



Callan Park

Master Plan Report
NOVEMBER 2011

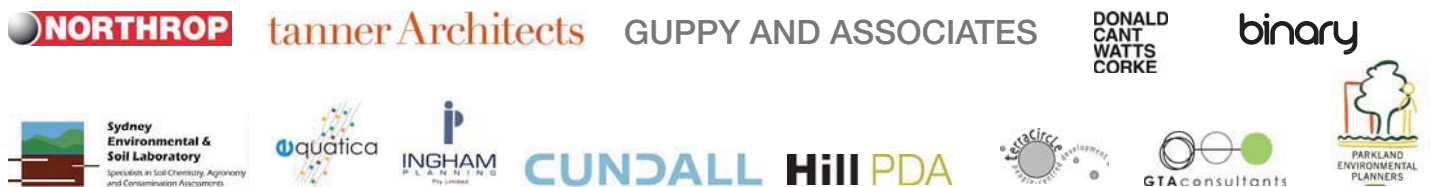


Callan Park is a wellness sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community

Issue	Status	Date	by	Checked
A	Draft	21.01.11	JR	AM
B	Final Draft	31.01.11	JR	AM
C	Exhibition Draft	14.02.11	JR	AM
D	Draft Adopted Master Plan	13.10.11	MC	AM
E	Final Adopted Master Plan	11.11.11	MC	AM

Masterplan Report
November 2011

Prepared for Leichhardt Municipal Council by McGregor Coxall landscape architecture and urban design with:



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INTRODUCTION

EXECUTIVE SUMMARY

The urgent need for a Master Plan for Callan Park arose after the site ceased being used as a psychiatric hospital, and the last remaining patients were transferred to Concord Hospital in April 2008. Public debate about the future of Callan Park ensued, while the site was used for a range of health, education, cultural, community and sporting uses for some years. Efforts by the NSW government and Leichhardt Council, together with an active local community which has lobbied to protect the site in public ownership for future generations, have culminated in preparation of this Master Plan. Extensive consultation with Leichhardt Council, community and user groups, and interested residents in 2010-11 has resulted in a vision for a wellness sanctuary, encompassing health, community and educational uses.

In June 2010 a multidisciplinary consultant team led by McGregor Coxall were appointed to develop a community led Master Plan, Plan of Management and Financial Model for Callan Park. Over the following six months the consultant team undertook an extensive and interactive community engagement and consultation process.

Through a mix of web based technology, traditional workshops, drop-in events, newsletters, presentations and meetings the community put forward their views on the plan. Working with the Master Plan team they helped shape a vision for Callan Park as a Wellness Sanctuary that "bridges the gap between acute care and home life for those with mental illness, and contributes to the mental, physical and social health of the entire community."

Callan Park has a rich and significant heritage and a complex recent history. At just over sixty hectares it is one of the largest open spaces in the centre of Sydney (figure no. 01 shows the location of Callan Park). The park has many qualities such as an extensive foreshore, fine heritage buildings, a rich cultural landscape and history of mental health care.

Key features of Callan Park include:

- Its location on Iron Cove and Sydney Harbour.
- Its role as a regionally significant open space, being the third largest open space in inner Sydney behind Centennial and Moore Parklands (320 hectares) and the Royal Botanic Gardens and Domain (64 hectares).
- The whole of the site being listed on the State Heritage Register.
- The exceptional heritage landscape buildings of the former Rozelle Hospital located on the site.
- The cultural heritage value of the site in relation to the history of mental health in Australia.
- The waterfront public open spaces, landscaping and gardens.
- Remnants of natural bushland and wildlife habitat – one of the few remaining in the inner west of Sydney.
- Aboriginal middens at Callan Point.
- The Bay Run foreshore walking path around Iron Cove.
- One of the few remaining beaches in the inner west.
- Ongoing use by State-significant tenants including Sydney College of the Arts, the NSW headquarters of the NSW Ambulance Service, and several non-government organisations (NGOs).

There are many people who are passionate about Callan Park and have campaigned for its protection and public ownership. These campaigns resulted in the drafting of the Callan Park [Special Provisions] Act 2002 that determined three land uses for Callan Park, these being; health, not for profit community and not for profit education.

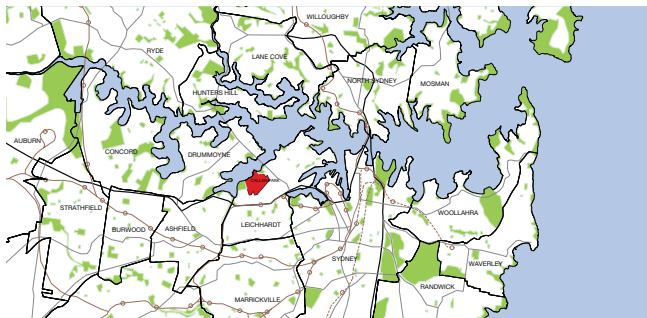
The Callan Park Master Plan has captured the support of the community by facilitating a consultation process that allowed the community to take ownership of the project and be truly involved. The website www.callanparkyourplan.com.au records this process.

This document has been prepared to present the stages of work carried out in the Callan Park Master Plan project. It comprises of urban and site context mapping, discussion papers, commentary on the development of Master Plan options, illustrations of the Final Master Plan and an ongoing commentary of how the extensive community engagement and consultation process has informed every stage.

This document is intended to be a user-friendly source of information for the community, stakeholders and Council. The information in this report will be the basis for the ongoing delivery of the Final Master Plan. This document should be read in conjunction with the Plan of Management that sets out how the various initiatives and actions embodied in the final plan should be implemented.

Prior to public exhibition of the Final Callan Park Master Plan five distinct stages of work were undertaken.

Following the public exhibition a further two stages were completed, relating to the community submissions received and the Final Draft Master Plan adopted by Leichhardt Council.



Stage One : Issues and Opportunities

During the first stage of the Master Plan the consultant team reviewed background studies and reports, carried out site inspections and worked with Leichhardt Council officers to develop discussion papers. The purpose was to make observations rather than recommendations and encourage a wide consideration of the issues that the Master Plan process should engage with. The discussion papers covered thirteen diverse topic areas and some key themes emerged:

- Callan Park is a significant natural and cultural asset with a broad range of users and visitors
- The Callan Park [Special Provisions] Act 2002 will establish the foundations of the plan
- The Master Plan has the potential to enhance the quality of Callan Park, from improving traffic management to providing more recreational and cultural facilities
- Derelict buildings on the site provide many possibilities for re-use
- The Master Plan has the potential to introduce a number of Ecologically Sustainable Development [ESD] measures to Callan Park
- One of greatest assets of Callan Park is the community and groups that use and enjoy it
- There were many unknowns in relation to costs for the rehabilitation of the buildings and landscape at Callan Park
- The history of mental health uses on the site has left a wonderful legacy for the community

The community engagement process and project website were also launched during stage one. The community were invited to review the discussion papers and use an interactive map of Callan Park to post comments on the discussion papers and ideas for the Master Plan. The project website then became the principle means for the community to follow the development of the process.

Stage Two: Project Principles

During stage two of the project the feedback from the first round of public consultation was cross referenced with the discussion papers and used to develop a series of Draft Project Principles. These were based on the Callan Park [Special Provisions] Act 2002. Twelve project principles were drafted and these were put to the community through the project website and workshops. The vast majority of the community who commented on the Draft Project Principles endorsed them and they were posted on the project website at the start of stage three.

During this stage the Master Plan team also carried out a review to generate a better understanding of the current distribution of uses on Callan Park. The review confirmed that Community and Education were the dominant uses on Callan Park. Currently there are over fifty five hectares of open space that can be classified as community use, of the internal building areas currently 1% is community use, 34% is educational use, 27% is health use and 37% of the floor area is derelict. Table no. 01 shows a comparison of the existing situation with the Master Plan proposal.

STAGE 2 Use	Existing	
	Area [sq.m]	% area
Community	550	1%
Education	29,481	34%
Health	23,452	27%
Derelict	32,087	37%
Total	85,570	100%

Stage Three: Sub Principles

In stage three of the project forty Sub Principles were defined through online community participation. These Sub Principles provided a spatial design brief and created the planning objectives for the Master Plan team.

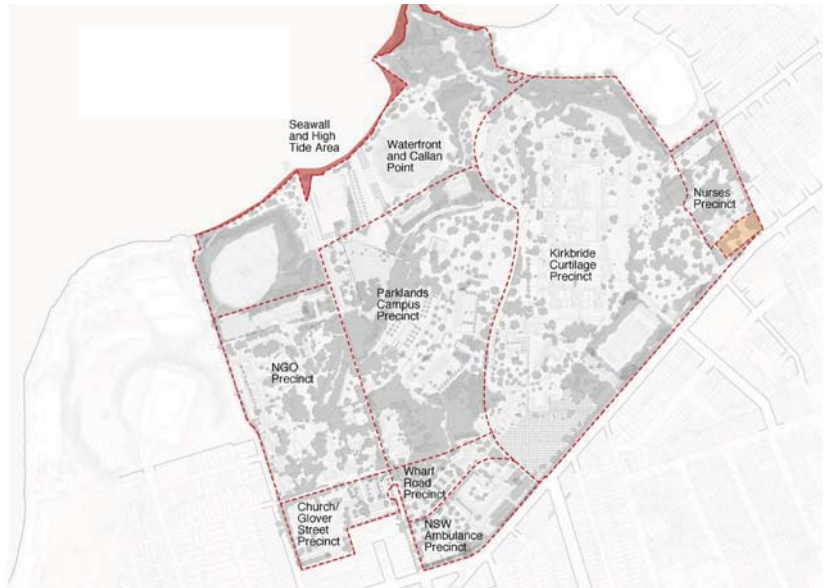
The community engagement process demonstrated strong community support for the expansion of mental health services on Callan Park. In order to focus on this key imperative a workshop was held in stage three to define a Mental Health Framework that could be tested through design investigations in the stage four Draft Master Plan. The workshop created the concept of Callan Park as a centre for mental and physical wellness. As part of the workshop a thirteenth 'Project Principle' was proposed to recognise the formative role of mental health in the Master Plan.

In addition to the development of the Sub Principles and agreement of the mental health concept for Callan Park, the Master Plan team carried out an extensive visual inspection of the buildings on Callan Park. This inspection informed the development of potential refurbishment costs for the Financial Model.

TOP RIGHT. The view from Callan Point looking east to Iron Cove Bridge.
BOTTOM LEFT. Figure no. 01 the location of Callan Park within Sydney.
BOTTOM RIGHT. Table no. 01 the current balance of uses on Callan Park.

EXISTING MANAGEMENT PRECINCTS

-  precinct boundary
-  NSW Maritime control
-  Rozelle Child Care Centre



Stage Four: Draft Master Plan

From the extensive community consultation on the agreed 'Project Principles' and 'Sub Principles', with over one thousand individuals contributing online and almost three hundred attending workshops, a Draft Master Plan with sixty embedded options was prepared. The Draft Master Plan was launched at Balmain Town Hall on the 8th of October 2010, and a public exhibition period followed with drop-in events and an interactive online interface. The Draft Master Plan received excellent public support with 55% of respondents rating it as either 'very good' or 'excellent' and a further 33% rating it as 'good', giving an approval rating of 88%. Following detailed analysis of all the community feedback nine issues were identified as requiring further investigation and a community forum was held by Council to provide the Master Plan team with the guidance required to finalise the Draft Master Plan.

Precinct	Owner	Manager
Waterfront Precinct	Health Administration Corporation	Sydney Harbour Foreshore Authority
Kirkbride Curtilage Precinct	Health Administration Corporation	Sydney Harbour Foreshore Authority
Parkland Campus Precinct	Health Administration Corporation	Sydney Harbour Foreshore Authority
Non Government Organisation Precinct	Health Administration Corporation	Sydney South West Area Health Service
Church/Glover Street Precinct	Health Administration Corporation	Sydney South West Area Health Service
Wharf Road Precinct	Health Administration Corporation	Sydney Harbour Foreshore Authority
NSW Ambulance Precinct	Health Administration Corporation	NSW Ambulance Services
Nurses' Precinct	Health Administration Corporation	Sydney South West Area Health Service

Stage Five: Master Plan

In stage five the Master Plan team used the results of the stage four consultation and direction from Council to prepare a Final Draft Master Plan, the accompanying Plan of Management and a Financial Model to illustrate potential revenue and expenditure options.

The Final Draft Master Plan was presented to Leichhardt Councillors and the public on 7th December 2010. Following the presentation of the Final Draft Master Plan Council resolved to place all the final documents on public exhibition between 31st January 2011 and 28th February 2011. Table no. 03 shows the proposed balance of uses on Callan Park.

Use	Proposed	
	Area [sq.m]	% area
Community	5,012	8%
Education	28,480	42%
Health	34,027	50%
Derelict	0	0%
Total	67,518	100%

Stage Six: Statutory Notification

The Draft Master Plan was prepared for the Callan Park site pursuant to the provisions of the Callan Park Act and State Environmental Planning Policy No.56. The Callan Park Master Plan, Draft Plan of Management and Conservation Management Plan were publically exhibited from Tuesday 15th February until Thursday 19th May 2011 along with the accompanying four Financial Models. In addition our community information sessions were also held during the exhibition period;

- Saturday 13th March 2011
- Sunday 20th March 2011
- Wednesday 30th March 2011
- Thursday 31st March 2011

During the exhibition period the community and key stakeholders were invited to participate in an online survey and/or send in written submissions commenting on the Draft Callan Park Master Plan.

In total there were 92 written submissions to the Draft Master Plan. These submissions were entered into a spreadsheet for analysis. In total there were 920 individual comments contained within the 92 submissions.

The comments were categorised according to the 12 Overlays in the Draft Master Plan. As far as possible, they were then sub-categorised and grouped according to whether they were supportive of an aspect of the Draft Master Plan, or critical of an aspect of the Draft Master Plan. In total, there were:

- 87 'positive' or supportive comments (made by 63 individuals or groups)
- 479 'critical' comments or comments opposed to a particular aspect of the Draft Master Plan (made by 75 individuals or groups), and
- 254 'neutral' statements which could not be categorised as neither positive or negative, made by 78 individuals or groups.

Stage Seven: Final Draft Master Plan Adopted by Leichhardt Council

Leichhardt Council in adopting the Callan Park Master Plan made a number of changes.

During the course of the notification period a number of matters were raised by key stakeholders and community representatives.

One of the most significant issues raised was the limited traffic analysis carried out as part of the Master Plan process. In response to this particular submission it was decided that GTA Consultants should undertake additional analysis in order to identify any potential transport implications resulting from the proposed draft Callan Park Master Plan, including the consideration of the following:

- existing traffic and parking conditions surrounding the site
- suitability of the proposed parking in terms of supply (quantum)
- the traffic generating characteristics of the proposed draft Master Plan
- suitability of the proposed access arrangements for Callan Park
- the transport impact of the proposed draft Master Plan on the surrounding road network

Following the conclusion of the formal exhibition period on the 19th May 2011 the master plan consultants reviewed all of the submissions received in respect of the exhibited documents. In response the consultants prepared two (2) reports for presentation to two meetings at Leichhardt Council, held on 19th and 26th July 2011, one report relating to the revised Callan Park Conservation Management Plan and a second report relating to the Draft Callan Park Master Plan and Draft Callan Park Plan of Management.

The content of the reports and the associated documents were considered by Council over the course of two meetings, namely:

- The Extraordinary Council Meeting held on 19th July
- The Ordinary Council Meeting held on 26th July

TOP. Figure no. 02 showing the current management precincts on Callan Park.

MIDDLE RIGHT. Table no. 02 the current precinct managers on Callan Park.

BOTTOM RIGHT. Table no. 03 the proposed balance of uses on Callan Park.

BACKGROUND

Callan Park comprises public land overlooking Iron Cove in Sydney Harbour and is protected by the Callan Park [Special Provisions] Act 2002. Figure 01 on the previous page shows the location of Callan Park in the context of Sydney City and the Inner Western suburbs.

Callan Park was acquired in the 1870's for the specific purpose of constructing a mental asylum that later became Rozelle Psychiatric Hospital. The hospital closed in April 2008 and its services were relocated to Concord Hospital in Canada Bay. Many buildings on the site are vacant and in various states of disrepair.

The public ownership of the site is in the custody of NSW Health with Leichhardt Council being the planning consent authority. Areas of the site are currently managed by Sydney Harbour Foreshore Authority and NSW Health, with the management divided according to precincts. The current delineation of the precincts comes from two previous studies. In January 2002 a Conservation Management Plan [CMP] for Rozelle Hospital was published. The CMP identified seven precincts based on the structure of the historic buildings and landscape. The 2007 Land Use Plan prepared by Hassell Architects proposed an additional precinct by splitting the precinct that housed NSW Ambulance. The eight precincts defined in the 2007 Land Use Plan form the basis for the ongoing management of Callan Park. Figure no. 02 and table no. 02 on the previous page set out the current management responsibilities for the defined precincts.

On 22nd October 2008 the Minister for Planning and the Minister for Education and Training announced that the State Government was proposing a transfer of care, control and management of a section of Callan Park to Leichhardt Council through a 99 year lease.

Over the course of the following year Leichhardt Council worked to obtain copies of all the available existing background studies to assist and inform the Master Planning process. In cooperation with stakeholders Leichhardt Council developed a scoping document forming the basis of a Master Plan tender brief that was advertised in March 2010.

On 25th May 2010 Leichhardt Council resolved to appoint a consultant team led by McGregor Coxall to develop a Master Plan for the entire 60.37 hectares of the Callan Park Site in accordance with the provisions of the Callan Park [Special Provisions] Act 2002 and State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries.

THE PROJECT TEAM

The following team members contributed to the Master Plan, Plan of Management and Financial model:

- McGregor Coxall - Project Management, Urban Design and Landscape Architecture
- City Marketing - Community Engagement and Consultation
- Binary - Website Design
- Hill PDA - Financial Modelling
- Tanner Architects - Heritage Architecture
- Parkland Environmental Planners - Plan of Management
- Ingham Planning - Statutory Planning
- Donald Cart Watts and Corke - Quantity Surveyors
- Professor Vaughan Carr - Mental Health
- Guppy and Associates - Cultural Planning
- Terracircle - Community Gardening and City Farming
- Cundall - Sustainability
- Equatica - Water Sensitive Urban Design
- GTA Consulting Consultants - Transport
- Northrop - Civil Engineering and Infrastructure
- Sydney Environmental and Soil Laboratory – Contamination

PROJECT STAGES

The project work comprised of six separate stages:

- Stage one - Issues and Opportunities [June 3rd 2010- June 25th 2010]
- Stage two - Project Principals [June 28th 2010 - July 23rd 2010]
- Stage three - Sub Principals [26th July 2010 - August 20th 2010]
- Stage four - Draft Master Plan [August 23rd 2010 - 8th October 2010]
- Stage five - Final Master Plan [11th October 2010 - 7th December 2010]
- Stage six - Master Plan Exhibition [February 15th 2011 - April 19th 2011]

PREVIOUS PLANS

A number of previous Master Plans and site development plans have been prepared for Callan Park. These include:

- Master Development Control Plan 1990 - Urban Design Advisory Services
- Master Plan for the Rozelle Hospital Site and Conservation Management Plan 2002 - Urban Design Advisory Services
- Callan Park Land Use Plan 2008 - Hassell
- Sydney Harbour Foreshore Authority [SHFA] prepared a design for the section of the Bay Run within Callan Park and submitted a development Application in June 2010. In November 2010 Leichhardt Council resolved to approve part of the SHFA proposal

'YOUR PLAN' WEBSITE

Recently web-based communities, social-networking, video-sharing, wikis, photo sharing and blogs have emerged as powerful tools for community consultation. A website that allows its users to interact or comment on content, has many advantages over non interactive websites where users are limited to the passive viewing of information that is provided to them.

For this project a custom website was designed and launched on 26th June 2010. The project website URL address is:

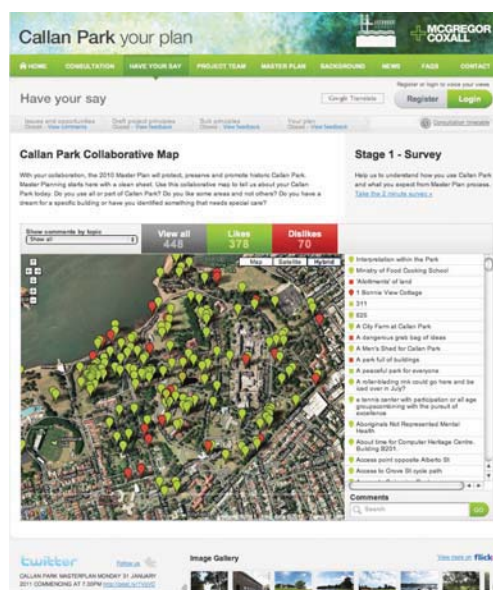
www.callanparkyourplan.com.au

The Callan Park 'your plan' web concept was developed to ensure that the community had a significant role in the decision making process at each stage of the Master Plan. The foundation of the engagement strategy is based on the use of the internet to continuously interact with the local community and users of Callan Park in a meaningful and exciting way.

The 'your plan' website and newsletters provided a forum for collecting data and public opinions, viewing project related documents and keeping the public updated on project news. The data collected through the project website, surveys and workshops has been used to robustly support decision making during the project and was presented to the community at key milestones.

In order to access the interactive features of the website users were required to provide a valid email address, their name, and post code. By capturing the IP address of users and mandating registration we ensured individuals were restricted to casting single votes. All posts were moderated prior to them being approved for release to the project website by City Marketing.

Although the project website was the most popular means of public participation, traditional public consultation techniques such as public workshops, newsletters and surveys were used to capture the views of community members. Figure no. 03 below shows the collaborative map used during the stage one the online consultation.



BOTTOM RIGHT. Figure no. 03 Callan Park collaborative map used for the stage one online consultation.

COMMUNITY ENGAGEMENT SUMMARY

City Marketing

The Master Plan for Callan Park has involved one of the most extensive community engagement processes in the nation. Combining online engagement (including email contact) with more traditional forms including community workshops, stakeholder briefings and community drop-ins, the Master Plan has sought and received input from thousands of participants.

Website

The Callan Park Master Plan website www.callanparkyourplan.com.au was launched on Saturday 26 June 2010 at the first community workshop.

- Up to and including 31st January 2011, the website attracted 7,521, visitors.
- 16,001 visits
- 83,660 page views
- 5.23 pages per visit
- 6.00 minutes average time on site
- 53.57% of visits direct traffic
- 33.97% of visits referring sites
- 52.96% of all visits by returning visitors
- 13,208 visits from Sydney
- Content has been viewed in 32 different languages

The main referring sites were CampaignPlus (email campaign), Facebook, Friends of Callan Park, Sydney City Farm, Leichhardt Council

Email Contact

An online email contact advertised only through the website generated 827 emails excluding post alerts and project correspondence.

Registered Users

To participate in each of the online Have Your Say stages, visitors to the site were required to register. The registration process ensured that online engagement wasn't 'hijacked' by any single individual or group. The site current has in excess of 1,560 registered users.

Online Participation

Over the course of the Master Plan a total of 1,568 individuals used the project website to have their say. The participation over the five stages was as follows:

- Have Your Say Stage 1 - 913 participants
- Have Your Say Stage 2 - 57 participants
- Have Your Say Stage 3 - 119 participants
- Have Your Say Stage 4 - 479 participants

Online Surveys

Each online stage has also included an online survey accessed through a web-link. Hard copies of the survey have been distributed at workshops and by Council to ensure that those without access to the internet can participate. A total of 668 surveys were completed over the course of the Master Plan with the following break-down by stage:

- Online/hard copy Survey Stage 1 - 298
- Online/hard copy Survey Stage 2 - 82
- Online/hard copy Survey Stage 3 - 72
- Mental Health Project Principle - 45
- Online/hard copy Survey Stage 4 - 171

Workshops

Each stage of the Master Plan process included structured workshops 'mirroring' and adding value to the online engagement. Workshops 1, 2, 3, 4, and 6 were general workshops. Workshop 5 focussed on Mental Health. Workshop 7 focussed on Arts and Culture. The Master Plan Forum heard additional presentations and discussions on specific aspects of the draft Master Plan.

A total of 415 community members attending the ten Master Plan workshops, with the following attendances recorded:

- Workshops 1 and 2, 26 June - 90 attendees
- Workshops 3 and 4, 24 July - 50 attendees
- Workshop 5, 25 August - 43 attendees
- Workshop 6, 28 August - 80 attendees
- Workshop 7, 9 September - 45 attendees
- Master Plan Forum, 20 November - 107 attendees

Drop Ins

The draft Master Plan was launched at a large event in Leichhardt Town Hall. Members of the Master Plan team were available to informally brief members of the community who wished to discuss any aspects of the initial draft. This process was repeated over 5 drop in days: 3 at the Sydney College of the Arts (Callan Park) and 2 at Balmain Town Hall.

105 of 260 drop-in visitors provided feedback in a visitors book. A total of 360 people attended the initial Draft Master Plan drop-in events, with the attendance broken down as follows:

- Master Plan Launch, 8 October - 100 attendees
- Drop in 1, 9 October - 45 attendees
- Drop in 2, 10 October - 50 attendees
- Drop in 3, 11 October - 55 attendees
- Drop in 4, 16 October - 50 attendees
- Drop in 5, 17 October - 60 attendees

CampaignPlus

In addition to Council advertising and Council letter box dropping of all Leichhardt residents, every interested member of the community was kept up to date with Master Plan developments through direct email.

Table no. 04 below shows the number of campaignplus newsletters that were sent and the proportion of subscribers that opened them.

Campaign dispatch date	Sent	Opened
28/06/2010	401	45%
29/06/2010	61	64%
09/07/2010	731	49%
26/07/2010	990	45%
06/08/2010	977	41%
23/08/2010	982	36%
03/09/2010	977	32%
14/10/2010	1,785	39%
27/10/2010	1,882	30%
15/11/2010	1,870	29%
Total	10,656	41%

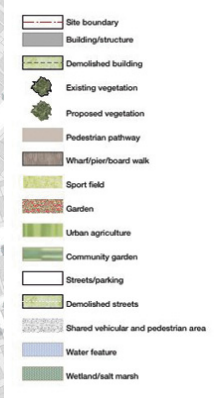


TOP RIGHT. Table no. 04 shows the number of people who received and open CampaignPlus newsletters.

MIDDLE RIGHT. Workshop 3/4 was held in B504 on Callan Park.

BOTTOM RIGHT. A forum was held to finalise the Draft Master Plan in late November.

CALLAN PARK MASTERPLAN MAP



MASTER PLAN FEATURES

Public Access to Callan Park

- 1 Manning Street pedestrian access
- 2 Car access at Cecily Street
- 3 Alberto Street pedestrian access
- 4 Existing parking area
- 5 Existing Bay Run
- 6 Wharf Road vehicular access
- 7 Bike hire kiosk
- 8 Existing drop off to child care centre retained
- 9 New board walk for pedestrian access to the Callan Point beach
- 10 No vehicular access to the waterfront

Mental Health Related Facilities and Services

- 11 Kalouan sub-acute mental health accommodation
- 12 Vocational skills centre and education services for people recovering from mental illness [TAFE link]
- 13 Callan Park Mental Health related facility
- 14 Sustain - Cafe and restaurant
- 15 Wharf Road Apartments Medium support accommodation & Bootmakers Cafe
- 16 Bootmakers Cafe
- 17 Wharf Road Cottages [B214] Low support accommodation
- 18 Wharf Road House Families accommodation
- 19 Community spaces in the Cane Room [B512] and Building 504
- 20 Playground

Callan Park Farm/ Glovers Community Garden

- 21 Callan Park Farm
- 22 Glovers Community Garden
- 23 Expanded Glovers Community Garden

Memorials

- 24 Spanish War Memorial
- 25 Harbour Bridge Memorial

Cultural Cluster

- 26 Cultural Cluster Plaza
- 27 Sydney College of the Arts
- 28 Performance and rehearsal space
- 29 NSW Writers Centre [B213] - Main building
- 30 Extension to NSW Writers Centre
- 31 Studio and exhibition space, Sydney College of the Art and others
- 32 Art therapy and studio space

Callan Point and Bush Regeneration

- 33 Summer House heritage building [B494] retained for an Aboriginal Exhibition Space
- 34 Board walk through bushland
- 35 Bush regeneration
- 36 Bush regeneration around Glover Street Oval

Active and Passive recreation

- 37 Existing pool facility
- 38 Existing Waterfront Drive fields
- 39 New pavilion and amenities
- 40 Regional skatepark
- 41 Sports field
- 42 Realigned Bay Run, seating & level change
- 43 Glover Street Oval
- 44 Existing parking area on Glover Street
- 45 Tennis & basketball court
- 46 Investigate potential for kayak and rowing boat launching jetty
- 47 Indoor yoga & pilates

Foreshore

- 48 Reinstated salt marsh and new sea wall
- 49 Creek restoration
- 50 Wetland

Existing Providers

- 51 NSW Ambulance Headquarters [B1046]
- 52 NSW Ambulance expansion into Linen store [B296]
- 53 Existing parking with native flora screening
- 54 University of Tasmania
- 55 Existing buildings retained for future use

Heritage Landscape and Buildings

- 56 Moodie Street Cottage [B399] site maintenance administration and Bush Care Group facilities
- 57 Pleasure Gardens restored
- 58 Existing trees screening the Convalescent Cottages [B401- B404] pruned and replaced overtime with tall trunked Eucalyptus
- 59 Callan Park Museum located in Bonny View Cottage [B205]
- 60 Callan Park administration headquarters in Broughton Hall [B130]
- 61 Port Jackson fig integrated with native planting - brick wall retained
- 62 Cove garden

NGO Incubators

- 63 NGO opportunities within the cultural cluster
- 64 NGO opportunities in the mental health facilities
- 65 Rose Cottage [Building 402]
- 66 Ward 12/13 [Building B488]

Sustainability

- 67 Recycled black water for non-potable reuse to all buildings
- 68 Irrigate sports field with recycled water
- 69 Treated stormwater stored on site for reuse - Wetland area treats stormwater prior to storage
- 70 Wetland filter storm water from central subcatchment
- 71 Non potable reuse pumping station



STAGE 01 | ISSUES AND OPPORTUNITIES

INTRODUCTION

Stage one work was carried out between the 1st of June 2010 and the 25th of June 2010. A series of thirteen discussion papers were drafted and site inspections and analysis undertaken.

During this stage the consultant team reviewed over sixty technical reports that had been undertaken previously. These were provided by Leichhardt Council along with other relevant documents and information. All the reports reviewed by the Master Plan team were placed on the project web site in a searchable format. Figure no. 04 below shows the web page where the discussion papers could be downloaded.

The purpose of the discussion papers was not to answer or definitively resolve any of the challenges presented by the site or Master Plan process. Rather, it was to establish a reference point for discussion around the key issues. Each discussion paper was presented using the SCORE [Strengths, Constraints, Opportunities, Risks, Expectations] analysis methodology.

The urban context and site analysis were the result of an objective mapping process to describe the position and character of the site within the local area.

This stage one work sets out the site issues and opportunities in relation to the following topics that had been identified through earlier consultations with the Callan Park Taskforce in 2009:

- Asset management and infrastructure
- Building assessments and costs
- Callan Park [Special Provisions] Act 2002
- Community groups
- Contamination and remediation
- Education and cultural land uses
- Financial model
- Geography and environmental
- Mental health
- Public space and community space
- Recreation and open space
- Site history
- Transport and access



THE DISCUSSION PAPERS

Executive Summary

Thirteen Discussion Papers have been developed for distribution to the community and stakeholders at workshops and via the Internet. These papers started to identify project issues.

The discussion papers were outlined as follows:

Callan Park [Special Provisions] Act 2002 And Sepp56

- The Callan Park Act [the Act] requires that the environmental planning instruments that apply to the site are those that existed immediately before the commencement of the Act and SEPP 56 requires a master plan to be approved by the Minister of Planning before any development consent can be granted on the site.
- The Act is relatively narrow in terms of the how the site is to be used, and land use is limited to health, community and education facilities, with the community and education facilities providing services on a 'not-for-profit' basis only.
- Despite these restrictions, there are a wide range of uses that could potentially fall within the above terms.
- The Act also has restrictions in terms of leasing of the land and constraints on building envelopes and retention of existing open space.
- Two key questions have been raised that need to be answered with appropriate legal advice; what does "not-for-profit" mean and; do any of the existing uses have existing uses rights under the EPandA Act.

Asset Management / Infrastructure

- There is currently no definitive conclusions about their capacity or condition of the on-site services on Callan Park.
- The master plan will need to strike a balance between maintaining [or reusing] existing infrastructure and construction of new site infrastructure.
- The challenge for the master plan will be to balance the economical utilisation of exiting services with the construction of new services; to determine the right 'mix' of new services to existing services detailed investigation is required.

Building Assessments And Costs

- A number of previous studies provide a background for establishing the costs of bringing derelict building on Callan Park back into use.
- Although there is good baseline information on the buildings, there is little details of the infrastructure and service costs and further work will be required to establish what work is required in these areas.
- Further information and design development will be required to develop a detailed cost plan that can inform the financial model.

Community Groups

- The future of Callan Park has been of intense interest to the community for much of its history, but particularly since private housing was first proposed on the site in 2002.
- It is clear that a significant proportion of Leichhardt's 54,525 strong geographic community was part of the vocal opposition to past plans for Callan Park, but it is also clear that other members of the community supported past plans for Callan Park, based on their own interactions with the space.
- The community groups with an interest in Callan Park range from unstructured communities of interest like 'dog walkers' to not-for-profit incorporated associations like the Sydney City Farm.
- The master plan provides an opportunity to work with all the community groups with an interest in Callan Park to ensure that one of the main provisions of the Callan Park Act - the limiting of uses on the site - is fully explored

Contamination and Remediation

- The potential for some actual site contamination has been identified in preliminary site investigations on Callan Park.
- Further detailed investigations across the site as a whole will be required. However, it is not practical to implement such detailed site survey work for a master plan.
- The land use recommendations of the master plan should drive future site investigations and priority should be given to areas with proposed recreational uses, in areas around heritage vegetation and buildings.

BOTTOM. Figure no. 04 The discussion papers could be downloaded from the master plan web page

Education and Cultural Land Uses

- Callan Park is one of Sydney's most important cultural landscapes within which particular localities have meaning for the community.
- Callan Park accommodates some important cultural stakeholders including Sydney College of the Arts and NSW Writers Centre and Callan Park is an increasingly important venue for community and cultural events
- There is the potential to expand and consolidate the cultural and education sector, creating centres for excellence in creativity, health and wellbeing and develop the short-term residential opportunities of the Writers' Centre and SCA
- A culturally led future for Callan Park might include, the formation of close working relationships with key cultural stakeholders to develop capacity for positive change and innovative thinking about Callan Park

Financial Model

- Council estimates that it will cost in the region of \$5.5m per annum to operate and maintain Callan Park.
- The master planning process will investigate: The existing tenancy arrangements for the site, including lease and licence terms, and potential income from future master plan options;
- The financial model will also need to consider the financial implications to Council of alternative management arrangements for Callan Park.
- There are various governance options available to Council, and a trust arrangement, similar to the Centennial Park Trust, is one such alternative.
- The financial model will be developed to test the financial implications, including funding of the preferred master plan option, with the aim of establishing a viable and sustainable future for Callan Park.

Geography / Environmental

- Callan Park provides potential for an integrated design approach achieving an innovative ecologically sustainable development.
- Callan Park provides many opportunities to incorporate ESD principles into the design of new buildings, the refurbishment of disused buildings and the operation of existing buildings.
- It is expected that energy, water and landfill waste reduction targets would be set for new build, existing and open space areas aiming towards zero carbon and water neutrality.
- As part of the Callan Park Master Plan, a sustainable water management strategy should be prepared that has the capacity to support Callan Park's key strengths, minimise risks associated with poor water management practices, and reverse past negative impacts on the natural water cycle.

Mental Health

- The evolution of mental health service provision, current frameworks and future directions
- From institutionalisation to community care
- The recovery model and consumer empowerment

Public Space / Community Space

- A concept of Public Space/Community Space in relation was developed by the Callan Park Task force and to develop this concept in relation to Callan Park further four levels or types of space have been suggested: Personal Space; Cultural-Social Space; Economic Space; and Environmental Space.
- Callan Park responds to these four levels of space in different ways and it is the expectation that the master planning process can be used to identify ideas that met the competing needs of the four levels of public open space to enhance the experience of Callan Park for its many users..

Recreation and Open Space

- The current recreational facilities in Leichhardt are over subscribed and there are pressures on these facilities.
- Callan Park's is already a place that caters for a diverse range of passive and active recreational activities, and its large size means that it could possibly accommodate additional uses
- There are a range of potential opportunities to incorporate a variety of formal playing pitches within Callan Park and to dedicate currently vacant buildings for use in association with any new facilities.
- The Expectation is that the master plan will find the correct balance

between the recreational needs of all the users of Callan Park in the context of the natural setting and heritage landscape of Callan Park.

Site History

- Callan Park is a site of exceptional cultural and natural heritage significance and It contains the remains of three highly significant phases of historical development
- The architectural qualities of the buildings and the landscape setting are of exceptional significance, and are a resource for understanding the historical development of mental health care in Australia.
- Constraints and opportunities arise from the heritage significance, legislative requirements and the balancing of conservation and appropriate reuse - which also have the potential to pose risks.
- The expected outcome of the Callan Park Master Plan is the successful integration of heritage considerations with other components of the Plan.

Transport and Access

- People travel to Callan Park on a wide range of transport modes, including walking, cycling, bus and light rail.
- Whilst there are some walking facilities within Callan Park, including the popular Bay Run the pedestrian network within Callan Park is fairly limited.
- The road network within Callan Park is narrow and circuitous with a high level of parking demand in certain areas of the site. In particular, on busy weekends the demand for parking associated with the playing fields exceeds the available supply.
- The key expectations for the master plan should be to develop a Integrated Transport Framework and to ensure that vehicular traffic within Callan Park is minimised.



