

FIRST INTERNATIONAL
URBAN PARKS AND WATERWAYS
BEST PRACTICE CONFERENCE

** RUNNING SHEET **

DAY 1 - Sunday, 26 February 1995

Time	
9 - 10 am 3 - 5 pm	Registration for Conference delegates
Dep. 10 am	Tours of Melbourne's Parks and Waterways (Brainstorm)
Dep. 10 am	Network tour for strategic partners (J Floyd by invitation only)
6 pm	Welcome function - City of Melbourne welcome by Kevan Gosper (Title - Alan ?) (at??)

DAY 2 - Monday, 27 February 1995

THEME 1 - CUSTOMER FOCUS/SERVICE

Time	Session	Speaker
9 - 9.10 am	Chair for Day 2	Jeff Floyd A/CEO MPW 1
9.10 - 9.30 am	Welcome and official opening	Mark Birrell Minister for Conservation and Natural Resources
9.30 10.15 am	Keynote address Customer Focus/Service	David Jenkin General Manager Melbourne Central

10.15 - Morning Tea
10.45 am

CONCURRENT SESSION A

Time	Session	Speaker	Facilitator
10.45 - 12.00 pm	A1: Best Practice in Marketing and Promotion	David Weston Manager, Marketing & Development, MPW Jane Christensen Cleveland Metro Parks	Alex Holt Manager, Marketing Services, MPW 2
	A2: Best Practice in Customer Research	Per Nilsen Head Appropriate Activity Assessments & Risk Management Parks Canada	Janice Grieves Senior Recreation Planner, MPW 3
	A3: Best Practice in Changing to a Customer Culture	Leon Younger Director, Indi Parks & Recreation, USA	Janine Haddow Manager, Werribee Park 4

12.00 - Plenary Session - Key elements of Best Practice summarised by facilitators from each
12.30 pm session chaired by Jeff Floyd with panel of speakers.

12.30 - Lunch
1.30 pm

CONCURRENT WORKSHOPS / SEMINARS

Time	Session	Convenor / Sponsor
1.30 - 5.00 pm	Workshop 1 - Best Practice in Volunteerism and Community Involvement	Andrew Campbell Terry White & Associates
A/noon Tea 3 - 3.30 pm	Workshop 2 - Best Practice in Interpretation in Urban Parks and Interpretation in Indigenous Culture and Heritage	Stephen Waring <i>where are these people from?</i> Liz Beckman
	Business Seminar 1 - Best Practice in Action	AQC
	Business Seminar 2 - Best Practice in Measuring Organisational Change	Toyota
	Business Seminar 3 - Best Practice in Environmental Management	Coopers & Lybrand

DAY 3 - Thursday, 28 February 1995

THEME 2 - MANAGING & PLANNING RECREATION SETTINGS BEYOND 2000

Time	Session	Speaker
9.00 - 9.05 am	Chair for Day 3 Introducing the Audio-Visual Spectacular sponsored by MITS	Decision needs to be made
9.05 - 9.30 am	Audio-Visual Spectacular of Victoria's Parks	DCNR/MITS
9.30 - 10.15 am	Keynote address on Managing and Planning Recreation Settings Beyond 2000	Barry Tindall, Director, Public Policy National Recreation & Parks Association, USA

10.15 - Morning Tea
10.45 am

CONCURRENT SESSION B

Time	Session	Speaker	Facilitator
10.45 - 12.00 am	B1: Best Practice in Managing the Balance Between Recreation and Conservation Along Waterways	Andrew Taylor Senior Project Manager Kinhill Engineers Pty Ltd <i>Alan Smith</i>	Chris Chesterfield, Manager, Environmental Services, MPW 5
	B2: Best Practice in Managing the Balance Between Recreation and Conservation in Parks	Allan Smith Director, Institute of Leisure & Amenity Management General Secretary, International Federation of Parks and Recreation Administration	John Senior Manager, Open Space Planning, MPW 6
	B3: Best Practice in Capital Development	Robin Grimwade Director, Centennial Park and Moore Park Trust, Sydney	Nigel Caswell Manager, Parks, MPW 7

12.00 - Plenary Session - Key elements of Best Practice summarised by facilitators from each session chaired by () with panel of speakers.

