, consult with stakeholders and then deliver strategies and recommendations in respect to future facility development and Master Planning.

### 1.2 STUDY APPROACH

In preparing the study the study team have undertaken the following key steps and tasks as outlined in the diagram below.

STAGE	TASK
<b>Project Start-up</b>	Background and previous research review
	Precinct and area tour
	Existing precinct product/facility mix and business review
<b>Market Analysis &amp; Consultation</b>	Industry trends
	Market and demand analysis
	Stakeholder consultation
<b>Strategic Directions</b>	Situational analysis
	Strategic directions

### 1.3 ACKNOWLEDGEMENT

Centennial Parklands acknowledges the Gadigal clan of the Eora Nation as the traditional custodians of the country on which the Parklands is located. As part of its custodianship role, we wish to continue moving forward in a respectful partnership with the Australian community in Caring for Country together.

## Section Two: Background Research and Consultation

## 2.0 INTRODUCTION

This section identifies the future market and demand for recreation and sports facilities in Moore Park.

It includes:

- Strategic Context
- Market Demand and Analysis
- Existing Park and Facility Usage Review
- Future Demand Estimates

## 2.1 STRATEGIC CONTEXT

The key state and regional planning documents relevant to the future use, planning and development of sport and recreation at Moore Park are summarised below. It is not intended as an exhaustive review of the strategic planning context as this analysis has been completed in the main body of the Master Plan document prepared by the principal consultant HASSELL.

### 2.1.1 DRAFT City of Sydney Open Space, Sport and Recreation Needs

#### Study 2016

The draft Open Space, Sport and Recreation Needs Study 2016 (the Study) provides a guide to the ongoing provision, use, and management of the City's open space, sports and recreation facility network, as well as broader recommendations from a sub-regional perspective.

#### Relevant Study Findings

Total open space provision in the city is estimated at 386 hectares, representing 14.8 per cent of the total land area in the City of Sydney Local Government Area (LGA). The City owns or manages approximately half of the estimated open space (189 hectares) with the balance of open space being delivered by other organisations and/or authorities.

Over the next 15 years the amount of total open space per person in the city is expected to shrink by more than 20 per cent, from 18.3 square metres a head to 14.4 square metres by 2036, as the City's population grows from 200,000 to 281,000 over the next 15 years.

Demand for sporting facilities already often exceeds supply, "underscored by a high population of young people" and "95 per cent of city residents living in medium and high-density housing". The report concludes provision of outdoor playing fields will only be possible "...through the use of synthetic fields to increase current sports field capacity and allowing some areas of passive open space to be converted to active sports fields".

The City also needs to respond to changing demographics and trends, including an aging population with growing need for indoor recreation space; increasing sports participation by women; and

changing work patterns needing access at different hours. The City will need more indoor and outdoor recreation and sporting facilities just to keep pace with the needs of a rapidly growing and changing population, and pressure will further increase if plans for the redevelopment of the Bays Precinct and Central to Eveleigh corridor proceed.

Inner Sydney's worker population is also expected to grow by an extra 84,000 people by 2030, leading to greater lunchtime sport and recreation pressures – particularly in central Sydney, Pyrmont and Green Square urban renewal precinct.

#### Open Space Planning Benchmarks

Despite the expected decline in total open space per person, the Study indicates the City is meeting its open space provision requirements, referencing the State Government's Recreation and Open Space Planning Guidelines for Local Government (NSW Department of Planning 2010) default standards, which include 9 per cent of site area for local and district level open space provision, and 15 per cent of site area including regional open space provision. The study also references the desired spatial distribution benchmark of all residents having access to a local park within 400 metres of their home.

With regards to these benchmarks the study concluded:

- current levels of provision at 14.8% of land mass and projects future levels of provision at 16.2% when the expected additional open space of 36.6 hectares is added to the system by 2030.
- most residents were within 400 metres of a local park, with the exception of residents in Alexandria, Camperdown and East Sydney.

However, the study also notes that most open space within the city is small (less than 3000 sqm), limiting their capacity to accommodate sport and recreational facilities and services.

NOTE:

- Land mass ratios are likely to be understated, as they do not yet include population growth and associated open space demand estimates.
- The use of planning benchmarks such as land mass ratios need to be weighed against operational realities, such as urban density and catchment populations, levels of participation, quality of open space, carry capacity, existing occupancies, access and issues of quality of user experience etc.

#### Future Open space and Facility Needs

The report estimates there could be a need for as many as 20 more playing fields by 2031, an extra 11 indoor sports courts, 17 to 18 outdoor multipurpose courts and up to 4 tennis complexes (4 courts).

The report identifies the need for additional open space, although it does not set a target. It identifies a need for additional open space in Alexandria, Camperdown and Darlinghurst/East Sydney to meet identified current and future shortfalls and improvement to the quality of existing open space.

#### Strategic Directions

1. More Open Space for a Growing Population

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2. Better Parks, Sport and Recreation Facilities
3. Improve provision and diversity of sport and recreational facilities
4. Linking the Network
5. Access to Sport and Recreation in the City will be Inclusive and Accessible for All Involving Community
6. Recreation will be Environmentally Sustainable
7. Looking After Our Parks and Sport and Recreation Facilities
8. Beyond the Boundary

### Key Relevant Actions

The key relevant actions that may influence future use and development direction for Moore Park are as follows:

- An additional 36.6 hectares of open space to be added to the City's network by 2030, including Gunyama Park, Green Square. Achievement of this target also relies on potential targeted land acquisitions to address identified open space shortfalls in Alexandria, Camperdown and Darlinghurst/East Sydney.
- \$400 million allocated to parks, sport and recreation facilities (10 Year Capital Works Program), for upgrades to Hyde Park, Victoria Park and Observatory Hill Park and small parks renewal, increased use of synthetic playing surfaces and upgrades to park support infrastructure.
- New sport facility provision including the following facilities within the Moore Park Catchment;
  - two new full size sports fields, to be provided at Gunyama Park, Green Square and Perry Park, Alexandria with five in total being added to the network;
  - one casual active recreation space proposed at Garraway Park, Green Square, with three in total being added to the system;
  - two indoor and two outdoor courts at Perry Park, Alexandria; and further provision of casual modified play outdoor courts where feasible;
  - one new aquatic leisure centre at Perry Park, Alexandria;
  - additional skate facilities at Green Square, with a three in total being added to the system;
  - increasing diversity of recreation facilities such as outdoor gyms, walking paths, chess boards and amenity to support companion animal exercise.
- Leveraging partnerships with schools and other agencies to increase public access to sport facilities and open space. Increasing community access to Moore Park Golf Course and the redevelopment of both E.S. Marks Athletics Field and the Entertainment Quarter were specifically identified amongst possible partnership solutions.
- Supporting and advocating for the implementation of the City's Liveable Green Network and, at a wider sub-regional level, the State Government's Sydney Green Grid.

### Implications and Opportunities

The City of Sydney is facing significant open space and sport facility deficits by 2030, despite the comprehensive suite of actions proposed in the draft strategy.