CALLAN PARK [SPECIAL PROVISIONS] ACT 2002

Ingham Planning

Callan Park has been a major issue for the residents of Leichhardt Local Government Area for nearly a decade. In 2001, the NSW Government attempted to close the Psychiatric hospital on the site and sell the land off for redevelopment - the community won a very successful community grass roots campaign and stopped it.

After this, the former member for Port Jackson, the Hon. Sandra Nori introduced legislation into Parliament to protect the site from redevelopment resulting in the passing of the Callan Park (Special Provisions) Act 2002.

This discussion paper describes:

- The objects of the Callan Park (Special Provisions) Act 2002;
- Other legislation relevant to Callan Park;
- Permissible uses under the Callan Park (Special Provisions) Act 2002 and other legislation relevant to Callan Park; and
- The implications of applicable legislation on the Master Plan

This discussion paper identifies certain issues of statutory interpretation which need clarification so that the Master Planning process proceeds on a well informed basis.

It concludes that the provisions of the Callan Park (Special Provisions) Act 2002 establish clear objectives and boundaries for the 2010 Master Plan.

Executive Summary

Leichhardt Council's tender document for the Master Plan for Callan Park states that the Master Plan must be prepared in accordance with the provisions of the Callan Park (Special Provisions) Act 2002 (the Callan Park Act) and State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56). As the first stage of planning, Council called for a series of discussion papers, beginning with a discussion paper on the Callan Park Act.

This site specific Act provides the framework for a very clear vision for the site. The Long Title of the Callan Park Act describes its purpose well: 'An Act to preserve the public ownership of Callan Park; to protect its current features and restrict its future use; and for other purposes.'

The Callan Park Act determines how the site is to be used and managed. It limits permitted land use on the site to health, community and education facilities. Further community and education facilities must provide services on a 'not-for-profit' basis. There are a wide range of uses that could potentially fall within these terms.

The Callan Park Act also describes how land should be leased and controls building envelopes, floor area and retention of existing open space. These factors affect the range of options that can be explored in the Master Plan.

The Callan Park Act requires that the environmental planning instruments that apply to the site are those that existed immediately before the Act commenced on 24 December 2002. The environmental planning instruments that are so 'frozen in time' include:

- State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56) which requires a Master Plan approved by the Minister for Planning before development consent can be granted;
- Leichhardt Local Environmental Plan 2000 (the LEP); and

- The Heritage Act 1977 because the site is a State Heritage item. The Callan Park Act establishes clear objectives and boundaries for a new Master Plan in 2010. However, in reviewing the relevant legislation, we have identified two key questions that require answering early in the Master Plan process:

What does "not-for-profit" mean? The term is not defined in the Callan Park Act. One interpretation suggests that facilities on site should be operated by not-for-profit entities. However the wording of the Callan Park Act applies the test to the service provided by the facility Callan Park Act 7(9) '...facility providing services to the community on a not-for-profit basis'

Do the provisions of the Environmental Planning and Assessment Act 1979 (Sect 107 and 108) which allow for the continuance of an existing use, apply to Callan Park?

Without specific legal advice addressing these questions, the Master Plan cannot identify the full range of appropriate land users under the Callan Park Act.

Discussion

The legislative framework that applies to Callan Park is unique in that there is a specific Act to control the use and management of the site. The Callan Park (Special Provisions) Act 2002 ('the Callan Park Act') was assented to on 24 December 2002.

The Callan Park Act has the following objects:

- (a) to ensure that the whole of Callan Park remains in public ownership and subject to public control, and
- (b) to ensure the preservation of the areas of open space at Callan Park that were in existence immediately before the commencement of this Act, and that extend to and include the foreshore of Iron Cove on the Parramatta River, and
- (c) to allow public access to that open space, including that foreshore, for public recreational purposes of both an active and a passive nature, and
- (d) to preserve the heritage significance of Callan Park, including its historic buildings, gardens and other landscape features, and
- (e) to impose appropriate controls on the future development of Callan Park.*

The Callan Park Act sets out to achieve these objects by:

- Describing exactly how Callan Park, and parts of it, can be sold, transferred, or leased.
- Limiting the leasing or licencing of buildings and land in Callan Park to terms of 10 years, unless both houses of the NSW Parliament have approved terms of longer than 10 years or those leases or licences pre-date the Callan Park Act.
- Describing exactly what types of uses are permitted in leases, licences and new development at Callan Park.
- Limiting the management and care of Callan Park to the council of the local government area in which Callan Park is situated (Leichhardt Council) or a trust prescribed under the Regulations (which are subordinate legislation associated with Acts of Parliament).
- Making Leichhardt Council the consent authority for development at Callan Park.
- Restricting development at Callan Park to health, education facilities providing 'not-for-profit' services and community facilities providing 'not-for-profit' services.
- Prohibiting retirement villages.
- Limiting development to the size (floor area) shape (envelope) and location (footprint) of buildings that existed in 2002.
- Prohibiting an increase in the total floor area of buildings.
- Prohibiting a decrease in the total area of open space at Callan Park.
- Ensuring that the Heritage Act 1977 applies to Callan Park.
- Protecting Broughton Hall Garden, Charles More Garden and Kirkbride Garden from the 'adverse effects' of the new development.

These provisions establish clear objectives and boundaries for a new Master Plan in 2010.

Additional Legislation

Clause 7(1) of the Callan Park Act states that the provisions of environmental planning instruments that apply to the site are those that applied on 24 December 2002. Environmental planning instruments include State Environmental Planning Policies (SEPP's), Regional Environmental Plans (REP's) and Local Environmental Plans (LEP's). At 24 December 2002, numerous environmental planning instruments applied. Those with the most significance for Callan Park are:

- State Environmental Planning Policy No 56 - Sydney Harbour Foreshores and Tributaries (SEPP 56) which determines that the

TOP LEFT. The University of Tasmania occupy a number of buildings on Callan Park providing education and health services

site is of State significance and requires the approval of a Master Plan before any significant development can proceed;

- Sydney Regional Environmental Plan No 22 – Parramatta River (SREP 22) which designates the Rozelle Hospital Site as a conservation area and within this area identifies 2 specific heritage items – Callan Park House and a European Rock Carving (adjacent to the foreshore); and
- Leichhardt Local Environmental Plan 2000 (the LEP) which zones the land “Public Purpose” and provides planning controls and objectives that reflect the local context. The LEP also includes heritage provisions that are particular to Callan Park

Therefore any Master Plan must be prepared within a detailed framework representing the interests of both State and local levels of government. Clause 19 of SEPP 56 notes that a Master Plan should address the following matters:

- (a) design principles drawn from an analysis of the site and its context,
- (b) phasing of development,
- (c) distribution of land uses including foreshore public access and open space,
- (d) pedestrian, cycle and road access and circulation networks,
- (e) parking provision,
- (f) subdivision pattern,
- (g) infrastructure provision,
- (h) building envelopes and built form controls,
- (i) heritage conservation, implementing the guidelines set out in any applicable conservation policy, and protection of archaeological relics,
- (j) remediation of the site,
- (k) provision of public facilities,
- (l) provision of open space, its function and landscaping,
- (m) the impact on any adjoining land that is reserved under the National Parks and Wildlife Act 1974."

Under SEPP 56 the Minister for Planning must adopt a Master Plan before any development consent for development on the site can be granted.

The Callan Park Act confirms the application of the Heritage Act to Callan Park. In summary the relevant provisions are:

Under Part 3B of the Heritage Act, the Minister may enter into a heritage agreement for items that are listed on the State Heritage Register (including those at Callan Park). Such an agreement can include provisions relating to:

- (a) the conservation of the item,
- (b) the financial, technical or other professional advice or assistance required for the conservation of the item,
- (c) the review of the valuation of the item or the land on which it is situated,
- (d) the restriction on the use of the item or the land on which it is situated,
- (e) requirements for the carrying out of specified works or works of a specified kind,
- (f) the standards in accordance with which the works are to be carried out,
- (g) the restriction on the kind of works that may be carried out,
- (h) the exemption of specified activities or activities of a specified kind from Part 4 (Effect of interim heritage orders and listing on State Heritage Register),
- (i) the repayment of money advanced or loaned by the Minister under section 45 (Financial and other assistance),
- (j) the public appreciation of the State heritage significance of the item,
- (k) the availability of the item for public inspection,
- (l) the charges made for admission,
- (m) such other matters as the Minister considers, on the advice of the Heritage Council, will assist in the conservation of the item,
- (n) such other matters as may be prescribed by the regulations.

It may be that Part 3B of the Heritage Act allows a relevant item to be used for a purpose that would otherwise be prohibited by the Callan Park Act. This issue needs clarification.

A Development Application for doing any of the following things to the items at Callan Park that are listed on the State Heritage Register, will be integrated development under the EPandA Act and as such approval is needed from the Heritage Council of NSW before a consent can be granted.

- (a) demolish the building or work,
- (b) damage or despoil the place, precinct or land, or any part of the place, precinct or land,
- (c) move, damage or destroy the relic or moveable object,
- (d) excavate any land for the purpose of exposing or moving the relic,



(e) carry out any development in relation to the land on which the building, work or relic is situated, the land that comprises the place, or land within the precinct,

(f) alter the building, work, relic or moveable object,

(g) display any notice or advertisement on the place, building, work, relic, moveable object or land, or in the precinct,

(h) damage or destroy any tree or other vegetation on or remove any tree or other vegetation from the place, precinct or land.

There are exceptions to this as detailed in guidelines published by the Heritage Council of NSW.

SREP 22 provides incentives for heritage conservation which include the ability to use the buildings and land for any purpose. This issue is discussed in greater detail later in this paper.

The Callan Park Act uniquely limits land use and the application of environmental planning instruments, overriding certain provisions of the Environmental Planning and Assessment Act 1979 (EPandA Act). However, where The Callan Park Act is silent on certain issues, such as ecologically sustainable development, it is assumed that the EPandA Act applies.

Permissible Land Uses in Callan Park

For a land use to be permitted in Callan Park it must be permissible under the relevant legislation. The relevant legislation is the Callan Park Act and the environmental planning instruments that applied on 24 December 2002. The only possible exception may be in relation to any lawful existing use at Callan Park which is no longer permitted under the relevant legislation. Under the Environmental Planning and Assessment Act 1979, 'existing uses' are permitted to continue and, subject to development consent, changed or expanded. However whether this is the case needs to be confirmed.

Leichhardt LEP

Callan Park is zoned for 'Public Purpose' under Leichhardt LEP. The objectives of this zone are: "to facilitate the equitable provision and improve the range, quality and distribution of community and cultural facilities and services to meet the needs of residents, workers and visitors."

Clause 28 of the LEP contains the development control table for this zone, detailing development that is permitted without development consent and development that is permitted with development consent. All other development not listed is prohibited.

Clause 16 of the LEP contains provisions relating to heritage conservation. Under these provisions an identified heritage item may be used for any purpose subject to development consent and consideration of certain matters.

SREP 22 – Parramatta River

SREP 22 designates the Rozelle Hospital site as a conservation area. Under Clause 27 of SREP 22, any building within a conservation area (or the land on which that building is located) may be used for any purpose subject to consideration of certain matters.

Callan Park [Special Provisions] Act 2002

Under the Callan Park Act the only land uses that are permitted with development consent are health, community and education facilities. Retirement villages are specifically prohibited. There is a further requirement that community or education facilities must provide services on a 'not-for-profit basis'. This requirement does not apply to health facilities.

Despite the heritage provisions of the Leichhardt LEP and SREP 22 which potentially allow the site to be used for any purpose, the provisions of the Callan Park Act would override these provisions. However, it may be the case that the Heritage Act (by way of a heritage agreement) can allow a use which is not permitted under the

Permissible under Leichhardt LEP 2000 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
Advertisements	Only if ancillary to health, educational or community facilities	Yes
boarding houses Boarding house means a building that is let in lodgings and which primarily provides lodgers with a principal place of residence for three months or more and generally has shared facilities such as a communal bathroom, kitchen or laundry and has rooms with one or more lodgers. It does not include a backpacker hostel, serviced apartments, a motel, private hotel or a building elsewhere defined in this Schedule.	Yes if it provides a not for profit community service such as a community boarding home.	Yes
car parking	Only if ancillary to health facilities, educational or community facilities	Yes
child care facilities Child care facility means a building or place used for the purpose of supervising or caring for children (such as a service of the kind provided at centres for long day care, child minding, pre-school or occasional care, or a multi-purpose child care or neighbourhood centre) which: (a) caters for 6 or more children up to 12 years old, and (b) may include an educational function, and (c) may be used for the hourly care of infants to enable their carer to participate in short-term activities, and (d) may operate for the purpose of gain, and (e) is not home based, but does not include home based child care.	Yes if it provides a not for profit community service	Yes
clubs Club means a building used by persons associated, or by a body incorporated, for social, literary, political, sporting, athletic or other lawful purposes whether of the same or a different kind and whether or not the whole or a part of the building is the premises of a club registered under the Registered Clubs Act 1976.	Yes if it provides a not for profit community service	Yes
community facilities Community facility means a building or place which may provide for the physical, social, cultural or intellectual development or welfare of the local community and may comprise or relate to any one or more of the following: (a) a public library, (b) public health services, (c) rest rooms, (d) meeting rooms, (e) indoor recreation, (f) child minding, (g) a youth facility, (h) any other like place or use, but does not include a building or place elsewhere defined in this Schedule.	Yes if it provides a not for profit community service	Yes
community gardens	Yes if it provides a not for profit community service	Yes
depots	Yes if it provides a not for profit community service or is if ancillary to health facilities or educational facilities	Yes
educational establishments Educational establishment means a building, or buildings, used as a school, college, technical college, TAFE establishment, academy, lecture hall, gallery or museum, but does not include a building used wholly or principally as a child care facility	Yes but only a university or any other facility providing educational services on a not-for-profit basis, but does not include a secondary school or a primary school.	Yes
hospitals Hospital means a building or place used for the purpose of providing professional health care services (such as preventative or convalescent care, diagnosis, medical or surgical treatment, care for people with developmental disabilities, psychiatric care or counselling and services provided by health care professionals), and includes: (a) ancillary facilities for the accommodation of nurses or other health care workers, ancillary shops or refreshment rooms and ancillary accommodation for persons receiving health care or for their visitors, (b) facilities situated in the building or at the place and used for educational or research purposes, whether or not they are used only by hospital staff or health care workers, and whether or not any such use is a commercial use, (c) a medical centre, (d) a health clinic, (e) any such building or place within a corrective or reformative establishment, (f) a nursing home, (g) a special needs home. Environmental Plan Note – as noted above this definition includes wide range of health facilities	Yes as consistent with health facility definition. Note – does not have to be 'not-for-profit'	Yes
high impact telecommunication facilities	No unless ancillary to permitted use	Generally No
markets Markets means the use of land on a temporary basis for the purpose of selling goods or providing services, but does not include a land use elsewhere defined in this Schedule.	No unless community facility. The LLEP 2000 separately defines a market. It would be unlikely that a market could be run on a not for profit basis (unless directly associated with a not for profit community use).	Unlikely

LEFT. Table no. 05 Permissible under Leichhardt LEP 2000 Public Purpose Zone

LEP 2000 Clause 28 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
recreation facilities Recreation facility means a building or place used for indoor or outdoor recreation, or a table tennis centre, squash court, swimming pool, gymnasium, health studio or bowling alley, or any other building of a like character used for recreation, whether used for the purpose of gain or not, but does not include a place of assembly	Yes if it provides a not for profit community or education service or is a health facility. Many of the uses in the definition of a recreation facility could either be defined as a community facility or as a health facility. For example, a health studio or gym could be either. The major difference however is that a community facility must provide a service on a not for profit basis but there is no such restriction on a health facility.	Yes
transport depots	Yes if it provides a not for profit community service	Yes
water-based commercial and recreational facilities	No as it related to commercial use it is unlikely to qualify as a community facility	No
demolition	Yes if in relation to health facilities and educational or community facilities	Yes
subdivision	Yes in accordance with the requirements of SEPP 56 and only if ancillary to the use of the land for a permissible use.	Yes
roads	Yes if ancillary to facility providing a not for profit community or education service or a health facility	Yes
SEPP 5 housing SEPP 5 housing means housing described and provided for in State Environmental Planning Policy No 5—Housing for Older People or People with a Disability.	7(3) of The Callan Park Act specifically excludes 'development for the purpose of retirement villages'. 7(4) of the Callan Park Act states that SEPP 5 does not apply to Callan Park. The objective of SEPP 5 is to 'create opportunities for the development of housing that is located and designed in a manner particularly suited to those older people who are independent, mobile and active as well as those who are frail, and other people with a disability regardless of their age'. Part 2 of SEPP 5 allows the development of housing for older people and people with a disability despite the provisions of any other environmental planning instrument. The Callan Park Act cancels out this provision that SEPP 5 should override other EP's. However, the Callan Park Act does not exclude all forms of SEPP 5 housing, which is defined as 'residential accommodation which is or is intended to be used permanently as housing for the accommodation of older people or people with a disability which may consist of a residential care facility, a hostel or a grouping of 2 or more self-contained dwellings, or a combination of these, but does not include a hospital'. The fact that SEPP 5 is excluded does not necessarily mean that 'SEPP 5 housing' is not permitted as it is a permissible use under the LEP and does not rely on SEPP 5. Provided such housing provides a not-for-profit community service, it could potentially be permitted under the Callan Park Act.	Yes

Callan Park Act. Ideally this question will be resolved by additional independent legal advice.

The Callan Park Act does not make any provision for development to occur without development consent.

Under the LEP, 'recreation areas' are permitted on the site without development consent.

Recreation area means:

(a) an area used for sporting activities or sporting facilities, or
(b) an area used to provide facilities for recreational activities which promote the physical, cultural or intellectual welfare of persons within the community, being facilities provided by:

- (i) the Council, or
- (ii) a body of persons associated for the purpose of the physical, cultural or intellectual welfare of persons within the community, but does not include a club, racecourse or a show ground or other place elsewhere defined in this Schedule

As long as recreation facilities provide community or educational services on a not-for-profit basis or are part of a health facility they would be permitted under the Callan Park Act.

There are also a wide range of uses which may not be permitted in isolation but could be considered to be ancillary to a permissible use. For example, a restaurant or café that formed part of a permitted use (but not the predominant part) could be permissible.

This could also apply to infrastructure related to sustainability, e.g. example, tri-generation plants or solar panels. Alternatively, infrastructure related to sustainability could be considered to be a community facility as it relates to the 'welfare of the local community'.

In summary, the Callan Park Act potentially permits a wide range of land uses 'for the purpose of health facilities and educational or com-

munity facilities'.

We recommend that Council seek specific additional independent legal advice to confirm this statutory planning interpretation. The table 05 on page 16 provides a summary of potential land uses on the site, having regard to the zoning provisions of the LEP and Callan Park Act.

Implications of Legislation on the Master Plan

Any Master Plan must be consistent with relevant legislation. Where there are inconsistencies in the legislation, the dominant legislation, in this case the Callan Park Act, takes precedence. This is particularly the case with land use. Whilst there are some peripheral questions that require investigation, the Callan Park Act nominates the desired use of the land as:

- Health facilities;
- Education facilities (providing services on a not-for-profit basis); and,
- Community facilities (providing services on a not-for-profit basis).

The objectives of the Callan Park Act and its specific requirements to retain open space indicate that the provision of open space and its use, is a key use of the site that would come under the umbrella of 'community facilities'.

As well as land use, the other key aspects of the Callan Park Act relate to:

- Public ownership and management;
- Heritage conservation.

The only issue of great significance that is not dealt with in the Callan Park Act is sustainability. Encouraging ecologically sustainable development is an object of the EPandA Act which also needs to be embraced in any Master Plan for Callan Park.

Taken together, these implications form the basis for creating a clear vision for Callan Park, and for preparing a Master Plan designed to achieve that vision.

Issues requiring clarification

This discussion paper has highlighted a number of issues that require further clarification. We recommend seeking expert, independent legal advice on the following questions:

- What does "not-for-profit" mean? Council's earlier legal advice indicates that this test relates to the specific facility on the site. However the wording of the Callan Park Act applies the test to the service provided by the facility. It is considered that a community or education facility that provides a 'service' on a not-for-profit basis is permissible. The consideration of whether a 'service' was not for profit would logically apply to the broader operation of an organization. Such organizations typically operate in more than one location and provide other services. For example a 'Salvos' second hand good store provides a community service of selling affordable and pre-used goods. Whilst an individual store may make a profit, the 'service' is provided on a not-for-profit basis.
- Another example would be a sporting club that is granted a lease for an oval with an ancillary kiosk/café. It may be the case that the kiosk returns a profit that is used to supplement other sources of income of the club. However, assuming that like most sporting clubs, the subject club operated on a 'not-for-profit' basis, the 'service' provided by the sporting (community) facility could therefore be considered to be a 'not-for-profit' service. These examples of the Salvos store, and the sporting club kiosk/café, are considered uses that are consistent with the Callan Park Act.
- Can a heritage agreement under the Heritage Act permit a use which would not otherwise be permitted, included uses not permitted by the Callan Park Act?
- The extent to which the Callan Park Act overrides the EPandA Act needs to be clarified. The Callan Park Act deals with certain matters which are normally covered by the EPandA Act (such as permitted uses) but is silent on other matters such as 'existing use rights', development permitted without development consent and sustainability;
- The Lyons advice included a number of questions that do not appear to have been answered. The permitted use table on page 16 seeks to address these areas, but ideally Council will seek an independent, expert legal opinion to resolve all unanswered questions
- Any issues arising from the comments in the permissible uses table no. 05 on pages 16.
- No information has been provided regarding any legal advice prepared by SHFA or any other authority that has been involved with the management of the site. We recommend that Council ask SHFA to make any such advice available.

Bibliography

To inform this discussion paper, the following background documents were reviewed:

- Callan Park (Special Provisions) Act 2002
- Environmental Planning and Assessment Act 1979
- Heritage Act 1977
- Sydney Harbour Foreshores and Tributaries (SEPP 56)
- Sydney Regional Environmental Plan No 22 – Parramatta River (SREP 22)
- Leichhardt Local Environmental Plan 2000
- State Environmental Planning Policy No 5 – Housing for Older People or People with a Disability (SEPP 5)
- Callan Park Land Use Plan, prepared for SHFA (November 2007)
- Leichhardt Council submission on the SHFA Callan Park Land Use Plan
- Legal advice prepared by Council's solicitor, Margaret Lyons on 9 June 2009

ASSET MANAGEMENT AND INFRASTRUCTURE

Northrop Engineering

Introduction

This discussion paper has been informed by site observations of existing water, sewer, stormwater, gas, power and telecommunications services. The existing road network was also inspected to assess the condition of trafficable and pedestrian pavements.

We have also reviewed two earlier reports (2001 and 2008). Both these reports draw similar conclusions about the extent of existing services but do not draw definitive conclusions about their capacity or condition. Both of these reports can be described as a 'desktop studies' supported by site observations – it is difficult to draw from them definitive conclusions about the condition or capacity of specific elements of a service network.

This paper seeks to build on the previous reports by identifying opportunities and constraints that could inform the master plan of an appropriate infrastructure strategy. This strategy will need to strike a balance between maintaining (or reusing) existing infrastructure and construction of new site infrastructure.

The challenge is to balance the economical utilization of exiting services with the construction of new services: to determine the right 'mix' of new services to existing services detailed investigation is required.

Three key characteristics of services need to be understood before informed decisions can be made; location, capacity and condition. The suitability of existing services can be finalized when the type of development (particular building use) is known.

Strengths

On-site stormwater detention facilitates would not be required for this site due to its proximity to Sydney Harbour.

There are no apparent significant instances of site damage due to the stormwater drainage system being blocked or under capacity.

Significant authority (i.e Sydney Water, Energy Australia, Atlanta, Telstra, Optus) infrastructure is present within the site or immediately adjacent to the site. We envisage this infrastructure is able to cater for current and future site demands. Further direct consultation with service Authorities is required to confirm our opinion.

The constraints of the Callan Park Act (limiting new development to the location and size of existing buildings) means that it is unlikely that future demand for services will increase significantly from currently levels.

Constraints

Although the age of the existing pavements is unknown, it appears they have reached the end of their service life, and now require more than minimal maintenance. A lack of maintenance may have contributed to accelerated rates of deterioration. The deterioration is primarily due to water ingress to the pavement structure through cracks and discontinuities in the asphalt surface. Our site review indicates a significant portion of the pavements require rectification works immediately.

- Kerb and guttering is also in a dilapidated condition and requires rectification work, see figure no. 05 below.
- The kerb and gutters may have some heritage value, particularly those formed from sandstone.
- The minor drainage system servicing the roads and buildings is owned by the Department of Health. Many pits are completely blocked with sediment and deleterious materials and would require maintenance. Prior to any investigation to determine capacity or condition the system would need to be cleaned.



- Leichhardt Council stormwater drainage infrastructure (such as pipes and channels) is located within the site. Generally this infrastructure conveys stormwater from upstream catchments (in addition to site generated stormwater runoff) to Sydney Harbour. There is some confusion as to the extent of the system that is controlled by Leichhardt Council.

We estimate that the newest portions of the drainage system are 40 years old, and may not comply with current standards for capacity.

We understand that the site does not have ready access to high speed internet (or data) services. New development and new uses on the site may be constrained by this.

Opportunities

Rectifying existing pavements would primarily involve reconstructing existing pavements and installing a new asphalt surface.

It is likely that the existing pavement materials could be exhumed, processed and reused.

Some materials (particularly concrete) resulting from building demolition could be used for pavement reconstruction.

Reconstructing pavements would be conducive to implementing a stormwater drainage strategy that is aligned with the principals of water sensitive urban design (WSUD).

If an alternate strategy for stormwater drainage is adopted it may be viable to delete guttering to the roads.

Future development on the site can be designed to avoid disruption to the stormwater drainage system.

There are opportunities to utilize existing services infrastructure for future development outcomes. To do this would mean further investigation of the capacity and condition of existing infrastructure.

All site generated stormwater runoff currently discharges into Sydney Harbour untreated. Considering the large amount landscape areas on the site we are of the opinion that pollutant would be lower than runoff from a typical urban area. The large amount of exiting open space is also conducive to provision of water treatment measures (which is also in line with a WSUD strategy).

The future WSUD strategy for the site will influence the final form of the stormwater drainage system. In this regard it may be feasible to abandon the traditional below ground pit and pipes and rely on swales for the management of stormwater runoff. Furthermore a rainwater harvesting could be incorporated into such an approach. Adopting a WSUD strategy is highly likely to reduce demand on any formal drainage system. An ecologically sustainable design (ESD), incorporating WSUD strategy would also limit increases to service demand by lowering energy consumption and water usage.

To provide a snapshot of existing services and the capacity of Authorities to meet the demand of any future development. Such works would include:

- Preparation of an infrastructure data base or register
- Intensive consultation with service Authorities
- Closed circuit television (CCTV) inspection of water, sewer and stormwater infrastructure.
- Potholing of gas, power and telecommunications infrastructure to confirm size and condition
- Pressure testing of water and gas services to determine condition.
- Modelling of services to calculate capacity.

Risks

Investigations into the suitability of existing infrastructure for new development can be costly and time consuming, with a risk of finding the service unsuitable. It may be more economical to abandon old infrastructure and construct new services.

Without further investigation it is difficult to determine economic viability of maintaining an existing system.

Existing infrastructure will deteriorate further without significant expenditure on maintenance.

Appropriate future uses may be constrained by the lack of acceptable infrastructure.

Expectations

That the heritage significance of Callan Park, including its historic buildings, gardens and other landscape features, will not be compromised by inadequate infrastructure

Bibliography

- The Callan Park (Special Provisions) Act 2002
- Hughes Trueman Pty Ltd, Rozelle Hospital Preliminary Infrastructure Investigation: December 2001
- URS, The Callan Park, Utilities and Pavement Condition/ Capacity Report: April 2008

BOTTOM LEFT. Figure no. 05 Much of the existing road infrastructure is in a poor condition

BUILDING ASSESSMENTS AND COSTS

DCWC

Methodology and Approach

Introduction

The methodology for preparing the Feasibility Cost Plan for the Callan Park project is based upon our using extensive data base and specialist expertise built up over many years through the monitoring of construction project.

The master cost plan will form the basis of an outline cost model for the Callan Park Master Plan. It will take account of the operational, programme, staging, design, heritage and access constraints particular to Callan Park.

This Feasibility Cost Plan has been based on historical cost data that has been provided to us by the other members of the Project Team. From this base, the Team will have the ability to make informed decisions on the projects direction during the development of master plan options.

The cost plans developed will inform the financial modelling work and aid the development of an economically sustainable plan for the ongoing use and enjoyment of Callan Park.

It must be noted that the work carried out so far has produced indicative cost plans based on a number of assumptions. As the proposals for Callan Park develop and there is a better understanding of the work required to bring the many buildings on Callan Park back into use, the Cost Plan will be developed accordingly.

This initial version of the cost plan does not consider any landscape remediation or construction that may be required. It is also exclusive of any allowance for dealing with contamination, ground conditions, infrastructure up-grades or any such costs other than the treatment of the fabric of the existing buildings.

Methodology

We have been provided with historical cost information from a previous study (Callan Park schedule of repairs, PKG 2007). Using this cost data we have applied our in-house cost indices to up-date these costings to current day values. These updated costs represent 39% of the total projected costs for the refurbishment of the existing buildings. The remaining 61% of the costs we have developed using our knowledge of the broad spread of costs for refurbishment and upgrade works to heritage / dilapidated building.

Our methodology is unique and underpins our "Risk Transparent Cost Planning" technique, for which such a substantial public project is of paramount importance. Figure no. 06 below shows the costings methodology.



Feasibility Coast Plan

Summary Costings

Applying the methodology as noted above we have generated an updated feasibility Cost Plan for the refurbishment of the heritage buildings on the site in the amount of \$56m.

We would note that every project is unique and as such applying such a broad costing approach to the refurbishment of the existing buildings can only provide an indicative cost only. As such we would strongly recommend that the these costings be treated as provisional until such time as further information becomes available.

Key Considerations

Inherent with any development project there are a number of aspects which are unique and require a targeted approach to identify areas that present strengths, opportunities, constraints and risks. The Project Team will seek to develop a strategic Cost Plan for Callan Park which considers such key areas as those noted below:

Strengths

There was a completed building audit as part of the Conservation Management Plan in 2002, this provides a good basis for future work.

- The costing study completed as part of the 2007 plan establishes a benchmark for future heritage works.
- To apply high level risk management processes to identify as early as possible risks and develop risk mitigation strategies.
- Opportunities
- To develop a cost plan that accounts for the incorporation of ESD principles at an early stage
- To engage with all the project stakeholders
- To develop an outline Cost Plan that all stakeholders understand and are willing to work within, thereby instilling a uniform approach to the project.

Constraints

- Access to dilapidated buildings to establish work required.
- Observance of heritage controls may prevent best value solutions.
 - Maintaining the existing functional aspects of the Park during the construction phases.

Risks

- Contamination due to the presence of asbestos.
- Further dilapidation to heritage buildings since 2007 study.
 - Inadequacy of existing infrastructure.
 - Unidentified risks that are not incorporated into risk management strategies.

Expectations

- The master plan will establish the uses of existing buildings on Callan Park so that the cost model will be updated
- The extent of contamination of the site will be further researched so that this factor can be incorporated into the cost plan
 - The extent of landscape works will be established through the master plan
 - ESD targets will be established early in the process so these costs can be incorporated in the cost plan.

Bibliography

- Schedule of Costings; PKG, 2007
- Schedule of Prioritised Repair and Conservation Works, Tanner Architects, 2009
- RealServ site survey 2007

Building nomenclature

Since 1870 there has been progressive development of Callan Park, with new buildings having been constructed according to the current needs. As new buildings have been built and uses changed so to have the names and numbering of the buildings. The current owner of the buildings on Callan Park is the State Government through New South Wales Health (NSW Health).

In 2002 a Conservation Management Plan for Callan Park was developed, as part of this work an inventory of all the buildings on Callan Park was conducted. The Conservation Management Plan used the buildings existing numbering system as defined by NSW Health. Since 2002 the building numbering system has been replaced by a new system.

Figure no. 07 on pages 22 and 23 details the new numbering system with the buildings name identified in the legend. For buildings that do not have a name, the descriptive name given to the building in the Conservation Management plan is used.



MIDDLE LEFT. Figure no. 06 Costings process diagram

BOTTOM RIGHT. Many of the heritage buildings on the site are severely dilapidated due to years of neglect



ABOVE. Figure no. 07 building numbers diagram



BLDG NO.	Building Name	BLDG NO.	Building Name
101	Administration Block	491	Garage for B493
102		492	Bayview Cottage No.11
103	Day Studio	493	Bayview Cottage No.12
104	Day Hospital Block C	494	Recreation
105	Evan Jones Theatre	495	Ward F
106	JMO Flats	496	Foundation House
107	Home Units	497	Ward B
108		498	Gardeners Store and WC
124		499	Sports Pavilion
125		501	Riverside, Sewing Room
127	Library	502	Ward C
129	Daintree House	502A	Amenities / Store
130	Rivendell	503	WC
126	Tree Tops	504	D.V.A. Administration
131	Rehab Cottages	505	Ward H
134	Glass House	506	Ward D
135	The Arbour	507	Ward E
136	Garage for B135	508	Boot Makers Shop
137	Garden House	509	Occupational Therapists
193	Ward 25	510	Gardeners Shed
194	Doctors Office	511	Sports and Social Club
121	Ward 24	512	Cane Room
128	Broughton Hall	513	
132	Broughton Recreation Hall	514	Ward A
192	Old Medical Records	515	Swimming pool changing rooms
195	Ward 26, Ward 27	515A	
196	Garage / Storage	601	Gardeners Shed
197	Gardeners Store and WC	696	WC
198	Workshop	701	Filters, Gardeners
199	Broughton Hall Chapel	702	Gardeners and Trades Store
201	Stores	703	Electricians Workshop
202	Intractable Waste Store	704	I.E., Centre
203	Disused Building	705	Neurophysiological Lab
204	Engineers Store	706	Trades Workshop
205	Bonnyview Cottage	707	Trades Workshop
206	Garage for B205	708	Gardeners Store
207	Main Canteen	709	Garage for B711
208	Ward 16	710	Garage for B712 and B713
209	Ward 17	711	Lilyfield Cottage No.4
210	Ward 18	712	Lilyfield Cottage No.5
211	Rehabilitation Unit	713	Glebe Community Health
212	Amenities Block	714	Garage for B717
213	Writers Centre	715	Garage for B718
214	Gardeners Nursery	716	Garage for B719
215	Ambrosia Cottage	717	Park Drive Cottage Parkview
216	Magnolia Cottage	718	Park Drive Cottage Rosella
217	Bluegum Cottage	719	Park Drive Cottage Pine
218	Frangipanni Cottage	1048	Ambulance Training School
219	Acacia Cottage	1048A	Ambulance Training School
220	Ward 28 Administration	1048B	Ambulance Training School
221	Ward 28 West	1047	NSW Ambulance Service
222	Ward 28 East, Palm Court	1046	South Metro Regional Office
222A		1045	Vehicle Lockup
223	Cottage	1045B	
293	Carpenters Store	1045A	Kitchen
294	Old ITU	1046A	South Metro Regional Office
295	Gardeners Shed	1095	Electrical Substation
296	Linen Store		
298	ITU Stores		
298A	ITU Stores		
299	ITU Stores		
301	Callan Park Nurses Home		
303	Ceida		
394	Gate House		
395	Ward Memorial		
396	Arcadia Cottage		
397	Manning Street Cottage		
398	Willows Cottage		
398A	Willows Cottage		
399	Moodie Street Cottage		
399A	Moodie Street Cottage		
401	Ward 15		
402	Rose Cottage		
403	Ward 14 Annex		
404	Ward 14 Annex		
486	Ward F Store Room		
487	Garden House		
488	Ward 12, Ward 13		
490	Garage for B492		

COMMUNITY GROUPS

City Marketing

The future of Callan Park has been of intense interest to the community for much of its history, but particularly since private housing was first proposed on the site in 2002.

In September, 2002, the Green Left Weekly reported that ‘A mass rally, public forums and independent polling have shown that there is overwhelming opposition to the NSW Labor government’s plan to sell eight hectares of Callan Park.’

The community was galvanized into action again in 2007 when the Sydney Harbour Foreshore Authority draft Land Use Plan was exhibited. The then Planning Minister, Kristina Kennealy, told parliament that ‘a total of more than 2,079 public submissions were received, of which 67 per cent objected to the proposal and 33 per cent indicated support, although it is my understanding, without having read all 2,079 submissions, that those who indicated support were expressing support for the playing field and open space provisions under the land use plan.’

The numbers and strength of purpose in these reports cannot describe who comprises the ‘community’ opposed to over development or inappropriate development at Callan Park. Leichhardt Council describes its local population as a ‘young, prosperous community. The two major groups in the community are the baby-boomer, typically long-term resident home-owners in their fifties, and the younger Gen X city-workers, who typically rent and leave when in their mid-thirties, and the small dwellings become too restrictive for their growing families’. It is clear that a significant proportion of Leichhardt’s 54,525 strong geographic community was part of the community united in vocal opposition to past plans for Callan Park. But it is also clear that other members of the community supported past plans for Callan Park, based on their own interactions with the space.

This is not surprising. Despite the fact that few sociologists can agree on a definition for ‘community’, independent thinker Etienne Wenger offers this useful construction: ‘Members of a community are informally bound by what they do together - from engaging in lunch-time discussions to solving difficult problems - and by what they have learned through their mutual engagement in these activities.’

A community can form around a shared interest, a common purpose, a shared activity or even a common profession. Community groups in today’s world include communities of interest, communities of practice, and online communities. Community groups can be formal or informal, casual or structured, regular or irregular, bound by a common goal or by sets of agreed rules.