12.30 - Lunch
1.30 pm

CONCURRENT WORKSHOPS / SEMINARS

Time	Session	Convenor / Sponsor
1.30 - 5.00 pm A/noon Tea 3 - 3.30 pm	Workshop 3 - Best Practice in Regional Open Space Planning	Paul Schleiger MPW 8
	Workshop 4 - Best Practice in Planning Settings	John Senior MPW 9
	Business Seminar 4 - Best Practice in Contracting Out	Coopers & Lybrand
	Business Seminar 5 - Best Practice in Mapping Your Assets	MITS
	Business Seminar 6 - Best Practice in Achieving Success through Business Change	DMR

7 pm Conference Dinner
Guest Speaker

DAY 4 - Wednesday, 1 March 1994

THEME 3 - MANAGING & STRUCTURING A BEST PRACTICE BUSINESS

Time	Session	Speaker
9.00 - 9.05 am	Chair for Day 4	Decision needs to be made
9.05 - 9.45 am	Keynote address on Managing and Structuring a Best Practice Business	Rod Chadwick Chief Executive, South Pacific Tyres

CONCURRENT SESSION C

Time	Session	Speaker	Facilitator
9.45 - 11.00 am	C1: Best Practice in Achieving the Breakthrough in productivity gains	Neil Gibbs (PA)	Geoff Vincent
	C2: Best Practice in Managing the Public Sector in the 1990's - A Holistic View	Margi Olsen (DMR)	Mark Sturgess, City of Melbourne
	C3: Best Practice in Managing People	Ivan Deveson or Rob Small	Caroline Shabbaz, Morgan and Banks

11.00 - Morning Tea
11.20 am

11.20 - Plenary Session - Key elements of Best Practice summarised by facilitators from each session chaired by ()
11.50 am

11.50 - Closing Address - Rob Small, General Manager, Auckland Regional Council
12.15 pm

12.30 - Farewell Lunch
1.30 pm

Pricing Strategy Conference Delegates						
Version 1						
Organisation	number (maximum)	Delegate fee	Total estimated (\$)	Actual numbers sold	Actual dollars	Comments
RAIPR	100	700	70000		0	
Strategic Partners & others	20	750	15000	20	15000	Auckland, Brisbane, Sydney, DCNR
Keynote/ Session Speakers	17	free		0		
Principle and Best Practice Sponsors	6	free		0		
AQC	7	free				
AQC Members	10	700	7000		0	
MPW	7	free				
MPW Staff	20	750	15000	20	15000	MPW Block
Normal	70	750	52500		0	
Total	257		159500		30000	138,000 breakeven
Maximum delegates	270					
Paying delegates	220					
Free delegates	37					

PROGRAM

DAY ONE

SUNDAY, 26 FEBRUARY 1995

- 9.00 - 10.00 am Morning registration
-
- Dep. 10.00 am Technical Tours of Melbourne's parks, waterways and Healesville Sanctuary
-
- 3.00 - 5.00 pm Afternoon registration
-
- 6.00 pm Welcoming reception for conference delegates

DAY TWO

MONDAY, 27 FEBRUARY 1995

THEME FOR DAY 2 - CUSTOMER FOCUS/SERVICE

- 8.00 am Registration
-
- 9.00 - 9.30 am Welcome and opening address
-
- 9.30 - 10.15 am Keynote address - "Customer Focus/Service" - David Jenkin
-
- 10.15 - 10.45 am Morning tea
-
- 10.45 - 12.00 pm **Concurrent Session A**
- | |
|---|
| A1 Best Practice in Marketing & Promotion |
| A2 Best Practice in Customer Research |
| A3 Best Practice in changing to a Customer Culture |
-
- 12.00 - 12.30 pm Plenary - Panel discussion of Session A issues
-
- 12.30 - 1.30 pm Lunch
-
- 1.30 - 3.00 pm **Concurrent workshops/seminars**
- | |
|--|
| Workshop 1 Best Practice in Volunteerism & Community Involvement |
| Workshop 2 Best Practice in Interpretation in Urban Parks & interpretation in Indigenous culture and heritage |
| Business Seminar 1 "Best Practice in Action" |
| Business Seminar 2 Best Practice in "Measuring Organisational Change" |
| Business Seminar 3 Best Practice in "Environmental Management" |
-
- 3.00 - 3.30 pm Afternoon tea
-
- 3.30 - 5.00 pm Concurrent workshops/seminars continued
-
- 8.00 pm Twilight river cruise