CPMPT Masterplan 2040 - Sport & Recreation Strategic Review - Final Draft 3 14072016\_JB review2.docx (NSW 2016) - 22 July 2016  
Commercial in Confidence

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Whilst it is difficult to determine the exact quantum of deficit, as there are many unknown variables at this stage, the strategy clearly indicates the City will need to find alternative solutions, to provide up to 10 playing fields, an additional 7 indoor courts, 17-18 outdoor multi-purpose courts and 4 tennis complexes.

This presents an opportunity for Moore Park to assist the City of Sydney in closing the facilities gap and leverage capital investment funds. Emphasis should be placed on facilities that are space effective and offer potential commercial returns such as indoor sport and recreation facilities.

### 2.1.2 City of Sydney Cycling Strategy 2007-2017

A key strategy of the City of Sydney is to improve the cycle network across the City and to link the City to Sydney Olympic Park, along the Cook River.

#### Goals, Aims and Role

The goals for the City are ***"To create a culture of cycling, become a bike friendly city and increase total number of cycle trips by 10% and 2-20 km trips by 20% by 2016."***

Moore Park and Centennial Parklands are both a key destination for cyclists and are integral to the cities' network, as indicated in the following network map.

CPMPT Masterplan 2040 - Sport & Recreation Strategic Review - Final Draft 3 14072016\_JB review2.docx (NSW 2016) - 22 July 2016  
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**Figure 1: City of Sydney Future Proposed Cycle Network**



**Implications and Opportunities**

Industry research indicates up to 20 minutes travel time is what most people are prepared to travel to most daily activities.

The future cycle network will enhance city permeability and reduce travel times, effectively bringing more people "closer" to Centennial Parklands, significantly expanding its local catchment area. This is likely to generate more demand for Moore Park open spaces, sport and recreation facilities and services.

The key opportunities identified include:

- Enhance cycle connectivity and end of trip facilities.
- Increased cycling activity is likely to reduce future on park, car parking.
- Leverage "cycle culture" commercial opportunities.

**2.2 MARKET DEMAND**

This section identifies the key future industry trends, catchment population and demographics, existing facility use and future demand projections for open space, sport and recreation facilities.

**2.2.1 Industry Trends**

The CSIRO completed a national study in 2013 called "Sport in Australia Megatrends 2040". The study identified six megatrends that will influence sport in Australia to 2040.

The purpose of the study was to identify the key megatrends that the industry needs to be mindful of in planning and managing for sport into the future.

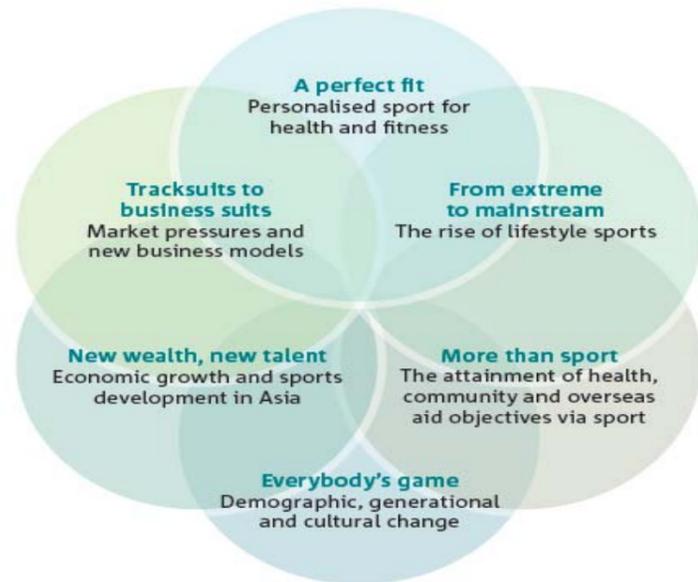
The CSIRO report defines a megatrend as a major shift in environmental, social and economic conditions that will substantially alter the way people live. Megatrends occur at the intersection of multiple trends. A trend is defined as an important pattern of activity that will play out in the future.

The Six Megatrends identified by the CSIRO are as follows:

1. Personalised sport motivated by personal health & fitness. (E.g. walking, running, cycling, gym and swimming)
2. Increase in lifestyle orientated sports – soon the extreme will be mainstream.
3. Sport as a major vehicle to deliver desired community, health and social outcomes.
4. Sport for all – young, old, social, cultural or economic background.
5. Increasing influence of Asia – with new wealth and interest in sports driving competition and opportunity.
6. Increasing commercialisation – growth for some, decline in other sports, increasing costs and barriers.

The megatrends are summarised in the following graphic from the report.

**Figure 2: CSIRO Sport Megatrends**



**Implications and Opportunities**

The study indicates Australians love sport and will continue to do so into the future. Therefore, it is likely that participation in sport and recreation will continue to grow over the next three decades, but will change aligned to the mega trends.

To capitalise on these mega trends, future focus for planning and development of sport and recreation infrastructure, programs and services need to focus on:

- Health, wellbeing and community
- Personalisation – tailored to individual goals and to fit into busy daily schedules,
- Information and Communication Technology (ICT) Connectivity – for individual tracking and social connectedness,
- Cater for older adults as well as the young (e.g. Tai Chi, walking, cycling, swimming, indoor sport, modified rules competition)
- Tap into more outdoor adventure, alternative and youth culture (e.g. skate, parkour, MTB/BMX, rock climbing)
- Cater for regular, mass participation and “for a cause” lifestyle events (e.g. Parkrun, MS Society Sydney to Gong) and extreme sport events (e.g. 24hr MTB challenge, Mud Run, Colour Run)

- Cater for people of culturally and linguistically diverse (CALD) backgrounds (e.g. indoor sports).

**2.2.2 Population and Demography**

Catchment population size, age, education and household income are the key influencing factors of sport, recreation and leisure participation, levels of facility use and performance. Other factors known to influence demand are access to and quality of facilities. A person’s ethnic background also influences both participation levels (generally lower for new arrivals) but more importantly choice of activity.

NSW Government Department of Planning Recreation and Open Space Planning Guidelines for Local Government (2010) default standards indicate most residents should be within 400m of a local park, within 2km of a district park and 5-10 km of a regional park. Similarly, most residents should be within 1km, 2km and 5-10 km of local, district and regional outdoor sports facilities.

Another useful measure, often used in new release area planning, is parks and outdoor sports facilities should be accessible within 10 minutes’ walk, or approximately 800 metres for most residents.

The diagram below highlights the 400m and 1km geographic catchment area for Moore Park.

**Figure 3: Estimated Local Catchment**



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Based on *NSW Department of Planning Future Population Projections (2011)* there will be up to 184,000 people living in the immediate suburbs surrounding Moore Park by 2031, as indicated in the following table.