The community groups with an interest in Callan Park range from unstructured communities of interest like ‘dog walkers’ to not-for-profit incorporated associations like the Sydney City Farm. The most well known community group is the Friends of Callan Park, ‘an open public organisation dedicated to saving all of Callan Park and maintaining an upgraded and relevant mental health hospital in the grounds’. The Friends has over 1,200 people on its mailing list, communicates with the broad public effectively through a dynamic web site and regular interactions with the media, meets regularly to sustain its membership, and operates completely on public donations.

This diversity demonstrates the variety of ways in which people with a common purpose can work together. The type of governance structure depends on the strength of that purpose and increases in formality depending on whether legal contracts, money, government funding and public accountability will be involved.

As a principle, the more complex the transactions and the more likely it is that something could go wrong, the more important it is to formalise the group’s structural framework.

Formalised frameworks for community groups include:

- Unincorporated associations;
- Incorporated associations;
- Companies limited by guarantee; and

- Co-operatives.

As the Master Plan process unfolds, the governance structure of individual community groups with an interest in Callan Park is likely to impact on analysis. For example, if the Glover Street Garden is currently an unincorporated association, it will not be possible to formalise legal arrangements over the land this group occupies unless the structure of the group changes.

Strengths

- There is a long history of community involvement at Callan Park
- Local community groups are well informed of the issues around Callan Park
- As predominantly ‘not for profit’ organizations, community groups and their activities are compatible with the Callan Park Act

Constraints

- The Callan Park Act may prohibit some groups having a formal presence and using the buildings on Callan Park
- It has yet to be established which buildings on Callan Park are suitable for different activities

Opportunities

- To define locations within Callan Park that can meet specific needs of the local community
- To create a hub of community activities on Callan Park
- To use a presence on Callan Park to publicise the work of community groups and organisations
- To find groups to occupy some of the derelict buildings on Callan park and contribute to their maintenance and upkeep
- Incorporated Community groups may be able to apply for grant funding with the adaptive re-use of building on Callan Park
- Having more activity on Callan Park will enhance its vitality

Risks

- Some groups may not have the adequate financial stability to make a long term commitment to Callan Park
- Theft of material from community spaces on Callan Park and personal safety risks for people using Callan Park in the evening
- That existing governance arrangements of some groups may prohibit formalizing arrangements to use parts of Callan park
- That groups take on buildings and there are subsequent discoveries of contamination such as asbestos

Expectations

- The consultation process will allow all interested groups to make representations to Council
- The Master Plan process will identify the buildings on Callan Park that are suitable for use by community groups
- The Master Plan will identify the forms of governance that will be necessary for a Community Group to use buildings on Callan Park
- That the Master Plan allows Leichhardt to create a framework for assessing bids and allocating space to Community Groups on Callan Park

Bibliography

- Green Left Weekly, September 2002
- General Purpose Standing Committee No. 4 Wednesday 15 October 2008
- Leichhardt Council Community Portrait
- Etienne Wenger, Learning as a Social System, ‘Systems Thinker’ 1998

Feature	Unincorporated Association	Incorporated Association	Company limited by guarantee	Co-operative
Legal entity?	No	Yes	Yes	Yes
Can open a bank account?	No	Yes	Yes	Yes
Limited personal liability of members?	Yes	No	No	No
Clarity about who owns property?	No	Yes	Yes	Yes
Formal rules of operation? [voting/ membership/meetings winding up]	Not necessarily	Yes	Yes	Yes
Minimum membership?	No	At least 5 members	At least 3 directors 1 secretary At least 1 member;	No
Formal requirements to keep accounting records?	No	Yes	Yes	Yes
Equal voting rights for members	Not necessarily	Run by committee	Run by a Board	Yes

BOTTOM. Table no. 07 The common types of community organisations

10 REASONS TO OBJECT TO THE LAND USE PLAN

People all the petty politics, selfishness, greed, laziness and excuses, there is enough in the fine print of the Callan Park Land Use Plan to make it unacceptable to the public, and to the Parliament of NSW who must lift key protections of the Callan Park (Special Provisions) Act 2002 before it can be implemented.

Getting to read the plan has been made very difficult. Copies are available to read at the City offices of the Sydney Harbour Foreshore Authority (66 Macquarie St, The Rocks) and the NSW Department of Planning and at Leichhardt Council or can be accessed on the internet (p. 2) page at www.shfa.nsw.gov.au/sydney-callan_park_draft_land_use_plan.htm

Hopefully, Leichhardt Council will make more copies available in their libraries.

Typically, too, the plan is being exhibited for public comment at the very times when people's attention is elsewhere. The long exhibition period (to February 22) occurs on weekends (in a month of December and January) not just in the busy season and holidays. The need for a break will be accentuated after a hectic election campaign.

Despite all this, and without waiting to hear from her constituents, the local MP Vicky Firth has already started writing the plan, pointing to items from the document that are false or misleading.

By the way, if Frank Carter and his local colleagues believe criticisms here are inaccurate, the Friends are willing to debate them in public - at Callan Park (preferably) or in one of the local town halls.

● PUBLIC OWNERSHIP A FICTION

The plan claims there will be "continued public ownership", yet it proposes a 99-year lease to the university - that's ownership in anyone's language. For the bulk of this iconic site, the university will pay "a nominal rent".

● MENTALLY ILL SACRIFICED

There can be no escaping the fact that this site was bought to assist in the care and recovery of people suffering a mental illness. Psychiatrists long battled in the case - and the community supports it. In a recent Leichhardt Council survey 73% supported the retention of the hospital - only 10% supported change.

It is widely acknowledged that there is a shortage of mental health beds leading to homelessness, the jailing of mentally ill people and scores of preventable deaths every year in NSW alone. There is a strong case that all these appalling consequences will be exacerbated by closing this hospital.

Proposals from the Friends and Council (the plan contradicts) that about 10% of the floor space of Callan Park would now go to non-government organisations and there would be beds - in some of the older hospital buildings - for 100 recovering drug and alcohol addicts. 90 of those beds would be transferred from We Help Damages buildings in Redfern which the state government apparently proposes to sell. Sadly there is likely to be overcrowding in this NGO precinct and this is mental health on the cheap.

● OPEN SPACE REDUCED

The plan claims it will "introduce and increase open space" but when you go to the fine print you find they are taking about 1/2 of a hectare (more page 30). Elsewhere they claim that "90% of Callan Park will be open space". This is an impossibility. Consider the following:

Revised Kildebeck complex occupies 4.5 hectares of Callan park's site. The proposed new university precinct will have a footprint of 2.0ha. The proposed office/other building amount to about 1.5 hectares. Roads and paths currently occupy 2ha. Add in that car parks, Paths will be increased from the current 600 spaces to 1912 - most above ground but not shown on any maps in that and the Plan. All 19 require metres of open space, this would amount to 1.3 hectares. That amounts to about 1.3 or 20% of the site. And that is less space from the plan itself that some of the open space will be taken up by the University buildings, providing quadrangles and courtyards for day students and there would be even site (see pages 48 and 49) examples.

And what needs to be re-emphasised is that this plan is not giving the public any open space - it's already there and guaranteed by the Callan Park Act.

TOP: A flyer produced by the Friends of Callan Park campaigning against the Land Use Plan

CONTAMINATION

SES/L

Soil Contamination

The potential for, and some actual site contamination has been identified in preliminary site investigations by Coffee Geosciences in 2000 and 2002. These reports have been followed with additional works by W Ryall of Contamination Land Management and later in 2007 by Ryall now of HLA ENSR, and also reviewed by Environmental and Earth Sciences in 2002, the Coffee reports in fact set out the likely major areas of potential contamination constraints. These are:

- Areas of significant fill and refuse disposal.
- Likely scattered areas of largely boiler ash disposal.
- The presence of underground storage tanks and actual hydrocarbon contamination associated with those.
- Potential groundwater contamination in the northern areas of filling for the Lower Glover and Repatriation ovals.
- Unquantified potential for the presence of asbestos in the significant fill areas and also the potential for more widespread scattering of asbestos cement and fibres.

Ryall Environmental Pty Ltd was engaged by Sydney Harbour Foreshore to complete a focused Environmental Assessment (ESA) at eight locations identified within Callan Park, which were judged to be the areas of principle environmentally impacted soil and groundwater concern identified in earlier environmental investigations. The summarised works and findings are located in Table no. 08 on page 27 with Figure no. 08 below showing the locations of the areas of concern.

All reporting programs appear to agree that the occurrence of significant fill at depth will greatly increase the constraints and hence cost of any development on such areas. Further, that the least cost option for remediating such areas would be to not develop them for building purposes but to "cap and contain" and devote to open space uses with appropriate management layers to monitor attenuation and an opportunity may present to use these areas to dispose of and safely contain contaminated fill from other locations on the site.

Groundwater in shallow and deep fill areas was largely not present. Low hydraulic conductivity of fill materials indicates that contamination of groundwater within the landfill areas would not migrate.

From the information available it is our view that a rational plan of priorities for further investigation and for remediation of known sources of contamination can be formulated. Current advice to the master planning process would be:

Short term:

- Decommissioning of the underground storage tank (maintenance building).

Medium Term

- Avoid as far as possible concepts for development within fill areas (as identified by Ryall, 2010);
- Cover areas identified with surface contamination issues to prevent public exposure; and
- Development of a long-term environmental management plan.

Long Term

- Providing guidance for works relating to development and maintenance of areas identified as contaminated and uncontaminated to prevent cross contamination;
- Ensure that the requirement to conduct intensive contamination investigations around heritage buildings and development areas is clearly communicated.

Acid Sulfate Soils

The potential for actual Acid Sulfate Soil and Potential Acid Sulfate Soils do not appear in the background papers to our knowledge. Acid sulfate soil is the common name given to naturally occurring sediments and soils containing iron sulfides (principally iron sulfide or iron disulfide or their precursors). The exposure of the sulfide in these soils to oxygen by drainage or excavation leads to the generation of sulfuric acid that may impact the marine water environment and develop soil conditions that are aggressive to infrastructure and terrestrial vegetation. This oxidation produces acidity in excess of the soil's capacity to neutralise it and results in soils of pH of 4 or less. The presence of pale yellow mottles and coatings of jarosite can usually identify these soils.

Acid sulfate soil and potential acid sulfate soil are often found in the same location, with actual ASS generally overlying potential acid sulfate soil horizons. Potential acid sulfate soils contain iron sulfides that have not been exposed to air and oxidised. The field pHs of these soils in the undisturbed state are 4 or more and are commonly neutral or slightly alkaline. However, they pose a considerable environmental risk when disturbed, as they will become more acidic when exposed to air and oxidised.

The Prospect/Parramatta Acid Sulfate Soil Risk Map indicates that the water front areas of Callan Park are in a region of disturbed terrain in an area of known acid sulfate soil occurrence. The Coffee (2002) report identified land reclamation occurring in the areas associated with seawalls around Lower Glover Street Oval and Repatriation Oval



ASSESSMENT OF POTENTIAL CONTAMINATION
 - - - Site Boundary
 . . . Callan Park Pedestrian Network
 Callan Park Building Footprint
 Street Network
 General Lots
 General Building Footprint
 Assessment Areas

BOTTOM. Figure no. 08 Investigation areas for the Focused Environmental Site Assessment [Ryall, 2010]

Area and Activity Identity	Testing conducted	Principle Findings	Implications for Master Plan
Area 1 – Maintenance Building	<ul style="list-style-type: none"> – Soil samples at 6 locations to bedrock (<5m) (heavy metals, BTEX/TPH, PAH OCP and asbestos); and – Groundwater bore at 1 location (heavy metals, petroleum hydrocarbons, PAH). 	<ul style="list-style-type: none"> – Soil: no significant impact was identified in fill at depth, some minor contamination near the UST. Surface materials contained some heavy metals and PAH exceedences – Groundwater: at 2.2m, no significant contamination found 	Decommissioning and removal of UST and capping management
Area 2 – Former Boiler House	<ul style="list-style-type: none"> – Soil samples at 12 locations, 14 samples collected (heavy metals, PAH, OCP). 	<ul style="list-style-type: none"> – Soil: some anthropic impact, but met site criteria and no significant contamination were identified. 	Minimal.
Area 3 – East of Sydney college of Arts	<ul style="list-style-type: none"> – Soil samples at 12 locations, 23 samples (heavy metals, TPH, PAH, OCP); and – Groundwater bore at 1 location (heavy metals, petroleum hydrocarbons, PAH). 	<ul style="list-style-type: none"> – Soil: some anthropic impact, but met site criteria for surface layer and no significant contamination were identified. – Groundwater: at 2.2m, insufficient volume to analyse 	Considerable volumes of uncontrolled fill material requiring capping management.
Area 4 – Ward 14 Fill Area	<ul style="list-style-type: none"> – Soil samples at 7 locations, 7 samples (heavy metals, PAH, OCP). 	<ul style="list-style-type: none"> – Soil: some anthropic impact, but met site criteria and no significant contamination were identified. 	Considerable volumes of uncontrolled fill material requiring capping management.
Area 5 – Repatriation Oval	<ul style="list-style-type: none"> – Soil samples at 40 locations, 68 samples (heavy metals, TPH, PAH, OCP); and – Groundwater bore at 3 locations (heavy metals, petroleum hydrocarbons, PAH). 	<ul style="list-style-type: none"> – Soil: considerable amounts of anthropic impacted fill materials, but met site criteria at surface and no significant contamination were identified. – Groundwater: poor hydraulic conductivity in fill materials, no significant contamination found. Saline conditions observed. 	Considerable volumes of uncontrolled fill material and reclaimed land requiring capping management.
Area 6 – Lower Glover Street Oval	<ul style="list-style-type: none"> – Soil samples at 27 locations, 80 samples (heavy metals, TPH, PAH, OCP); and – Groundwater bore at 5 locations (heavy metals, petroleum hydrocarbons, PAH). 	<ul style="list-style-type: none"> – Soil: considerable amounts of anthropic impacted fill materials (<6m), but met site criteria and no significant contamination was identified at surface, however some industrial ash pockets is known to occur at depth. – Groundwater: poor hydraulic conductivity in fill materials, no significant contamination found. Saline conditions observed. 	Considerable volumes of uncontrolled fill material requiring capping management.
Area 7 – Iron Cove Foreshore	<ul style="list-style-type: none"> – Soil samples at 10 locations, 10 samples (heavy metals, PAH, OCP). 	<ul style="list-style-type: none"> – Soil: some amounts of anthropic impacted fill materials at the surface, but met site criteria with the exception some locations of elevated lead and no significant contamination were identified. Limited investigation to underground services. 	Some volumes of uncontrolled fill material requiring capping management.
Area 8 – Swimming Pool fill area	<ul style="list-style-type: none"> – Soil samples at 2 locations, 2 samples (heavy metals, PAH, OCP). 	<ul style="list-style-type: none"> – Soil: some amounts of anthropic impacted fill materials at the surface, but met site criteria. 	Requiring capping management.

Key: Heavy Metals (Arsenic, cadmium, chromium total, copper, lead, mercury, nickel and zinc); BTEX (Benzene, toluene ethylbenzene and xylene); TPH (Total petroleum hydrocarbons C6 to C36); OCP (Organochlorine pesticides); UST (Underground Storage Tank).

to contain fill layers ranging from 0.5m to 2.4m. The bore logs mention that a residual soil occurs beneath the fill layers. This is likely to occur along the lines of the original bay lines and tidal zones.

Planning for works engaging the soil in these water front areas, sea walls and other reclaimed land zones will require a soil survey conducted in accordance with the Acid Sulfate Soil Planning Guidelines (NSW Acid Sulfate Soils Management Advisory Committee, 1998) to determine a acid sulfate soil risk category for a proposed development design.

Horticultural/Landscape Value of Soils

Site disturbance and contamination may or may not degrade horticultural values depending on selection of plant species. Plants are relatively insensitive to a range of contaminants of human concern and are more influenced by factors such as soil depth, chemical and physical fertility. The horticultural value of soils can be significantly improved by human activity. The outstanding growth of Ficus hillii on the known fill site NW of the nurses' quarters and convalescent cottages 86 to 88 illustrates this point.

A survey of the soil landscape resources at Callan Park is largely nonexistent. There are geophysical and exploratory contamination surveys but virtually no soil information of any use to a landscape planner. While the area is mapped as sandstone occurrence human activity has likely greatly altered large areas.

While soils can be improved to support an intended landscaping purpose, significant establishment and potential maintenance costs can be avoided if gardening or landscaping aims take into account the distribution of soil quality across a site. Ideally landscape planners should have access to soil capability information in order to take best advantage of the existing soil assets.

Immediate concerns have been identified during site walk-over with regard to the preservation of tree root-zone soils and potentially undesirable activities in and changes to the heritage garden and landscape areas.

Current advice to the master planning process team with regard to soil horticultural values would be:

- Recommend that soil quality investigations, at least in areas identified for landscape enhancement be conducted as soon as possible in the planning process.
- Ensure that the master planning process includes recommendations on restrictions to activities within and preservation of the root zones of heritage listed and otherwise valuable trees and vegetation.

Bibliography

- Focused Environmental Site Assessment, Callan park, Rozelle NSW dated January 2010, by Ryalls
- Rozelle Hospital, Stage 1 Preliminary Geotechnical and Contamination Study.
- Issues Paper on Geotechnical and Environmental Constraints" by Coffey dated 30 August 2000;
- Rozelle Hospital, Preliminary Contamination Assessment," by Coffey dated 14 March 2002; and
- Review of contamination and geotechnical conditions at Rozelle hospital site" by EES dated 29 August 2002.
- Management of Contamination in the Proposed Development of Callan Park" HLA Envirosiences Pty. Ltd. 25 Oct 2007 Appendix E In: Hassell Draft Land Use Plan Oct 2007.]

FINANCIAL MODEL

HILL PDA

Background

A timeline of events surrounding previous assessments of potential land use changes, previous Master Plans, and the transfer of care, control and management of Callan Park is provided on page 61.

Strengths

Council Knowledge and Experience

The financial model will rely to a large extent on Council's historical costs of managing other parks in the municipality. Council has detailed experience of the operational requirements of foreshore parks and heritage buildings having managed heritage assets and adjoining parkland for many years. As a result, Council has prepared a detailed budget of anticipated expenditure which has been used as the basis for negotiations with the State Government to date.

The existing manager, Sydney Harbour Foreshore Authority (SHFA) has also provided details of its expenditure at Callan Park but source data on existing tenants and rents is yet to be fully understood. Consultant input during the Master Plan process will also yield more detailed information on anticipated costs and revenues for potential land use options.

Assets

Callan Park offers significant and unique assets in a special location, some of which are currently producing income, but many of which are currently vacant and in need of significant repair and maintenance. The site contains 72 buildings, encompassing 34,000sqm of floor area and an estimated replacement value of \$90m. The Master Plan will need to consider the value of these assets both from a heritage perspective and as a potential source of income.

Subject to the permissible uses, floor space and height under the Callan Park Act (2002) and Leichhardt LEP 2000, income may be derived from sub-leasing these buildings to not-for-profit organisations for community uses as defined under the applicable planning instruments. These may include public health services, child minding, boarding houses, indoor recreation and their associated car parking, amongst other uses.

Some buildings with little income or heritage potential and in disrepair, may offer opportunities for demolition and in turn will create development opportunities elsewhere (Callan Park Act prohibits additional floorspace or loss of open space or development outside of existing footprints). Or simply these buildings may be demolished to create open space, reducing ongoing costs. However, some non-heritage items may offer more income potential due to the potential for alteration. Therefore the mix of assets to be retained within the Master Plan options will determine the likely costs and revenues derived from the assets and the shortfall to be funded from external sources.

Revenue Sources

The Master Planning process creates the opportunity to investigate a range of potential funding sources for Callan Park. These may include general rates, Section 94 Contributions, Government grants and Special rates. The extent of external funds required to meet the needs of Callan Park will be identified by the financial modelling of Master Plan options.

Constraints

Heritage

The heritage nature of the assets at Callan Park places constraints on the ability to adapt these buildings for special uses and therefore the potential to derive income from tenants. Even where a tenant can use the building in its existing form, its configuration may not be ideal and therefore income receivable may be discounted for this reason. The net income may also be reduced by the additional costs of maintaining sensitive heritage buildings.

Callan Park Act (2002) and Other Legislation

The Callan Park Act (2002) invokes amongst others, the former environmental planning controls contained in SEPP 56 and Leichhardt LEP 2000 as at the date of enactment (2002). This requires development approval by Council of even minor items such as fit-outs and change of use within the same category. It also restricts uses to being not for profit, which may reduce the income potential of the assets.

Permitted development within the confines of the Act are for: health facilities, educational and community facilities. Any replacement buildings must be erected within the footprints and building envelopes of

existing buildings.

With regards to leases, licences and management agreements, Section 6 of the Act dictates:

- A lease or a licence allowing the use of a building, part of a building, any adjoining land needed to enable use of a building in Callan Park, or any land in Callan Park may be granted with consent of the Minister;
- The term of any such lease or licence (including any further term under an option for renewal) must not exceed 10 years;
- The Act does not prevent leases or licences being granted for terms of (or successive terms totalling) more than 10 years if assented by Parliament;
- The Act does not affect any easement, lease or licence that was in force immediately before the commencement of the Act or affect the granting of a further lease under an option for a lease commenced previous to the Act; and
- The care, control and management of Callan Park, or any building or part of Callan Park, may be contracted out with the consent of the Minister but only to either Council or a prescribed Trust.

Funding

The long term funding of Callan Park may be the responsibility of Council using its general rate base and other funding sources such as Section 94 contributions and Government grants.

However the recent cap on developer contributions announced by the NSW Government may in fact remove this option where contributions are already at this level or require amendments to the existing plan. Otherwise a special purpose trust may be established to manage the park with recurrent funding from the State Government.

Income derived from the site from leases, licences or casual use of facilities will contribute to reducing the overall cost to taxpayers. However, the extent of income currently derived from these sources is not yet clear, and neither is the relationship between income derived on the site, and the contribution this makes to Council's ongoing management of the Park.

Health NSW and Sydney South West Area Health Service (SS-WHS) have provided a list of related NGO and SSWAHS tenancies they manage at Callan Park (e.g. Sids & Kids, WHO, Aftercare, MHCC, NSW Ambulance, UTAS, nurses accommodation). SHFA have also identified buildings under their management. However any income derived from these occupants is unknown.

Notwithstanding this, in the short term Council considers that the NSW Government should continue to exercise its responsibilities for the care, control and management of the site and should maintain funding levels until the Master Plan has been completed.

The Heads of Agreement drafted by SHFA (further explained in Section 5) indicated they would provide financial assistance to Council for the relevant remainder of the 2009-10 financial year to assist Council with the cost of contracting for the care, control and management of Callan Park.

The financial assistance will be equivalent to SHFA's current \$1.8m annual operational budget for Callan Park, to be provided on a pro-rata basis for the current financial year contingent on the date upon which Council commences the management of Callan Park. This is not considered to be in Council's interest as the budget covers no capital expenditure identified by Council.

Available Information

At this stage of the Master Plan, much information regarding existing tenants, associated lease terms and rents receivable has not been readily available and this will be critical to the generation of a realistic financial model which can be used both to test Master Plan options and for the ongoing management of Callan Park by Council.

Opportunities

Increased Revenue

While existing revenue is being received, it is likely that there will be opportunities to increase rents and licence fees in conjunction with finding new uses and tenants for unoccupied buildings.

Permissible uses under the Callan Park Act (2002) are to be associated with health, community and education and not for profit but this should not necessarily result in discounted or subsidised rents. Subject to the provisions of the Callan Park Act (2002), there may also be opportunities to generate casual revenue through one-off events.

Reduced Costs

Council's management of adjoining parkland and facilities creates a key opportunity to reduce operational costs. It may be possible to identify some cost savings from the extended management area cre-

ated by transfer of management of Callan Park to Council.

Leases are limited to a maximum of ten years unless assented to by Parliament. On the assumption that the proposed 99 year lease will include appropriate delegation for Council to sublease premises without approval, there may be opportunities for tenants on long term leases to contribute to capital improvements.

Risks

Transfer of Care, Control and Management to Council

In 2009, SHFA proposed that transfer of care, control and management of Callan Park be undertaken initially through a Heads of Agreement, outlining the framework for finalising discussions between Council and SHFA.

The Draft Agreement nominated that the final boundaries of that part of Callan Park to be transferred to Council under a 99 year lease be determined by the Master Planning process. As a result the status quo will apply to boundaries of land occupied by current landowners and managers at Callan Park. Notwithstanding this, that part of Callan Park that Council will contract to care, control and manage is to be that part of Callan Park currently managed by SHFA.

This arrangement implicates the structure of the financial model to be prepared as part of the examination of options for Callan Park. The financial model will test the financial sustainability of options for the site and their financial implications to Council or other management vehicle.

However, if the exact extent of land and buildings, to be managed by Council or other management vehicle, is yet to be determined, the costs and revenues borne and received by Council and may also be relatively unknown until a final option is selected, and Council and SHFA agree to a final management arrangement.

Notwithstanding this, the Draft Agreement clearly states that regardless of boundary adjustments the intention is that Council will only be transferred that land currently managed by SHFA. This does not include the NGO precincts or precincts managed by SSWAHS. It is assumed at this stage that Council would therefore not gain any income generated from these precincts, and neither would they be responsible for costs to land and buildings within these precincts, although this is not confirmed.

Furthermore, the Draft Agreement nominated the expectations of the Master Planning process:

- Develop a single Master Plan for the entire Callan Park site.
- The Master Plan should be prepared by Council.
- Ensure all current landowners and managers of Callan Park (Health Administration Corporation, NSW Maritime, NSW Ambulance, University of Sydney and Ministry of the Arts) and SHFA are provided with a full and proper opportunity to participate in the preparation of the Master Plan.
- Community consultation is to be managed by Council.
- Include the preparation of a Plan of Subdivision of the entire Callan Park site. The Plan is intended to be the basis upon which final leasehold arrangements are created for Council and all current landowners and managers of Callan Park.
- Consider the Environmental Site Assessment being prepared by Ryall Environmental Pty Ltd for SHFA, which will provide a strategy for the assessment and management of potential contamination currently on site.

Due to financial risks associated with Council entering into a lease arrangement for Callan Park, Council will not enter into a binding commitment for long term management of Callan Park until the Master Planning process is complete.

Operational Costs

The agreement with NSW Government will see an increase in the entire open space network of Leichhardt LGA from 84ha to 124ha. Council has also estimated that the existing buildings on the site would more than double its building portfolio replacement cost up to \$156m and generate significant ongoing recurrent costs associated with the maintenance of these buildings for the next 99 years.

It is important that any cyclical maintenance, which has been neglected, is included either in increased annual maintenance costs or in an upfront capital restoration cost. With a large number of heritage buildings it is possible that the costs will exceed allowances and this risk will be heightened by the deferred cyclical maintenance of such buildings.

Capital Costs

There will be significant costs to bring online new open space and buildings areas to a standard commensurate with both the communities needs, but also acceptable levels in terms of contemporary asset

management standards. Significant costs have been recognised by Council in its assessment of urgent repairs and deferred cyclical maintenance. Whilst not all these costs may be urgent, they will require a pro-active capital program to address issues identified.

Capital costs are difficult to assess for heritage buildings and could exceed allowances provided by Council. Council estimates that the entire \$90m replacement cost of buildings within Callan Park could be spent on refurbishing heritage buildings. Seawall maintenance has been confirmed as a responsibility of Maritime NSW but subject to dollar for dollar contribution from Council.

Preliminary investigations have determined urgent works are in the order of \$1m for appropriate risk management and to prevent further degradation to existing assets within Callan Park.

Revenue

New and appropriate revenue generating land uses, considered through the Master Planning process, may need to contemplate an amendment to the Callan Park Act (2002) in order to be realised. However, it is recognised that this may not be a desirable outcome and may not be achievable within the political context.

Environmental Management

In some parts of the site, contamination has been identified as an issue and to avoid health risks the contamination must be adequately remediated and managed in accordance with the Contaminated Land Management Act (1997). Appropriate remediation of any contamination is therefore a priority, and the responsibility for the cost rests with the former polluters under the Act.

Remediation is a complex issue and costs can be very high depending on the remediation strategy and the perceived health risks.

Expectations

Financial Sustainability

The financial modelling should assess the Master Plan option developed by the community for financial sustainability and its funding requirements. Forecast future cash flows will be developed to reflect options which incorporate various income and expenditure scenarios and the net present value of these cash flows can be compared to establish a ranking from a financial perspective.

In order to incorporate this ranking in a broader assessment of the costs and benefits of each option, it may be desirable to undertake multi-criteria analysis which seeks to combine the assessment of social, environmental and economic factors. However, the fundamental criteria that will enable Council or other management vehicle to sustainably manage Callan Park will be financial, and analysis must therefore be heavily weighted for this factor.

The expectation of Council is that the community's preferred Master Plan option will be financially sustainable taking into account community expectations, stakeholder requirements and long term internal and external funding sources.

Transfer of Care, Control and Management to Council

SHFA have proposed that transfer of care, control and management of Callan Park be undertaken initially through a Heads of Agreement between Council and State Government. The Draft Agreement nominated that whilst Council will be transferred, under a 99 year lease, only land and buildings currently managed by SHFA, the final boundaries will be determined by the Master Planning process.

Notwithstanding this, Council has not entered into a long term binding lease commitment for Callan Park, and will not consider doing so until the Master Planning process is complete. Given Council have not agreed to a model for management and governance of Callan Park, there are various options still available to Council for negotiation with State Government. A trust arrangement, similar to the Centennial Park Trust, is one such alternative.

Bibliography

To inform this discussion paper, the following background documents were reviewed:









- Callan Park (Special Provisions) Act 2002 No 139
- Callan Park Land Use Plan, prepared for SHFA (November 2007)
- Callan Park Precinct Financial Summary, YTD 2007/2008 (May 2008)
- Minutes of Extraordinary Meeting of Leichhardt Council. Ref: C396/08 (November 3, 2008)
- Callan Park Secured for the Future, News Release, NSW Government (October 22, 2008)
- Callan Park Report, Leichhardt Council. Ref: F08/00220 (October 29, 2008)

- Letter to the Hon. Kristina Keneally MP from Councillor Jamie Parker (October 30, 2008)
- Callan Park Report, Leichhardt Council. Ref: F08/00220 (November 21, 2008)
- Letter to Councillor Jamie Parker, Mayor from the Hon. Kristina Keneally MP (November 2008)
- Minutes of Callan Park Task Force Meeting at Leichhardt Council (December 10, 2008)
- Letter to the Hon. Kristina Keneally MP from Councillor Jamie Parker (December 2, 2008)
- Letter to Councillor Michelle McKenzie, Deputy Mayor from the Hon. Kristina Keneally MP (unspecified date 2009)
- Minutes of Callan Park Task Force Meeting at Leichhardt Council (March 23, 2009)
- Letter to Councillor Jamie Parker, Mayor from the Hon. Kristina Keneally MP (July 2009)
- Letter to General Manager Peter Head, from Robert Domm CEO SHFA (September 24, 2009)
- Draft Heads of Agreement between Leichhardt Municipal Council and Sydney Harbour
- Foreshore Authority - Agreement to Facilitate the Transfer of Land by 99 Year Lease over part of Callan Park from the NSW Government to Council and to Resolve Associated Matters (September 2009)
- Minutes of Ordinary Meeting of Leichhardt Council. Asset Management Strategy. Ref: C285/09 (June 23, 2009)
- Leichhardt Council Asset Management Strategy & Policy (2009)
- Letter to the Hon. Kristina Keneally MP from Councillor Jamie Parker (March 22, 2010)

Land Ownership

Figure no. 09 below illustrates the location of Callan Park within a connected network of publicly owned land extending from Balmain Shores in the north through to the Hawthorne Canal Reserve in the south. The current management responsibilities is explained in the introduction section of this report.



- LAND OWNERSHIP**
-  Site Boundary
 -  Pedestrian Network
 -  Callan Park Building Footprint
 -  Street Network
 -  General Building Footprint
 -  Neighborhoods
 -  Public Land
 -  Private Land

ABOVE. Figure no. 09. Land ownership mapping

EDUCATION AND CULTURAL LAND USES

Guppy Associates

Executive Summary

Callan Park is one of Sydney's most important cultural landscapes. It is however, a complicated environment with many stakeholders and significant opportunities and challenges affecting its future.

Strengths

- Callan Park can be understood as a 'whole of site cultural environment' within which particular localities have meaning for the community.
- Callan Park accommodates some of the city's most important cultural stakeholders including Sydney College of the Arts (SCA) and NSW Writers Centre
- It is an increasingly important venue for community and cultural events
- It has particular Aboriginal significance as the home of the Wangal people, the original inhabitants of the area and is the location of 8 Aboriginal sites
- Callan Park occupies a place on Leichhardt's cultural ridge line extending from the Red Box through to Balmain
- Callan Park has become a cultural symbol of the power of community action

Constraints

- Limits to the kind of educational facilities that can be provided
- Constraints on building new cultural facilities and adaptive reuse
- Contamination, condition of existing buildings and other issues common to the site
- The lack of an active street frontage to enable a creative dialogue with Balmain Road

Opportunities

- The potential to expand and consolidate the cultural and education sector
- The potential to develop student housing on site as part of SCA
- The opportunity to create a centre for excellence in creativity, health and wellbeing
- The potential to develop the short-term residential opportunities of the Writers' Centre and SCA
- The opportunity to extend the exploration of Aboriginal culture in Callan Park
- The potential to strengthen the cultural cluster and to connect Callan Park to the 'cultural ridge line'
- The opportunity in a consolidated urban environment to explore a deeper cultural ecology

Challenges

Challenges surrounding the scope of cultural actions and interventions discussed include:

- The footloose nature of cultural institutions
- The uses permitted under the Callan Park Act
- The past uses of Callan Park
- The practical issues of remediation and site recovery

Expectations and the way forward

A culturally led future for Callan Park might include:

- The formation of close working relationships with key cultural stakeholders
- Linkages with adjacent creative industries to strengthen the potential for a sustainable cultural cluster
- The development of connections between the various cultural interventions into the natural environment and open space
- Cross divisional work linking cultural outcomes with areas of planning including student housing, artist/writer residencies and community studios
- Work with past stakeholders and communities to develop capacity for change and innovative thinking about Callan Park

Strengths of the Site

The strength of Callan Park as a cultural environment

The whole of Callan Park functions as a cultural environment within

which particular localities have meaning for the community. The Statement of Significance states:

'The site as a whole has very high levels of social significance and has special associations for the local and broader community both as an open space resource and for its cultural and aesthetic value' Tanner.

The vistas across the expanse of open space, the exceptional heritage buildings and their generous surrounds and the presence of the foreshore are part of this. Localities such as the Broughton Hall Garden, Kirkbride Garden and Charles Moore Garden are valued as are places and spaces adjacent to heritage buildings. The scale of community and cultural uses from the community garden to Sydney College of the Arts is already impressive but the scope and breadth of the site itself is a rare and unusual cultural strength.

The Range of Current Educational and Cultural Uses

Callan Park accommodates some of the city's most important cultural stakeholders. Sydney College of the Arts occupies the Kirkbride buildings. SCA is the visual Art Faculty of the University of Sydney and relocated to Callan Park in 1996. The College is a campus of Sydney University. Programs are studio based and facilities include computer, multimedia labs, print, clay, glass, wood, metal workshops, film, video, sound production studios. The campus also includes SCA Gallery, Library and student exhibition spaces. A range of spaces are available for events hire. Callan Park is also one of the most popular venues in Leichhardt for commercial photography. SCA leases venues for this purpose.

The NSW Writers Centre occupies the Gary Owen buildings. It was established in May 1991 to support and promote the work of writers. The Centre offers literary resources, professional information and events such as book launches, readings and lectures. It support professional development through seminars, courses and workshops and has an expanding resource library.

Educational use by primary and secondary schools is in the area of school sport. King George Park and Waterfront Drive Oval are regularly used by schools for sporting fixtures, carnivals and training.

Closely aligned to the notion of a cultural cluster is the mix of activities and organisation that support 'life-long learning' in Callan Park and its neighbourhood. The location of Sydney Community College on Balmain Road should be noted as should the capacity of Sydney Writers Centre and SCA to engage with mid-career creatives and mature aged students.

The Capacity of Callan Park to Host Cultural Events

King George Park is a location for community events including the community protest meetings about both Callan Park and the new Iron Cove Bridge. As SCA has become more involved with the local area an increasing number of cultural events are located there. This has included the Laneways and Flightpath Festivals.

The Significance of Callan Park as an Aboriginal Cultural Environment

Leichhardt Council has developed several public art projects in Callan Park and adjacent Leichhardt Aquatic Centre. In 1996 Aboriginal artist Joe Hurst developed an aboriginal interpretive trail along part of the foreshore at Callan Point. Small ceramic plaque works describe plants, food and tribal language information. A major bronze 'map' locates visitors in relation to, and names, places of importance to Aboriginal people. Bronwyn Bancroft is currently working on a major artwork at the Aquatic Centre.

As an area of Parramatta River foreshore which has natural sections such as Callan Point the area evokes the culture of the Wangal people, the original inhabitants of the area. There are 8 Aboriginal sites in Callan Park. Five sites at Callan Point contain shell middens close to the water's edge. These sites contain the remnants of meals comprising shells from rock oysters, cockles and mussels and 'tell the story' of the places groups stopped at to camp and eat. Similar middens in Port Jackson are thought to be 4,500 years old. Artworks by Joe Hurst as well as archaeological sites such as the middens at Callan Point reinforce this important cultural landscape.

Callan Park's Place on the 'Cultural Ridge Line'

Leichhardt Council have identified a 'cultural ridge line' or spine that runs from Lilyfield through the Rozelle area and on through to Balmain. The following creative industries are or have been located in or in the vicinity of Callan Park in the past decade.

- 1 + 2 Artist Studios, Balmain Road
- Circus Unique
- Fellowship of Australian Writers
- NSW Writers Centre
- Sydney College of the Arts

- Sydney Community College
- Feminist Bookshop
- Washhouse gallery; Nola's Studio; ArtEreal
- Canal Road Film Centre
- Parachute Regiment Site, Big Red Box
- Australian National Playwright's Centre
- Community Cultural Development Network NSW
- Gravity Feed Inc
- Marguerite Pepper Productions
- Poet's Union Inc
- Legs on the Wall Inc

This cluster has positive implications for the level of cultural activity Callan Park may be able to sustain in the future.