DAY THREE

TUESDAY, 28 FEBRUARY 1995

THEME FOR DAY 3 - MANAGING & PLANNING RECREATION SETTINGS BEYOND 2000

- 9.00 - 9.30am Audio visual spectacular of Victoria's parks
- 9.30 - 10.15am Keynote address - "Managing and Planning Recreation Settings Beyond 2000" - Barry Tindall
- 10.15 - 10.45am Morning tea
- 10.45 - 12.00pm **Concurrent Session B**
- | | |
|-----------|---|
| B1 | Best Practice in managing the balance between recreation & conservation along waterways |
| B2 | Best Practice in managing the balance between recreation & conservation in parks |
| B3 | Best Practice in capital development |
- 12.00 - 12.30 pm Plenary - Panel discussion of Session B issues
- 12.30 - 1.30 pm Lunch
- 1.30 - 3.00 pm **Concurrent workshops/seminars**
- | | |
|-------------------|---|
| Workshop 3 | Best Practice in Regional Open Space Planning |
| Workshop 4 | Best Practice in Setting Planning incorporating commercial facilities |
| Seminar 4 | Best Practice in "Contracting Out" |
| Seminar 5 | Best Practice in "Mapping Your Assets" |
| Seminar 6 | Best Practice in "Achieving Success through Business Change" |
- 3.00 - 3.30 pm Afternoon tea
- 3.30 - 5.00 pm **Concurrent workshops/seminars continued**
- | | |
|-------------------|---|
| Workshop 3 | Best Practice in Regional Open Space Planning |
| Workshop 4 | Best Practice in Setting Planning incorporating commercial facilities |
- Note: Workshops 3 & 4 reversed after break
- 7.00 pm Conference dinner

DAY FOUR

WEDNESDAY, 1 MARCH 1995

THEME FOR DAY 4 - MANAGING & STRUCTURING A BEST PRACTICE BUSINESS

- 9.00 - 9.30 am Keynote address - "Managing and Structuring A Best Practice Business" - Rod Chadwick
- 9.45 - 11.00 am **Concurrent Session C**
- | | |
|-----------|---|
| C1 | Best Practice in Achieving the break through in productivity gains |
| C2 | Best Practice in Managing the Public Sector in the 1990's - A Holistic View |
| C3 | Best Practice in managing people |
- 11.00 - 11.20 am Morning tea
- 11.20 - 11.50 am Plenary - Panel discussion of Session C issues
- 11.50 - 12.30 pm Closing Address
- 12.30 - 1.30 pm Farewell lunch

KEYNOTE SPEAKERS

"Customer Focus/Service"

Mr David Jenkin is an internationally respected authority on retailing and customer service. David is General Manager of the Melbourne Central development and is credited with successfully negotiating with the Japanese retailing giant Daimaru - Kumagai Gumi to open in Australia. He is founder and Managing Director of his own consultancy which operates exclusively in the service sector providing advice to clients in Australia, Japan and the US in customer service, retail design and executive/staff training. David is also Chairman of the Board of World Vision Australia.

"Managing & Planning Recreation Settings Beyond 2000"

Mr Barry Tindall is Director of Public Policy for the National Recreation and Park Association. The Association is the US principal private advocate for quality and comprehensive public recreation and park experiences for all people. Barry represents the Association's National Policy interests before the United States Congress and he was associate Director for the State and Local Systems of the President's Commission on Americans Outdoors during 1986. He has been a consultant to the Nature Conservancy on natural area policy, and to the U.S National Parks Service on policy and organisation.

"Managing & Structuring a Best Practice Business"

Mr Rod Chadwick is the Chief Executive of South Pacific Tyres, Australia and New Zealand's largest tyre manufacturer, and a Director of Pacific Dunlop Ltd. Rod is also Chairman of the Best Practice Committee for the Australian Manufacturing Council. He devotes much of his time to proclaiming the benefits of a management philosophy centred on best practice and believes that companies utilising best practice programs have more of a quality focus and tend to lead their industry.