**Table 1: Estimated Current and Future Local Catchment Population**

Suburb	DOP EST. 2011	% EST SUBURB WITHIN 1 KM	TOTAL POP. EST WITHIN 1KM	DOP EST. 2031	TOTAL POP. EST WITHIN 1KM
<b>Woollahra Council (19.40% Growth 2011-2031)</b>					
Paddington	9,387	100%	9,387	11,208	11,208
Woollahra	7,089	60%	4,253	8,464	5,079
<b>COUNCIL SUB-TOTAL</b>	<b>16,476</b>		<b>13,640</b>	<b>19,672</b>	<b>16,287</b>
<b>City of Sydney (49.20% Growth 2011-2031)</b>					
Waterloo-Zetland	14,475	100%	14,475	50,000	50,000
Redfern	12,039	100%	12,039	17,962	17,962
Surry Hills	15,348	100%	15,348	22,899	22,899
Paddington	2,081	100%	2,081	3,105	3,105
Darlinghurst	10,044	100%	10,044	14,986	14,986
Centennial Park	2,501	100%	2,501	3,731	3,731
<b>COUNCIL SUB_TOTAL</b>	<b>56,488</b>		<b>56,488</b>	<b>112,683</b>	<b>112,683</b>
<b>Randwick Council (26.50% Growth 2011-2031)</b>					
Randwick	27,750	20%	5,550	35,104	7,021
Kensington	12,833	30%	3,850	16,234	4,870
<b>COUNCIL SUB_TOTAL</b>	<b>40,583</b>		<b>9,400</b>	<b>51,337</b>	<b>11,891</b>
<b>CATCHMENT TOTAL</b>	<b>113,547</b>		<b>79,528</b>	<b>183,693</b>	<b>140,861</b>

This represents an increase of approximately 70,000 people on 2011 estimates (113,000 pp). Most of this growth is likely to occur within 1km of Moore Park, seeing the local catchment population increase by approximately 60,000 people from 80,000 to 140,000 persons. This represents a 75% population increase within the local catchment. This will significantly increase demand for local sport and recreation opportunities that will need to be catered for, in addition to the Sydney wide, State and National opportunities the Park provides.

Department of Planning projected population and household characteristics for the local catchment indicate:

- Higher proportion of children and young people (0-19 years) than the metropolitan average
- Lower proportion of 20-39 year olds
- Slightly higher proportion of 40-59 year olds.
- Similar proportions of older adults to the metropolitan average.

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- Household profile and dwelling type will see more families living in the City and 80% of the population living in an apartment.
- In addition, the City expects a 27% increase in working population, seeing up to 557,760 visiting the City daily for work, by 2031. These workers are also expected to use parks and sports facilities during, before and after work.

### Implications and Opportunities

Whilst participation trends vary between communities, children and younger people are generally the highest consumers of sport, leisure and recreation. Traditionally, 20-39 year olds have been the next highest participant group, but in recent years, participation trends have seen people aged 40-59 years amongst the higher participant age groups, aligned with societal trends related to delayed family timing, health consciousness and access to discretionary time and income.

The catchment area has amongst the highest levels of both these age groups compared to the Sydney metropolitan average. Similarly, the area has amongst the highest levels of educational attainment and discretionary income which positively impact sport, recreation and leisure participation.

The preliminary population and demographic review indicates that future use of Centennial Parklands generally and Moore Park specifically is likely to significantly increase across the full spectrum of sport, recreation and leisure activities, and at above average rates. The potential quantum increase of use that could be generated by the local catchment could have detrimental impacts on the quality of user experience and the natural heritage asset base of the Park if not actively managed. Possible strategies to manage use could include:

- Provide facilities and programs that increase carrying capacities,
- Provide infrastructure that encourages dispersed or conversely concentrated sporting and support uses.
- Management activities that seek to influence activity choices.

### 2.2.3 Existing Sport Facility Capacity and Usage

This section summarises existing sports facility provision, carrying capacity and levels of occupancy.

#### Existing sports facility provision

Moore Park currently provides the following sports facilities.

- 2 x Full Size Oval Grounds
- 6 x Full Size Rectangular Fields\*
- 8 x Synthetic Cricket Wickets\*
- 1 x Synthetic Full Size Rectangle Field or 8 x 5-a-side Courts
- 4 x Netball Courts
- 6 x Combination Basketball/Netball Courts
- 15 x Tennis Courts
- 7 x Softball Diamonds & 2 x Baseball Diamonds\*
- E.S. Marks Athletics Field
- Moore Park Golf Course & Driving Range

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- Equestrian Centre

Please note the number of sports fields are not exclusive. In some instances, the same spaces are configured differently over the summer and winter season.

\*Estimates denotes temporary impacts of light rail corridor construction.

### Existing Sports Facility Capacity

Sport facility capacity is predominantly set by one of two key factors:

- Hours of operation or bookable hours, and
- Technical and/or design capacity of the playing surface,

Artificial playing surfaces such as synthetic turf outdoor playing fields and indoor or outdoor sports courts, capacities are predominantly set by operational hours, with some minor adjustments required for set-up/set-down and maintenance.

Natural turf playing surface capacities are predominantly set by the technical or design capacity of the field (i.e. the number of hours the field can physically be used for training or competition without adversely affecting the quality or safe amenity of the field). The technical capacity of a turf playing field is generally much lower than the potential operational hours of the field, to ensure fields are reliably available for play across the year. A natural turf playing surface carrying capacity is also influenced by type of use, management and seasonal impacts on turf health.

The CPMPPT have estimated the following operational and technical capacity of each facility as follows:

**Table 2: Estimated Current Operating & Technical Design Capacities**

	Operational Capacity (hours per week)	Hours per	Technical/Design (hours per week)	Capacity
<b>SUMMER</b>				
Outdoor Natural Turf Playing fields, Without lights	77		28	
Outdoor Playing fields, With lights	98		35	
Artificial Surface, with lights	98		98	
Golf Course	98		84	
Golf Driving Range	114		110	
Outdoor Sports Courts	98		98	
E.S. Marks Athletics Field	98		98	
<b>WINTER</b>				
Outdoor Natural Turf Playing fields, Without lights	56		25	
Outdoor Playing fields, With lights	98		32	
Artificial Surface, with lights	98		98	
Golf Course	77		63	
Golf Driving Range	114		110	
Outdoor Sports Courts	98		98	
E.S. Marks Athletics Field	98		98	

Based on the technical or design capacity per week that an individual facility component can be booked, it is estimated Moore Park facilities have a combined total maximum current bookable

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capacity in the order of 476,000 hours per annum. Moore Park Golf driving range makes up a majority of these bookable hours, estimated at 330,000 per annum.

Based on current operating hours, component technical or design capacities and typical sport usage profile, this sees Moore Park's current total sport user participations carrying capacity in the order of 2 million per annum, as detailed in the following table.