The Fight for Callan Park as a Symbol of Community Action

Callan Park has been a highly contested site in a city where many battles have been fought over areas of cultural significance. Callan Park joins The Rocks and Glebe as localities where considerable grassroots action has taken place over a long period to achieve a 'win for the community'. The current situation is seen by many residents of Leichhardt LGA as a significant victory and symbolic of a culture of dissent and political action.

Challenges

Limits to the Kind of Educational Facilities that can be Provided

The Callan Park Act 2002 prohibits the use of the site for a primary or secondary school. "educational facility" means a university or any other facility providing educational services on a not-for-profit basis, but does not include a secondary school or a primary school

Potential for Building New Cultural Facilities and Adaptive Reuse

The Callan Park Act 2002 proscribes the kind of new development to that which can occur in the footprint of existing buildings. Although the demolition of intrusive buildings may present opportunities Leichhardt Council points out in its Callan Park Scoping Workshop Presentation, March 2009 'some of the intrusive buildings may be more useful than the heritage buildings to generate income' and that 'retention may be warranted for financial reasons' These considerations indicate the difficulty that may occur in developing purpose built facilities on this site.

Contamination, Condition of Existing Buildings and Other Issues Common to the Site

Many of the constraints identified in past geotechnical and heritage evaluations of Callan Park will also impact on the capacity of the site to accommodate growth in the cultural and educational sector. The cost of remediation or construction may be prohibitive especially to the limited development budgets of the community sector.

The Lack of an Active Street Frontage to Enable a Creative Dialogue with Balmain Road

The position of the key facilities deep within the site has constraints as well as advantages. The lack of a street frontage to Balmain Road, the lack of public access and casual visits from passersby may have an impact on the viability of facilities such as galleries. SCA believes there may be out-of-hours safety issues for student and those using Callan Park. The mood and character of cultural institutions may be defined by the heritage environment rather than other forces such as 'youth culture' that are more evident in a street front context.

Challenges surrounding the scope of cultural actions and interventions discussed include:

- The footloose nature of cultural institutions and the danger that major stakeholders may move elsewhere compromising the Master Plan
- The proscriptive nature of the Callan Park Act may limit some approaches to managing open space and built form
- The past uses of Callan Park, in particular, the nature of mental health treatment, the unwelcome relocation of services and unresolved community attitudes may compromise the energy needed for innovative cultural change
- The practical issues of remediation and site recovery may prove so expensive that new initiatives can't be funded

Opportunities

The Potential to Expand and Consolidate the Cultural and Education Sector

Callan Park has significant cultural stakeholders that have played a vital role in shaping the site as a contemporary cultural landscape.

The capacity to expand and consolidate the cultural education sector is an opportunity. In particular the potential to expand the range of courses and functions offered by SCA to include residential courses, expanded programs and a greater capacity to partner with other stakeholders.

The Potential to Develop Student Housing on Site as Part of SCA

The development of accommodation on site would activate the area at all times of day and night, increasing community safety and security. The opportunity to address the identified need for low cost accommodation for young and emerging artists and art students in the Leichhardt area should be explored as part of broader site options.

The Opportunity to Create a Centre for Excellence in Creativity, Health and Wellbeing

The links between art and health are well established. A number of well developed projects and partnerships exist accompanied by an expanding body of research. The opportunity exists for SCA to be supported in their interest in this dynamic and topical area of cultural development. The scope to include a clinical mental health component should be investigated.

The Potential to Develop the Short-Term Residential Opportunities of the Writers' Centre and SCA

Callan Park offers a range of opportunities for adaptive use of buildings that could activate artist's studios, short term residency accommodation and the opportunity for residential courses. The capacity to provide studio and workshop space for local government public art projects in the Inner West should be explored under the umbrella of 'not for profit uses'.

The Opportunity to Extend the Exploration of Aboriginal Culture In Callan Park

The importance of Callan Point, the linked bush regeneration, the development of art and heritage work might all form part of an extended heritage trail. This might link with City of Sydney's Eora Dreaming by strengthening the connection of aboriginal heritage along the foreshores of Sydney.

The Potential to Strengthen the Cultural Cluster and to Connect Callan Park to the 'Cultural Ridge Line'

Leichhardt has one of the most successful subregional creative industries sectors in Australia. The potential to link Callan Park to the broader neighbourhood through Master Plan interventions including urban design, improved connectivity, programming, partnerships and projects is significant and would benefit the sector.

The Opportunity in a Consolidated Urban Environment to Explore a Deeper Cultural Ecology

The expanse of Callan Park with its extraordinary range of micro environments, garden and horticultural landscapes, bush land and active regeneration provides a meaningful opportunity to explore the connection of nature, culture and ecology. The linked role that the natural environment of Callan Park has played in the treatment of mental illness and its role in community well-being in contemporary Leichhardt have great potential to shape themes and design work.

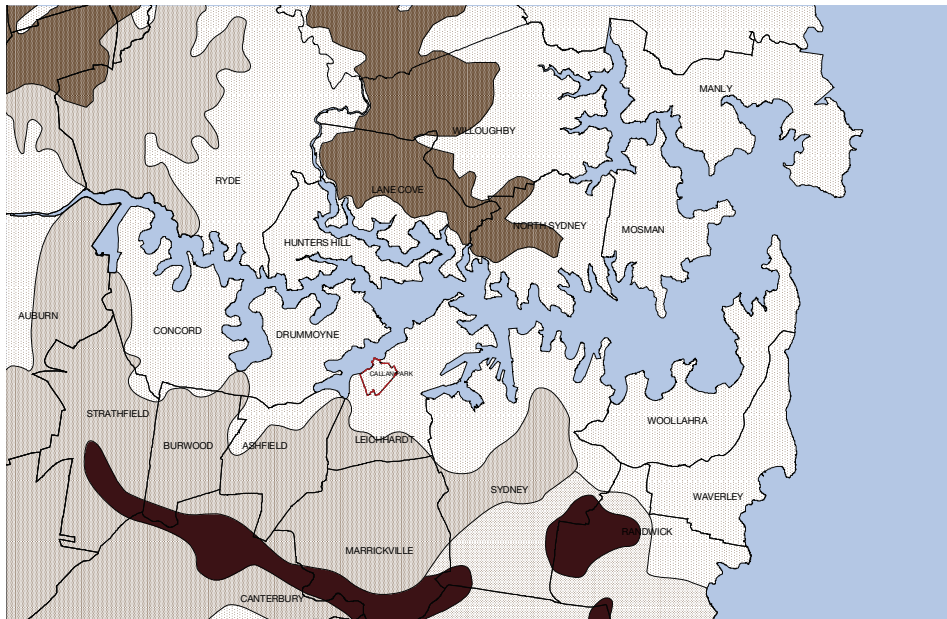
Expectations and the Way Forward

There is considerable scope in the Master Plan process to plan a culturally led future for Callan Park. For this to happen the following directions are important:

- Ongoing close working relationships with key cultural stakeholders including Leichhardt Council, SCA and the Writer's Centre
- An expansion of the project to include adjacent cultural services and creative industries to strengthen the potential for a sustainable cultural cluster
- The development of connections between the various community initiatives and gathering spaces including community gardens, Aboriginal heritage areas, foreshore, bush regeneration areas, city farm ideas
- Cross divisional work linking cultural outcomes with areas of planning including student housing
- Restorative work with past stakeholders and communities to develop capacity for change and innovative thinking about Callan Park.

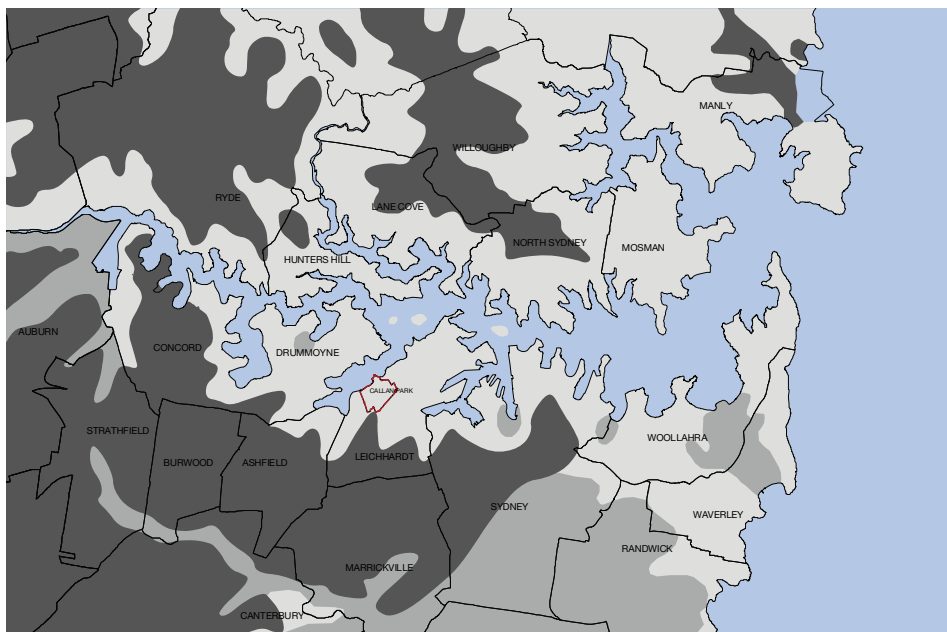
Bibliography

- Leichhardt Council. Callan Park Scoping Workshop Presentation, March 2009



SYDNEY NATURAL VEGETATION 1788 [Benson&Howell 1990]

- Sea and Watercourses
- Blue Gum High Forest
- Eastern Suburbs Banksia Scrub
- Estuary Freshwater Wetlands
- Sandstone Heaths, Woodlands and Forest
- Turpentine-Ironbark Forest
- Local Government Boundaries



SYDNEY GEOLOGY [Benson&Howell 1990]

- Sea and Watercourses
- Hawkesbury Sandstone
- Recent Alluvium and Sand Dunes
- Warramatta Shale
- Local Government Boundaries

GEOLOGY AND ENVIRONMENTAL

Geology and Vegetation

Plant communities are largely determined by a combination of climate and geology. Figures 10 and 11 give an indication of the geology of Callan Park and the native vegetation that was present in 1788 prior to development on Callan Park.

- The Benson and Howell geology map indicates that Callan Park is located within an area of Hawkesbury Sandstone
- The Benson and Howe vegetation map indicates that Callan Park is located within an area that was previously Sandstone Heaths, Woodlands and Forest.

Site Vegetation

There are currently no detailed tree surveys or vegetation condition reports for Callan Park, although SHFA commissioned a high level tree survey at the start of 2011 which will provide information on significant trees and groups of trees on Callan Park.

There are very few areas of Callan Park where there is native vegetation and most of the species found in Callan Park are exotic. The limited remnant vegetation within Callan Park is mostly located on Callan Point and there is an ongoing bush re-vegetation project underway in this area.

Leichhardt Council undertook a vegetation survey of Callan Park during the winter of 2010. This survey will classify the vegetation according to the following four groups:

- Significant cultural value [A, B and C – A most value, C least]
- Hazardous [A, B and C – A most hazardous, C least]
- Habitat value / Remnant Vegetation [A, B and C – A most value, C least]
- Weed species / Regrowth [A, B and C – A largest concentration of weed species, C least]

Figure no. 12 opposite shows the areas identified in this landscape assessment.

TOP. Figure no. 10 pre 1788 vegetation mapping is approximate only and is adapted from Benson and Howell 1990 and NSW NPWS 200

BOTTOM. Figure no. 11 pre 1788 geology only and is adapted from Benson and Howell 1990 and NSW NPWS 200

Preliminary Assessment of the Habitat Value of Vegetation in Callan Park

Doug Anderson, Biodiversity Office Leichhardt Council

It must be noted that this assessment is a superficial one. Providing quality information about the habitat value of vegetation in Callan Park will require a thorough and professional study of fauna and habitat values throughout the entire park. Such a study should be carried out by persons suitably qualified in the area of Urban Ecology, and will include an assessment of the presence of resident and migratory bird species, use of the park by locally observed species listed as threatened under the Act e.g. Grey-headed Flying Fox, Eastern Bentwing Bat and Pied Oystercatcher, and the presence and distribution of amphibian, mammal and reptile species throughout the park.

Fauna surveys carried out in Callan Park over the past 20 years record observations of at least 70 native species. More than one-third of these species are unobserved in other public parks in the Leichhardt LGA, and several of the species are considered to be at risk locally without appropriate habitat management. Leichhardt Council strongly supports the conservation of local native flora and fauna, and employs three full-time staff to support and supplement habitat maintenance/creation works carried out by community volunteer groups including the Callan Park Bushcare Group. Callan Park should be given the highest priority in terms of local community and Council efforts to preserve and enhance biodiversity values in the Leichhardt LGA.

The attached maps indicate 6 areas within Callan Park that should be assigned a high habitat value. Those areas are:

Area 1

The highly degraded remnant bush land that extends from Callan Point to the slopes above the southern end of King George Park. Twenty species of remnant native flora (i.e. flora that pre-exist European development/disturbance of the site, or are derived from such flora) have been identified in this area including the tree species *Casuarina glauca*, *Ficus rubiginosa*, *Eucalyptus racemosa*, *Eucalyptus paniculata*, *Eucalyptus pilularis* and *Glochidion ferdinandi*. The *Eucalyptus paniculata* (Grey Ironbark) are believed to be remnants of Turpentine-Ironbark forest that dominated the inner-west before 1788. Turpentine-Ironbark forest is listed as an endangered ecological community in the Sydney Region.

Several species of native fauna that are considered locally vulnerable to extinction are observed in this area including the Superb Fairy-wren, Blue-tongued lizard, Tawny Frogmouth, Brown Goshawk and Buff-banded Rail. Many other native animals are observed in this area including the Brush-tailed Possum, and the threatened Grey-headed Flying-Fox.

This area is the only bush land remnant in the Leichhardt LGA. The Callan Park Bushcare Group have been working to restore this area

for the past fifteen years.

Area 2

The densely treed areas at the northern and north-eastern end of the Kirkbride precinct. This area includes numerous mature trees of high habitat value, including four remnant *Eucalyptus racemosa* (Scribbly Gum) believed to be at least 150 years old. Remnant native grasses and groundcovers have been identified in the road-cutting above North Crescent. Native re-vegetation works have commenced in this area with the aim of enhancing habitat value and providing an extension of the adjacent remnant bush land area.

Area 3

The extensive planting of Hill's Figs (*Ficus hillii*) adjacent to the playing fields along Waterfront Drive should be retained undisturbed subject to being professionally assessed as significant habitat for the threatened Grey-headed Flying Fox.

Area 4

The weedy slopes above the Energy Australia site are providing excellent habitat for the locally vulnerable Superb Fairy-wren, and it is likely that the area is habitat for other small native bird species. This area is dominated by the weed species *Lantana montevidensis* which must be retained undisturbed until suitable habitat has been provided in adjacent areas and the wrens have successfully colonised those adjacent re-vegetated areas. Gradual replacement of the lantana with suitable native species can then take place.

Area 5

The extensive planting of the native species *Casuarina glauca* around the potential playing fields at the northwestern corner of the park should be retained as providing significant habitat for native fauna. The weedy understorey should be gradually replaced with suitable native species. Two very large, mature *Casuarina cunninghamiana* along the eastern side of this planting must be retained as having high habitat value.

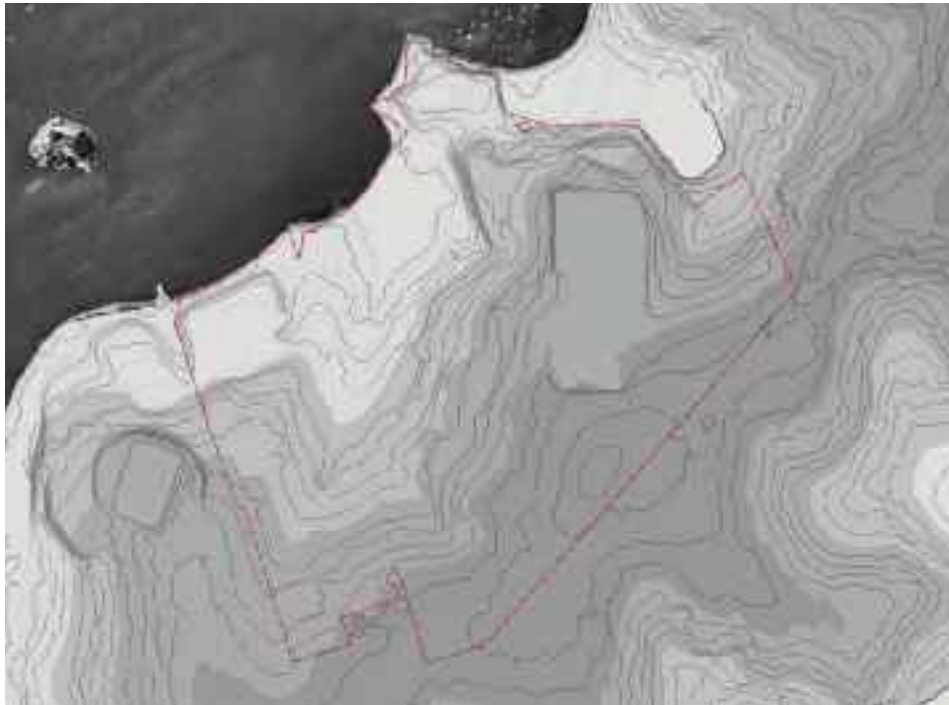
Area 6

The area known as 'The Arbour' should be retained for its heritage and cultural value, but it is also worth noting that the density and diversity of the albeit predominantly exotic canopy is likely to provide significant habitat for native fauna.






In addition to the areas described above, all mature native and exotic trees throughout the park should be retained as having significant habitat value subject to professional assessment, as should any areas of dense, unmanaged vegetation such as exists behind the buildings currently occupied by the Sydney Harbour Foreshore Authority.



BOTTOM. Figure no. 12 pre 1788 geology only and is adapted from Benson and Howell 1990 and NSW NPWS 200



SLOPE ANALYSIS

-  Site Boundary
-  0-10 meters Elevation
-  10-20 meters Elevation
-  20-30 meters Elevation
-  40-50 meters Elevation

Built Form and Topography

Figure no. 15 on pages 38 and 39 shows the relationship between the buildings and landscape of Callan Park.

Callan Park shows many of the characteristics typical of the historic development of Sydney. This diagram highlights the following:

- Balmain Road to the south of Callan Park follows the path of a ridge line
- There are a number of level areas at the foreshore consistent with land reclamation
- Several areas of land associated with buildings on the site that have been levelled
- The surrounding streets are a system of “fine grained” regular grids of terraces and workers cottages

Buildings on Callan Park are sited both within the landscape and on the landscape in the case of the Kirkbride complex. Here, significant alterations have been made to create podium, adding to the formal appreciation of the building. Figure no. 13 above shows the contours within the area around Callan Park.

Water Flows and Flooding

Figure no. 14 on the opposite page illustrates the extent of flood prone land on Callan Park with the 100 year ARI [Average Recurrence Interval] High and Low Hazard areas identified. Further information about the various water systems on Callan Park can be found in the WSUD discussion paper in the proceeding pages.

The Discussion Papers

The following three discussion papers have been drafted for the geology and environmental topic area by members of the consultant team. These are:

- Ecology Sensitive Design [ESD] by Cundall
- Water Sensitive Urban Design by Equatica
- Urban Agriculture by TerraCircle

Ecologically Sensitive Design [ESD]

Cundall

Executive Summary

The public ownership of the site is in the custody of NSW Health and Leichhardt Council is the planning consent authority. Callan Park comprises public land overlooking Iron Cove in Sydney Harbour and is protected by the Callan Park (Special Provisions) Act 2002. It was acquired in the 1870’s for the specific purpose of constructing a mental asylum which later became Rozelle Psychiatric Hospital. The

hospital closed in April 2008 and at present many buildings on the site are vacant.

The Callan Park site in Rozelle provides potential for an integrated design approach achieving an innovative ecologically sustainable development, providing healthy workplaces and learning experiences while reducing the ecological impact and operating costs of the development.

It is impractical to use available environmental rating tools over the whole site, such as NABERS and Green Star rating schemes, because they are only applicable to educational, health and commercial buildings, not necessarily to open space, community or recreational facilities, so we would recommend setting targets for energy, water and waste reduction compared to the original use of the existing buildings or bench marked from similar buildings to the proposed use.

The challenges ahead in terms of sustainable design, will be in agreeing reduction targets for the master plan and establishing appropriate benchmarks, particularly for disused areas. Constraints imposed by the Callan Park Act and heritage conservation may also impede on applying ecologically sustainable design (ESD) principles to existing buildings and open space. Other risks include maintaining the ESD principles and performance through future development, applying them to existing use (particularly heritage items) and operation by tenants.

The site provides many opportunities to incorporate ESD principles into the design of new buildings, the refurbishment of disused buildings, the operation of existing buildings and throughout the open space areas. Site-wide strategies for establishing and meeting energy, water and waste reduction targets, stormwater reuse and treatment, renewable energy, encouraging alternative transport and increasing ecological land value are complemented with initiatives for the construction and operation of buildings on the site. Buildings and refurbishments are to be designed and operated for energy efficiency, to minimise the negative impacts of materials use, to provide a high level of indoor environment quality and for potable water conservation.

It is expected that energy, water and landfill waste reduction targets would be set for new build, existing and open space areas aiming towards zero carbon and water neutrality at some time in the future if they are not attainable now. It is also anticipated that numerical targets or performance controls be set to maintain indoor environment quality, reduce site emissions and ensure sustainable material selections in line with and exceeding the requirements of the Leichhardt DCP.










The community is generally supportive in this approach as is evident by the geography/environment workshop comments.

Strengths

- Potential for integrated design approach achieving an innovative ecologically sustainable development

TOP: Figure no.13 slope analysis

FLOODING

-  Site Boundary
-  Pedestrian Network
-  Callan Park Building Footprint
-  Street Network
-  General Lots
-  General Building Footprint
-  Callan Park Sewer Infrastructure
-  Flood 100 year ARI - Low Hazard
-  Flood 100 Year ARI - High Hazard



- Provide a healthy workplace and learning experience
- Reduce the ecological impact and operating costs of the development
- Because of low percentage of built area there is potential for a self sufficient site in terms of energy and water use
- Opportunities for optimisation of passive design – making the most of daylight availability, solar access and natural ventilation
- Callan Park Act prevents overshadowing from new developments

Constraints

- Financial constraints
- Unknown use for buildings on site making it difficult to benchmark
- Applying ESD principles to existing buildings, particularly those with heritage significance
- Existing location and orientation of buildings (or footprints – Callan Park Act) may restrict passive design opportunities
- Large site area with great distance between buildings prohibits centralised systems
- Green Star rating schemes are only applicable to educational, health and commercial buildings, not necessarily to open space, community or recreational facilities. Similarly, NABERS and BASIX only apply to some development types.

Opportunities

The site presents many opportunities, particularly for any new buildings or refurbishments. Some of the initiatives may be retrofitted into existing buildings and others apply to the open spaces areas.

Site - Reduce Site Impacts By:

- Minimising stormwater runoff through retention and reuse for landscape irrigation
- Providing appropriate stormwater treatment in line with water sensitive urban design principles such as gross pollutant traps, sediment traps, permeable paving and sand filters and/or oil and grease traps where necessary
- Minimising negative impacts such as reflected glare
- Encouraging alternative transport through low levels of on-site car parking and provision of bicycle spaces and lockers
- Provide a renewable energy electric shuttle bus for transport around the site
- Establishing energy and water reduction targets compared to the existing use (when occupied)

- Consider renewable energy where appropriate – i.e. solar powered external lighting
- Potential of increasing ecological land value and biodiversity by introducing saltmarshes, wetlands and mangroves and remediating any contaminated land
- Encourage community gardens for local food production and permaculture education
- Futureproof the design against climate change by considering CSIRO's risk assessment during planning, design and operation:
 - Mean ambient temperature may rise by between 0.6°C and 1.3°C by 2030
 - There may be between 1 and 3 additional hot days above 35°C by 2030. (Currently 3)
 - That rainfall could change between -3% and +9% by 2030
 - By 2030 storm surges could increase by 0.9m
 - The sea level could rise between +3cm - +16 cm by 2030
 - There is a risk that days with 1 in 40 year rainfall totals will change between 7% (1 day) and 10% (3 day); that there could be a weather event whereby hail greater than 2cm in diameter falls; wind gusts of 90km per hour; precipitation that causes flash flooding and; tornadoes

Energy Efficiency Initiatives That Will Reduce Greenhouse Gas Emissions Include:

- Natural ventilation or mixed mode ventilation strategies where appropriate
- Energy efficient facade with low thermal load transmission
- For larger buildings energy efficient chillers and air handling units with variable volume control
- Ability to turn off A/C and lighting in functional areas when not in use
- Energy sub-metering and energy end use reporting
- Incorporating new building services systems which are significantly more energy efficient than the existing building services systems
- Building management control system to optimise building performance
- Exposed thermal mass to maximise potential for night flush
- A focus on commissioning of building services and handover
- Education of building use for facilities management and tenants

Materials and Resources - Minimise Negative Impacts By:

TOP. Figure no.14 100 ARI flood diagram



FULL PAGE. Figure no.15 landscape and built form



- Reusing existing structure and facade where possible
- Implementing a construction waste management plan with a target of reusing or recycling 80% of construction and demolition waste by weight
- Sustainably sourced plantation or recycled timber preferred, avoid rainforest and old growth forest timber
- Minimise use of PVC where appropriate
- Removal of known sources of hazardous materials
- Implementing an operational waste management plan
- Specifying zero ozone depletion potential refrigerants and insulants

Indoor Environment Quality - Provide a High Level By:

- High levels of daylight and maximised thermal comfort from high performance glazing
- T5 lighting with flicker-free electronic ballasts on automatic timer control
- CO2 sensing to ensure high levels of fresh air
- Low VOC emission paints, sealants and carpets and low formaldehyde composite timber products

Water - Reduce Potable Water Consumption Through:

- Water efficient fittings including 4 star WELS toilets and 5-6 star WELS taps
- Rainwater collection and reuse for toilet flushing
- Water metering and end use consumption reporting

Risks

- Contamination of stormwater runoff from sewer overflow
- Difficulty of establishing benchmarks with no existing and unknown future use
- Establishing targets that are too costly to achieve
- Maintaining the ESD principles and performance through future development, applying them to existing use (particularly heritage items) and operation by tenants

Expectations

We expect that energy, water and landfill waste reduction targets would be set for new build, existing and open space areas. We suggest that zero carbon and water neutrality, if not attainable now, at some time in the future, could be achieved with some site-wide energy infrastructure and water management strategies if this is important to the community.

It is anticipated that numerical targets or performance controls be set to maintain indoor environment quality, reduce site emissions and ensure sustainable material selections in line with and exceeding the requirements of the Leichhardt DCP.

Energy

For energy reduction, the immediate target should match best practice at 40% reduction of greenhouse gas emissions compared to the existing traditional use, aiming to achieve a zero carbon site by 2050 through passive design, energy efficiency and renewable energy.

Water

For potable water reduction, the immediate target should match best practice at 60% reduction of potable water compared to the existing traditional use, aiming to achieve water neutrality by 2050 through water efficiency, rainwater collection and stormwater reuse.

Waste

For landfill waste reduction, a construction and demolition recycling target should be set, according to best practice, at 80%. Operational targets of 50% recycling should be targeted throughout, with a view to approach only 10-20% landfill waste by 2050.

Materials

Controls should be placed on materials selection, with hazardous materials such as asbestos removed from site, recycled or reused construction materials preferred, PVC alternatives should be used where possible, low emission materials and finishes, all refrigerants and insulants are to be zero ozone depletion potential, use of sustainably sourced timber and no rainforest or old growth timber.

IEQ

For new buildings and refurbishments, high levels of indoor environment quality should be achieved through provision of 2% daylight factor to more than 30% of the area, natural or mixed mode ventilation, and low emission materials.



Emissions

Air and water quality on the site should be maintained or improved through minimising on-site car traffic and encouraging pedestrian and bicycle use. A renewable energy electric shuttle bus could provide transport around the site. Stormwater should be treated in line with the Leichhardt DCP.

Land Ecology

Areas for local food production and biodiversity should be determined. Community gardens for local food production and education should cover 2% of the site area. 3% should be dedicated to wetlands that can filter stormwater run-off and provide habitats for more species.

Bibliography

- Arup (2007), Callan Park Land Use Plan – ESD Notes, 28 November 2007
- Building Code of Australia, Section J Energy Efficiency
- Callan Park (Special Provisions) Act 2002
- Construction and Demolition Recycling Directory
- Leichhardt Development Control Plan 2000
- Leichhardt Development Control Plan 38 Avoid, Reuse, Recycle
- Leichhardt Development Control Plan 42 Contaminated Land Management
- Leichhardt Local Environmental Plan 2000
- Leichhardt Stormwater Drainage Code (draft) 1995
- State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries
- Waste Planning Guidebook for Development Application

Water Sensitive Urban Design [WSUD]

Equatica

Introduction

Sustainable water management involves the preservation, as far as possible, of the features of an area's natural water cycle. Principles of sustainable water management are outlined in Table no. 09 opposite, which also identifies some specific opportunities to implement sustainable water management at Callan Park.

The sustainable water management strategy for Callan Park will also support other goals such as protecting remnant bush land on the site, protecting seagrass beds in Iron Cove, improving biodiversity, and involving the community in education and participation in sustainable water management activities.

Strengths

The strengths of Callan Park in relation to Sustainable Water Management are set out in table no. 10 on the opposite page.

Risks

Poor water management practices present risks including:

- Pollution of the Harbour from stormwater runoff and/or sewer overflows
- Impacts on native bush land via uncontrolled stormwater runoff
- Further loss of habitat and biodiversity in drainage lines, riparian areas and the Harbour
- A shortage of water for irrigation of sports fields, landscaped areas

and other purposes (for example if restrictions are in place and irrigation is reliant on mains water)

- Flooding and drainage issues

The Sustainable Water Management Strategy for Callan Park Will Address These Risks, As Well As Risks Inherent in the Strategy Itself:

- Technical risks: for example poor water quality and intermittent flows present risks for recycling and reuse schemes
- Organisational risks: the sustainable water management strategy will require ongoing support for its implementation, operation and maintenance
- Financial risks: likewise, the strategy will require ongoing funding

Expectations

The sustainable water management strategy for Callan Park will be bench marked against best practice targets. The recommended targets are:

Water Conservation, Recycling and Reuse:

- Within buildings, mains water demands should be reduced by 60% below baseline, where baseline water demands are those demands for similar existing facilities with no water conservation measures.
- Within open space, 80% of water demands should be met using a sustainable supply, e.g. stormwater harvesting or wastewater recycling

Stormwater Treatment: Treat Stormwater to Meet the Following Water Quality Objectives:

- 85% retention of the mean annual load of total suspended solids
- 65% retention of the mean annual load of total phosphorus
- 45% retention of the mean annual load of total nitrogen
- Restoration of waterways (where site constraints allow) to re-establish a strong connection between catchments and receiving waters:
- Removal of piped/channelised sections and replacement with a natural waterway
- Reinstatement of riparian vegetation
- Use of swales rather than pits and pipes to convey flows into the main drainage lines

All of these targets represent current best practice in urban water management, and reflect both an aspiration to minimise impact on the natural water cycle, as well as pragmatic considerations about what is achievable in an urban environment. For example:

- The water conservation target for buildings compares to a 40% reduction required for new residential dwellings in NSW (this is a requirement of the NSW Government's Building Sustainability Index (BASIX) scheme). In practice, a 40% reduction is relatively easy to achieve using water efficient fittings and a rainwater tank, and it is suggested that Callan Park should achieve a higher benchmark.
- The stormwater treatment objectives aim to remove a large proportion of the pollutant load from urban stormwater. In capturing suspended solids and nutrients (nitrogen and phosphorus), other pollutants including heavy metals, hydrocarbons, organic pollutants and pathogens will also be removed. Currently these objectives apply in Sydney's growth centres and in several local government areas, but are yet to be extended to all new development.

Callan Park has the potential to showcase sustainable water management principles and practices to the community, supporting broader adoption of sustainable water management beyond Callan Park itself, throughout the local area.

Bibliography

- Tanner and Associates 2002 'Conservation Management Plan' prepared for Urban Design Advisory Service, commissioned by NSW Health.
- URS 2008: Callan Park, Utilities and Pavement Condition/Capacity Report prepared for Sydney Harbour Foreshore Authority

Urban Agriculture

TerraCircle

Summary

This discussion paper addresses the urban agriculture potential of Callan Park.

'Urban agriculture' refers to the production of vegetables, fruit and

ABOVE. Figure: 16 The wind rose diagram (pink) shows the number of hours, when temperatures are suitable for natural ventilation, for each wind for each wind direction of different speeds

Strengths of Callan Park	Role of sustainable water management
Variety of landscaped areas, including formal landscaped gardens and open parkland	Where possible, landscaped areas should comprise drought-tolerant species with relatively low water demands. However Callan Park's formal gardens have heritage significance and hardy native planting aren't suitable for all areas of the site. Irrigated landscapes and water features should be supplied with a sustainable source of water, sourced locally and treated to a standard appropriate for irrigation.
Assets for passive and active recreation	Sports fields, which rely on irrigation to maintain a quality playing surface, should also be irrigated from a sustainable source of water. This will reduce reliance on mains water and help ensure that water is available in times when restrictions apply.
Remnant native bush land	Sustainable stormwater management at Callan Park should protect remnant bush land from the impacts of uncontrolled stormwater discharge, including erosion, deposition of sediments, nutrient enrichment and transport of weed propagules.
Connection to Sydney Harbour	Sustainable water management includes management of stormwater and wastewater quality and quantity, to minimise discharge of pollutants into Iron Cove and Sydney Harbour. Callan Park presents an opportunity to take a catchment-wide approach to water management, as the park extends from a ridge line to the Harbour.
Community facilities	Water demands in buildings should be reduced, and sustainable supplies should be sought to meet non-potable demands. Buildings also present opportunities to harvest rainwater from roofs or collect and recycle wastewater.
Place for community events and recreation	Callan Park can showcase sustainable water management principles and practices to the community, supporting broader adoption of sustainable water management beyond the park itself, throughout the local area.

herbs primarily for the consumption of the grower and for exchange through non-monetary, community-based systems such as food swaps.

Sometimes the term 'urban agriculture' refers to commercial market gardening in the suburbs and on the urban fringe – the area where the suburbs adjoins the countryside.

Urban Agriculture at Callan Park

It is possible that urban agriculture has been practiced at Callan Park since the 19th Century, when the site was occupied by estates, as kitchen gardens that contributed directly to the residents food supply were then a common feature of domestic life.

The January 2010 Sydney Harbour Foreshore Authority Focused Environmental Site Assessment, investigated a specific area of Callan Park with potential as a community food garden. This potential site was in addition to the existing community garden. This, Glovers Community Garden, is regarded as Sydney's first community garden, and therefore has regional as well as local historical significance.

The Social Role of Community Gardens and Associated Food Initiatives

It is worth considering the benefits commonly accepted by community gardeners, local government and researchers as stemming from the practice of people producing some of their own food.

The publication, Community Gardening in SA concisely sums up the multiple benefits of community gardening and the cooperation that makes it happen: health, nutrition and food security, psychological benefits, community arts and cultural development, community development, food and social capital.

Specific Benefits Include:

Opportunities to improve personal health and wellbeing through:

- Physical exercise, access to fresh food, relaxation, quiet space
- Active but gentle recreation, something of increasing health importance to an ageing population
- Psychological benefits such as improving gardeners self-esteem. Opportunities for cross-cultural interaction:
- Many community gardens have a multicultural membership (e.g. Waterloo Estate, Randwick Community Organic Garden, Chester Hill Community Garden, Greg Hewish Memorial Garden, Newtown Community Garden among others in Sydney and more in the other states.)
- Opportunities to facilitate sociability and placemaking:
- Community gardens are described by Francis and Hester in The Meaning of Gardens as '...spaces that support social contact and publicness'
- Anecdotal evidence supports the social value of community gardens and city farms as safe places for families, for meeting neighbours and working in cooperation
- Writing in The Great Good Place, Ray Oldenburg describes 'hangouts at the heart of community' as the informal, accessible 'Third Places' where people spend much of their time (after the first and second places of home and workplace); although he does not mention the USA's numerous community gardens, they fit well his description of 'congenial public gathering places'

Learning:

- The acquisition of horticultural, interpersonal and organisational skills
- Organisational skills stemming from responsibility for an area of public land
- Education in sustainability — many community gardens offer educational workshops to members and the public

Principles of sustainable water management	Opportunities to implement sustainable water management at Callan Park
Reduce potable water demand	Where appropriate, choose locally indigenous and water efficient species for landscape planting and retrofit buildings with water-efficient fittings. Seek alternative sources of water supply, including rainwater tanks, stormwater harvesting and/or wastewater treatment and reuse
Minimise wastewater generation and treat wastewater to a standard suitable for effluent reuse	Reduce indoor water demands to reduce the quantity of wastewater generated. Investigate opportunities to recycle wastewater from the existing pumping station
Treating urban stormwater to meet water quality objectives for reuse and/or discharge to receiving waters	Utilise stormwater treatment systems such as swales, bioretention systems and wetlands to treat stormwater before it drains into the Harbour. Investigate opportunities to store treated stormwater for reuse
Match the natural runoff regime as closely as possible	Reduce stormwater runoff through infiltration, evaporation, storage and reuse. Reinvent the drainage system to replace pits and pipes with swales and natural channels to slow flows and promote infiltration
Protect and enhance natural waterways and receiving waters	Explore opportunities to restore the drainage lines which have been channelised and converted to underground pits and pipes.
Integrate water management elements into the landscape and urban design so as to maximise the visual and recreational amenity of urban development	There are significant landscaped areas on site and a wide range of opportunities to integrate natural systems for stormwater treatment and conveyance. Explore opportunities to utilise existing infrastructure (for example, storage tanks located within the Kirkbride building) to minimise requirements for new structures.