SESSION SPEAKERS

Mr Alan Smith (UK) is Director, Institute of Leisure and Amenity Management and General Secretary of the International Federation of Parks and Recreation Administration (IFPRA). Alan has worked for over twenty years in the public sector with responsibility for the management of public provided finance. A career change then led to his appointment as Director of Leisure Services for Reading Borough Council (UK) and two years later he took up the post of Director of the Institute of Leisure and Amenity Management. During the last five years the Institute has developed rapidly and is now established as the professional institute for leisure managers from all specialisms within the public and private sectors.

Mr Per Nilsen (Canada) is the Head, Appropriate Activity Assessment and Risk Management, Natural Resources Branch, Parks Canada. Over the last decade Per has worked on the development of the Visitor Activity Management Process (VAMP) in Parks Canada. This internationally recognised approach emphasises knowing your customer and demonstrates how social science research is essential in developing policy, programs, and visitor management techniques leading to improved delivery of service to the public.

Mr Rob Small (New Zealand) is general Manager Parks for the Auckland Regional Council. Rob has a strong background in park operations and Local Government with management experience in a range of areas including commercial activities and executive services. Rob is Vice President of the New Zealand Recreation Association, President elect of Asia Pacific region of IFPRA and a member of the Institute of New Zealand Local Authority Managers. He has qualifications in horticulture, Botany and business management.

Mr Leon Younger (United States) is the Director, Indy Parks and Recreation (Indianapolis, US) and is the 1994 recipient (at 41, the youngest ever) of the Distinguished Professional Award presented by the National Recreation and Parks Association. This award is the highest US honour presented in this field. Leon specialises in natural resource management, revenue generation and marketing, and has consistently advocated a strong customer culture approach.

The Honorable Mark Birrell MLA (Australia) is the Victorian Government Leader in the Legislative Council, Minister for Conservation and Environment and Minister for Major Projects. He is the Minister responsible for Melbourne Parks and Waterways and Agenda 21, an ambitious plan for the Melbourne Central area through key major projects. From 1982 to 1988 he was Director of the Australian Institute of Political Science. He holds degrees in Economics and Law.

Mr Jeff Floyd (Australia) is Chief Executive of Melbourne Parks and Waterways. Jeff has been the driving force behind the creation of Melbourne Parks and Waterways which is now positioned as a leading International Parks and Waterways Agency. His background is in management and corporate strategy, strategic planning, marketing and development. He holds degrees in strategic planning from Australia and the UK. Jeff has held positions on the senior executive of the Melbourne Water Corporation and the Chief Executive of the Victorian Office of Trade and Investment.

Mr David Weston (Australia) is Manager Marketing and Development, for Melbourne Parks and Waterways. David specialises in policy development, marketing strategy, market research and the management of commercial facilities. He gained early commercial experience with Trans Australian Airlines and Federal Pacific Hotels followed by a period as Chief Executive of the Tasmanian Conventions and Visitor Bureau. David is widely recognised as a speaker on the tourism industry using his background in industry development, destination marketing, convention travel and his experiences as a hotel operator.

Mr Andrew Taylor (Australia) is a senior project manager with Kinhill Engineers Pty Ltd. He specialises in environmental, horticultural, leisure and multi-disciplinary projects. Between 1983 and 1994 he worked with the city of Adelaide as Director of Parks and Recreation, and was responsible for the planning, development and management of the famous Adelaide Parklands. Andrew is currently the National Treasurer of the Royal Australian Institute of Parks and Recreation and has been a Councillor of the Royal Agricultural Society of South Australia for eleven years.

Mr Robin Grimwade (Australia) presently holds the position of Director of the Centennial Park and Moore Park Trust in Sydney, New South Wales. Robin has a background in horticulture, landscape design and park and recreation management, and has some 15 years with local and state government agencies in South Australia and New South Wales. He is a fellow of both the Australian Institute of Horticulture and the Royal Australian Institute of Parks and Recreation. He is also a member of the Australian Institute of Public Administration.