**Table 3: Estimated Current Sports Participations Carrying Capacity**

Facility	Estimated Maximum Sport Facility Bookable Hours Per Annum	Estimated Sport Participations Capacity Per Annum *
Playing Fields	45,325	667,000
Sports Courts	93,100	755,000
Golf Course	4,200	89,000
Driving Range	330,000	330,000
E.S. Marks Athletics Field	2,100	190,000**

\*Based on 60:40 split competitions to training usage. Excludes temporary impact of light rail construction.

\*\* Reflects maximum capacity, based on year round athletic training use only. Excludes impact of sports field usage.

### Existing Sports Facility Usage

The CPMPPT have estimated current usage of Moore Park Sport and Recreation facilities in the order of 914,000, excluding sports court usage, as indicated in the following table.

For the purposes of this analysis usage is defined as "active participation". That is those people that are actively playing sport competition or training, or participating in a sport activity. It excludes non-active participation such as usage made by spectators and support staff.

**Table 4: Estimated Current "Active Participation" Usage**

Facility	Est. Participations (2015/16)	Maximum Est. Participations Capacity Per Annum *	Est. Occupancy (2015/16)	3 Year Participations Per Annum Trend
Playing Fields	650,000	667,000	97%	28%
Sports Courts	N/A	755,000	N/A	N/A
Golf Course	60,000	89,000	67%	9%
Driving Range	104,000	330,000	32%	4%
E.S. Marks Athletics Field	100,000	190,000**	53%	30%

\*Based on 60:40 split competitions to training usage. Excludes temporary impact of light rail construction.

\*\* Reflects maximum capacity, based on year round athletic training use only. Excludes impact of sports field usage.

Source: Centennial Park and Moore Park Trust, 2016.

The review of current usage, occupancy and three year trends indicate:

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- Full occupancy of sports playing fields, and reasonably high occupancy of both the Golf course and E.S. Marks Athletics Field.
- Whilst average occupancy per annum is a good guide to usage and management efficiency, it does not take into account seasonal impacts or peak times. It is likely E.S. Marks Athletics Field has a higher occupancy when the inner sports field usage and seasonal effects are taken into account.
- All sports facilities, where usage data is available, have experienced growth over the last three years, with the highest growth experienced amongst the E.S. Marks Athletics Field and sports field usage, followed by golf.
- The combined occupancy of the three main sporting facilities where usage data is known (i.e. playing fields, E.S. Marks Athletics Field and golf course) is 85%.

NOTE: Usage of Sports Courts (inclusive of Moore Park Tennis Club and Parks Sports Centre) were unknown at the time of writing this report, due to current independent facility management arrangements. The CPMPT have indicated they believe these facilities are currently not used to their full capacity.

### Implications and Opportunities

Comparing sports field capacity and participant numbers to bookings clearly demonstrates that Moore Park Sports fields are now at, and exceeding desirable levels of use to maintain quality playing surfaces and user experiences. The CPMPT has indicated this level of usage is not sustainable and that they will not be able to accommodate current or growth in usage over the longer term without substantially improving the carrying capacity of the existing surfaces and the provision of additional surfaces.

Similarly, compared to national industry performance trends, Moore Park Golf Course is at the higher end of expected usage performance.

As all major existing user groups and sporting codes have indicated increasing participation trends, in the order of 4%-5% per annum, and a need for more access to competition and training facilities in the future, it is unlikely Moore Park will be able to accommodate existing user group needs, let alone the future needs of a growing population or potential new users/emerging sports in the future unless sports field capacity is substantially enhanced and a greater range or diversity of sports facilities are provided.

Comparing built facility capacities (e.g. sports courts, E.S. Marks Athletics Field and golf driving range) to current participation numbers clearly demonstrate two aspects of the supply and demand equation:

- Built or synthetic surface facilities clearly offer far higher technical/design carrying capacities, and secondly,
- Existing usage of these facilities at Moore Park indicates these facilities are currently underutilised.

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Future opportunities to enhance capacity may include:

- Enhance technical and design capacity of existing playing fields. Provide additional synthetic surfaces. Maximise quality of natural playing surfaces and lighting.
- Investigate opportunities to re-align park spaces to maximise sports playing, modified field and training spaces.
- Investigate opportunities for further modified rules sports usage.
- Further enhance the capacity of E.S. Marks Athletics Field and the Entertainment Quarter, for sports field based sports.
- Progressively remove temporary on-grass event car parking to improve quality of green space for future sporting use.
- Investigate opportunities for indoor sports and off-field training facilities.
- Investigate rooftop opportunities in existing built environs.

### 2.2.4 Consultation Outcomes

Key existing user groups likely to be substantially impacted by the future Master Plan direction were consulted during the study. As much of the content of those discussions is commercially sensitive the detailed outcomes of those discussions has not been published.

The main findings of those discussions were:

- A number of existing key user groups cannot secure access to facilities within Moore Park to meet their current requirements.
- Most key user groups are indicating high and growing demand for sports facilities – particularly sports playing fields and indoor sports, for competition and training, particularly at a community level.
- Need for new high performance training, professional development and administrative centres (i.e. the Roosters NRL Club, Waratah's Rugby Club, Sydney Swans AFL Club and NSW Cricket).
- Need to provide "World Class" fan experiences, addressing the "door to door" journey, car parking and access within the precinct, fan activation and engagement areas, pre and post-game dining and entertainment, ICT Connectivity.

### 2.2.5 Future Demand Projections

As a guide to the future quantum of demand for open space and recreation opportunities the Montemare team have utilised catchment population, national participation and frequency of participation data to project total current and potential future demand generated by the local catchment population.

It is estimated by 2031, residents living within 1km of Moore Park could be generating up to 11.5 million local park visits per annum. This compares to current total demand estimates of 6.5 million visits by residents currently residing within the 1km catchment.

As there are currently limited alternate park opportunities in the local catchment (or likely to be in the foreseeable future) and given the unrivalled quality of experience offered by Moore Park in comparison to other parks in the catchment, it is likely Moore Park will capture a high percentage of total future catchment visits.

These estimates are likely to be conservative as they assume current participation rates and patterns of frequency will prevail in the future. However, it is likely participation rates and patterns of frequency will increase, if recent national trends continue and as intensification of urban areas generate greater demand for open spaces and parks for everyday use. Similarly, visitor surveys conducted for Centennial Parklands over the last five years indicate increasing frequency of use amongst users.

### 2.3 SUMMARY OF KEY FINDINGS

This section provides a summary of key issues, future needs, opportunities and constraints. It represents an amalgam and analysis of the previous background research, market research and consultation with key stakeholders.

#### 1. Changing sport and recreation participation and industry development trends.

Australian industry 'Megatrends' indicate sport is and will continue to be a key pillar of Australian society. Participation in sport and recreation is likely to continue to grow over the next three decades, but will change aligned to changing demographic trends and societal values.

The future planning and development of Moore Park needs to respond to these broad trends, including:

- Changing motivations for sport and recreation participation - health, wellbeing and community, rather than sport competition.
- Personalisation of programs and services to meet individual goals and needs,
- Integration of IT connectivity to enable real time monitoring and social connectedness,
- Greater participation and more diverse needs amongst older people and people of diverse cultural backgrounds,
- Mainstreaming of new and emerging extreme sports,
- More than sport, sport as a change agent addressing social, environmental and economic concerns.
- Continued commercialisation of sport and recreation, including the associated opportunities and pitfalls.