ABOVE. Table no. 09 Principles of Sustainable Water Management,
BELOW Table no. 10 Roles of Sustainable Water Management in Callan Park

- Skills related to the development of social capital. Improved environmental amenity:
- Writing in *Urban Place*, Peggy Barlett describes a range of benefits brought by community gardens including '...sites for urban renewal far beyond notions of beautifying a community... opportunities for community life, food production, engagement with nature, psychological and physical benefits to health, education and political action'
- Similar examples of community renewal are made in Patricia Hynes book on New York's community gardens, *A Patch of Eden* anecdotal evidence points to the value of informal surveillance to the security of person and property of having people in community gardens in neighbourhoods.
- Preserving the biodiversity of plant species of direct benefit to humanity; agricultural biodiversity is as threatened as is that of native plants.
- Waste reduction through the conversion of green wastes into compost fertilisers and the reuse of materials, a common practice in community gardens that is encouraged by local government.
- Carbon sequestration in organic-rich garden soils.

Strengths

Callan Park is ideally suited to community-based food production in the form of community food gardens and orchards, where land is not contaminated, and for access by other community food enterprises.

Easy Access

Callan Park is easily accessible by a number of modes:

- In walkable distance for many local residents
- Public transport (bus)
- Bicycle, especially for those living in closer proximity but too far to walk conveniently
- Vehicle, especially when bulky/heavy materials require access.

Favourable Location

Callan Park is favourably located, adjacent to the medium density population of Rozelle and Balmain and close to Leichhardt.

Soil Contamination

Preliminary investigation of one area of Callan Park, LC 3-9 (the site identified by the Sydney Harbour Foreshore Authority) does not exhibit soil contamination that would affect food production.

Existing Precedent

Glovers Community Garden lies approximately 250m north west of the area identified in the Focused Environmental Site Assessment, Proposed Community Gardens as the potential location of a new community gardening opportunity. It occupies a north-west facing slope adjacent to a sporting field, the far side of which forms the foreshore.

Glovers Community Garden is regarded as Sydney's 'heritage' community garden on account of it being possible to trace back the origin of community gardening in the city to its start in 1985. This date puts it among the very first community gardens in Australia. Although the garden has never sought formal heritage listing it is nevertheless of historic value not only to the growing number of people engaged in community gardening but to the local history of the Rozelle-Leichhardt area.

Constraints

The practical constraints against urban agriculture on any site include:

- Solar access – urban agriculture requires a favourable solar aspect to northwards to give most vegetable crops four to six hours sunlight a day, minimum.
- Shading – food production areas can benefit from trees that provide windbreaks against cold, blustery winter winds that can damage crops, but too much overshadowing can reduce the amount



of winter sun needed for successful growth

- Water- Community gardens require a reliable supply of water, whether from a tap or from rainwater tanks harvesting rainfall from adjacent structures.
- Root competition - depending of the species of adjacent tree, there may be a potential for root invasion of the community garden growing beds; this has been noticed in a number of other community gardens sited adjacent to trees.
- Soil contamination – plants have different contaminant uptake capacities, and the type of food that can be grown is constrained by the type and extent of any soil contaminants
- Soils - soils for community gardens should be free from water-logging or severe drainage problems so as to avoid plant root damage.

Opportunities

The Callan Park Master Plan offers a unique opportunity to provide the city with a range of recreational and educational opportunities (particularly those related to urban sustainability) while preserving for public enjoyment an area of historic importance and botanic interest.

Much public land is given over to sports and passive recreation, including that in Callan Park. The Master Planning process provides the opportunity to consider the possibility that small parcels of land should be offered to the public for the practice of a newer form of recreation; community gardening and allied activities.

In relation to producing food and an associated sense of place and community close to where people live, opportunities specific to the Callan Park include:

- Retaining and creating new options for the existing Glovers Community Garden
- Developing a new community garden at Callan Park, contingent on community interest
- Considering other innovative land uses for sustainability, including sustainability education.

The Existing Glovers Community Garden

The Master Planning process creates opportunities to explore retaining and improving Glovers Community garden on its present location on the slope adjacent to the sporting field at the north western point of the Callan Park.

The Glovers Community Garden site is enclosed by a chainlink fence. The gardeners have had an informal arrangement to make use of the upslope portion above their fence to the top of the slope when the number of community gardeners is such that they create demand for gardening space that exceeds the capacity of the garden.

At present, however, the gardeners are deprived of exercising this option by the horticultural activities of an individual unassociated with the community garden who, as far as is known, has no previous arrangement with the land managers. These works are not associated with Glovers Community Garden.

For well over a decade and a half, Glovers has served as an educational facility for visiting community, adult education and TAFE groups and is on the City of Sydney community garden tour circuit which introduces people interested in community gardening to the various types of gardens found in Sydney. For those participating in it, the garden provides a sense of shared place in the area.

The garden also serves as one of a number of Local Seed Networks around Australia. These produce and distribute non-hybrid seed to other gardeners to preserve, through use, the biodiversity of food and associated crops that are at as much risk of loss as many indigenous plants.

There is an opportunity to explore formalizing the land arrangements for Glovers Community Garden, including the land upslope of the upper fenceline, for purposes of community gardening such as community food production, education and celebration, to provide long-term security of tenure.

Opportunity for Other Innovative Community Initiatives in Urban Agriculture

Callan Park hosts mature trees and other species of a type that have been used for food and materials by indigenous people as well as arrivals from other cultures.

This provides the opportunity to develop an educational feature themed around bushfoods and useful species that would increase the social value of the Callan Park. Such an educational feature could include interpretive signage, selected new planting, and a self-guided bush foods/useful species walk for visitor education.

Nut tree grove

Another innovative, educational opportunity could be establishing a grove of mixed nut trees as a forage food resource and as an educational installation that would enhance the sustainability values of

BOTTOM. Community gardening on Callan Park

the Callan Park.

Such a planting, which involved the community in its establishment, has proven popular in the town of Totnes in the UK.

City Cousin site

There is an opportunity to explore whether Callan Park is suitable as a 'cousin' site for the Community Supported Agriculture (CSA) enterprise Food Connect.

Food Connect links Sydney urban fringe farmers with city eaters through making available a weekly box of seasonal, locally grown foods. Their aim is to provide city people with quality food and to provide farmers with a better return than mainstream retailers provide.

City subscribers collect their weekly food boxes from 'City Cousins', which are collection points in different areas. It is possible that Callan Park is suitable City Cousin site.

Risks

Risks to the existing Glovers Community Garden

No consultation has yet been made with the Glovers community gardeners, so the following comments remain speculative.

Glovers Community Garden has no current lease or licence agreement with any landholder and, therefore, no security of tenure. This places it in a vulnerable position regarding possible use of the Callan Park stemming from the Master Plan.

There are three possible avenues of threat:

- Redevelopment of the adjacent sports field could lead to pressure to construct some kind of audience seating on the slope presently occupied by the community garden.
- Pressure could be applied to move the garden to another site even if the gardeners do not want to move.
- Any future proposal to re-vegetate the slope that is presently occupied by the community garden with indigenous plants could threaten the existence of the garden.

The garden is protected from vandalism by its distance from the nearest road, Glover Street (which provides the access point for the gardeners) and by a high, chainlink fence that surrounds the garden.

Expectations

If urban agriculture is to be retained, expanded and improved at Callan Park, the expectations are:

- That it will be community based, in keeping with the requirements of the Callan Park (Special Provisions) Act 2002 (CP Act)
- That it can be considered as a 'public recreation' in keeping with the requirements of the CP Act
- That it will be open to the public.
- That it can provide a historic link with the site's past and with its existing uses.

Previous View Analyses

Studies conducted as part of previous Master Plans have undertaken extensive visual analysis studies. Figure 17 below combines the analysis from the 2002 CMP and the 2008 Land Use Plan.

Site Views

There is a strong visual relationship between the natural landscape, the harbour and foreshore and the fine heritage buildings on Callan Park. There are also a number of views looking towards Callan Park that contribute to the character of the area around Iron Cove.

The master plan presents an opportunity to respond to these key views, ensuring future development and management structures protect and enhance these key features.

The photographs on the following pages illustrate some of the key views from within Callan Park, they highlight the varying quality of the buildings and their state of repair. Figure no. 18 at the bottom of this page shows the location that the photos were taken from.

IEWS & VISUAL STRUCTURE

Conservation Management Plan 2002

- Internal Panoramic View
- Important Internal Vista
- Important View Looking Out
- Important Historical View Impaired by New Tree Planting
- External Panoramic View
- Important View Into the Site

Land Use Plan 2007

- Views from Ridgeline
- Views from Foreshore
- Views towards Kirkbride Complex



ABOVE. Figure no. 17 previous view analysis studies
BELOW. Figure 18 location key for photos on following pages

- 01. Looking north from the main entrance of Sydney College of the Arts
- 02. The water tower of the Kirkbride building
- 03. Looking south down North Crescent
- 04. The view over King George Park from North Crescent
- 05. Iron Cove Bridge from Callan Point
- 06. King George Park from Callan Point
- 07. Garry Owen Summer House, Callan Point
- 08. The Convalescence Cottages



01



05



02



06



03



07



04



08



09



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10



14



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12



16

- 09. The Convalescence looking from the north
- 10. Bonny View Cottage
- 11. Bonny View Cottage
- 12. Canalised stormwater outlet to Sydney Harbour
- 13. Veterans complex
- 14. The Bay Run looking east
- 15. Buildings over looking the Waterfront Drive Oval
- 16. Waterfront Drive Oval sports pavilion

- 17. The Bay Run looking west
- 18. The Kirkbride Tower as a point of reference within Callan Park
- 19. Looking south along Wharf Road
- 20. The Glover Street Oval
- 21. The view to Kirkbride Tower form within the north east section of Callan Park
- 22. The gardens around Broughton Hall
- 23. View within NGO precinct
- 24. The view towards the south elevation of B220-B222



17



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18



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24

MENTAL HEALTH

Professor Vaughan Carr

Preface

Various terms are often used when we are referring to people who have the experience of mental illness and using a mental health service. These include consumer patient, service user etc and for the purpose of this report the terms should be considered to be interchangeable. A full glossary of terms can be found at the end of this discussion paper.

About Professor Vaughan Carr

In 2009 Vaughan resigned from the University of Newcastle to commence appointment as Professor of Schizophrenia Epidemiology and Population Health at the University of New South Wales.

Mental Health

The History of Mental Health Service Provision at Callan Park

Callan Park began to be developed in 1873 as a lunatic asylum under the direction of Dr. Frederick Norton Manning. Manning designed the asylum as a stand-alone psychiatric facility based on the principles of the Kirkbride Plan, which promoted seclusion from suspected causes of illness in natural environments with extensive grounds and cultivated parks, away from pollutants and urban centres, with the intention of curing mental illnesses. These asylums aimed to replace cruder methods of coping with the mentally ill, such as confining them to prisons or poorhouses where they were often abused and their special needs were rarely met, and they revolutionised the treatment of the mentally ill in NSW.

Callan Park was initially a branch of the overcrowded Gladesville Hospital for the Insane, but in 1878 was proclaimed an independent institution known as Callan Park hospital for the Insane (later known as Callan Park Mental Hospital). Nearby Broughton Hall became a convalescence hospital for shell-shocked soldiers in 1915 before being transformed into Broughton Hall Psychiatric Clinic for voluntarily-admitted patients by Dr. Sydney Evan Jones in 1921. Callan Park and Broughton Hall continued to function as mental health facilities until their amalgamation in 1976 to become the 250 bed Rozelle Hospital. In April 2008, all Rozelle Hospital services and patients were transferred to Concord Hospital in accordance with national strategies regarding mental health reform that stated psychiatric facilities should be co-located with general hospitals. The Concord Centre for Mental Health (CCMH) currently contains 172 beds.

The Evolution of Mental Health Service Provision, Current Frameworks and Future Directions

From Institutionalisation to Community Care

In Australia and other developed countries the management of people living with a mental illness predominantly consisted of custodial care up until the 1970s. Beginning as early as the 1950s, stand alone psychiatric hospitals, or asylums, were criticised as being degrading, humiliating and in violation of basic human rights (for example see Goffman, 1961 and the Office of Psychiatric Service Audit, 1992).

With the development of new pharmaceutical treatments the need for physical restraints and custodial care was all but eliminated resulting in pressure to close stand-alone psychiatric hospitals. Subsequently, in 1983 the Richmond inquiry into health services for the psychiatrically ill and developmentally disabled recommended a reduction in the number of beds in the large psychiatric hospitals in parallel with the provision of alternative community care to reduce stigma and improve the quality of treatment and social integration of consumers.

"Fundamental to the Richmond Report philosophy was the notion of a network of community based services including hospital care, health teams, supported houses, rehabilitation services and crisis care." (Out of Darkness into Light, The Richmond Report, Speech notes, May 2003 Symposium, by David Richmond AO).

A commonly cited example of successful community care is the work of psychiatrist Franco Basaglia in Trieste, Italy. From 1971 Basaglia transformed the hospital in Trieste replacing it with a network of alternative community services. The grounds were opened up, restraints and electro-convulsive therapy were eliminated, staff were trained to abandon their role as guardians and consumers were engaged in a rehabilitation process that involved meaningful activity and social interaction (see Dell'Acqua, 1995 for a review).

In Australia a National Mental Health Strategy was developed and endorsed in 1992. The strategy has been reaffirmed a number of times since 1992 and the fourth, most recent National Mental Health Plan was released in 2009 (Commonwealth Department of Health

and Aging, 2009). A consistent priority of the National Mental Health Strategy was first, to downsize and close stand-alone psychiatric hospitals as part of a community-oriented system of care, while providing inpatient care, where necessary, for people with a mental illness in psychiatric units co-located with general hospitals; and second, to expand treatment and support services to assist people affected by mental illness living in the community. These services include clinical care provided by health professionals working outside hospital settings (referred to as 'ambulatory care services'), residential services and a range of support programs provided by non-government organisations (NGOs). The COAG National Action Plan on Mental Health 2006-2011 sets out how NGO services are incorporated into the National Mental Health Strategy. (see also the NSW Health publications: Community Mental Health Strategy 2007-2012 and Housing and Accommodation Support Initiative (HASI)).

Despite prioritising community care, the National Mental Health Report (NMHR; 2007) found that while there has been a reduction in non-acute beds, the development of specialised community-based residential services has been inadequate. Furthermore, many believe (for example, Groom, Hickie and Davenport, 2003) that investment in the specialist hospital, community and accommodation services that are essential for supporting people with a mental illness has been far from adequate with reportedly only 35% who need community services having access to them.

The Recovery Model and Consumer Empowerment

In recent years there has been a movement towards delivering mental health services from a recovery oriented framework. The concept of recovery has been defined in multiple ways; however, principles of the model generally include: 1) Hope for recovery; 2) Healing, and defining oneself as separate from the illness; 3) Empowerment and self-determination through active participation; 4) Connection with oneself, relationships and the community; and 5) Human rights (see Jacobson and Greenley, 2001). The definition developed by Patricia Deegan, a consumer, that is cited in the National Mental Health Plan, is:

Recovery is a process, a way of life, an attitude, and a way of approaching the day's challenges. It is not a perfectly linear process. At times our course is erratic and we falter, slide back, regroup and start again... The need is to meet the challenge of the disability and to re-establish a new and valued sense of integrity and purpose within and beyond the limits of the disability; the aspiration is to live, work and love in a community in which one makes a significant contribution.

Priorities stated in the most recent National Mental Health Plan include protection from human rights abuses, destigmatisation of mental illness and improvement of consumer empowerment and participation. It proposes that service providers should be accountable to consumers at all levels of the mental health system and provide an avenue to identify and resolve deficiencies in service quality that, historically, compromised the rights of people with a mental illness. It also proposes to improve social inclusion through the development of stable accommodation options, opportunities to participate in employment and education, and improve primary care and mental health services in the community. For more information see NSW Health publications: NSW Consumer and Carer Mental Health Framework for Participation and Prevention and the Mental Health Consumer Perceptions and Experiences of Services Initiative (MHCOPES).

However, despite the development of Consumer Advisory Committees (CACs) and attempts to generate a recovery-oriented culture in mental health services, many consumers have concluded that while progress has been made in improving consumers' rights and consumer and carer participation, full and meaningful participation has not yet been achieved, particularly in individual treatment decision-making.

Early Intervention

Early intervention is the early detection of emerging signs and symptoms of mental illness to enable timely, effective and appropriate treatment that aims either to prevent diagnosable illness or reduce disability and improve the outcomes associated with mental illness. Early intervention activities are generally conceptualised as actions early in life, early in illness and early in episode.

With three quarters of all mental disorders appearing before the age of 25 (Australian Bureau of Statistics, 2008) and an increasing body of evidence to support early intervention activities, there has been a recent emphasis on rethinking our mental health system with a renewed focus on young people and early intervention. The National Mental Health Plan has specified action aimed at building resilience, raising community awareness and treating mental illness as early as possible to reduce long-term disability. Consequently, these reforms have seen the emergence of youth and early intervention teams within community mental health services and further growth of services like Orygen Youth Health (<http://oyh.org.au/>) and the HeadSpace (<http://www.headspace.org.au/>) network of services. For more information on early intervention see the Commonwealth Department of Health and Aging publications: Promotion, Prevention and Early Intervention for Mental Health: A Monograph, and the subsequent National Action

Plan on Promotion, Prevention and Early Intervention in Mental Health.

Advocates of early intervention, however, argue that access to and quality of mental health care lags behind mainstream health care and this gap is widest for young people who fall between the child/adolescent and adult services. They have called for further development and funding for services that specialise in working with children, young people and their families.

State and Federal Government Funding for Mental Health Services

According to the 2007 National Mental Health Report, spending on mental health in 2005 was \$3.9 billion, an 85% increase in real terms since 1993. Australian Government spending was \$1.38 billion, states and territories \$2.38 billion and private health insurers \$163 million, an increase of 149%, 67% and 18% since 1993, respectively. However, despite this increase in spending Australia's total percentage of health spending allocated to mental health remains below many comparable developed countries. For example, the 2001 World Health Report found that the portion of the health budget allocated to mental health was 6.5% in Australia (note – increased to 6.8% in 2005), 11% in New Zealand, 7% in the Netherlands, 11% in Sweden, 6% in the USA, 10% in the UK, and 11% in Canada.

In terms of progressing towards community-based care, spending by states and territories on community based mental health services increased by 185% or \$777 million between 1993 and 2005. In 1993, of state and territory mental health spending, 29% was dedicated to caring for people in the community. By 2005, the community share of total mental health expenditure had increased to 51%. From 1993 to 2005 there was reportedly an increase in health professionals employed in state- and territory-funded ambulatory care mental health services and increased funding to non government organizations (NGOs) to provide mental health services, including community support services for people with psychiatric disability.

Despite reported increases in mental health funding, the recent Council of Australian Government's (COAG) meeting generated united condemnation from those working in the sector who expressed disappointment in the Federal Government's lack of funding for mental health. There were expectations that a major funding announcement on mental health would be part of the deal, however, of the extra \$5 billion put on the table for health services, only \$174 million was set aside by the Rudd Government for mental health (see COAG publication: A National Health and Hospitals Network for Australia's Future Delivering the Reforms, released 7 July 2010).

Service providers have argued that the best way to reduce pressure on emergency wards and hospital beds is to improve treatment in the community for people with mental illness and thereby avert the need for hospitalisation. For further reading see the Mental Health Council of Australia's 2003 report *Out of hospital, Out of mind!*

Current Mental Health Services in the Inner West

Current mental health services in the inner west include community based services at Camperdown, Croydon, Glebe, Marrickville and Redfern. These services offer intake, assessment and triage, and the following treatment and support services:

- Mental health assessments
- Support, advice, counselling and case management
- Information and support for family, friends and carers
- 24 hour Acute Care Service Child and Family team for school aged children with a mental illness (Marrickville)

Acute, adolescent, older person and rehabilitation inpatient services are provided by the Concord Centre for Mental Health and the Royal Prince Alfred Hospital (RPAH) Missenden Psychiatric Unit. RPAH also has an Eating Disorders Program with inpatient, day patient and outpatient services.

Complementary programs include:

- Housing and Accommodation Support Initiative (HASI). HASI provides accommodation and support for people with a range of levels of psychiatric disability. Under this partnership the Mental Health Service provides the clinical support, an NGO provides the non-clinical support and a community housing association provides the accommodation.
- Headspace – Youth Mental Health Initiative. Headspace provides a range of mental health services aimed at young people between the ages of 12 and 25. It is linked with GPs and has a focus on early identification and intervention.
- AfterCare. Aftercare offers services to people in the community with mental illnesses, which includes helping people build on their independence, strengthening family and friendship networks, facilitating social and recreational activities in the community and supporting people in their vocational and educational pursuits.
- We help ourselves (WHOS). WHOS is a drug and alcohol recovery service that provides residential services, counseling, education and support, and skills development.

- Mental Health Coordinating Council (MHCC). MHCC is the peak body for community mental health organizations in NSW. They advocate and represent the sector's views, build sector capacity, facilitate change through policy initiatives, engage in research activities, provide training and promote recovery-oriented approaches.

Mental health service providers in the area identify a lack of appropriate residential services to ease the transition between acute care and the community as one of the most significant gaps in current service provision. Services providing vocational and educational opportunities for consumers and primary care services (including consistent access to GPs and health facilities, consumer education regarding physical health and wellbeing and GP training programs regarding common conditions in consumers) have also been identified as currently inadequate.

Strengths Callan Park Brings to the Provision of Mental Health Services

There are several strengths regarding the development of mental health services at Callan Park. First, there is community support for the return of some mental health services. Therefore any master plan must be prepared to consult with, and represent the interests of members of the local community. Second, there are a number of established community services (e.g., Aftercare, We Help Ourselves) in the area that could be supported to provide a broad centralised range of coordinated care for consumers. Third, Callan Park consists of extensive grounds and landscaped gardens that could be utilised to facilitate both mental and physical wellness in mental health consumers (see NSW Health publication: *The effect of the built and natural environment of Mental Health Units on mental health outcomes and the quality of life of the patients, the staff and the visitors*, Chapter 6). Fourth, the Callan Park (Special Provisions) Act 2002 specifies public or private health services are one of the allowable uses on the site.

Factors Potentially Acting Against the Provision of Mental Health Services at Callan Park

Current State and Federal funding for mental health services, which are guided by the National Mental Health Strategy, may constrain the types of services that can be offered at Callan Park.

Also the size and configuration of the existing infrastructure may not be suitable for adaptation to modern mental health service provision. This particularly relates to the development of acute or subacute inpatient facilities that, under current policy guidelines, would need to be co-located with a general hospital (ie, acute beds), and ought to include individual rooms with ensuites, have adequate space for recreation and communal activities (including outdoor space), group and individual therapy rooms, and appropriate office and interview space, all with high level security. Associated support infrastructure also needs to be extensive and consequently a hospital facility would have a large footprint on the site. It is open to question whether a hospital that fits the guidelines of the current National Mental Health Strategy could be provided within the footprint and building envelopes that exist on the site, as is required by the Callan Park (Special Provisions) Act 2002. This, however, needs to be tested through the master planning process before any final recommendations are made as possibilities may exist for a smaller campus style facility.

For supported accommodation options, some existing buildings may be suitable if appropriately refurbished (eg, for supported group-based living), but others may need to be purpose built (eg, for sole-occupant independent living). Achieving new, purpose built buildings would require careful consideration of which (if any) existing buildings could be removed under the guidelines of the Callan Park (Special Provisions) Act 2002 to achieve the necessary footprints and envelopes to suit the new requirements.

Opportunities for Strengthening Mental Health Services at Callan Park

In the last 20 years there have been a number of reforms in mental health service provision. These reforms have redefined the types of services provided and have resulted in a rise in the number of NGOs providing community services in the area of mental health. Callan Park presents a unique opportunity to develop on-site mental health services that fit with current policies and evidence-based frameworks.

Potential to Unite Local Community Services (Including Ngos) and Community Mental Health Services to Maximise Social Inclusion

In order to facilitate service access, coordination and continuity of care, a key priority outlined in the COAG National Action Plan on Mental Health 2006-2011 was to enhance non-clinical services provided by non-government organisations (NGOs). Developing mental health non-clinical services on Callan Park presents the potential to integrate existing community services that have been developed under

this plan by generating interagency links to provide coordinated and continued care across health and social domains.

Potential to Develop a Mental Health Services in Consultation With the Community and Consumers

Developing mental health services at Callan Park through a master planning process presents an opportunity to represent the interests of the community and consumers regarding what they perceive to be the vital services required for the area through consultation.

Specific Opportunities

Intensive Support to Families

With a distinct lack of carer support services being a recognised area of need, and psychoeducation and support to families and carers is known to be effective in reducing stress and reducing consumer relapse and rehospitalisation, there is the opportunity to develop family and carer support services. This may potentially involve a resource and information centre and the development of web-based interventions with email and telephone support from personnel on the site, thus promoting broad geographic accessibility to the service.

Improving Employment Opportunities and Outcomes

Consumers have expressed a lack of employment opportunities for those experiencing a mental illness. Realising that the development of skills improves independence and confidence and facilitates community involvement there is the potential to provide services and programs to enable more consumers to access employment and further education. These may include vocational rehabilitation services including work readiness and vocational training through TAFE or other education programs located on the site (e.g., food preparation and serving, computer skills, time management) prior to individual placement and support (IPS) and access to supported employment programs, co-operatives and possibly partnerships with local or on-site services to facilitate movement into the open labour market.

Increased and Improved Accommodation Options

With an increased risk of homelessness and an already high number that are homeless or in temporary, unstable or substandard accommodation, there is an opportunity to provide supported residential care services for mental health sufferers. This may be in the form of supported small-medium group accommodation, more independent, single occupant housing (e.g., HASI packages varying across the spectrum from low to high levels of support) or transitional residential services that aim to equip consumers with the skills they require to live independently using a recovery-oriented approach. For further reading see *The Road Home: Homelessness white paper and COAG National Partnership Agreement on Homelessness*.

Better Options for Younger People Seeking Mental Health Services

There is a significant amount of research that promotes the development of early intervention services. Given this, the current media coverage regarding the lack of opportunities for young people to access appropriate services, and a Federal Government commitment to fund youth focused services, there is the opportunity to provide a youth mental health service. This may include Early Psychosis Prevention and Intervention Centres (EPPIC)-style facilities with supporting acute/subacute beds (Orygen-style service) or Headspace Youth Health facilities.

Primary Health Care Services for Consumers (Wellness and Lifestyle Centre)

Primary health care is particularly important because people suffering from mental health problems experience significantly higher rates of physical illness. Even after accounting for death by suicide, people with mental disorders have considerably elevated mortality rates due to a range of physical diseases, for which their access to medical care is typically suboptimal. There is therefore the potential to develop a centre of excellence that deals specifically with physical health issues commonly experienced by mental health consumers (e.g., diabetes, metabolic syndrome, obesity, cardiovascular diseases). The facility may include primary (medical) care services, prevention (exercise, diet, fitness) and healthy lifestyle promotion (recreation, artistic and other creative endeavour, sport and social engagement) to promote overall wellbeing and improved quality of life. In addition to medical doctors (general practitioners), the facility would be serviced by sports and exercise specialists, physiotherapists, occupational therapists, nutritionists and psychologists in providing programs of care that may utilise the extensive grounds and sporting facilities at Callan Park.

Services for Forensic Mental Health Consumers and Legal Assistance for Consumers

According to Ian Pike, NSW Parole Authority, there are a significant number of people in custodial institutions who have mental or psychiatric disorders. For instance, about 41% of all inmates have had contact with a psychiatrist or doctor for some mental health problem. And of those, at the time they enter custody, there are about 15% who are prescribed psychiatric medication. Results of a screening survey in 2001, found that 27.5% of the inmates met diagnostic criteria for schizophrenia, 19.5% for bipolar disorder and 48.1% for depression. This highlights the potential to provide mental health and rehabilitation services for forensic mental health consumers who are inevitably part of the community. Another opportunity is to develop a specialised service that provides legal assistance and advice to people with a mental illness. There is also the possibility of providing clinical forensic evaluation services on the site to supplement existing local Area Mental Health Services.

Education and Training Facilities for Mental Health Service Providers

As the need for mental health services grows, the need increases for mental health clinicians with specific skills. With existing education and training facilities on the site there is the potential for further development of education and training facilities and programs. This may include multi-disciplinary education, consumer and carer workshops, psychiatry training and community education. This could potentially be achieved with the NSW Institute of Psychiatry establishing a satellite site at Callan Park in addition to the Institute's main campus at Cumberland Hospital in Parramatta.

Inpatient Facilities

The development of inpatient facilities depends on a number of factors including Commonwealth and State policy and funding, and the ability to meet the specific architectural requirements of a modern inpatient facility. There is potentially an opportunity to develop some form of inpatient facility funded by either the private or public sector or both. Possible considerations include forming a centre of specialised expertise for voluntary tertiary referrals from across the State that may contain:

- Short term, subacute beds for stabilisation, monitoring, diagnostic evaluation, special investigations, therapeutic procedures, and special medication commencement
- Medium term, rehabilitation beds for medium term stabilisation and intensive rehabilitation
- A mix of private and public beds
- Adjacent supported or independent accommodation facilities for consumers needing hospital level care but who live at a distance and require daily access to on-site rehabilitation services (e.g., vocational rehabilitation programs, Wellness and Lifestyle Centre)

Research Facilities

There is the potential to develop specialised research facilities. Specific possibilities include research centres focussing on rehabilitation psychiatry, clinical trials, and mental health economics. There are currently national research gaps in each of these areas and the nature of mental health services proposed here for development on the Callan Park site would fit well with research in these particular domains, and the research presence would, in turn, enrich and strengthen the mental health services on offer.

Expectations and Moving Ahead

Initially, further consultation with stakeholders, including the community and already established NGO service providers, is required to further establish the current profiles of service provision and expectations. Similarly, consultation with consumers (e.g., consumer groups and area consumer representatives) regarding their expectations and perceptions of what mental health services are needed locally is required.

Further consultation is required regarding the above-mentioned specific opportunities and related evidence-based practices. Consultations around governance and funding are also required.

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Glossary

Acute: A short and severe stage of an illness or condition.

Acute Intervention: Intervention aimed to change the course of a mental health condition during the acute phase of the illness.

Advocacy: Active support (or argument) for a cause.

Anxiety Disorders: Anxiety and worry are a normal part of everyday life. Most people get anxious in everyday situations such as at work, at sporting events or before an interview. When a person is worried continuously in particular situations they may be suffering from an anxiety disorder. Often a person with an anxiety disorder fears that a relative or themselves will become ill or have an accident or they worry about money or work.

Carer: A relative or other person with whom the person with a mental illness has a close relationship and who is affected and concerned by the consumers illness. They may also be actively involved in the provision of care

Case Manager: A staff member who is usually based in a community mental health service who will act as a guide to help you towards recovery. They are responsible for looking after your interests when you are a consumer using public mental health services.

Case Management: This is a service that links, mobilises, coordinates, monitors, and reviews services and resources for the consumers of the mental health services.

Cognitive Behavioural Therapy: A form of therapy that is designed to change the mental images, thoughts and thought patterns to help consumers overcome emotional and behavioural problems.

Community: Group of people living in one place or sharing the same background for example the same religion, ethnic origin, profession.

Community mental health teams: Teams which may include: social workers; community psychiatric nurses; consumer and carer consultants; peer support workers; occupational therapists; psychologists and psychiatrists; and Aboriginal mental health workers. Community mental health teams provide a range of services in the community including: individual treatment programs; family interventions; short and long term support; and psycho-education.

Consumer: A person with a mental illness who uses mental health services.

Consumer consultants: Consumers who are employed to advise on and facilitate service responsiveness to people with a mental health problem or mental illness and the inclusion of their perspectives in all aspects of planning, delivery and evaluation of mental health and other relevant services.

Day programs: Programs providing individual or group centre-based activities on a whole or part-day basis. They include but are not limited to: assessment; assertive life skills training; activities programs; diversional therapy; and pre-vocational training.

Day patient: Person accessing day programs.

Diagnosis: Identifying an illness by looking at the pattern of symptoms that a person describes or is experiencing.

Disability: The effects of mental illness which severely impair functioning in different aspects of a person's life such as the ability to live independently, maintain friendships, maintain employment and to participate meaningfully in the community.

First Episode Psychosis: The first time that a consumer experiences a mental state where there is distortion in, or a loss of contact with reality.

Forensic mental health services: Services providing assistance to people who experience mental illness and are in contact with the adult criminal and juvenile justice systems.

Mental Health Assessment: A measurement or evaluation of the consumers' mental health including their social, emotional and behavioural functioning.

Mental illness: A clinically diagnosable disorder that significantly interferes with an individual's cognitive, emotional or social abilities. The diagnosis of mental illness is generally made according to the classification systems of the Diagnostic and Statistical Manual of Mental Disorders (DSM) or the International Classification of Diseases (ICD).

Non-government mental health sector: Private, not-for-profit, community-managed organisations that provide community support services for people affected by mental health problems and mental illness. Non-government organisations (NGOs) may promote self-help

and provide support and advocacy services for people who have a mental health problem or a mental illness and carers or have a psychosocial rehabilitation role. Psychosocial rehabilitation and support services provided by non-government community agencies include housing support, day programs, prevocational training, residential services and respite care.

Promotion and Prevention: Refers to interventions that occur before the initial onset of a disorder to prevent the development of a disorder. Any action taken to maximise mental health and well being among populations and individuals.

Psychosis: Refers to a mental state in which a person experiences distortion in or a loss of contact with reality.

Referral: To send or direct a person to another service or specialist for further treatment.

Rehabilitation: Programs which are designed to strengthen individual skills to assist recovery and to develop the environmental supports necessary to sustain the individual as actively and independently as possible in a community setting and prevent hospitalisation. Services, including basic life, prevocational, vocational, recreational, or social, for persons with severe and persistent mental illness.

Social inclusion: Refers to policies which result in the reversal of circumstances or habits which lead to social exclusion. Indicators of social inclusion are that all Australians are able to: secure a job; access services; connect with family, friends, work, personal interests and local community; deal with personal crisis; and have their voices heard.

Supported accommodation: Decent, safe, and affordable community-based housing combined with non-clinical and clinical supports and services which enable people with mental health problems and mental illness to live independently in the community. This also applies to people who may need 24 hour clinical support in a residential (long-stay inpatient) setting rather than an institutional setting.

Symptoms: A change in a person's physical, behavioural or mental state indicating that a person is not functioning normally or an illness is present.

Treatment: The use of medication, rehabilitation and a team of mental health professionals, as well as yourself to help in the recovery from a mental illness.

PUBLIC SPACE AND COMMUNITY SPACE

Recreation and Community

Figure no. 19 on page 56 shows Callan Park in the context of Iron Cove and the surrounding urban area.

This drawing highlights the following key features of Callan Park:

- Its relationship to the network of open spaces around Iron Cove and the Bay Run which connects these open spaces
 - The location of commercial centres, the closest being Rozelle Town centre to the east and Norton street and Parramatta Road to the south
 - The location of schools
 - The existing network of formal recreational facilities with Leichhardt
 - Fee generating sports complexes
 - The location of play parks in Leichhardt
 - Designated dog walking areas within Leichhardt
- Located within Callan Park is the Waterfront Drive Oval and the Glover Street Oval. The Waterfront Drive Oval is used year round, for Cricket in summer and soccer in winter.

Executive Summary

This discussion paper suggests how the concept of Public Space/Community Space, set out by the Callan Park Taskforce, can be first understood and then applied to Callan Park. This paper looks at the way people interact with public spaces, from individual interactions through to group and community interactions. It identifies four levels or types of space that are commonly found with urban parks: Personal Space; Cultural-Social Space; Economic Space; and Environmental Space; and then gives examples of how these spaces function.

The paper then uses the SCORE analysis to make an objective assessment of Callan Park based on the four space typologies.

Because there will be a wide scope for interpretation of what is a constraint or opportunity within the four headings used to structure the discussion paper, many of the issues raised will be difficult to quantify. Likewise, because the paper is specific to Callan Park, it avoids direct comparisons with other places and does not examine precedents as opportunities.

The expectation is that the Master Planning process will be informed by principles that are generated through debate and research around this discussion paper, and that these principles can be used to identify precedents in the next stages of the project

Introduction

A public space refers to an area or place that is open and accessible to all citizens, regardless of gender, race, ethnicity, age or socioeconomic level. Public spaces allow for freedom of access, association, and expression. Public spaces are where public life takes place and people inevitably come together.

It is in public spaces that we share the many experiences of urban life. The public spaces of a city can also have a global significance, contributing to the image and brand of a location – think Times Square, Hyde Park – and to the local and national economy through tourism.

A community space is harder to define, particularly in the modern information age. Traditional Community spaces are often thought of as spaces within buildings, such as halls or smaller outside areas where particular groups or small linked populations gather. Traditional communities had strong geographic and physical links, but the advent of the Internet and instant forms of communication such as SMS have created new forms of communities that regular meet online to share their passions and ideas, with the ability to work together to influence public life like never before.

Callan Park is definitively a public space. It is in public ownership, has open public access and allows its many users a freedom to associate and pursue a wide range of interests and activities. Callan Park also operates as a community space because there are a number of communities that live, work and study within it. Callan Park also provides community groups a range of places and spaces to meet formally and informally and the setting has helped to create communities with common interests, such a dog walking groups. Finally, the recent campaigns against the redevelopment on the site created a broad community group that has reinforced the concept of Callan Park as a community space.

The Role Of Parks and Open Spaces

In this global age, cities are growing physically and demographically as more people move to urban areas. As the city of Sydney continues to grow, the role of parks will become increasingly important. To better understand why parks are so important this discussion paper looks at how parks operate as four different types of spaces:

- Personal spaces
- Social-Cultural spaces
- Economic spaces
- Environmental spaces

Personal Spaces

Personal spaces are where we feel comfortable and secure. City parks and open spaces are for many people the places we go to for reflection, solitude or simply to forget day-to-day problems.