Dr Ken Marriot (Australia) of Hepper, Marriot and Associates Pty Ltd has been a leader in the preparation of recreation planning and feasibility studies for Federal, State and local governments and for private industry in New South Wales, Queensland, Tasmania, Victoria and South Australia over the past two decades. Dr Marriot completed his doctorate in urban recreation planning in 1979. Following 10 years as an academic, he joined the Victorian Department of Youth, Sport and Recreation as a planning and technical services consultant, leaving there to establish Hepper, Marriot and Associates in 1983.

Mr Elery Hamilton-Smith (Australia) is Managing Director of Rethink Consulting Pty Ltd. Elery has recently retired from a chair in Leisure Studies at the Royal Melbourne Institute of Technology (RMIT). He has 45 years of experience in Australia and 25 other countries in a wide range of community services but parks have always been his central interest. Elery is a member of the Melbourne Parks and Waterways Advisory Council and the ~~ICUN~~ IUCN Commission on National Parks and Protected Areas.

Dr Margi Olson (Australia) is a Consulting Principal with DMR Group Australia. A Division of DMR Group Inc. based in Montreal Canada, Margi has over 20 years experience in the Field of Information Technology (IT), specialising in IT and Organisational Design and Change. Prior to joining DMR, Margi was Professor and Directed of the Centre for Research on Information Systems at the Stern School of Business, New York University. Margi has published widely in international journals and computer industry publications including *Datamation* and *Leaders*, and has given over 100 presentations world-wide on the organisational impacts of Information Technology.

Mr Neil Gibbs (Australia) is a Principal Consultant in Performance Improvement with PA Consulting Group. Neil has worked with private and public sector organisations and has extensive experience in effecting organisational performance improvement through organisational change management, business and strategic planning, business process analysis and improvement planning. His particular expertise is in organisational performance improvement, including for non-profit making businesses. In recent performance improvement projects, Neil has worked with Telecom, Melbourne Parks and Waterways and BHP Steel.

FIXED COSTS					
		PROJECTED	SUB TOTAL	EXPENDITURE	SUB TOTAL
PUBLICITY					
	Logo & Flyer	2,000			
	Flyer mail-out	1,000			
	Main brochure d/vip.	12,000			
	Main brochure mailout	2,000			
	Advert - Fin. Review	10,000			
	Advert - Age	3,000			
	Banners/Signs	4,000			
	Displays	1,000			
	Photography	1,000			
	Final brochure update	4,000			
			40,000		0
INSURANCE					
		6,000	6,000		0
VENUE					
	Deposit	2,000			
	Final Venue Hire	14,500			
	Audio Visuals	4,000			
			20,500		0
SPEAKERS					
	Financial Support	20,000			0
	Production of Slides	2,000			
			22,000		
AQC					
	Conference Organiser Fee	25,000	25,000		0
SOCIAL PROGRAM					
	Field Trips	4,000			
	Dinner Speaker	6,000			
			10,000		0
STRATEGIC PARTNERS					
	Breakfast x 2	1,200			
	Tours	1,000			
			2,200		0
CONFERENCE DELEGATE COSTS					
	Printing of Conference Kits	12,000			
	Miscellaneous	6,000			
			18,000		0
		Sub-total	143,700		
	10% Liability		14,370		
		TOTAL	158,070		0

Conference Costing									
			No. of people	100	150	200	240	280	300
Revenue									
	C & L		10000						
	DMR		3000						
	MITS		7000						
	Toyota		3000						
	RAIPR/Trade		5000						
	DCNR		5000						
	Auckland Regional Parks		5000						
	Sydney Urban Parks Agency		5000						
	Brisbane City Council		5000						
			48000		48000	48000	48000	48000	48000
	Best Practice Sessions 150 @ \$180	150	180	27000	27000	27000	27000	27000	27000
	Total Revenue			75000	75000	75000	75000	75000	75000
Expenditure									
	Fixed Costs			158070	158070	158070	158070	158070	158070
	Variable Conference Delegate @ \$260		260	26000	39000	52000	62400	72800	78000
	Variable Costs Best Practice Sessions @ \$4	150	40	6000	6000	6000	6000	6000	6000
				190070	203070	216070	226470	236870	242070
	Net Cost			115070	128070	141070	151470	161870	167070
	\$ Cost per Person / Breakeven			1151	854	705	631	578	557
	Pricing Strategy: \$700 AQC/RAIPR Members \$750 Normal Note: Conference Dinner additional \$65								