#### 2. Increasing and high demand for both sport and recreation experiences.

National participation research indicates participation in sport and recreation activities is growing and will continue to grow in the future. The existing sports currently using Moore Park are reporting growth trends. The City of Sydney's recent draft Open Space, Sport and Recreation Needs Study 2016 reports participation growth trends. Centennial Parklands' data for sports facility usage and the Parks visitation also indicates growth trends.

Significantly higher population (+60,000 persons by 2031) and urban densities within the Park's catchment (i.e. within 1km of Moore Park), will drive demand for daily or "backyard" recreation and leisure activities and parkland experiences. It has been estimated that the local catchment population currently generate up to 6.5 million participations per annum, and this could grow to 11.5 million by 2031. As the best quality park within the catchment, it is likely Moore Park will attract a majority of this visitation.

This local demand will be in addition to Moore Park's traditional role as a sporting and the Parks' destination of significance within Sydney, the State and Nationally.

Planned future cycle networks will enhance city permeability and reduce travel times, effectively bringing more people "closer" to Moore Park. This will also see Moore Parks local catchment area expand to encompass significantly more people.

The predominant future challenge will be how to provide opportunities for local or "backyard" recreational use, whilst continuing to meet the needs of sport, without impacting the natural and heritage asset base of the Park or user experiences.

#### 3. Sport facilities and open space supply deficit

The City of Sydney's Draft Open Space, Sport and Recreation Needs Study (2016) indicates that whilst the level of open space as a percentage of land area will meet the NSW government default planning standards, the relative quantum of open space and sport facilities provision per head of population is declining within the Moore Park Catchment.

The study indicates a deficit in the order of 10 sports playing fields, 7 indoor courts, 17-18 outdoor multi-use courts and 4 tennis complexes, despite significant local government investment. These estimates are made without knowing the likely impact of development in significant new areas including the Bays Precinct and Eveleigh Corridor. The City hopes this deficit can be addressed through partnerships with organisations like schools and the CPMPT.

This presents an opportunity for Moore Park to assist the City of Sydney in closing the facilities gap and leverage capital investment funds. Emphasis should be placed on facilities that are space effective and offer potential commercial returns such as indoor sport and leisure facilities.

Whilst there is no specific data available for the other LGA's surrounding Centennial Park and Moore Park, it is likely these LGA's are facing the same trends.

#### 4. Sports facilities at capacity

Moore Park playing fields are at or exceeding their current technical and design capacity (97% occupancy). This is unsustainable over the medium to long term. Occupancy levels at Moore Park Golf are reasonably high (67%) compared to industry averages, but there is capacity for more use. Similarly, E.S. Marks Athletics Field is highly used for its existing technical and design capacity (53% occupancy).

Consultation with existing sports field user groups indicate current community participation growth trends in the order of 4-5% per annum. This future growth cannot be accommodated within the existing technical/design capacities and quantum of sports fields provided.

Sports courts within Moore Park are thought to be underutilised, although specific trends are not known due to current commercial operating arrangements.

Future strategies will need to focus on enhancing the technical and design capacity of existing playing fields, providing new playing fields and training spaces, managing the types of use to increase total participation opportunities and providing a more diverse, space efficient range of sports facilities.

### 5. Growing facility needs and expectations of high performance sport

Consultation with existing professional sports clubs currently residing within the SCGT precinct and utilising Moore Park playing fields for training indicate three priority needs:

- New high performance training, professional development and administrative centres (i.e. the Roosters NRL Club, Waratah's Rugby Club, Sydney Swans AFL Club and NSW Cricket). Inclusive in these "Centre of Excellence" facilities are a need for better access to training fields.
- World class fan experiences, addressing the "door to door" journey, car parking and access within the precinct, fan activation and engagement areas, pre and post-game dining and entertainment, ICT connectivity.
- More access to Moore Park sports playing fields for community sport.

## Section Three: Strategic Directions

### 3.1 INTRODUCTION

This section outlines the strategic development directions for consideration by the CPMPPT. They are based on the findings of the previous research and outcomes of consultation with key stakeholders and community.

Key facility and service development opportunities that are most likely to meet current and projected needs and demand and the CPMPPT's stated management objectives have also been identified. The aim being to enhance program offering, activity levels and financial performance.

PLEASE NOTE: It is not the intention of this strategic review to provide a comprehensive sport or recreation development strategy detailing all the potential management and operational opportunities available to the CPMPPT to meet its objectives, but to identify the "major moves" or catalyst projects that are likely to substantially improve the Park's ability to meet future demand challenges and the CPMPPT's management objectives.

All opportunities identified will need to be carefully considered by the Trust and stakeholders, and are subject to more detailed planning and feasibility analysis.

### 3.2 STRATEGIC DEVELOPMENT DIRECTIONS

There are three broad strategic directions recommended to the Trust to be implemented over the short, medium and longer term:

1. **Optimise existing space**
2. **Make more space**
3. **Manage the future**

These strategic directions will provide the fundamental principles to guide future sport and recreation facility planning and development over the next 25 years. To help understand these strategic directions, the issues they address and specific opportunities they present are outlined below.

#### 3.2.1 Optimise Existing Space

The background research clearly indicates there is no new open space of note being provided and a widening sport facility deficit within the Moore Park catchment area is emerging. Against a backdrop of increasing population, increasing levels of participation and the changing nature of participation towards more unstructured recreation and leisure activities, Moore Park is likely to come under increasing pressure to accommodate growing local catchment needs, in addition to its traditional role as a sporting and Parks destination of significance within Sydney, the State and Nationally.

Existing operational trends indicate some Moore Park sports facilities are over utilised (i.e. exceeding their existing technical/design capacity), whilst others are underutilised. Moore Park sports fields in particular are in high demand and exceeding their existing design capacity. Whilst a simple solution would seemingly be to provide more sports fields, growing recreational demands and the requirement to conserve significant natural and cultural heritage is equally paramount. Clearly there is a need to make more of what currently exists.

Moore Park Golf whilst achieving high levels of golf usage compared to its estimated design capacity, has a high land take up and lacks the high intensity and multi-use nature that other sports facilities in the Park deliver. Similarly, E.S. Marks Athletics Field is highly used beyond its existing design capacity, whilst Moore Park's tennis and outdoor sports courts are thought to be underutilised, (specific trends are not known due to commercial operating arrangements).

At the same time, high performance sport demand for access to quality training and administrative facilities is growing as the sports continue to professionalise.