Parks also offer a different type of personal space that is effectively internalised, because parks are often associated with memories from childhood or other key periods in our lives and these bonds with physical spaces remain strong and emotive. Parks may also be associated with specific major life events; a first kiss, proposals of marriage and birthday parties and these connections with family members and friends form the basis of shared memories.

Parks can also contribute to mental health and well being in both passive and active ways. There are recognised therapeutic benefits of exposure to nature and taking part in activities such as gardening and walking in parks.

Parks offer members of the public the space to exercise and maintain physical health through a number of formal and informal pursuits. The flexibility of open spaces ensures these opportunities at every stage of life, from school or team sports as a child or youth, through to running or cycling as an adult and walking with companion animals in later life.

Social - Cultural Space

Green or natural open spaces also offer city dwellers a window into the past, a chance to appreciate the landscape without buildings and roads, and experience open expanses of space in the confines of the city.

Parks and open spaces are also the setting for many shared cultural and social activities, from recreation and physical exercise to art exhibitions and concerts. Parks are increasingly seen as venues in their own right and in summer parks offer a multitude of possibilities for events for both the local community and other city residents.

For indigenous groups, parks offer a spiritual connection to land and the interpretation of these aspects of open spaces within cities can help to promote mutual understanding of indigenous cultures and the values they place on the natural environments.

Parks offer spaces for organised and self-lead education and learning. From bird watching to students sitting beneath trees and studying in groups, to structured learning around flora and fauna, parks are an educational resource for everyone.

Parks and open spaces in cities are an important common cultural reference point and provide migrant groups with spaces to meet and feel at home within foreign cities. There are often common social norms that allow people from various backgrounds to feel relaxed in parks and public spaces.



BOTTOM RIGHT. The Kirkbride complex is a publicly accessible institution.

Parks also provide a setting for creative expression, be it music, sculpture or the performing arts against a natural backdrop. Coupled with local accessibility, parks offer the chance to take the traditional arts out of purpose built halls and galleries and into communities that might not usually have access to these events.

Economic Space

The Australian image globally is based on the projection of sophisticated urban living and an ancient and unique landscape and ecosystem. Most visitors to this country want to experience both of these aspects on any trip. The success of the Botanic Gardens and Domain and the Bondi to Coogee coastal walk demonstrate that city parks and open spaces can be a draw for tourists and help to stimulate and support local communities.

Urban parks are attractive amenities that improve the economic value and desirability of living in high-density neighbourhoods. Many local businesses benefit from being close to quality open spaces - being within close proximity to a park can add upward of 15% to the value of a residential property. The loss of open space through redevelopment can have a detrimental affect on both local business and homeowners.

Parks and open space provide 'free' flexible spaces for numerous events and activities for the local community, schools, local groups and associations. These groups and institutions that use public open spaces save millions of dollars annually and it is only when these shared assets are lost does there economic contribute become truly quantifiable.

If managed and organised well, parks and open spaces can also generate revenue through hosting events and festivals that attract visitors to the local area.

Environmental Space

Parks and open spaces are key to helping to sustain ecosystems and biotopes (or habitats) within cities. Remnant vegetation species can be identified, conserved and enhanced to provide habitats that benefit and increase local and regional biodiversity.

The trees and plants in parks can act as a store of carbon dioxide. A single mature trees is able to capture between on average 170kg during its lifetime, and as well as capturing carbon dioxide trees can filter air and remove particles and pollutants increasing the quality of air in our cities.

Parks and Open spaces within cities also provide a natural cooling effect that goes some way to countering the urban heat island effect, where buildings and roads act as a store of heat energy and produce micro climates within urban areas. The shade provided by trees and vegetation is vital for not only humans but animals in the hot summer months.

A network of trees and vegetation also provide opportunities for wastewater and stormwater recycling and treatment. Understanding and harnessing these natural systems can improve the quality of local water bodies and water can be treated and re-used for irrigation on site and off site with the result of environmental and economic savings.

Strengths

- Callan Park is a large area; it already offers a range of uses and functions as a series of Personal, Social-Cultural, Economic and Environmental spaces
- Callan Park is a unique multi-use public space where personal, socio-cultural and environmental spaces interface with health, education and community uses
- The range of activities carried out in Callan Park means it is enjoyed and well-used all year round
- Within the boundaries of Callan Park there are a variety of different spaces and areas with a different character such as the waterfront, formal gardens and bush areas offering different experiences
- The Callan Park Act protects the open spaces of Callan Park
- Callan Park is a safe place; it has had very few instances of crime over the past few years and the strength of local community connections helps to ensure its various users mostly respect Callan Park
- Callan Park has a central location within Sydney and is well served by public transport and major roads
- Constraints that will impact on Master Planning
- The Callan Park Act may limit the potential to diversify the range of Public Space opportunities

Constraints

- The Callan Park Act may limit the potential to diversify the range of Public Space opportunities

- Currently there is only a limited budget allocation for the maintenance of Callan Park and any proposals that change use patterns will have to consider any short and long term cost implications
- The costs of adapting heritage buildings could limit the potential uses of some of the buildings in Callan Park
- Existing uses and tenancies in Callan Park may restrict potential new uses due to issues such as noise, privacy and established operational requirements

Opportunities

- To expand the range of cultural events within Callan Park and take advantage of the cultural community of Leichhardt and Sydney as a whole
- To adapt for re-use, derelict buildings in Callan Park as venues for community activities
- To create an exemplar sustainable multiuse parkland within one of the worlds global cities
- To use high quality design and landscape architecture to enhance under-utilised spaces within Callan Park
- To benefit the local economy through increasing visitation to Callan Park
- To improve the environmental quality of the local area by increasing biodiversity and improving water quality
- To further protect and manage the remnant bush species within Callan Park
- To create a community nursery for local tree stock that can be used within the Leichhardt local government area
- To use interpretative signage and material to highlight Callan Park's social and cultural history
- To formalise parking and traffic arrangements to ensure minimal impact on the site's infrastructure

Risks

- That insufficient funding is secured for delivery of the Master Plan
- That Callan Park's current multiuse strength is diluted by the dominance of a single use that marginalises the others
 - That new uses or improvements to Callan Park might necessitate increased security and affect existing access
 - That new uses on Callan Park are not sustainable from a social, environmental or financial perspective
 - That changing the balance of uses within Callan Park will lead to more cars and parking within the site

Expectations

- That the Master Plan will address and find the appropriate balance between the different, personal, social – cultural, economic and environmental spaces within Callan Park
- That the Master Plan will enhance the experience of Callan Park for its local users and also raise the profile of Callan Park as an important regional asset
- That the Master Plan will provide a framework for a long term sustainable future for Callan Park
- That the Master Plan will be framed within the objects of Callan Park Act (2002)
- That more people will come to Callan Park to enjoy and share this unique asset

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RECREATION AND OPEN SPACE

Executive Summary

This discussion describes the existing recreational facilities on Callan Park. It provides a brief summary of key information contained in the Recreation and Open Space Needs Study 2005, the current recreational facilities in Leichhardt and the pressures on these facilities. The paper also makes reference to the Review of Leichhardt Council Recreational Sports Fields Proposal 2007 as a source of feasibility information. Based on these documents and discussions on site with Council staff, a SCORE analysis of Callan Park is presented for further development.

The SCORE process draws out the following points:

- Callan Park's strengths as a place that already caters for a diverse range of passive and active recreational activities, and that is large enough to accommodate additional uses
- The location of heritage buildings, trees and the impact the changes to Callan Park could have on the overall landscape setting, may be a constraint against new recreational facilities. This paper also questions whether the Callan Park Act could prohibit or limit the management and operational aspects of any new facilities.
- There are a range of potential opportunities to incorporate a variety of formal playing pitches within Callan Park and to dedicate currently vacant buildings for use in association with any new facilities.
- The principle risks associated with recreational use are contamination, infrastructure, parking and potential negative affects of over development of the formal recreation offer on Callan Park.
- The Expectation is that the Master Plan will find the correct balance between the recreational needs of all the users of Callan Park in the context of the natural setting and heritage landscape of Callan Park.

Introduction

Every urban public green open space is used for passive and active recreation. Callan Park has existing patterns of recreational use and the master plan process will provide the opportunity to formalise these uses and identify the potential for appropriate new uses. There is currently a single large sports pitch on Callan Park as well as a tennis court, swimming pool and basketball court, all maintained to different levels. At over 60 hectares Callan Park is under utilised as a recreational asset. However, the history of the site, its natural topography and vegetation cover mean the addition of new facilities has to be carefully considered.

There are a large number of passive and informal recreational activities that are carried out on Callan Park. Callan Park is popular for socialising, dog walking, personal fitness and many visitors enjoy Callan Park for its culture and heritage buildings.

It is also important to consider the sub regional role that Callan Park has in serving not just Leichhardt but other areas within the inner Western suburbs of Sydney.

Context

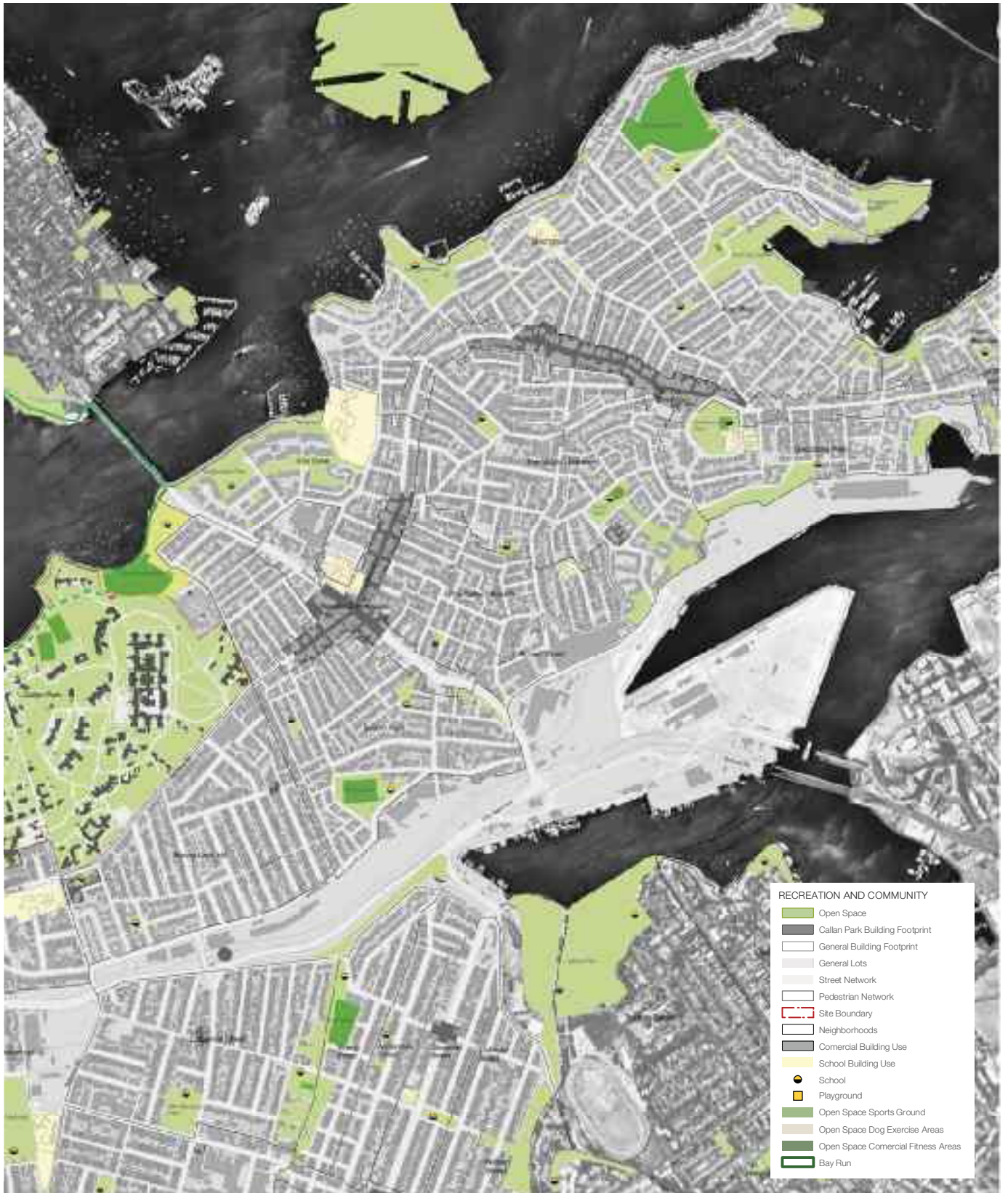
Like many urban areas Leichhardt has a deficiency in public open space. Leichhardt has an open space ratio of 1.7 ha per one thousand residents; the national benchmark is 2.8 hectares per one thousand residents.

The Recreation and Open Space Needs Study prepared for Leichhardt Council in 2005 highlights the deficiency in formal sports fields with Leichhardt. The study provides the following information:

- Participation trends in formal recreation and the impact projected demographics will have on future participation
- The existing provision of popular sports facilities and the current deficiency
- An inventory of the different sports clubs based in Leichhardt with membership data that highlights the majority of clubs has either stable or growing memberships.
- The report stresses the importance of the existing network of open space within Leichhardt and identifies the following pressures:
 - Popularity and high demand for formal pitches and custom built facilities
 - The inflexibility of the smaller parks and reserves
 - That there is limited provision for young people in the 14 – 24 year age bracket
 - Lack of parking capacity
 - The lack of diversity in play spaces for children
- The Study makes the following recommendations for Council to address these pressures, including:
 - Working with Councils and landowners to help meet the needs of Leichhardt residents.



ABOVE. Figure no. 19 Recreation and community mapping



- Developing pedestrian links between open spaces within Leichhardt
- Optimising the recreational use of existing open space through flexible multi-use strategies
- Undertaking a comprehensive play ground strategy to better meet the needs of children in Leichhardt
- The Recreation and Open Space Needs Study gives a broad understanding of participation in formal sports and recreation but does not give details about informal and passive recreation.
- A study to assess the capacity of Callan Park to accommodate new sports pitches was part of the 2007 Sydney Harbour Foreshore Authority Land Use Plan. This study demonstrated the spatial implications of locating new sports pitches in specific destinations within Callan Park.

Strengths

- At just over sixty hectares Callan Park offers the potential for a range of active recreational uses from large international sized playing pitches to small courts and exercise areas.
- The 7km Bay Run circuit is already well used, with an estimated 15,000 daily users during summer and between 5,000 and 10,000 during the winter. The Bay Run is the location of an annual fun run event that has entry categories for running, walking, team, pet walking and schools.
- The existing Sports Pavilion is well used and maintained to a good standard.
- The groups that use Callan Park are respectful of other users. For example there appear to be few (if any) problems of dogs fouling areas popular with dog walkers.
- Some of the level areas of Callan Park have historically been used for active recreation.
- The size of Callan Park prevents different uses coming into conflict with each another.
- Callan Park has the ability to offer recreational users a different experience on every visit.

Constraints

- The topography of the site and the location of existing trees and buildings on the site could limit the development of suitable sports pitches.
- Many of the level areas of the site are adjacent to the waterfront. Locating new pitches here could reduce the access to popular parts of Callan Park.
- The requirements of the Callan Park (Special Provisions) Act 2002 could have implications on the management of any new facilities.
- The needs of existing occupants of some of Callan Park buildings could limit the locations for new recreational facilities

Opportunities

- Connections to the neighbouring Leichhardt Park and King George's Park could create a linked network of recreational facilities, making management and maintenance more efficient than a stand-alone facility.
- A number of existing areas within Callan Park have reasonably level ground. Funding permitting, these areas could be quickly converted into playing fields, pitches or courts
- Callan Park is currently well used by runners, walkers and cyclists. These uses could be formalised with signage and circuits.
- Interpretive signage and trails could be used to describe the heritage and ecological features of Callan Park and introduce art and sculptural elements

- The large number of existing vacant buildings throughout the site creates opportunities to consider whether some can be used as support or storage facilities for recreation.
- An existing swimming pool is located in the centre of the site that is currently maintained by SHFA could be made available for wider use
- The topography of the site could provide natural seating areas next to new sports pitches.
- The existing natural landscape could be used to create areas for exploratory play opportunities for children.
- An opportunity to fulfil an identified need for recreational facilities for teens

Risks

- The extent of site contamination needs further assessment; much of the understanding of existing contamination is anecdotal and further technical studies will be required to inform decision making.
- Any over development of Callan Park for recreational activities such as team sports could lead to the isolation of other recreational user groups.
- Any over development of Callan Park for recreational activities could lead to Callan Park losing its flexible character, becoming informally 'zoned' according to activities or users. The construction and maintenance of sports fields, pitches and courts will require significant investment and ongoing funding.
- Opening up new areas of Callan Park to recreational uses could lead to damage to heritage items such as the Callan Point rock engravings.

Expectations

The Master Planning process will build on the work already carried out in the Open Space Needs Study 2005 to:

- Achieve a balance between different recreational uses on Callan Park
- Ensure that unstructured uses such as bird watchers or orienteer's are not compromised
- To consider concepts of exploratory play for children in suitable areas
- To consider the recreational needs of youths and teenagers in suitable areas

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BOTTOM LEFT. Active and passive recreation along the Iron Cove foreshore.

BOTTOM RIGHT. The sports pavilion facing onto the Waterfront Drive fields is used by a number of local clubs.

SITE HISTORY

Site History and Development

The time line on the adjacent page gives an over view of the events in the history of Callan Park and the following Site History discussion paper provides a detailed overview of the history of Callan Park.

Figure no. 20 below, shows the changes that have been made to the harbour foreshore at Callan Park and illustrates the development of built form over the last two hundred years, including the paths and landscape features on Callan Park.

This information has been broken down into four periods:

- 1835-1844
- 1876-1910
- 1914-1945
- 1945-1990

Local Heritage Context

The Local Environmental Plan 2000 Heritage Conservation Map issued June 2003, identifies the whole of Callan Park as a heritage item and Callan Point as an Aboriginal site. Figure no. 21 on page 62 shows Callan Park in the context of the other Heritage Items and Conservation Areas within Leichhardt.

Callan Park Heritage

The Conservation Management Plan [CMP] 2002 identifies three distinct historical phases in the development of Callan Park. These are:

- 1837-1875 - This period starts with the construction of Garry Owen House [c.1837-1839] and Broughton House [c.1841-1842] and ends with the purchase of the 104 hectare Callan Park Estate by the NSW Government as a site to be used as a hospital for the insane
- 1876-1920 - During this period Callan Park Asylum [including Kirkbride Block Cottage Wards] is built to house 666 patients and during the Great War Broughton Hall is used to treat shell shocked soldiers returning from Europe.
- 1920-1940 - During this twenty year period Broughton Hall and gardens are used for their therapeutic value to patients

Building Significance

The CMP produced a classification of all the building and structures on Callan Park. The Classification is based on the heritage significance of the buildings and the relationship to the natural landscape. The following classification categories and recommendations were determined: Figure no. 22 on page 63 illustrates the relative significance of each building on Callan Park as set out in the CMP.

The CMP building classifications are as follows:

A Exceptional

- Preserve, conserve, reconstruct and adapt in accordance with the Burra Charter, in conjunction with minimum adaptation for new function or use. Detailed conservation policies and guidelines are to be prepared for these items

B High

- Conserve, reconstruct and adapt in accordance with the Burra Charter, in conjunction with adaptation or supplementary new construction if required for function.

C Moderate

- Consider adaptation or remodelling of the space or element to allow for conservation of fabric of greater significance. Retention of whole building may depend on factors other than the assessed heritage value, for example: its functional qualities in an adaptation scheme

D Low

- Remove, retain or remodel, add compatible new construction, minimizing adverse impact on fabric of exception or high significance and having the least possible impact on fabric of moderate significance. Improvements are required which will contribute to the overall significance, aesthetic quality and functioning of Rozelle Hospital.

E Neutral

- Retain, recycle, remove or modify as required in any adaptation proposal for Rozelle Hospital- not important from a heritage perspective. Where an item is a minor scale it can be retained, but a new complex structure cannot be built in its place.

F Intrusive

- Remove in long term, to reduce adverse impact on the overall significance, aesthetic quality of the buildings and landscape and the presentation of the site and functioning of the Rozelle Hospital site.



SITE HISTORY

- General Lots
- Street Network
- Site Boundary
- 1835-1844 Shoreline Boundary
- 1876-1910 Shoreline Boundary
- 1914-2010 Shoreline Boundary
- 1835-1844 Building Footprint
- 1876-1910 Building Footprint
- 1914-1945 Building Footprint
- 1945-1990 Building Footprint
- 1990-2000 Building Footprint

BOTTOM. Figure no. 20 site history and development from 1835



20,000 – 30,000 years ago The people living around the site of the Rozelle Hospital are the Wangal clan or band (part of the Eora or Dharug tribes)

1819, 1821 Gentleman's Estates created from original land grants to Butler, Austen and Ralph

1837 - 1844 Significant Gentleman's houses Garry Owen House (c.1837-1839), Kalouan (c.1840-1844), and Broughton House (c.1841-1842) erected on the estates

1864 Parliamentary report on the 'Present State and Management of Lunatic Asylums'. Public controversy over conditions in asylums

1865 Garry Owen bought by Gordon and renamed Callan Park. Bamet becomes Colonial Architect. Visits Gladesville Hospital and is shocked at the conditions there.

1873 NSW Government buys 104 hectare Callan Park Estate as site for a hospital for the insane.

1878 The owner of Broughton Hall buys Kalouan



1880-85 Callan Park Asylum (including Kirkbride Block Cottage Wards) is built to house 666 patients

1888 With 998 patients, Callan Park Asylum already grossly overcrowded



1900 Complaints of overcrowding at Callan Park, result in enquiries and Royal Commissions

1915 Broughton Hall becomes Australian Army Hospital No.13 – Caring for 'shell-shock' soldiers from WW1

1918 Commonwealth Government resumes Broughton Hall



1921 Broughton Hall Psychiatric Centre opens for first voluntarily admitted patients.

1920 -1940 Superintendent Evan Jones develops Broughton Hall gardens for their therapeutic value to patients

1960s-1970s Gradual decline in patient numbers due to changes in mental health practices

1976 Broughton Hall and Callan Park amalgamated to become Rozelle Hospital

1983 Richmond Report recommends scaling down Rozelle Hospital and investigating alternative uses for under utilised buildings

1988 Barclay Report sets out standards for Psychiatric hospitals and related community facilities. Capital works program to meet recommendations of Barclay Report sees construction of new hospital buildings, phasing out of Kirkbride Block, repair of Garry Owen House subsequent adaptation for use by the NSW Writers Centre

1989 Current hospital beds 530. NSW Department of Works invited to prepare a Master Development Control Plan for Rozelle Hospital.

1992 Kirkbride Block leased to University of Sydney for occupation by Sydney College of the Arts.

1999-2000 Hospital beds reduced to 244.

2001 NSW Government becomes the consent authority for development at the site. Leichhardt Council surveys 30,000 households and helps the community develop a shared vision for the site.



July 2002 NSW Government releases draft Master Plan which includes some residential development. Associated plans to build a purpose-built mental health unit at Concord hospital to replace Rozelle also released.

August 2002 Leichhardt Council polling reveals high levels of public support for Council's opposition to Master Plan.



October 2002 Draft Master Plan withdrawn by the NSW Government. Callan Park (Special Provisions) Act 2002 No.139 passed by NSW Parliament

2003 – 2004 Leichhardt Council, Friends of Callan Park and others discuss with the State Government the importance of retaining a mental health facility at Rozelle Hospital

April 2004 Leichhardt Council establishes and resources a taskforce to pursue government funding and establishment of a Callan Park Trust and to initiate a Master Plan for Callan Park.

October 2005 Leichhardt Council gains support of Local Government Association of NSW for the vision that Callan Park remain as a specialist mental health facility managed by a new Callan Park Trust

February 2006 Leichhardt Council renews commitment a Masterplan for Callan Park and continues to pressure the NSW Government to retain and upgrade Callan Park psychiatric hospital

September 2006 Council undertakes another community survey to assist with the development of a Masterplan for Callan Park

July 2007 NSW Government establishes a Community Reference Panel to comment on Masterplan and tenancy proposals including those by the University of Sydney. Sydney Harbour Foreshore Authority appointed to prepare a Masterplan for Callan Park



November 2007 Draft Callan Park Land Use Plan placed on public exhibition

December 2007 Leichhardt Council resolves to object to the Land Use Plan

February 2008 Leichhardt Council submits an objection to the NSW Government, based on results of a telephone survey that indicates public concern with over-development and loss of heritage features within Callan Park

October 2008 NSW Government announces it will grant care control and management of 40 of Callan Park's 60 hectares to Leichhardt Council under a 99 year lease

2009 Leichhardt Council convenes Callan Park Taskforce and a variety of public meetings over the future of Callan Park

December 2009 Leichhardt Council prepares Master Plan scoping document

March 2010 Leichhardt Council calls for open tenders for the Master Planning of Callan Park



May 2010 McGregor Coxall and team appointed to develop Master Plan

June 2010 Master Planning begins

Sources:
Rozelle Hospital Conservation Management Plan Jan 2002 Tanner & Associates Pty Ltd (pages 24-29)
Rozelle Hospital Sydney Master Development Control Plan March 1990 Health Works, NSW Department of Public Works
Friends of Callan Park The Future of Callan Park: A suggested Vision and Way Forward 4 August 2003



Site History Discussion Paper

Tanner Architects

Executive Summary

Callan Park, also known as Rozelle Hospital, is a site of exceptional cultural and natural heritage significance. It contains the remains of Aboriginal occupation and the remains of three highly significant phases of European historical development. Three Gentlemen's Estates from the early nineteenth century were located on the site, as was the largest purpose-built mental asylum in New South Wales, Callan Park, and the later Broughton Hall Clinic, where self-admission mental health treatment was pioneered. The site remained an institution for mental health care for over 100 years and was the location for the care of returned servicemen from World War I onwards.

The architectural and aesthetic qualities of the buildings and landscape setting are of exceptional significance. The diverse array of buildings includes not only important architectural items but also material evidence of changing philosophies of patient care. Callan Park is highly significant as a resource for understanding the historical development of mental health care in Australia.

In heritage terms the major strength of the site derives from its complex heritage significance, which has resulted from historical processes, the influence of key individuals and the aesthetic and physical evidence provided by the site.

The heritage significance of the place provides constraints and opportunities for successful planning. Other constraints and opportunities arise from legislative requirements and the balancing of conservation and appropriate reuse, which also have the potential to pose risks.

The expected outcome of the Callan Park Master Plan is the successful integration of heritage considerations with other components of the Plan.

Strengths of the Site

As far as heritage is concerned the major strength of the site is its high level of heritage significance, related to its history and the physical evidence that exists across it.

Before European settlement the Wangal clan or band lived at the site and their territory extended along the Parramatta River from about Petersham westward. The Wangal were part of the Eora or Dharug tribes. Due to a smallpox epidemic between 1789 and 1790 and European land development, only about 50 people from Dharug families were living in the Sydney area by 1900.

Rozelle Hospital site forms part of Leichhardt Municipality, a district formed by 15 land grants between 1789 and 1821. The areas west of the peninsular were slow to develop, but the last land grants were

instrumental in the development of Rozelle Hospital. There were 2 small grants to Francis Lloyd who received 50 acres in 1819 and Luke Ralph who received 50 acres in 1821. These adjoining grants stretched from Long or Iron Cove to Rozelle Bay. To their west, Lawrence Butler received 100 acres in 1819. Crown Solicitor and Police Magistrate John Ryan Brennan purchased Butler's grant in 1839. Brennan's residence, Garry Owen House, was built about 1839 and was possibly designed by Colonial Architect Mortimer Lewis. By the 1850s all of the grants were incorporated into the Garry Owen estate.

In 1818 John Austen received a 100 acre grant, to the west of Butler's grant. This estate was initially called Spring Cove, but was acquired by Deputy Surveyor General Samuel Perry in 1835 and was subsequently known as Austenham. In 1841 Brennan bought an additional three acres west of his estate and to the south of Austen's grant and built Broughton House, which he then sold with its extensive grounds in 1845. The Garry Owen estate was separated from the Broughton House/Austenham estate by a line formed by the extension northward of Wharf Road.

The construction of Pyrmont Bridge in 1857 and Glebe Island Bridge in 1862 and the Iron Cove Bridge in 1880 opened up land to the west of Rozelle and generated speculative subdivision. Although large estates were rapidly subdivided, Broughton House and Garry Owen House, along with their extensive original grounds, remained rare survivors. In 1864 Brennan sold Garry Owen to Sydney business man John Gordon, who in 1873 subdivided the land for auction as a new waterfront suburb called the Callan Park Estate. The Estate was purchased by the Colonial Government of New South Wales at the instigation of Dr Frederick Norton Manning, Medical Superintendent at the Tarban Creek (Gladesville) Lunatic Asylum. Manning enjoyed strong political support and was able to initiate asylum reforms and gain a new purpose-built mental hospital at Callan Park. He visited England during 1875 and returned with plans of the advanced Chartham Asylum in Kent, which were passed on to Colonial Architect James Barnet. The result was the magnificent Kirkbride Block, a complex of sandstone and brick buildings organised around courtyards and completed in 1885.

Charles Moore, then Director of the Botanic Gardens, was entrusted with designing the grounds. Moore travelled extensively during his long tenure as curator of the Botanic Gardens, and collected rainforest trees from Northern NSW and palms and kauris (*Agathis* spp.) from the Pacific Islands. Moore's legacy can be seen at Callan Park/Broughton House in species such as the mature Moreton Bay fig, Port Jackson fig, Bunya and hoop pines, various species of palms and various rainforest trees.

During the First World War changes to mental health care were instigated. In 1915 Broughton Hall was placed by its owners at the disposal of the Federal Government for repatriation care. The facility was resumed by the Government in 1918 and in 1920 control passed to

TOP. Figure no. 21 local heritage context mapping



the state government. Repatriation services became a major function at Callan Park, augmented by the construction of additional facilities within its grounds.

During the early years of the 20th century health professionals pushed for early intervention in mental illness. In 1921 Broughton Hall opened as a voluntary admission clinic, which, under the control of Dr Sydney Evan Jones, became the largest voluntary facility in Australia. The use of gardens was an integral part of the patients' treatment from the beginning and was reinforced by landscape works initiated by Dr Jones during the inter war period.

As the twentieth century progressed Callan Park fell victim to overcrowding and allegations of patient mistreatment and poor conditions. This led to a Royal Commission in 1961 and the resulting public outcry led to major changes throughout the system. Callan Park was eventually restructured during 1976, when the institution was united with Broughton Hall to form Rozelle Hospital.

Major changes to the Rozelle Hospital site were an outcome of the Barclay Report of 1988, which emphasised the need for a balance of services between community and hospital-based services. Upgrading works at Rozelle Hospital, including restoration, refurbishment and selling of some land to fund the works, were a direct result. Construction of a new psychiatric complex located near the Kirkbride Block was commenced in 1991, and the use of the Kirkbride Block for psychiatric care was subsequently phased out. The Central Sydney Area Health Service began to investigate alternative uses for buildings with heritage significance, in addition to assessing the future use of under-used facilities throughout the hospital.

In May 1990 the Special Projects Section of the Public Works Department prepared a report on Garry Owen House for the Ministry for the Arts. Conservation works took place and Garry Owen House is now used as the NSW Writers' Centre.

At the end of 1992 it was proposed to lease the Kirkbride Block to the University for occupation by the College of the Arts. The University undertook extensive conservation and adaptive reuse works to accommodate the College within the Kirkbride buildings and it now serves as the campus of the Sydney College of the Arts. The 1878 Gate Lodge has been adapted for use as a child care centre. The Friends of Callan Park was formed in 1998 as a response to community concerns about Callan Park.

At the end of the twentieth century health services were increasingly scaled back on the site, and many buildings were left empty. In April 2001 the Minister of Urban Affairs and Planning informed Leichhardt Council that he would become consent authority for development on the site and the Council responded by preparing a community vision based on community consultation. In July 2002 a Draft Master Plan for Callan Park was released by the State Government but was withdrawn the following October because of intense com-

munity opposition. As a result the Callan Park (Special Provisions) Act was passed by the NSW Parliament at the end of 2002. After further work and consultation by Leichhardt Council a Draft Callan park Land Use Plan was released by the Sydney Harbour Foreshore Authority in November 2007. Council submitted an objection to the Plan based in part on community consultation in February 2008. In April 2008 the Health Department closed Callan Park and relocated patients there to alternative facilities.

Leichhardt Council has been offered a 99 year lease of Callan Park, which has led to the preparation of a Master Plan.

Constraints

There are a number of constraints that will affect planning and uses across the site, including:

- The overall heritage significance of the place, the various aspects of which are identified in the Conservation Management Plan;
 - The Australia ICOMOS Burra Charter, which establishes best practice standards for heritage conservation;
 - State Government acts and planning instruments, which include the Callan Park Act 2002, NSW Heritage Act, REPP No 22, SEPP 56;
 - State Government instrumentalities – the NSW Heritage Council, Sydney Harbour Foreshores Authority, National Parks and Wildlife Service;
 - Leichhardt Council, which is identified in the Callan Park Act as the consent authority for development applications;
 - Existing Aboriginal and European archaeological remains
- Constraints (but also opportunities) arise from the various buildings identified in the Conservation Management Plan as having exceptional, high and moderate significance.

For items of exceptional heritage significance recommended action includes preservation, reconstruction and adaptation in accordance with the Australia ICOMOS Burra Charter, in conjunction with minimum adaptation for new function or use. Detailed conservation policies and guidelines along with a financial plan need to be prepared for these items.

For items of high heritage significance recommended action includes conservation, reconstruction and adaptation in accordance with the Australia ICOMOS Burra Charter, in conjunction with adaptation or supplementary new construction if required for function. Detailed conservation guidelines and a financial plan need to be prepared for these items.

For items of moderate heritage significance consideration should be given to adaptation or remodelling of spaces or elements to allow for the conservation of fabric of greater significance. The retention of

TOP. Figure no.22 building level of heritage significance diagram



the whole building may depend on factors other than the assessed heritage value, for instance, its functional qualities in a scheme for adaptive reuse.

Those identified as having exceptional significance are:

- The Kirkbride Block and associated buildings (including Items B1-B10, B13, B13A and B14, B17/17A, B21, B24, B29, B116 and B119; now occupied by the Sydney College of the Arts);
- The Convalescent Cottages (Items B401, B404);
- Former Male Convalescent Cottage (Item B211);
- Garry Owen House (Item B213; now occupied by the NSW Writers' Centre);
- The main gates (Item B394) and former Gate Lodge (Item B302; now used as a child care centre);
- The former Attendant's Cottage (Item B399);
- The former Gardener's Cottage (Item B205).

Those identified as having high heritage significance are:

- The former Recreation/Activities Building (Item B494);
- Stables (Item B701);
- Former Night Nurses' Quarters (Item B402);
- Cottage No 4 (Item B401);
- Male Attendant's Quarters (Item B705);
- Farm Attendant's Cottage (Item B298).

Those identified as having moderate heritage significance include:

- South Gate Lodge (Item B394);
- Former Stables and Cart Shed (Item B702);
- Former Pumping Station (Item B487);
- The Kitchen Block and Convalescent Cottage Visitors Room (Item B403);
- Bomb Shelters (Items B510, B706 and B707)

Constraints are imposed by landscape elements identified in the Conservation Management Plan as having heritage significance. It should be noted that there is a complex inter-relationship between the built and landscape heritage items.

Other Constraints Include:

- The heritage curtilage that is defined in the Conservation Management Plan. A heritage curtilage is the area of land surrounding an item of heritage significance that is essential for retaining and interpreting its heritage significance. It can also be taken as the area of land surrounding a heritage item that contributes to the overall enjoyment or the fulfilment of its purpose. In the case of Callan Park the current site boundary is identified as the heritage

curtilage, along with the visual link between foreshore areas;

- Significant views and vistas to the site, from the site and within the site;
 - Costs associated with conservation of significant buildings and landscape elements
 - Control of vehicular access and public access by foot/bicycle
- The Callan Park (Special Provisions) Act 2002 provides protective controls for the site.

Section 4 of the Callan Park (Special Provisions) Act 2002 states the objects of the Act:

- To ensure that the whole of Callan Park remains in public ownership and subject to public control;
- To ensure the preservation of the areas of open space at Callan park that were in existence immediately before the commencement of the Act, and that preservation extend to and include the foreshore of Iron Cove on the Parramatta River;
- To allow public access to that open space, including that foreshore, for public recreational purposes of both an active and a passive nature;
- To preserve the heritage significance of Callan park, including its historic buildings, gardens and other landscape features;
- To impose appropriate controls on the future development of Callan Park.

Section 7 of the Callan Park (Special Provisions) Act 2002 provides protective controls for development:

- The provisions of environmental planning instruments that apply to Callan Park are the provisions of those instruments that so applied immediately before the commencement of the Act, subject to that section;
- The consent authority for development applications relating to land within Callan Park is the council of the local government area within which the land is situated, despite any other Act or any environmental planning instrument;
- Development may be carried out at Callan Park, with development consent, for the purpose of health facilities and educational or community facilities, but development for the purpose of retirement villages is prohibited at Callan Park;
- State Environmental Planning Policy No 5 – Housing for Older People or People with a Disability does not apply to Callan Park;
- Buildings must not be erected at Callan Park outside the footprints or building envelopes of the buildings that existed immediately before the commencement of the Act. However, this subsection does not prevent the erection of temporary structures;

TOP. View of the east elevation of the Kirkbride complex.

- Consent must not be granted for any development at Callan Park if the development would result in less open space at Callan Park than existed immediately before the commencement of the Act or an increase in the total floor area of all buildings that existed at Callan park immediately before commencement of the Act;

- Development at Callan Park must not adversely affect the Broughton Hall Garden, Charles Moore Garden or Kirkbride Garden.