Key strategies to optimise existing space include:

- Improving the technical design of sport facilities to enhance carrying capacity.
- Providing new sport facilities and park infrastructure that have high carrying capacities, are space effective, align to future demand trends and are financially beneficial to the park.
- Consolidating built facilities and seamlessly integrating indoor/outdoor spaces to maximise green space and the diversity of sport and recreation opportunities available within the park.
- Maximising the use and financial effectiveness of built facilities through co-location of complimentary activities (e.g. community and sport), flexible and scalable design, multi and shared use of facilities.
- Designing for all ages, abilities and backgrounds.
- Designing for constant change, adaptation and re-use of facilities and spaces.
- Sustainable design – maximising environmental, social and economic benefits.

The key strategic moves identified for consideration by the Trust, that are likely to optimise existing space, subject to more detailed planning and feasibility analysis are:

1. **Create clear and distinctive hubs of complementary activity**
2. **Enhance the technical design and carrying capacity of playing fields**
3. **Integrate non-organised fitness and informal recreation into the landscape**
4. **Improve facilities and access for high performance sport and fans**

A detailed summary of each strategic move, issues addressed and benefits is provided in the following sub sections.

### 1. Create clear and distinctive hubs of complementary activity

This opportunity would see the consolidation and integration of existing built sporting facilities, as well as the addition of new multi-use facilities and services into three hubs with the aim of enhancing the operational capacity of these facilities, maximising activation, management efficiency and reducing built form footprints.

The project team recommend three hubs for consideration:

- **Community, Sport and Leisure hub, to be located at E.S. Marks Athletics Field.**
- **Lifestyle Hub, to be located at Moore Park Golf Club.**
- **Indoor Sports Hub, location to be determined.**

It is expected these community sports hubs, will be supported and complemented by the existing SCGT High Performance Sport hub and the Entertainment Quarter commercial hub.

A brief description of the proposed hubs is detailed below. These are subject to further detailed planning and feasibility analysis.

#### Community, Sport and Leisure Hub

Redevelop E.S. Marks Athletics Field to provide for a major new community, sports and leisure hub. Key components for consideration include:

- Outdoor athletics track, with rectangular inner playing field
- Additional outdoor multi-use playing field and synthetic training/modified rules playing surfaces
- Event overlay - boutique fixed/ temporary seating and spectator facilities
- Health & wellness centre
- Multi-use programs/meeting/function spaces
- Commercial lease zones
- Associated venue support facilities and car parking
- Outdoor play spaces
- Possible high performance sport training centre

The provision of a community hub in this location would service the needs of the growing population to the south west of Moore Park, enable the provision of quality publicly accessible open space in an area where there is currently very little, and provide opportunities for the CPMPT to generate additional revenues through new programs and activities and commercial lease opportunities.

The incorporation of a high performance sports training centre could be considered subject to site capacity, operational requirements and business viability. It is suggested high performance facilities should only be considered on a shared use basis, and where it does not limit the CPMPT's capacity to service community needs.

#### Lifestyle Club

Consolidate Moore Park Tennis and Golf Club into a single destination, to create a member orientated lifestyle club. Key components for consideration include:

- Tennis complex (number of courts to be determined)
- Enhanced leisure and lifestyle club facilities
- Health, fitness & wellness
- Golf course
- Driving range
- Short form/family/alternate form golf facilities
- Temporal activity overlay (e.g. Dawn/dusk activity programming such as yoga, events program)

A consolidation of these two facilities may free up space for additional playing field training spaces, adjacent Robertson Road fields. In addition, a lifestyle club offering is likely to appeal to an aging population and enhance membership, revenue streams and provide management efficiencies that would be attractive to commercial operators.

On a number of occasions throughout the study, stakeholders raised the question of modifying the Moore Park golf course to free up space for other uses. Whilst the Master Plan identifies some minor alterations around the golf course fringes, it is difficult to justify any significant changes at this point in time, given the Club's current healthy operational performance.

Over the medium to longer term, however, the CPMPT should look towards an opportunity to modify the Golf course layout with the dual aims of providing "a new course for a new century", and enable the accommodation of the emerging short-form and family friendly course configurations that are gaining popularity and introducing new people to the game, as well as freeing up space for publicly accessible open space in the south west corner of the Parks. Future modifications should not compromise the quality or competitive status of the main course.

#### Indoor Sports Hub

Provide major new indoor sports centre within existing built facility hubs. Co-location is desirable, and possible locations for consideration include the Entertainment Quarter/Hordern Pavilion area or other built infrastructure hubs within Moore Park.

Key components for consideration include:

- Indoor multi-purpose sports facility (number of courts TBD, minimum 4 courts)
- Multi-use sports hall & studio spaces (catering for a range of uses such as gymnastics, dance, martial arts, boxing, climbing/adventure sports etc.)
- Fitness training spaces
- Spectator capacity & hospitality spaces
- Indoor and outdoor play/ social spaces
- Commercial lease zones (café/restaurant, sports medicine, allied health)
- Associated support facilities, amenities and car parking
- Community programs/meeting/education and training spaces
- Event overlay – temporary installation space/infrastructure capacity
- Possible high performance training facility (shared-use).

The provision of an indoor sports facility would provide for growing demand in traditional and emerging indoor sports and provide alternate training opportunities for outdoor sports. Indoor courts

have a higher carrying capacity than outdoor courts and thus would enable the reduction of outdoor courts. This may free up space for additional playing field(s) (natural or synthetic) or open spaces.

The new indoor centre would diversify and enhance sport and recreation programming opportunities and generate additional revenue streams for the Park. Co-location with other built infrastructure and facilities would enhance programming, revenues and commercial lease opportunities and provide infrastructure and management efficiencies.

Co-location with the Entertainment Quarter, would enable the Entertainment Quarter to leverage night time economy and event activity generated by the centre and provide the opportunity to develop new event based activations across the two spaces. It also opens up opportunities for shared use infrastructure such as parking. The site is close to Sydney Boys and Sydney Girls High Schools, both of whom have expressed a need for indoor sports facilities.

### Other Considerations

Other complementary activities for consideration at each hub could include: early learning/ childcare services, daily conveniences, outdoor fitness and spaces and daytime car parking. Each service could provide additional revenue streams to the facilities.

Design and development of each hub should take into account the planning and design strategies identified.

A key driver of the success of each hub will be access and car parking encompassing vehicular, public and active transport modes both to and within Moore Park.

The three hubs are focused on providing a facility mix that meets identified community and sport demand and are likely to deliver operational surpluses.

It is expected the three community hubs would be supported and complemented by the continued enhancement and success of the SCGT High Performance Sports precinct and the more commercially orientated Entertainment Quarter.

### 2. Enhance the technical design and carrying capacity of playing fields

The three hubs model opens up potential opportunities for new sports field playing surfaces at Robertson Road fields, E.S. Marks Athletics Field and Parks Sport Centre. The nature (e.g. size, use and surface) of these playing surfaces will be the subject of future detailed analysis.

The CPMPT has a comprehensive sports playing fields upgrade strategy in place to enhance the carrying capacity of existing sports playing fields. This includes turf surface upgrades, improved lighting and installation of synthetics. This strategic review assumes the CPMPT will continue to implement this strategy.

In addition, other recommendations for consideration include:

- Re-development of community club house facilities and amenities at Bat and Ball Field.
- Provide new amenities for Robertson Road field.

- Undertake a comprehensive review of sports field layout, design and management over the medium term, to take advantage of the opportunities arising from the facility hubs model, if endorsed.

### 3. Integrate non-organised fitness and informal recreation into the landscape

Background research and consultation indicates high and growing demand for informal recreation and non-organised health, fitness and leisure activities. The current allocation of space within the park is predominantly for sport and organised activity. Recommendations to address the need for more informal recreations spaces, for consideration by the Trust are:

- Investigate opportunities to integrate outdoor personal training rooms into facility hubs and at key locations throughout the landscape. These spaces should be in close proximity to Parkland amenities. These spaces could be for hire to personal training operators.
- Provide additional and continuous linkages for walking, cycling and running throughout the Park. Integrate fitness elements into the network.
- Investigate opportunities to integrate personal and social fitness information and communications technology platforms into Moore Park. Such platforms would encourage personal fitness, enable interaction with and amongst the Parks' users, build social network profile and capture market insight information.
- Provide event overlay capacity through Park linkages (i.e. footpaths, tracks, trails and roads) for mass fitness participation events and to meet competitive sport competition requirements. Integrate event anchor and support facilities within community facility hubs, the Entertainment Quarter and SCGT precinct.
- Provide additional local or "backyard" play experiences in the Park. Consider opportunities to provide:
  - Traditional playgrounds co-located with recommended community facility hubs,
  - Integrate playful elements into the landscape (e.g. Parkland linkages and hard landscape design, features and furniture, soft landscaping and tree plantings),
  - Temporary or "pop-up" play spaces.

**4. Improve facilities and access for high performance sports and fans**

High performance teams, of all codes (e.g. Cricket, AFL, Rugby, NRL) currently residing within the SCGT precinct and utilising Moore Park playing fields for training have expressed three key priorities for consideration in the master planning process:

- New high performance training, professional development and administrative centres (i.e. Centres of Excellence).
- World class fan experiences,
- More access to Moore Park's playing fields for community sport.

Greater access to outdoor playing spaces could be achieved through the continued upgrade of existing playing fields to improve carrying capacity and the provision of additional playing or training fields envisaged through implementation of the three community facility hub model. These improvements would enable a re-allocation of playing fields for high performance sport.

All SCGT resident clubs and associations have also indicated a need for new Centre of Excellence facilities. Typically, high performance Centre of Excellence facilities include, but are not limited to the following components: fitness and performance enhancement training facilities, sports science and medical facilities, hydrotherapy and recovery, football operations, player amenities, education and training spaces, and merchandising and administrative areas. Ideally these facilities would be co-located with outdoor training spaces and game venues to maximise athlete development, operational efficiency and fan engagement.

The feasibility of providing these facilities within the SCGT and Entertainment Quarter precincts has been questioned, with the view to gaining access to development space for new indoor training facilities and the former Show Ring as a training field. However, governance and management arrangements, and the commercial drivers of both the SCGT and Entertainment Quarter are proving significant barriers.

Moore Park and E.S. Marks Athletics Field were raised as potential alternate locations for Centre of Excellence facilities. Preliminary master planning for Moore Park have highlighted facilities of the scale envisaged by the clubs and associations are unlikely to be feasible within Moore Park, without compromising other priority spaces (i.e. green space, community sports playing fields and informal recreational spaces). With respect to E.S. Marks Athletics Field, it may be possible to incorporate high performance training facilities. However, this would need to be balanced against community needs.

Key issues impacting game day experience include addressing the "door to door" journey, car parking and access within the precinct, fan activation and engagement areas in and around the SCGT precinct, pre and post-game dining and entertainment and IT Connectivity.

The new light rail will substantially improve access to the precinct. The preliminary master planning for the Park identifies a range of strategies to further improve access to and within the Park, while also enhancing fan engagement and game day experiences. Improved urban linkages with public transport and distributed car parking options, and enabling the use of Driver Avenue for fan engagement on game day and improved integration with the Entertainment Quarter are some potential strategies being considered.

Additional recommendations for consideration by the CPMPT include:

- As the SCGT precinct and Entertainment Quarter are often identified by sporting clubs and associations as the preferred location for Centre of Excellence facilities, it is recommended

the CPMPT continue to work with the SCGT and Entertainment Quarter lessee to provide solutions for these facilities within these precincts. This may require alternative governance and management arrangements for the Show Ring and curtilage areas to facilitate use of these areas for high performance sport and other community and sporting events.

- Work with adjacent local government areas to make the "last leg" journey to the SCGT precinct an active and positive part of the game day experience and to encourage greater take-up of public transport. For example, this may include improving the active transport journey between Central Station and the Parks, via incorporation of information technology and communications, installation of temporary activation spaces, public arts and interpretation.

**3.2.2 Make More Space**

Over the medium to longer term, it is unlikely Centennial Parklands and Moore Park specifically, will be unable to keep pace with the projected demand generated by population growth and increasing participation trends even if it makes all of the major optimisation moves suggested for existing space. There will be a need to look towards ways to make new space.

The key strategic moves identified for consideration by the CPMPT that are likely to optimise existing space, subject to more detailed planning and feasibility analysis are:

- 1. Revitalise the Park's built space**
- 2. Extend the Park into the city**
- 3. Acquire more space to meet future demand**

A detailed summary of each strategic move, issues addressed and benefits is provided in the following sub sections.

**1. Revitalise the parks built space**

The quantum of sports and recreational spaces and built facilities available within the Parks boundaries could be substantially enhanced by maximising the potential of existing built spaces to enable higher intensity and more diverse utilisation of the space. It would also enable additional revenue streams and management efficiencies within existing built spaces.

Strategies for revitalising and maximising built space may include, but are not limited to indoor/outdoor, temporal and vertical integration of facilities. These types of strategies are appropriate within the existing highly developed precincts such as the SCGT, Entertainment Quarter, Hordern Pavilion and within other existing Parks built facility areas.

Recommendations for consideration by the CPMPT include:

- Work with neighbours and partners, to investigate opportunities to provide "on roof" sporting opportunities within existing developed precincts. For example, within the Entertainment Quarter, the SCGT and Sydney Boys High School.



- Consider the various integration opportunities in the future design and development of proposed community sports hubs.

**2. Extend the park into the city**

Population growth and high-density development will see substantially more demand for sporting and non-organised recreational and fitness activities. Whilst optimising existing spaces to cater for this demand is likely a solution for the short to medium term, there may be a need over the longer term to disperse this type of usage to avoid deterioration of the Park's experiences and assets.

This may be achieved by improving experiences on route to the Park in and around neighbouring urban areas to encourage inter-park recreation. NSW is currently developing an urban greening strategy that supports this strategy as do the City of Sydney's 2030 strategic plans and cycling strategy.