It should be noted that there are apparent conflicts between the endorsed Conservation Management Plan and the Callan Park Act, which:

- Restricts the use of the site to health, educational or community facilities;
- Restricts the development potential of the site to existing floor areas;
- Has a requirement that new buildings can only be located on the same footprint and within the same envelope as existing buildings.

The Conservation Management Plan allows greater opportunities for adaptive reuse and the controlled siting and construction of new buildings.

Opportunities

- Adaptive reuse of buildings will maintain and potentially enhance their significance as well as ensuring heritage conservation;
- Landscape works will regain, enhance and interpret the historical and aesthetic significance of the Rozelle Hospital grounds, including their various landscape qualities and their important role as setting for the significant buildings on the site. They will also provide the opportunity to regain and reinforce significant views and vistas to, from and within the site. The works will also enhance the public amenity of the site;
- Interpretation of the site will explain its meanings and importance to visitors;
- There is the potential to remove or adapt buildings accorded low, neutral or intrusive levels of significance in the Conservation Management Plan, thus enhancing the heritage significance of the place.

Potential uses for the place are identified in the in the endorsed Conservation Management Plan:

- Hospital/health care facilities;
- Educational institution;
- Small scaled commercial occupancies;
- Conference/reception functions;
- Residential uses such as a hotel, hostel or private dwellings.

Not all of these uses are permitted by the Callan Park (Special Provisions) Act.

The Master Plan must consider any potential uses in light of the re-



quirements of the Callan Park (Special Provisions) Act 2002. The size of the site and diverse range of buildings may allow several uses to take place simultaneously. The range of playing fields in close proximity suggests that some buildings could serve sporting and athletic clubs and activities.

There will be the opportunity to select appropriate occupants through well considered leasing arrangements to facilitate sympathetic adaptive use and ongoing conservation and maintenance of buildings and the grounds.

There is the opportunity to devise mechanisms so that the local community can superintend the management of the site.

Risks

- Unsuitable uses in buildings may result in unsympathetic and damaging changes to significant spaces and building fabric.
- Financing the conservation and ongoing maintenance of buildings and landscape may become untenable.
- Community expectations may conflict with conservation objectives. For instance, removing intrusive trees near the Convalescent Cottages to regain an important historical situation may conflict with perceptions of the site as an open recreational area enhanced by groves of trees.
- Misguided and potentially destructive actions may result from the local community informally superintending or managing the place, whether through lack of knowledge or through parochial interests.
- The protective controls in the Callan Park Act may result in a partially successful outcome for the site and may prevent realisation of its full potential in terms of conservation and financial management.

Expectations

In general terms the master plan should provide a viable balance of conservation, successful adaptive reuse and public participation in the continued management of the place.

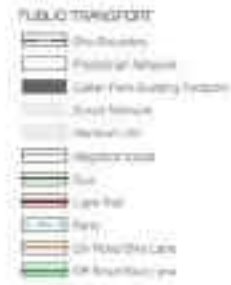
- The master plan should formulate a clearly understandable management structure for conserving heritage significance;
- The master plan should provide specific and clear guidelines for the conservation and appropriate modification of significant buildings.
- The master plan should provide specific and clear guidelines and recommendations for the management of significant landscape elements.
- The master plan should provide opportunities for obtaining sponsorship to assist conserving built and landscape items.

Bibliography

The endorsed Conservation Management Plan drew on previous studies that included:

- Rozelle Hospital, Heritage Study 1991 NSW DPWS;
- Kirkbride Block, Rozelle Hospital, 1993, Conservation Plan, NSW DPWS;
- A Study of the Fabric of Existing Buildings on the site of Rozelle Psychiatric Hospital, 1989, Jackson Teece Chesterman Willis Consultants Pty Ltd;
- Conservation Management Plan for Callan Point, Rozelle, 1998, Callan Point Management Group;
- Callan Point Aboriginal Heritage Management Plan, 2000, Mary Dallas.

TOP. Bonny View Cottage from the east.
BOTTOM. Broughton Hall from the north



Local Transport Network and Infrastructure

Figure no. 23 above shows the existing transport and access network around Callan Park. The diagram highlights the following information:

Cycle Access

- The existing network of on-street and off-street cycle routes are also located on this plan
- The foreshore area of Callan Park accommodates a stretch of the Bay Run, a popular seven kilometre recreational pedestrian and cycle circuit
- A number of bus stops along Balmain Road and Victoria Road are within a short walk of Callan Park. The services that serve these stops run to the City CBD, Balmain and Drummoyne. The following bus services run from the stops within a short walk from Callan Park: 432, 433, 434, 440, 445 and the 500 series
- A greenway and cycle link to the foreshore is proposed along the Metro Light Rail route

Light Rail

- Lilyfield MLR station is located to the south of Callan Park at the bottom of Grove Street. A frequent service runs to Darling Harbour and Central station with a journey time of approximately 20 minutes.
- There is currently a proposal to extend the network to Dulwich Hill in the south



Ferry

- The Birkenhead Wharf located to the north of Callan Park is an occasional stop on the Balmain / Woolwich loop service from Monday to Friday. Journey times to Circular Quay are between twenty and thirty minutes. At present ferries stop at Birkenhead Wharf between Monday and Friday at; 07:42, 09:04, 09:44, 15:50, 17:05, 17:40 and 18:20 on the Circular Quay to Woolwich leg of the route and 07:13, 07:43, 09:05, 09:45, 15:51, 17:06, 17:41 and 18:21 in the opposite direction.

Access By Road

- Callan Park is easily accessible through the local road network access to the site is gained from Glover Street on the western boundary and Balmain Road on the southern boundary of Callan Park
- Victoria Road and Balmain Road are both designated RTA roads
- Further detailed information on the existing traffic and parking situation within Callan Park can be found in the next section and the Transport and Access discussion paper provides a summary of the issues that relate to transport.

Neighbourhood Walking Access

Figure no. 24 on opposite page shows the route of a five, ten and fifteen minute walk to Callan Park from the surrounding neighbourhoods with Leichhardt and Drummoyne.

The diagram shows the local grid pattern of streets provide easy access to Callan Park. It also highlights that the barrier created by the City West Link and Rozelle Goods yard reduces accessibility from neighbourhoods in the Annadale area.

Once a pedestrian has arrived at Callan Park the principle access points are:

- Via the Bay Run through King George Park and Leichhardt Park
- Through the old gateway [Gate A] associated with the Kirkbride complex
- At Wharf Road [Gate C]
- At Glendale Drive next to NSW ambulance [Gate B]
- From Glover Street

TOP. Figure no. 23 transport mapping
 BOTTOM. Existing view down Cecily Street

TRANSPORT AND ACCESS

GTA Consulting

Executive Summary

Callan Park accommodates travel from a wide range of transport modes, including walking, cycling, bus and light rail.

Whilst there are some active travel facilities within Callan Park, including the popular Bay Run which passes through the northern portion, the pedestrian network within Callan Park is fairly limited. Pedestrians typically use the road network and share with vehicles due to the road connectivity and all-weather surface. Existing pedestrian desire lines are not being met, with evidence on-site of preferred routes within grassed and unsealed areas.

Access into Callan Park for pedestrians and cyclists is also limited, particularly along Balmain Road where a low wall exists along most of the Balmain Road frontage. There is an opportunity to improve access to and within Callan Park for pedestrians and cyclists, including increased permeability into and throughout the site with formal sealed paths at suitable grades.

In terms of public transport, Callan Park is serviced by bus and light rail. Bus routes L37, 440, 444 and 445 travel along Balmain Road and provide direct links to Callan Park, whilst Victoria Road is a major bus corridor for buses travelling to and from the City. Lilyfield Light Rail Station is located approximately 600m south, or 10 minute walking distance, of the boundary of Callan Park and currently provides transport to Darling Harbour and Central Railway Station.

The State Government's Metropolitan Transport Plan, (draft released in 2010) allocated funding to extend the light rail line from Lilyfield to Dulwich Hill. This would increase the catchment area for light rail users and allow for connections to Parramatta Road bus services and heavy rail lines. There are no plans to modify the routes or frequency of existing bus services.

There are four main vehicle accesses for Callan Park, including the signalised intersections of Park Drive/ Balmain Road and Wharf Road/ Perry Street. As stated within the Callan Park Land Use Plan Transport Assessment (Arup, 2007), there are future plans to provide traffic signals at the intersection of Cottage Way/ Balmain Road (i.e. access to NSW Ambulance Service).

The total traffic generation of the site is in the order of 300-400 vehicles per hour during the AM (8:00am-9:00am) and PM (5:00pm-6:00pm) peak hours, whilst Balmain Road carries approximately 1,500 vehicles per hour. The impact of the current traffic generation is distributed across the four access points, which assists in controlling congestion.

The current road network within Callan Park is narrow, circuitous and offers limited passing or overtaking areas, which is conducive



to a low speed environment. Whilst this is a constraint in terms of vehicle accessibility, the typically low vehicle speeds provides a safer road environment for pedestrians and cyclists.

Observations on-site indicate a high level of parking demand near the NSW Ambulance HQ. As the parking survey results show, the observed parking occupancy was greater than 100% of the available (formal) parking spaces. Parking was observed on grassed areas as well as within the road reserve, resulting in the narrowing of trafficable road space. The demand for parking quickly dropped a short distance away from the Ambulance HQ area. The large car park located near Gate B was filled beyond capacity with cars parking on the adjacent grassed areas. There is currently a significant car parking supply in the area although the on-site observations indicate that this is insufficient for the facility's current use and travel mode split.

On busy weekends the demand for parking associated with the playing fields exceeds the available supply, resulting in vehicles being parked inappropriately on ecologically sensitive areas along the waterfront. On most weekdays, the demand for parking along the waterfront is low.

The key expectations of the Callan Park Master Plan's traffic and transport planning are:

- A Master Plan which considers all aspects of active travel and aims to provide a sustainable transport outcome from the provision of an integrated transport network of walking, cycling and public transport.
- Vehicular traffic within Callan Park is to be controlled and the provision of new accesses avoided, with a focus towards allocating priority to pedestrian and cyclist traffic within the site. This is consistent the principles identified in The Future of Callan Park: A



ABOVE. The locked gate to Manning Street.
 BOTTOM. Figure no. 24 neighbourhood access.



- Suggested Vision and Way Forward (Friends of Callan Park, 2003).
- Appropriate parking provisions throughout Callan Park will be identified and incorporated.
 - Design responses should ensure that any increases in land use intensity do not impact negatively on the surrounding road network.
 - Good access should be maintained to public open space within Callan Park, including the existing playing fields.
 - Identify, if any, mitigating works required to the surrounding road and footpath network as a result of potential future development.

Strengths

Walking and Cycling

The Bay Run is a popular walking and cycling path around Iron Cove and passes through the northern portion of Callan Park.

The pedestrian route along Balmain Road and Darling Street has suitable topography for mobility-impaired pedestrians. The route is well lit and has a significant length of awning cover.

There are signalised pedestrian crossing facilities at two locations along Balmain Road – Wharf Road and Cecily Street. Pedestrian refuge crossings are provided at a number of points and there is a pedestrian crossing on Perry Street at Glover Street.

Public Transport

Bus routes L37, 440, 444 and 445 travel along Balmain Road and provide direct links to Callan Park to and from Balmain East, City (via Parramatta Road), Leichhardt, Haberfield and Campsie. Victoria Road is a major bus corridor for buses travelling to and from the City. Callan

Park is approximately 400m from Victoria Road bus stops which are serviced by at least nine bus routes, including Route No. 500, 501, 504, 506, 507, 510, 515, 518 and 520.

Lilyfield Light Rail Station is located approximately 600m south of the boundary of Callan Park and can be accessed by walking along Grove Street (approximately 8-10 minute walk). The light rail line currently provides transport to Darling Harbour and Central Railway Station.

Access and Vehicle Circulation

- Four main vehicle accesses exist for Callan Park, namely:
 - Park Drive at Balmain Road opposite Cecily Street (signals) – Gate A – main entrance for the university and childcare centre.
 - Cottage Way (NSW Ambulance Service) at Balmain Road opposite The Boulevard (unsignalised) – Gate B.
 - Wharf Road at Perry Street (signals).
 - Glover Street (unsignalised) – includes various accesses into the west of the site at Rozelle Hospital (Daintree Lodge).
- Based on data collected in 2001, it was estimated that Callan Park generated in the order of 300-400 vehicles per hour during the AM and PM peak hours (Arup 2007). Based on the data collected in 2008, it is estimated that the site-generated traffic was in the order of 350-400 vehicles per hour during the peak hour, which is consistent with the 2001 data. It is noted that Balmain Road carries approximately 1,500 vehicles per hour.
- GTA Consulting undertook 15 minute sample vehicle turning movement counts on Wednesday 9 June 2010 during the PM peak hour, which were used to extrapolate an estimated peak

Area	Area Number	GTA (09/06/2010)			Arup (16/10/2007)		
		Approximate Capacity	No. of parked Vehicles	Occupancy (%)	Approximate Capacity	Max. No. of Parked Vehicles	Maximum Occupancy (%)
SIDS/Childcare Centre	1	37	32	86%	38	32	84%
University Parking ¹	2	218	101	46%	186	135	73%
The Writers Centre	3	29	23	79%	25	11	44%
NSW Ambulance HQ	4	167	258 ²	154%	195	132	68%
Hospital Parking East of Wharf Road ³	5	62	5	8%	62	45	73%
Hospital Parking West of Wharf Road	6	193 ⁴	187	97%	112	101	90%
NGO Parking ⁵	7	25	4	16%	40	20	50%
Sports Field Parking ⁶	8	50	10	20%	51	27	53%

TOP. Figure no. 25 Traffic and parking survey location.
 BOTTOM. Table no. 11 Traffic and parking survey data summary



hour value for each location. Table no. 11 on the previous page contains a summary of the traffic count data from these surveys, and figure no. 25 on the previous page highlights the locations where these surveys were conducted. The results indicated that the site-generated traffic is consistent with that estimated from the 2001 and 2008 counts.

- The impact of the current traffic generation is distributed across the four access points, which assists in controlling congestion.
- Wharf Road serves the main hospital precinct. As a conduit to the edge of Iron Cove, it accommodates movements to the Broughton Hall precinct and other facilities central to Callan Park and at the foreshore.

Parking

Large portions of the car parking provided within the park were observed to have low usage. This is likely to be due to the closure of many of the Hospital buildings to the east of Wharf Road. This has resulted in areas of parking being available for public use during the day.

Constraints

Walking and Cycling

There are some general access restrictions for pedestrians into Callan Park, including:

- A low wall along most of the Balmain Road frontage
- Access from the east is restricted by a wall along Manning Street and the existing substation

The pedestrian network within Callan Park is fairly limited. Pedestrians typically use the road network and share with vehicles due to the road connectivity and all-weather surface. Existing pedestrian desire lines are not being met, with evidence on site of preferred routes



TOP. View through the historic gateway into Callan Park
BOTTOM. Unregulated parking within the NSW Ambulance precinct

within grassed and unsealed areas.

The signalised crossings of Balmain Road along the site frontage are located approximately 800m apart, meaning there is a large portion of the site frontage that does not have a safe crossing point.

The Bay Run route is well used by both pedestrians and cyclists but currently needs maintenance to address existing path inconsistencies, including path dimensions, surface finishes and signage. There is also inconsistency along the route as to the type of use being catered for, with path types ranging from sealed separated pedestrian and bicycle paths to unsealed shared paths.

Public Transport

Heavy rail is not presently a viable option for travel to Callan Park, with the closest railway station located in excess of 2km to the south.

Re-routing of buses through Callan Park has previously been not supported by Transport NSW due to the resulting increase in travel times. Re-routing through the park would add to the bus travel time going through the site when compared to travel along Balmain Road alone. There are already five bus stops located along the Balmain Road site frontage which service Callan Park and seek to limit the walking distance to a bus stop from all land uses of the site. Manoeuvrability for buses within Callan Park could also be difficult due to the narrow and circuitous alignment of the existing roadways. Council are still supportive of a potential re-route along Mary Street and Glover Street to service the recently upgraded Leichhardt Park Aquatic Centre and would like the option to be pursued again as part of the Callan Park Master Plan.

Access and Vehicle Circulation

The current road network within Callan Park is narrow, circuitous and offers limited passing or overtaking areas, which is conducive to a low speed environment. Whilst this is a constraint in terms of vehicle accessibility, the typically low vehicle speeds provides a safer road environment for pedestrians and cyclists.

The road network adjacent to Callan Park typically operates with a high level of congestion in the AM Peak and PM Peak periods. This leads to significant delays for vehicles using the network. It is also typical for delays to occur in the Rozelle area outside of the normal AM Peak and PM Peak periods. This includes delays on the weekend due to sporting activities, as well as before and after events held at Leichhardt Oval and surrounds (including Rugby League matches and the Leichhardt Organic Food Market at Orange Grove Public School).

The most critical intersection near the site is Victoria Road and Darling Street, which regularly operates at capacity and with significant delays. Vehicles accessing Balmain Road and Callan Park through



this intersection currently experience delays, which are expected to continue into the future.

The intersections with the City West Link Road also operate at capacity, with limited green time allocated to the cross streets of James Street, Norton Street, Balmain Road and Catherine Street. As a result, vehicles accessing Callan Park via the City West Link Road are currently delayed and would continue to be in the future.

A large percentage of the existing road network within the site requires immediate maintenance work or will do so within the next three years.

Parking

Observations on-site indicate a high level of parking demand near the NSW Ambulance HQ. As indicated in the parking survey results, the observed parking occupancy was greater than 100% of the available (formal) parking spaces. Parking was observed on grassed areas as well as within the road reserve, resulting in the narrowing of trafficable road space. The demand for parking quickly dropped a short distance away from the Ambulance HQ area. The large car park located near Gate B was filled beyond capacity with cars parking on the adjacent grassed areas. There is currently a significant car parking supply in the area although the on-site observations indicate that this is insufficient for the facility's current use and travel mode split.

On busy weekends the demand for parking associated with the playing fields exceeds the available supply, resulting in vehicles being parked inappropriately on ecologically sensitive areas along the waterfront. There is the potential for the number of playing fields to be expanded in future, which would further impact on the existing formal and informal parking supply. On most weekdays, the demand for parking along the waterfront is low.

During large events at Leichhardt Oval, particularly West Tigers Rugby League matches, there is a significant amount of overflow parking occurring within Callan Park.

Opportunities

Walking and Cycling

There are opportunities to improve access to and within Callan Park for pedestrians and cyclists, including:

- Increasing overall movement access into and throughout the site, allowing pedestrians and cyclists to easily negotiate all areas and land uses
- Reducing pedestrian/vehicle conflict by providing dedicated pedestrian only or shared bicycle and pedestrian facilities
- Designing paths to safely accommodate the range of expected users and minimise conflicts between pedestrians and cyclists
- Designing paths that offer better access for mobility impaired pedestrians, including wheelchair users and people with prams.

Additional pedestrian access points could be provided along Balmain Road in order to create a more open entrance and encour-

age greater pedestrian use of the park. Additional pedestrian access points would improve access to the public transport facilities along the site frontage, which includes five public bus stops and a link to the Metro Light Rail.

As stated within the Callan Park Land Use Plan Transport Assessment (Arup, 2007), there are future plans to provide a new signalised crossing point of Balmain Road at Cottage Way (i.e. access to the Ambulance HQ driveway). The timing and status of this proposal is unknown. However, there is an opportunity to improve this location, together with the other signalised locations, as major pedestrian entry points.

The Bay Run route, which is well used by both pedestrians and cyclists, currently needs maintenance. Missing sections of the path could be sealed and upgraded to complete the existing route around Iron Cove. It is noted that the Sydney Harbour Foreshore Authority (SHFA), who is responsible for the maintenance of the foreshore area along the north side of Callan Park, is planning to upgrade the existing unsealed section of the Bay Run, with a Development Application to be submitted shortly to Council which is likely to address existing issues associated with inconsistencies along the route (i.e. dimensions, finishes, signage, design user, etc).

Balmain Road is a strategic bicycle route in accordance with the Leichhardt Bicycle Strategy, providing a connection between Leichhardt and Balmain. Leichhardt Council has plans to improve the on-road bicycle facilities along this route adjacent to Callan Park through the provision of a bicycle lane, which is scheduled for construction during the 2010/2011 financial year.

Public Transport

The State Government's Metropolitan Transport Plan, (draft released in 2010) allocated funding to extend the light rail line from Lilyfield to Dulwich Hill. This would increase the catchment area for light rail users and allow for connections to Parramatta Road bus services and the Western heavy rail line.

An existing ferry service from Circular Quay connects to West Balmain and Birkenhead Point, but does not currently pass under the Iron Cove Bridge and/or service the site. The Master Plan could investigate the opportunity to service the Leichhardt Council side of Iron Cove via ferry.

The capacity and quality of the bus stop facilities along Balmain Road could be improved.

It is noted that Council has included in its 2009-2013 Management Plan the need to prepare an Integrated Transport Strategy in collaboration with neighbouring Councils in the inner west. The preparation of this strategy is currently being commissioned and is due for completion in late June 2011.

Access and Vehicle Circulation

There is a proposal to signalise the intersection of Balmain Road and Cottage Way (Ambulance HQ driveway). This would improve safety for vehicles accessing the site, particularly vehicles exiting, and reduce the delays for vehicles exiting the site during the peak periods.

Parking

Parking could be formalised:

- Along the waterfront to avoid ecologically sensitive areas
- In other areas to avoid interference in the operation of the road network and blocking of pedestrian or cyclist desire lines.

The Master Plan can investigate how best to formalise parking and traffic arrangements within Callan Park.

Risks

Walking and Cycling

There is a risk that actively discouraging vehicle access to the site in favour of walking and cycling will marginalise or discourage regional users in favour of local users. From a regional context, it was identified as part of the Leichhardt Council Recreation and Open Space Needs Study (Stratcorp Consulting, 2005) that 75% of visitors to Callan Park were residents of the Leichhardt LGA, with 25% travelling to Callan Park from outside the local area.

It is important to balance access for walking and cycling with the access requirements for motorised movements within Callan Park.

Public Transport

Due to the existing and potential future road network congestion, there may be difficulties in providing additional bus services in the area.

There is a risk that future public transport services (particularly buses) will not be suitably responsive to increased demand created by focussing on reducing private vehicle access to Callan Park.

TOP LEFT. An established pedestrian desire line through Callan Park



Access and Vehicle Circulation

There is a risk that new uses within the site could increase the number of vehicles circulating within the site and adding to congestion on the surrounding road network. It is important to discourage travel to Callan Park by car whilst still maintaining a balance between motorised and non-motorised users.

Parking

If existing parking demand is not properly catered for, then illegal and inappropriate parking could continue to occur.

Expectations

The key expectations of the Callan Park Master Plan's traffic and transport planning are:

- A Master Plan which considers all aspects of active travel and aims to provide a sustainable transport outcome from the provision of an integrated transport network of walking, cycling and public transport.
- Vehicular traffic within Callan Park is to be controlled and the provision of new accesses avoided, with a focus towards allocating priority to pedestrian and cyclist traffic within the site. This is consistent with the principles identified in *The Future of Callan Park: A Suggested Vision and Way Forward* (Friends of Callan Park, 2003).
- Appropriate parking provisions throughout Callan Park will be identified and incorporated.
- Design responses should ensure that any increases in land use intensity do not impact negatively on the surrounding road network.
- Good access should be maintained to public open space within Callan Park, including the existing playing fields.
- Identify, if any, mitigating works required to the surrounding road and footpath network as a result of potential future development.

Bibliography

- Rozelle Hospital Site, Draft Master plan for Future Use, Assessment of Traffic and Transport Implications, Transport and Traffic Planning Associates, April 2002
- Callan Park Land Use Plan Transport Assessment, Arup, November 2007
- Callan Park Land Use Plan Transport Management and Accessibility Plan, Arup, April 2008
- *The Future of Callan Park: A Suggested Vision and Way Forward*, Friends of Callan Park, 14 August 2003
- Callan Park, Utilities and Pavement Condition/Capacity Report, URS, 28 April 2008

CONSULTATION SUMMARY

City Marketing

Stage one resulted in the following contributions from the community consultation processes:

www.callanparkyourplan.com.au

Between June 28th and July 20th the project web site was open for public comments. During this period the community was invited to make comments on the discussion papers that were uploaded onto the project web site as well as make site specific and non site specific comments on the collaborative map. The following statistics were generated during this stage of the web based consultation:

- 4,525 Visits
- 27,810 Page views
- 6.15 Pages/Visit
- 770 registered users
- 448 comments on the collaborative map
- over 3000 agrees to the comments

Stage One Workshop

The first project workshop was held on 26th June at Balmain Town Hall. The workshop was opened by the Mayor of Leichhardt Jamie Parker and attended by over eighty individuals. During this first workshop 1076 comments from table based group discussions were logged.

Stage One Survey

At each stage of the consultation a survey has been developed and distributed at workshops and linked to the project web site. During stage one there were 298 responses.

Executive Summary

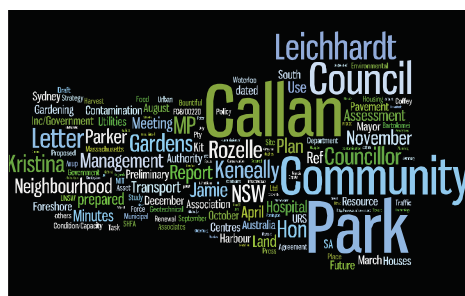
In June 2010 a multi-disciplinary consultant team led by McGregor Coxall were appointed to develop a master plan for Callan Park.

– To deliver a community led master plan the consultant team has developed a consultation strategy that uses a mix of web based technology and traditional workshops. Throughout the master plan process the community will be asked to put forward their views on the issues that matter using the project web site to indicate their preferences.

During the first stage of the master plan the consultant team reviewed background studies and reports, carried out site inspections and working with Leichhardt Council officers to develop papers to inform a discussion with the community and draw out the key issues that the master plan process should address.

The draft discussion papers were uploaded on to the project web site and presented to the community at a Saturday workshop. The discussion papers covered the following thirteen topic areas:

- Callan Park (Special Provisions) Act 2002
- Site history
- Public space and community space
- Geography and environmental
- Education and cultural land uses
- Community Groups
- Mental health
- Recreation and open space
- Transport and access
- Contamination and remediation
- Building assessments and costs
- Asset management and infrastructure
- Financial model



Over one and a half thousand unique comments were logged during the first stage of the project. These comments were either general or related to one of the thirteen topic areas.

The majority of the stage one comments were generated through the first community workshop, these comments were typically non site specific. The mechanism for collecting comments through the project web site was the collaborative mapping tool. This feature allowed registered users of the project web site to make either site specific or non site specific comments according to the topic areas. Another feature of the collaborative map was the ability to 'agree' with other comments.

This stage one work sets out the site issues and opportunities in relation to the following areas:

Each comment was thematically coded in an attempt to identify unifying principles. Although the original intention was to code as

Theme	No. comments
Callan Park (Special Provisions) Act 2002 and SEPP56	51
Site history	54
Public space and community space	99
Geography and environmental	94
Education and cultural land uses	31
Community groups	72
Mental health	58
Recreation and open space	86
Transport and access	102
Contamination and remediation	96
Building assessments and costs	103
Asset management and infrastructure	119
Financial model	111
TOTAL Workshop Contributions	1076

sub-sets of Council's discussion themes, it soon became clear that community thought processes could not so easily be corralled within these themes.

For example, discussion about Public and Community Space included considerable discussion about access to Callan Park by car, public transport and bicycle. Discussion about Transport included commentary on mental health services, sport and recreation, and art, music and volunteering. Discussion about Heritage and Site History included commentary on governance, social ventures, work experience and funding.

Across all themes, there was consistent commentary about the need for funding, the need to retain the Callan Park (Special Provisions) Act 2002, and the desire for a new model of governance to manage and maintain Callan Park. There was also a general desire to know more about the Callan Park (Special Provisions) Act 2002 and to better understand planning provisions and planning terminology.

Workshop Discussions

Asset Management and Infrastructure

Of the 51 contributions to this theme, 2 recommended maintaining the Callan Park (Special Provisions) Act 2002 and another 2 noted the group's endorsement of the consultant's draft recommendations. 13 were assorted comments and suggestions that included statements like:

- 'Sue SHFA for negligence? Potholes are a safety issue'
- 'Review confusion about what Council owns or controls'
- 'Identify issues and repairs and put into a hierarchy'
- 'All pavements need repair or relocation of removal'

There was a strong focus on environmental sustainability, with 11 suggestions like this

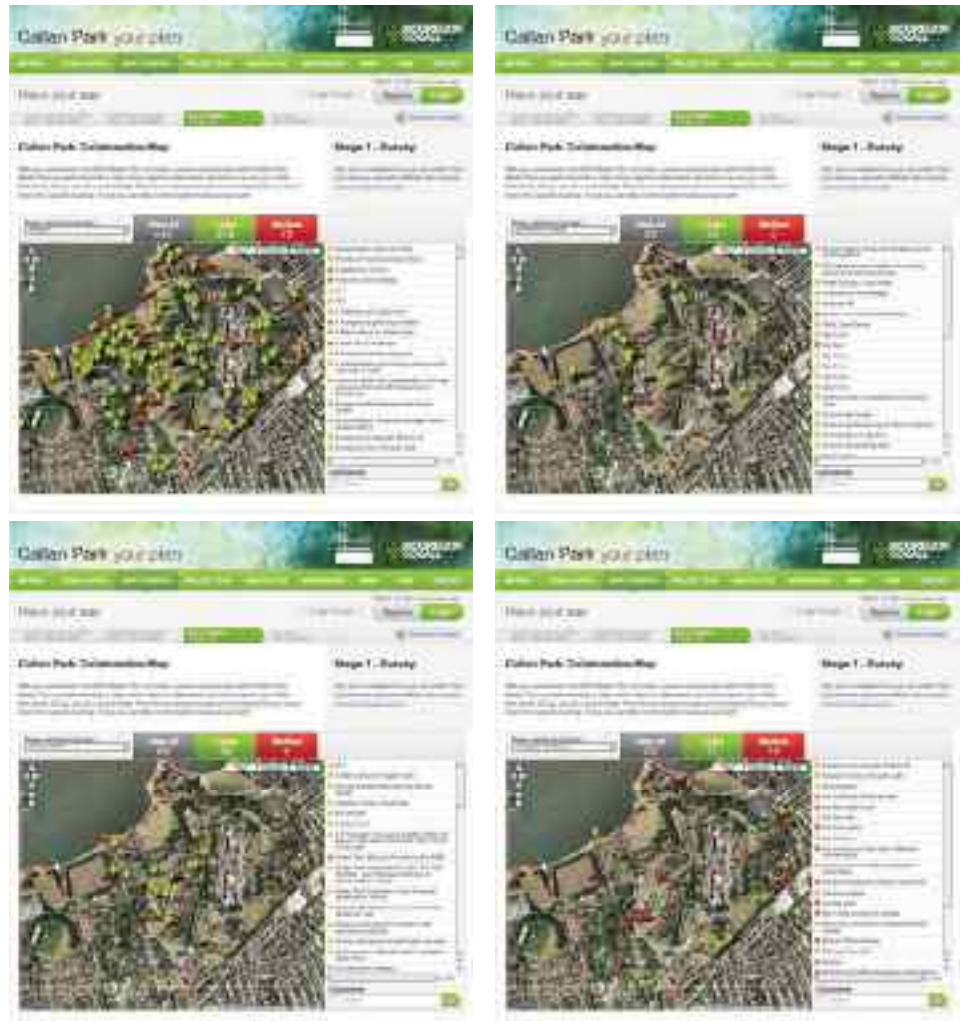
- 'Solar electricity in farms and gardens'
- 'Water capture facility'
- 'Wind energy systems'
- 'Infrastructure as sustainable as possible'
- 'Solar panels - selling to the grid'

Heritage was a focus for 9 comments like this:

- 'Weighbridge restoration'
- 'New buildings should reflect today, while respecting and being sensitive to the heritage buildings'
- 'Interpretive to be conscious of the historic significance of layers on the site for all items – whether 'heritage significance' or not'

TOP. Stage one Wordle

TOP RIGHT. Table 12 Theme and Comments



ABOVE LEFT. Screen shots from the stage one workshop showing the collaborative map

BELOW RIGHT. Photos from the stage one community workshop event held in Balmain Town Hall

Issues	Opportunities
<p>7 comments were about open space and design quality:</p> <ul style="list-style-type: none"> – 'Palette of street furniture includes bubblers, (for dogs too), and dog poo removal' – 'Reduce the matrix of roads, extend green spaces' – 'Infrastructure income, sports field rental, should go straight back to Park, not consolidated revenue of Council' <p>5 contributions focused on uses at the site, e.g.:</p> <ul style="list-style-type: none"> – 'Cafes and support retail to raise money' – 'Work experience participants can provide labour through Projects in Partnership with management of Callan Park' <p>2 comments were specifically about governance:</p> <ul style="list-style-type: none"> – 'Site should be run by a Trust (e.g Centennial Park Trust) not Council' – 'Infrastructure income, sports field rental, should go straight back to Park, not consolidated revenue of Council' <p>Issues drawn from this discussion:</p> <ul style="list-style-type: none"> – Governance – Sustainability – Heritage Interpretation – Open Space – Design Quality – Uses on the Site <p>Building Assessment and Costs</p> <p>Of the 54 contributions to this theme, 1 noted the group's endorsement of the consultants draft recommendations, 1 called for urgency, 1 recommended a lottery to fund maintenance and restoration, 1 was concerned with the noise impact on surrounding facilities, 1 raised the issue of ownership, 1 recommended adhering to the Burra Charter, 1 sought assurances that access to open space would be maintained, 2 mentioned opportunity costs and 3 noted that existing financial reports from 2002 and 2007 would no longer be relevant.</p> <p>19 made suggestions about governance e.g.:</p> <ul style="list-style-type: none"> – 'Parramatta Park – State Government trust funded by state government' – 'Centennial Park Trust Model' 'Develop a Trust with various stakeholders to administer, develop and manage Callan Park' – 'Costs should be contributed to by both state/ Federal Government – Council has reduced numbers of ratepayers – Callan Park is a state asset needs state responsibility, not Council' <p>16 contributions focused on uses at the site, e.g.:</p>	<p>CALLAN PARK VISITORS</p> <p>7 comments were about open space and design quality:</p> <ul style="list-style-type: none"> – 'North Sydney Area Health Sculpture program needs location for works' – 'Create cafes to support Arts facilities' 'Opportunities to use some of the existing buildings to raise funds' – 'Would be that park is not so commercialised that it needs to pay for itself' – 'Is there scope (within Callan Park act) for community groups who wish to use/lease buildings to raise money for heritage restoration and maintenance?' – 'SCA – sculptures / Art / Festivals' 3 suggestions focussed on sustainability: – 'Use green technology to upgrade park' 'Solar rainwater tanks' <p>4 saw synergies between different uses:</p> <ul style="list-style-type: none"> – 'NGO's linked to Master Builder's groups or plumbers etc (i.e. apprentices can work and learn)' – 'TAFE students involved with renovations as an ongoing program e.g Heritage restoration, plumbing, electrical, carpentry, landscape restoration, stonemasonry' – 'University students – design, Heritage assessment' <p>Issues drawn from this discussion:</p> <ul style="list-style-type: none"> – Governance – Environmental Sustainability – Financial Sustainability – Uses on the Site – Synergies/ links between activities and uses <p>CALLAN PARK (Special Provisions) Act 2002</p> <p>Of the 54 contributions to this theme, 1 endorsed the consultants draft recommendations, 1 called for urgency, 1 recommended a lottery to fund maintenance and restoration, 1 was concerned with the noise impact on surrounding facilities, 1 raised the issue of ownership, 1 recommended adhering to the Burra Charter, 1 sought assurances that access to open space would be maintained, 2 mentioned opportunity costs and 3 noted that existing financial reports from 2002 and 2007 would no longer be relevant.</p> <p>19 made suggestions about governance e.g.:</p> <ul style="list-style-type: none"> – 'Parramatta Park – State Government trust funded by state government' – 'Centennial Park Trust Model' 'Develop a Trust with various stakeholders to administer, develop and manage Callan Park'

- 'Costs should be contributed to by both state/ Federal Government – Council has reduced numbers of ratepayers – Callan Park is a state asset needs state responsibility, not Council'

16 contributions focused on uses at the site, e.g.:

- 'North Sydney Area Health Sculpture program needs location for works'
- 'Create cafes to support Arts facilities' 'Opportunities to use some of the existing'
- buildings to raise funds'
- 'Would be that park is not so commercialised that it needs to pay for itself'
- 'Is there scope (within Callan Park act) for community groups who wish to use/lease buildings to raise money for heritage restoration and maintenance?'
- 'SCA – sculptures / Art / Festivals' 3 suggestions focussed on sustainability;
- 'Use green technology to upgrade park' 'Solar rainwater tanks'

4 saw synergies between different uses:

- 'NGO's linked to Master Builder's groups or plumbers etc (i.e. apprentices can work and learn)'
- 'TAFE students involved with renovations as an ongoing program e.g Heritage restoration, plumbing, electrical, carpentry, landscape restoration, stonemasonry'
- 'University students – design, Heritage assessment'

Issues drawn from this discussion:

- Governance
- Uses on the Site
- Environmental Sustainability
- Synergies/ links between activities and uses

Community Groups

Of 94 contributions to this theme, most (58 in all) centred around the diversity of community uses that might be possible at Callan Park. There was no dominant suggestion although potential synergies and integration were mentioned most frequently in a long list of potential uses that can be loosely categorised as:

- Arts - creative and performing e.g. 'Opportunities for creative arts practitioners e.g painting, sculpture, photography, studios (like what used to be in Blackwattle Bay in Glebe), gallery and exhibition space'
- Wellness e.g. 'Australian National Wellness University'
- Equity of opportunity e.g. 'establish criteria for selection of NGO's'
- Education e.g. 'reskilling community groups' Synergies and Integration e.g. 'integration of'
- community uses - shared premises and facilities'
- Flexibility - 'flexible, multi-purpose adaptive re- use of buildings for community groups'
- Mental Health - 'community activities that will benefit the people who need vital mental health services'
- Age specific e.g. 'youth drop-in centres' and 'men's shed in conjunction with senior social group'
- General e.g. 'Community Management Organisations'

16 comments were concerned with governance or funding e.g.:

- 'There are already many groups who demand space at Callan Park – need to explore ways to manage leases'
- 'Governance framework essential'
- 'Proactive, enabling governance, 'how can we help?' rather than 'you can't do it!' will maintain community goodwill and drive sound Park development'
- 'There should be a mechanism in leasing wording to ensure groups can manage rentals. Callan Park is not a resource for plunder'

7 mentioned a community garden/City Farm:

- 'Glovers garden is great, expansion of this would be highly desirable'
- 'City Farm' 6 saw potential to improve public space, e.g.:
- 'Toilet facilities and change areas for groups' 'Community uses at night – good solar lighting and'
- secure parking and security'

4 spoke about cycling facilities, 1 about the Heritage Act and 2 about playing fields

Issues drawn from this discussion:

- Balancing uses on the site
- Transparent management and funding
- Synergies between uses
- Community gardening/urban agriculture

Contamination and Remediation

Of 31 contributions to this theme, 8 advocated that the results any contamination studies be made public, 1 felt that remediation was too costly to be practical, 1 felt that nothing should occur until the full extent of contamination is understood.