Recommendations for consideration by the CPMPT include:

- Work with neighbouring local governments and relevant State government departments to encourage urban greening in and around the Park's urban fringes.
- Investigate options to provide a direct link to the new urban growth area to the south west of the Park.

**3. Acquire more space to meet future demand**

Over the long term the CPMPT may look, to acquire more space to meet future projected demand and its operating objectives. As the cost of acquiring new land is unlikely to be feasible, acquiring more space is more likely to come through advocacy, partnerships and management initiatives.

Key opportunities and recommendations for consideration by the CPMPT include:

- Investigate opportunities to leverage the development proposals of the SCGT, Entertainment Quarter and Fox Studios to acquire or gain access to new sport, recreation and open spaces.
- Work with the Entertainment Quarter to investigate the feasibility of providing more commercially orientated sport and recreation based activity and entertainment opportunities within the precinct. This may require a review of current planning controls.
- Work with neighbouring developers to provide sport and recreational opportunities within development plans. For example, the Home Makers Centre on the South West corner of the Park could potentially provide health and fitness and/or leisure experiences integrated with the Park.
- Work with the Australian Turf Club and Randwick Racecourse to investigate opportunities to better link new sport, recreation and open spaces with the Randwick Racecourse precinct.



**3.2.3 Manage the future**

The previous strategic directions have focussed on maximising capacity of existing facilities and making more space for community, sport and recreation activity to meet current and projected demand.

The reality is that the CPMPT needs to balance community and sporting use with the needs of environmental and heritage conservation, and economic realities. As such, these strategies are limited. Management strategies need to complement facility provision and design, to optimise usage of underperforming assets and manage excess demand for over used assets.

The key strategic management direction identified for consideration by the CPMPT over the longer term (and subject to detailed planning and feasibility analysis at the time of implementation) is to:

**1. Actively manage sport and recreation demand**

Key opportunities and recommendations for consideration by the CPMPT include:

- Actively encourage take up of activities that can be more easily accommodated within the asset base and in keeping with the Park character and desired experience offering.
- Encourage higher intensity use of facility assets. For example, work with sports associations to provide and encourage time and space saving modified rules competition within the Park.
- Work with neighbouring municipalities and stakeholders to increase awareness of Park issues and to manage expectation of what activities the Park can accommodate over the longer term.

**3.3 SUMMARY OF RECOMMENDATIONS**

The following table provides a summary overview of the key strategies and recommendations.

**Table 5: Summary of Key Strategies and Recommendations**

KEY STRATEGIES	RECOMMENDATIONS
<b>Optimise existing space</b>	
<b>1.Create clear and distinctive hubs of complementary activity</b>	<p>The project team recommend three hubs for the CPMPT's consideration:</p> <ul style="list-style-type: none"> <li>• Community, sport and leisure hub, to be located at E.S. Marks Athletics Field.</li> <li>• Lifestyle hub, to be located at Moore Park Golf Club.</li> <li>• Indoor sports hub, location to be determined.</li> </ul> <p>It is expected these community sports hubs will be supported and complemented by the existing SCGT high performance sport hub and the Entertainment Quarter commercial hub.</p>
	Continue to implement playing fields upgrade strategy.

KEY STRATEGIES	RECOMMENDATIONS
<b>2.Enhance the technical design and carrying capacity of playing fields</b>	Re-development of community club house facilities and amenities at Bat and Ball Field.
	Provide new amenities for Robertson Road field.
	Undertake a comprehensive review of sports field layout, design and management over the medium term, to take advantage of the opportunities arising from the facility hubs model, if endorsed.
<b>3.Integrate non-organised fitness and informal recreation into the landscape</b>	Investigate opportunities to integrate outdoor personal training rooms into facility hubs and at key locations throughout the landscape in close proximity to Park amenities. These spaces could be for hire to personal training operators.
	Provide additional and continuous linkages for walking, cycling and running throughout the Park. Integrate fitness elements into the network.
	Investigate opportunities to integrate personal and social fitness information and communications technology platforms into the Parks.
	Provide capacity through Park linkages (i.e. footpaths, tracks, trails and roads) for mass fitness participation events and to meet competitive sport competition requirements. Integrate event anchor facilities within community facility hubs, Entertainment Quarter and SCGT precinct.
	Provide additional local or "backyard" play experiences in the Park. Consider opportunities to provide: -Traditional playgrounds co-located with community facility hubs, -Integrate playful elements into the landscape (e.g. Park linkages and hard landscape design, features and furniture, soft landscaping and tree plantings), -Temporary play spaces.
<b>4.Improve facilities and access for high performance sport and fans</b>	As the SCGT precinct and Entertainment Quarter are the preferred location for Centre of Excellence facilities, it is recommended the CPMPPT continue to work with the SCGT and Entertainment Quarter lessee to provide a solution for these facilities within these precincts. This may require alternative governance and management arrangements for the Show Ring and curtilage areas, to facilitate use of these areas for high performance sport and other community and sporting events. It may also require a review of current planning controls.

KEY STRATEGIES	RECOMMENDATIONS
	Work with adjacent local government areas to make the "last leg" journey to the SCGT precinct an active and positive part of the game day experience and to encourage greater take-up of public transport and active transport options.
<b>Make more space</b>	
<b>1.Revitalise the Park's built space</b>	Work with neighbours and partners, to investigate opportunities to provide "on roof" sporting opportunities within existing developed precincts. For example, within the Entertainment Quarter, the SCGT and Sydney Boys High School.
	Consider integration opportunities in the future design and development of proposed community sports hubs.
<b>2.Extend the Park into the city</b>	Work with neighbouring local governments and relevant State government departments to encourage urban greening in and around the Park's urban fringes.
	Investigate options to provide a direct link to the new urban growth area to the south west of the Park.
<b>3.Acquire more space to meet future demand</b>	Investigate opportunities to leverage the development proposals of the SCGT, Entertainment Quarter and Fox Studios to acquire or gain access to new sport, recreation and open spaces.
	Work with the Entertainment Quarter to investigate the feasibility of providing more commercially orientated sport and recreation based activity and entertainment opportunities.
	Work with neighbouring developers to provide sport and recreational opportunities within development plans. For example, the Home Makers centre on the southwest corner of the Park could potentially provide health and fitness or other recreation experiences integrated with the Park.
	Work with Randwick Racecourse to investigate opportunities to better link with, provide new sport, recreation, and open spaces within the Racecourse precinct.
<b>Manage the future</b>	
<b>1.Actively manage sport and recreation demand.</b>	Actively encourage community take up of activities that can be more easily accommodated within the asset base and in keeping with the Park character and desired experience offering.

**A4 - Sports and Recreation  
Strategic Review**



KEY STRATEGIES	RECOMMENDATIONS
	Encourage higher intensity use of facility assets. For example, work with sports associations to provide and encourage time and space saving modified rules competition within the Parks.
	Work with neighbouring municipalities and stakeholders to increase awareness of Park issues and manage expectation of what activities the Park can accommodate over the longer term.