The balance comprised a variety of comments confirming the need to responsibly deal with contamination:

- 'Medium and long term options are sound'
- 'Want the area clean and safe'
- 'Cap and contain' is in the interests of Council and the community'
- 'Remove dangerous waste wherever possible' 'Solutions found to contamination issues to be able to undertake the uses proposed'

Issues drawn from this discussion:

- Transparency about issues affecting Callan Park
- Removing contamination to enable uses on the site

Educational and Cultural

Of 72 contributions to this theme, 1 felt that this Master Plan was 'not the final option for Callan Park', 1 was a question about dealing with contamination, 2 were about management and governance, 3 were about improving access for cyclists and pedestrians, and 3 were about funding. 4 focused on adaptive re-use, with two of these mentioning the Writers Centre and Sydney College of the Arts as good examples.

- 'Writers centre is a good example of how CP buildings can house artist communities'
- 'Writers centre and SCA are excellent examples of adaptive reuse'

5 mentioned public gardens of some sort, e.g.

- 'Health care gardens'
- 'School gardens'
- 'Co-site to gain momentum and development of a community of gardeners'

6 focussed on the Callan Park (Special Provisions) Act 2002 e.g.

- 'Maintain Callan Park Act' 'Exact nature of Callan Park Act forces us to consider and reconsider options'
- '(Callan Park Act) should not mean that schools can't engage/ interact with Callan Park'

6 commented on site history e.g.

- 'Aboriginal cultural history and interpretation not as prominent as it might be – should not be overlooked'
- 'Raise public awareness of the history/heritage of the Park's previous and current users/uses e.g. clinical history'
- 'Preserve Australian war memorial sties includes harbour bridge model top entry gate'

6 saw potential synergies amongst a variety of uses e.g.

- 'Existing and future leaseholders NOT to operate as islands in separation – need to interact with adjoining uses and activities'
- 'Mental health artists studios including those with the lived experience – anti stigma'
- 'Use the Cornucopia (Gladesville) model of providing training and paid work for people with mental health issues e.g. bushcare gardening, nursery work, etc'

The balance were specific comments about on-site uses. Potential uses include:

- 'An open air theatre, please' 'The introduction of art/cultural/community projects on the site'
- 'Community culture, not just institutions'
- 'Continue existing educational/training use of buildings'
- 'Park is a community facility that has a whole raft of educational opportunities'
- 'Make sure mental health uses reinstated'
- 'Some buildings to continue to be used as mental health facilities'

- 'Multipurpose for use by all'

There was disagreement about potentially linking short term student accommodation to educational and cultural uses, e.g.

- 'SCA accommodation sends the wrong message – it could progress to a large facility that takes over a large portion of the site – NO!'
- 'Potential student housing as part of SCA (acceptable) in so far as it is in the grounds of SCA, if done intelligently, good design etc that does not reduce the amenity of the Park'
- 'Definitely no residential other than mental health facilities'
- 'Student housing a question of balance (of numbers) and community priorities. Should be limited.'

The question of balancing uses on the site was also raised, e.g.

- 'No over-expansion of any particular group e.g Sydney University i.e. do not allow the site to become a campus'
- 'Existing strong cultural institutions - how much do we want to increase this?'

Issues drawn from this discussion:

- Balancing uses on the site
- Transparent management and funding
- Acknowledging the full history of the site
- Synergies between uses
- Community gardening/urban
- agriculture
- Tensions about on-site accommodation

Financial Model

Of 58 contributions to this theme, 1 noted that up-to-date financial modelling is essential, 1 sought further community consultation, 4 mentioned a trust model of governance, and 3 spoke about saving costs by creating training opportunities for apprentices and the unemployed in building, landscaping and maintenance works.

There were 6 contributions about the Callan Park (Special Provisions) Act 2002, 3 wanting the Act to drive financial considerations and 3 seeking clarification of how funds could be raised, under the legislation, from not-for-profit organisations.

The balance of recommendations about funding can be broadly themed as follows:

General:

- 'Determine costs associated with rectification work, improvements

and ongoing maintenance'

- 'To sustain the long term viability of this state asset'
- Funding by government, e.g.
- 'Other councils might be able to contribute \$\$\$' 'Government obligations for its heritage buildings
- exist under the Heritage Act 1977'
- 'The develop of this site plan gives us the opportunity to present to government that the evidence financial subsidy from government is needed'

Funding by events e.g.

- 'Opportunities for new revenue COULD include one-off events'
- 'Develop fees and charges for private events' Funding through innovative thinking e.g.
- 'Produce solar energy to sell to the grid' 'Collect and process green waste for city farm +
- saving council \$\$' 'Increase parking meter costs'

Funding through property rearrangements e.g.

- 'Moving council uses from council sites to Callan Park and on-selling the original sites'
- 'the possibility of loss of heritage buildings and maintenance of remaining may be more financial viable'

Funding through tenant levies e.g.

- 'While Callan Park should not be made a strata plan, some principles of tenant contributions to 'communal maintenance' fund to ensure buildings and landscape are properly cared for and maintained'

Issues drawn from this discussion:

- Transparent management and funding
- Callan Park (Special Provisions) Act 2002

Geography and Environmental

Of 85 contributions to this theme, 2 recommended reducing 'jargon' in Master Plan documents, 1 specifically endorsed the consultant's draft recommendations and 1 recommended involving the community in maintaining Callan Park.

22 contributions sought bold thinking about environmental values, e.g.

- 'Best practice environmental'
- 'Producing electricity to sell to grid'
- 'Stormwater is wasted in Callan Park it could be captured and



BOTTOM. The collaborative map was launched at workshop 1/2



used for watering gardens in summer'

- 'Investigate on-site renewable energy generation'
- 'Enhance biodiversity'
- 'No (i.e. zero) carbon emissions'
- 'Become environmentally sustainable re energy and water efficiency'

20 comments were about design and upgrade of open space, e.g.

- 'Maintain bush regeneration and weed eradication'
- 'Existing beaches and waterfront restored and protected'
- 'Having some native vegetation sites fundamental'
- 'Bat management program to prevent over development of bats'

There were 19 contributions about access, e.g.

- 'Addition of ferry stop' 'Perimeter road around whole site'
- 'Absolutely no buses on site'
- 'Improve access to beaches – need to take more advantage of waterfront – improve walking access to beaches'

6 commented on the historic nature of the landscape, e.g.

- 'Heritage value of landscape – 150 year old trees around Larry Owen House'
- 'Historical trees and gardens maintained' 5 saw a need for co-ordinated management of
- the site. 6 saw potential synergies amongst uses e.g.
- 'Addison Road Marrickville as a model'
- 'To group (consolidate) uses to encourage financial and management efficiencies to not 'scatter'
- 'Ceres Melbourne as a model'

Issues drawn from this discussion:

- Environmental Sustainability
- Design quality public/open space
- Heritage landscape values
- Access into and around the site
- Synergies between uses
- Governance - co-ordinated management

Mental health

Of 102 contributions to this theme, 1 noted that the coalition has stated it wants a mental health facility, 1 saw the need for a transparent method of selecting services for the site, 1 specifically mentioned better paths for walking, 1 recommended bringing back Spike Milligan as an ambassador, 1 envisioned a Centre for Mental Health Excellence, 2 saw opportunities to introduce a centre to research the cause and effect of mental health problems, and 2 mentioned specific buildings for potential re- use as mental health facilities.

12 comments sought a definition of, or sort to define, the appropriate mental health services to be provided at Callan Park, e.g.

- 'Defining what type of mental health services should be provided on site'
- 'Define 'mental health facilities' 'Include long term non acute and hostel care and
- rehab, respite care'
- 'Develop medium and long term mental care'
- 'Recovery oriented models'
- 'Use part of the site for full time residential health care of youth with acute disabilities'
- Explore possibility of using existing cottages on Wharf Road and those below Ambulance centre for residential post acute care (as in the past)

9 commented on Callan Park's historical use as an asylum, e.g.

- 'From 1877 it has been a mental health hospital – maintain it'
- 'Historically Callan Park has always provided housing for mental health patients'
- 'Continued traditional uses for care for mental illness'

10 noted existing community support for mental health services on site, e.g.

- 'The community is supportive' 'Community embracing of mental health facilities
- is in itself a great opportunity'

9 specifically mentioned the need for mental health beds, e.g.

- 'Immediate beds could be provided for mental health care – wards 16/17/18 could be made available for 170 beds for only \$60M less than the price of Concord hospital'
- 'More acute care facilities needed'
- 'NSW has lowest number of psychiatric hospital beds of any country in OECD urgent need for extra dedicated beds'

5 spoke about funding e.g.

- 'Federal funding for state of the art mental health treatment, study and research (NB different funding bodies for education and research)'
- 'Investigate monies being spend on psychiatric problem people and have it allocated to Callan Park 'Hub' care centre'

5 mentioned existing NGOs on site offering services and 3 noted the need to consult with mental health consumers e.g.

- 'People with mental illness have things to contribute and are not consulted directly'

The strongest themes in terms of number and variety of contributions can be best summarised as a desire for integrating mental health services and or/exploring new models of mental health treatment. Professor McGorry (and his statement heralding of heavens 'as yet unknown') was mentioned twice. Other comments, in a large group of 36 suggestions, included:

- 'Carefully plan addressing stigma – direct contact with edu/culture/ community rather than being siloed and separate'
- 'Space for people with lived experience of mental illness to offer education workplace training, community education to community and health organisations'
- 'Creative arts space prioritised for those with mental health'
- 'Consider bringing together the Arts facility and mental health facilities'
- 'Cornucopia' nursery in Gladesville provide a model'
- 'Mental health (in its broadest meaning) should be a guiding principle for all activities on the site'
- 'People with mental illness do not just need treating – they need to be empowered, integrated with the community – employed at Callan Park and directly consulted on their needs not just via organizations that 'treat them'
- 'Health and wellbeing including mental health residents – a healing place for all'
- 'Open to other organizations and not just the traditional models for treating mental illness and mainstream approaches'

Issues drawn from this discussion:

- Community support for mental health uses
- Differing views about appropriate mental health facilities on site
- Strong support for mental health facilities which integrate with other community uses on site
- Ideas for synergies between mental health services, education, training, sport, active and passive recreation

ABOVE RIGHT. Round table discussions at workshop 1/2

Public and Community Space

Of 96 contributions to this theme, 4 spoke about funding and governance, 2 recommended conservation processes for historic buildings and landscapes, 1 was concerned about the impact of population pressures on Callan Park and 1 recommended guided tours to showcase the history of Callan Park.

27 were concerned with access to and within the site e.g:

- ‘Encourage public transport rather than private vehicle use’
- ‘Bury car parking underground’
- ‘Cycling access to Park, devoted cycleways’
- ‘Gate on front with \$10 admission for cars’
- ‘Rid the Park of cars (perhaps excepting emergency vehicles)’
- ‘Minimise car parking and through traffic’ ‘Manage and provide appropriate car parking and
- travel through the site’
- ‘Also improve pedestrian facilities as existing roads were not established with a public park in mind’

12 contributions mentioned active and passive recreation, e.g:

- ‘Free flowing – don’t want to feel like use of park is impeded by other uses’
- ‘Passive and tranquil aspects of the site should be preserved and explored further for the site as a whole’
- ‘There should be maximised opportunities for all local sports to play in Callan Park. Could add more sports facilities e.g. more ovals, tennis courts etc’

12 mentioned specific potential improvements to open space, e.g.

- ‘Fundamental facilities needed if we are to improve open space opportunities on site e.g. toilets, café, waste facilities’
- ‘Introduction of BBQ/Picnic areas’ ‘Need to have areas (large) where big dogs can
- be off leash – not in high community traffic areas’ ‘Community gardens’

10 focussed continued public access to open space e.g.

- ‘That the park is available to everyone’ ‘I do not believe that the Callan Park Act restricts
- the diversification of public space opportunities’
- ‘Privacy – e.g. uses of buildings need not to be fenced off

22 spoke about integrating different uses and activities within the public spaces:

- ‘Shared space for exhibiting visual arts’ ‘Provide training and research facility for mental
- health’
- ‘Mental health residents could work with community nurseries – cultural significance’
- ‘Radio museum annex’ ‘UTS and Communicare Innerskill – support for
- maintenance of Park’
- ‘E.g high class restaurants, function centres, artists studios’
- ‘To create a creative hub for Sydney, access and grow the existing creative diversity and resources in our area, e.g outdoor workshop’
- ‘Encourage more arts/cultural/integrated uses’

3 expressed a desire that the Master Plan efforts would complement and meet the objectives of the Callan Park (Special Provisions) Act 2002, and another 2 recommended that the site be considered as a whole in decision making.

Issues drawn from this discussion:

- Public vs Private transport
- Active vs Passive recreation
- Access to open space
- Synergies between uses
- Callan Park (Special Provisions) Act 2002

Recreation and Open Space

Of 103 contributions to this theme, by far the most discussed active and passive recreation, sometimes exhibiting community tensions around this theme.

36 discussed active vs passive recreation e.g:

- ‘Concern that the voice of organised recreation be not out of proportion to larger community.’
- ‘Need more sports fields and facilities’ ‘Existing sports fields should be restored and

- maintained but not extended’
- ‘Recreation is not just about large sporting groups and clubs’
- ‘Possibility of the whole of Callan Park being designated off-leash’
- ‘The most beneficial recreational areas/activities for youths and teenagers are sport, team sport and clubs in particular’
- ‘More sports fields and facilities’
- ‘What about the passive needs of older people. It is not just about dog walkers, children, birds and sports people’
- ‘We support all forms of recreation’

32 suggested (or disagreed with) new facilities e.g:

- ‘Make more uses of spaces by combining uses of space’
- ‘Park infrastructure – toilets, bbqs, covered shelter.’
- ‘Disagree with formalising running, walking, and cycling circuits’
- ‘Sensory gardens for mental health ’
- ‘Spaces should be for a multitude of ages and
- activities’
- ‘Involvement of local schools in the area – create installations, outdoor learning areas, variety of access and experiences of different spaces’
- ‘Use existing buildings as clubhouse’
- ‘Locations for new/additional sports fields DEFINITELY limited by existing trees and buildings’
- ‘Enable the space to be used by differing people/ groups for varying lengths of time (short v long- term)’
- ‘Amateur theatre groups and workshop area’

14 were concerned with access to and within the site e.g:

- ‘Car use in Callan Park should be reduced’
- ‘Sporting groups should be encouraged to adopt active transport (walking, cycling, public transport) to get to soccer fields
- ‘Cycleway paths and walkway paths should be separated’
- ‘Parking needs rationalising’

6 were concerned with preserving access to public open space, e.g.

- ‘Additional sporting facilities may impact on vistas’
- ‘Maintain open space’
- Relocate playing fields away from foreshore areas
- and re-allocate these areas for passive recreation

8 saw potential for linkages and synergies amongst varying uses e.g.

- ‘A way to ‘image’ the site as a whole’ ‘Swimming pool can be used for therapeutic care
- and sports events’
- ‘Capacity for multiple groups and differing interests to work/co-operate co-existingly in the spaces’
- ‘Involvement of local schools in the area – create installations, outdoor learning areas, variety of access and experiences of different spaces’

3 spoke about issues of funding recreational facilities, 2 recommended self-guided walking tours relating to the ecological history of the site, 1 recommended renewing existing gardens and 1 recommended removing the walking track from rock engravings at Callan Point.

Issues drawn from this discussion:

- Cars vs Cycles and Walking
- Active vs Passive recreation
- Access to open space
- Cultural vs Sporting recreation
- Ideas for synergies between mental health services, education, training, sport, active and passive recreation

Site History

Of 119 contributions to this theme, 1 mentioned access by walkers and cyclists, 2 saw the Callan Park (Special Provisions) Act 2002, as offering unique opportunities for the site, 2 specifically endorsed the consultant’s draft recommendations, 3 were concerned with continued access to open space and the foreshore, 2 sought a ‘green star’ rating for Callan Park and 1 envisioned ‘an international model of community spaces, mental health facilities’.

34 comments were about recognising the full sweep of Callan Park’s history, e.g.

- ‘Acknowledgement of pre-colonial heritage – aboriginal’
- ‘Early white settlement ‘sailors’ rock carvings preservation’
- ‘Remember those who have lived and died at the site’

STAGE 1 WORKSHOP - HAVE YOUR SAY - HEADLINE COMMUNITY ISSUES AND OPPORTUNITIES								
Asset Management and Infrastructure	Governance	Sustainability	Heritage (interpretation on site)	Open Space (design quality)	Uses			
Building Assessment and Costs	Governance Financial Sustainability	Environmental Sustainability	Heritage		Uses	Synergies/ links between activities and uses		
Callan Park (Special Provisions) Act 2002	Governance	Environmental Sustainability			Uses	Synergies/ links between activities and uses		
Community Groups	Governance (transparency)			Open Space (urban agriculture)	Uses (balance)	Synergies/ links between activities and uses		
Contamination / remediation)	Governance (transparency)				Enabling Uses			
Educational/ Cultural	Governance (transparency)		Heritage (document and celebrate)	Open Space (urban agriculture)	Uses (balance) Uses (tension)	Synergies/ links between activities and uses		
Financial Model	Governance (transparency)							
Geography/ Environmental	Governance	Environmental Sustainability	Heritage	Open space access		Synergies/ links between activities and uses	Access into and around site	
Mental Health					Uses (define) Uses (seek agreement)	Synergies/ links between activities and uses		
Public Space/ Community Space				Open Space access Open Space Active vs Passive recreation		Synergies/ links between activities and uses	Public vs Private Transport	
Recreation and Open Space				Open Space access Open Space Active vs Passive recreation	Uses (cultural vs sporting)	Synergies/ links between activities and uses	Cars vs Cycles and Walking	
Site History and Heritage	Governance		Heritage (document and celebrate) Best practice		Uses (adaptive re-use)	Synergies/ links between activities and uses		
Transport						Pedestrian/ cycle/ car balance Public transport integration Parking management and control		

Callan Park (Special Provisions) Act 2002

- 'Acknowledgement of history of the site for mental health'
 - 'Respect all the layers of history (pre-contact, landed gentry, soldiers, hospital)'
 - 'Need to 'record'; the history of indigenous, mental health and returned servicemen'
 - 'Express the layers of history in the landscape design e.g. interpretive information, art installations, community created art, mosaic'
 - 'Don't lose or 'wipe away' the history of the site' 28 spoke about management and funding, e.g.
 - '\$ required to conserving, maintain, operating of buildings – who pays????'
 - 'Federal Government grants'
 - 'Possible communal 'moneypot' fund for managing landscape gardens and exterior of buildings'
 - 'Appoint a person responsible for governing and developing opportunities for students e.g. architects, engineers, to work on restoration of buildings Uni projects'
 - 'Holistic management' 'Long term management structure that will support co-ordination'
 - 'Funding prospects improve as site 'branding' as inner west jewel/ regional park gains traction'
 - 22 commented on uses, e.g.
 - 'Adapting certain buildings for use by sporting and athletic clubs and activities'
 - 'Communicate/ innerskill'
 - 'Social ventures'
 - 'Removing or adapting buildings of low, neutral or intrusive levels of significance'
 - 'Callan Park Museum – site museum and medical museum'
 - Workshop Discussion: Site History and Heritage 5 spoke about funding e.g.
- 16 were comments about conservation processes e.g.
- 'Potential tension between conserving building e.g. with heritage incentives and allowable uses'
 - 'Ensure uses and interpretation of landscape is not 'second fiddle' to buildings'
 - 'Maintain heritage gardens, buildings, health care introduced in 1877'

ABOVE RIGHT. Table 13 Stage one workshop

- 'Aboriginal sites and access and preservation' 6 contributions were about potential to involve
- the community in heritage restoration e.g.
- 'Facilitate local community groups with the skills to formulate conservation policy and implement it with community volunteers'
- 'Create a regulated, insured program which allows (already willing) community members to prove their qualifications to participate in working bees to contribute to site reconstruction'

2 saw potential for synergies e.g.

- 'Repositioning the site from a Mental Institute to a more community based facility with a variety of services'
- 'Consumer places e.g. men's shed, art retreat, training run by consumers (mental health)'

Issues drawn from this discussion:

- The need to document and celebrate the history of the site, on site
- Governance
- Adaptive re-use
- Best practice conservation
- Synergies
- Involving the community

Transport and Access

Of 111 contributions to this theme, 1 identified road maintenance as an issue, 1 saw the need for better signage, 1 wanted horse riding, 1 commented on the need for night lighting, 1 saw a need for effective management and 2 thought more consultation was needed about transport and traffic.

16 contributions were about pedestrian priority, e.g.

- 'Separate road and walking paths'
- 'Create coherent pedestrian system'
- 'Improve crossing points to the site (using signals but no lights)'
- 'There seems to be less car /pedestrian / bike conflict in Centennial Park for example – look at what they have done to manage this?'

16 comments were differing views on parking, e.g.

- 'Parking must be controlled'
- 'Parking meters'
- 'Parking area should be perimeter not in middle of the park'
- 'Take parking away from the foreshore' 'Parking confined to outside Park. Car access
- allowed for drop-offs'
- 'Helping families trying to get in and out for kids soccer matches would be desirable – inadequate parking for these exists. Is it possible to create more entry points directly to sports fields?'

There were 13 contributions about cars, e.g.

- 'Car access and use should be minimised and defined carefully'
- 'Regular scheduled vehicle free days'
- 'Consider whether Callan Park (like other international parks (e.g. Central Park) should be a car free park'
- 'Anything that can be done to reduce circulating vehicles would be good'

12 comments related to cycling, e.g.

- 'Bike infrastructure'
- 'Bike education circuit' 'Bike tracks/routes/ strengthened'

8 were about access points e.g.

- 'Park is difficult to access from multiple areas' 'Remove stone wall at front Balmain Road'

8 wanted to integrate transport systems e.g.

- 'Integrate access to park with public transport' 'The use of the Park is regional and transport should
- be integrated on local and regional levels'
- Workshop Discussion: Transport

7 comments seemed to be about uses and their impact on site traffic movements e.g.

- 'Arts, music, volunteering'
- 'Building lessees'
- 'New and old uses will change the dynamic of the site'

7 contemplated access by water e.g.

- 'Facility for small public mooring – limit boat size'

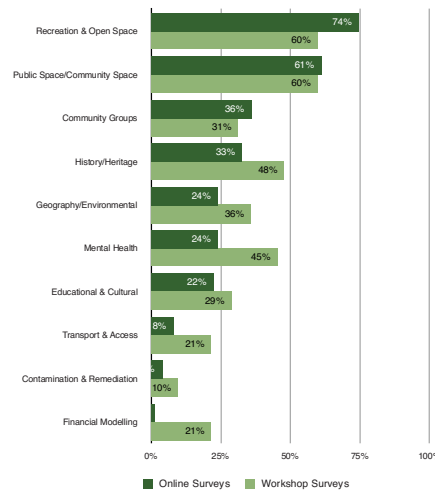
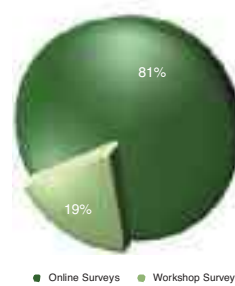
- 'Ferry to various stops' 'Ferry/water taxi access'
- 9 were about bus services or a shuttle bus service on site e.g.
- 'Buses to and from Metro Link' 'Community bus/government bus that does a
- loop through the Park'
- 'Mini bus to enable access for all to the full extent of the Park'
- 4 referred to the Callan Park (Special Provisions) Act 2002 e.g.
- 'Callan Park Act must be observed and its intent and objectives in Master Plan process and ends'

- 'Callan Park Act must be respected for its principles and the principles of the Burra Charter throughout'
- 3 considered the impact of park use on external traffic e.g.
- 'Any increased usage of park should not impact surrounding streets parking and traffic volume'
- 'Callan Park Act must be respected for its principles and the principles of the Burra Charter throughout'

Issues drawn from this discussion:

- Pedestrian/cycle/car balance
- Parking management and control
- Public transport integration
- On site movements at peak times

298 Surveys Completed in Stage 1



Stage 1 Surveys

During Stage 1 of the Master Plan, a survey which addressed the main themes of this stage was distributed at the Workshop held in Balmain Town Hall on 26 June. This same survey was recreated on callanparkyourplan.com.au between Monday 28 June and Friday 23 July.

LEFT. Stage one survey summary charts

Headline Results - Combined

Main interest in Callan Park	Recreation and Open Space	71%
Frequency of Visiting Callan Park	Weekly	38%
Main expectation of Master Plan	Identify ways to fund maintaining and improving Callan Park	37%
% respondents living in LGA		63%

Question 1

Respondents were asked to identify their main interest in Callan Park, from a list comprising the Stage 1 'themes' identified by Council. Multiple responses were allowed.

Recreation and Open Space, and Public and Community Space were nominated most frequently in both surveys.

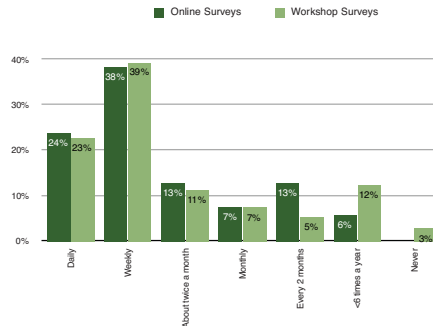
Almost half of the Workshop respondents were also interested in Mental Health (45%) and History/Heritage (48%). Although Online respondents also nominated these themes, the frequency of nomination was not quite as high: Mental Health (24%) and History/Heritage (33%).

Online respondents nominated Community Groups as the third most important issue for them (36%).

Question 2

Respondents were asked to describe how frequently they use or visit Callan Park.

The results were remarkably consistent across the two groups, with more than half the respondents using Callan Park weekly or daily.



Question 3

Question 3 was an open-ended question that asked respondents to describe the main purpose of their visits to Callan Park.

282 respondents answered this question in their own words.

It is possible to summarise the majority of the responses into broad themes:

Question 3: What is the main purpose of your visits to Callan Park?	
Theme	Sample Comments
Walk	'Walking exercise, enjoying the environment' 'Walking... appreciate nature' 'Taking my kids for a walk' 'Walking in peace and quiet' 'Walking and playing with children'
Sport	'Sporting activities with my kids' 'Play, coach and watch soccer' 'Childrens sport and bike rides' 'Sport and exercise'
Walk with dogs	'Walking my dog/s' 'Walk with my dog and family' 'Walk the dog and baby'
Recreation	'Recreation and workshops'
Open space	'Open space and greenery' 'Getting fresh air'
Exercise	'Health and exercise' 'Exercise and sport'
Walk/run/cycle	'The Bay Run' 'Recreational cycling'
Heritage	Enjoying the historical buildings'

Main Purpose	Number	% answers
Walk	58	27%
Sport	46	22%
Walk with dogs	42	20%
Recreation	28	13%
Open space	20	9%
Exercise	17	8%
Walk/run/cycle	15	5%
Heritage	6	3%
Total	232	82%

Question 4

Respondents were asked to identify, from four choices, their main expectation of the Master Plan. Respondents were given the opportunity to contribute their own response if none of the four choices were suitable.

The responses to this question demonstrate the differences between conducting an online survey and a hand written self completion survey.

The online survey did not allow multiple responses this question. Many workshop participants, on the other hand, chose to offer multiple responses. The results cannot be directly compared with one another.

The majority of the 118 'other' comments can be broadly summarised thematically.

Less frequent responses included comments about funding, heritage, protecting bush remnants, ESD and Glovers Garden.

3 respondents did recommend creating a unified vision for the site.

Main expectation of Master Plan (Online)		
Identify ways to fund maintaining and improving Callan Park	71	31.2%
Confirm mental health services for Callan Park	29	12.7%
Allow sporting groups to continue using Callan Park	57	25.0%
Identify new health, community and education facilities for Callan Park	71	31.1%
Skipped question	12	
Other comments	86	
Main expectation of Master Plan (Workshop)		
Identify ways to fund maintaining and improving Callan Park	40	74.1%
Confirm mental health services for Callan Park	28	51.9%
Allow sporting groups to continue using Callan Park	166	29.6%
Identify new health, community and education facilities for Callan Park	30	55.6%
Skipped question	4	
Other comments	32	

LEFT. Table 14, showing the results of question two in the survey

BOTTOM LEFT. Table 15 showing the results of question two in the survey

TOP RIGHT. Table 16 showing the Purpose of visits to Callan Park

BOTTOM RIGHT. Table 17 showing the expectations of the Master Plan

Question 4: What is your main expectation of the Master Plan?	
Theme	Sample Comments
Open Space (25 like this)	<ul style="list-style-type: none"> - 'Confirm how to keep the open and recreational aspects of the green space in the inner west' - 'Extension and enhancement of open space and quality of landscape - including indigenous species' - 'Maintain public open space and restoration of existing buildings for community use. Replanting in open space e.g. field adjacent to Balmain road to attract bird life and native animals. Very important to consider open/treed space in its own right as a useful resource for good mental health' - 'Improve recreational and open space access in the community. Assist in addressing local recreational deficiencies. Provision of a regional inner west park which the whole Leichhardt community can be proud of' - 'The theme of a 'peace' park at recurring levels would be good to explore'
Balance a mix of uses (18 like this)	<ul style="list-style-type: none"> - 'Balance community group use, parks and gardens, artistic groups, mental health use (not a hospital)' - 'Balance mix use for Callan Park - continue supported Mental Health service/balance community use - community garden/ recreational' - 'Continuing to be able to use the park for walks and running. Would love to see some of the buildings restored and made available for community purposes eg the rozelle hospital building with the room with large rounded picture windows looking down towards the bay would make a great space to hire for small functions' - 'Plan of management for a range of overlapping and possibly competing uses for the park' - 'Provide an integrated plan to allow for passive recreation, organised sport, mental health and with well thought out access and transport - with adequate government funding so that commercial activities are not predominant.' - 'New models of social + emotional wellbeing + integration esp employment within Callan Park'
City Farm (18 like this)	<ul style="list-style-type: none"> - 'A city farm can work with all other interested groups using the park/ is mental health + NGO's can be involved in the farm. It can provide health food to the sporting groups. Mums and kids can hang out in cafe which is the hub of the farm.' - 'Allow the establishment of a Sydney City Farm at Callan Park, as a complement to many other community facilities, including mental health services.' - 'I would hope that Sydney City Farm would be at the forefront due to the sustainable example it would set.' 'Open garden allotments for interested people to garden + raise vegetables'
Use/Adaptive re-use (13 like this)	<ul style="list-style-type: none"> - 'I also think that many of the buildings are in a current state of disrepair and could be used more productively. For example, some sort of allocation system could be implemented allowing tenants to rent the buildings rent-free on the understanding that they would remediate the existing properties. Or the unused buildings at Callan Park could be turned into an arts hub or a technology incubator for new businesses' - 'Greater utilisation of existing buildings/facilities should retain Callan Park as an exceptionally important 'green lung' in the Inner West without resorting to new development' - 'health focus eg rent out buildings to a range of health professionals or services / fitness / gym etc or more of an art focus eg art studios / galleries, some sort of community college for art (not just uni options) or horticulture / agriculture etc and or charity park, where a range of charities could all come together and pool / share facilities eg ms society, mnd society / spastic centre' - 'to make good use of the buildings eg we desperately need more council child care centres in our area, its a wonderful spot for children, and already many of the buidlings are almost already suitable'
Mental Health (10 like this)	<ul style="list-style-type: none"> - 'Achieve full recurrent funding for construction and running of a major mental health hospital with graduated care at all levels from acute down to greatly-enlarged non-acute demographic responses' - 'I don't necessarily mean return of the hospital, but a variety of community based services providing a variety of support to vulnerable people young and old - to be an asylum/ refuge once again, as well as continue its use as a public space/ park' - 'This should be retained for mental health and develop the environment to provide some "lungs" for the area and a peaceful area - sport is not peaceful, nor do most sports people appreciate an environment such as this and their requirements are for further clearing for fields and parking' - 'It is important to keep mental health services in such a tranquil surrounding at the same time allow free access to the public. As soon as someone starts to make money out of Callan Park it will be the end of a wonderful community resource'.
Sport (8 like this)	<ul style="list-style-type: none"> - 'Aside from securing the playing pitches for my soccer club, I would also like to see an improvement of cycling facilities so that I can ride round the bay with my family safely' - 'It is essential that Callan Park continues to provide and expand on sporting facilities in an area that has ever increasing pressure on existing sports fields' - 'Provide expanded facilities for local sports organisations. There is a desperate shortage of available space for local teams, particularly in football codes, to train and play within their local neighbourhood'

Discussion

The survey results suggest broad community consensus that the Master Plan must identify a suitable funding regime for Callan Park, and on the importance of Callan Park as a public open space for both active and passive recreation.

There is a slight amount of tension between sporting groups who see Callan Park as the only viable local venue where much needed facilities can be provided and those who regard Callan Park as a quiet sanctuary upon which sporting activities should not intrude.

However, this tension is over-ridden by a community spirit of good-will that sees potential to balance the needs of active and passive recreation. A challenge for the Master Plan will be to create a framework within which this delicate balance can be achieved.

The comments specifically directed at Mental Health facilities suggest the potential for two distinct personal philosophies about Callan Park: one which sees the return of a full scale hospital and another which sees the need for community based mental health services that do not include hospital care.

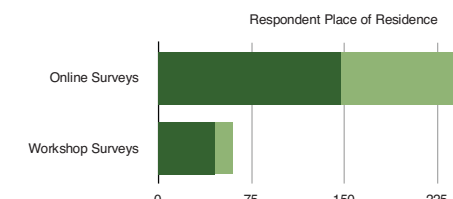
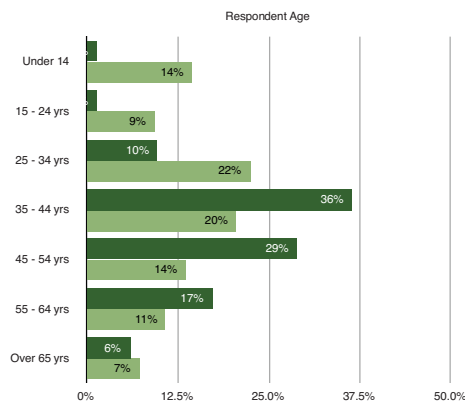
Within the general theme of 'Open Space' there is a strong sub-theme which suggests the importance of the current 'unstructured' nature of Callan Park to its users.

'Callan Park is unique and precious. It should be maintained and enhanced as habitat for wildlife and native flora. In particular, the lack of landscaping and un-manicured feel of the park is very appealing'

'I would hate to see Callan Park turned into just another highly regulated, profusely signposted area policed by people in fluoro jackets enforcing the sort of nit picking detail that spoils so many other parks. I suppose leaving it the way it is out of the question?'

'Allow the mass of unstructured space users to continue to enjoy the sanctuary of the park - walkers, informal picnickers, unsanitised nature and charming spots for children. We do not want over- intervention in the enchantment of the spaces that exist'

At some point the Master Plan must address this aspect: the desired future character of Callan Park.



TOP LEFT. Table 18, Question 4 Expectations of the Master Plan
 BOTTOM LEFT. Respondent age summary
 BOTTOM RIGHT. Respondent place of residence summary



STAGE 02 | PROJECT PRINCIPLES

INTRODUCTION

The stage two work was carried out between the 28th June 2010 and the 23rd July 2010. During this stage the Master Planning team consolidated the feedback and comments from the online collaborative map and community workshops, establishing high level Project Principles to guide the Master Plan. The Project Principles were derived directly for the objects of the Callan Park [Special Provisions] Act 2002. Thirteen Project Principles were proposed and these received broad community support. Following fine tuning the Final Project Principles were uploaded onto the project web site.

The Master Plan team also carried out a precinct review to assess the balance between the uses on Callan Park. The analysis demonstrated that Community and Education are the two largest uses on Callan Park.

Development of the Project Principles

Callan Park is protected by a unique piece of legislation, the Callan Park [Special Provisions] Act 2002, which has five objects. From these Objects the Master Plan Team extracted a 'Guiding Purpose' for each object summarising the intention. Under each 'Guiding Purpose' the Master Plan Team proposed a number of Draft Project Principles.

Table no. 19 below illustrates the progression from the Callan Park [Special Provisions] Act 2002 through the 'Guiding Purpose' to the Project Principles.

PRECINCT REVIEW

The Callan Park Land Use Plan 2007 builds on the seven precincts set out in the CMP 2002 suggesting an additional precinct through the division of the precinct housing NSW Ambulance. The Land Use Plan uses these eight precincts to organise proposed new uses on Callan Park. The precinct structure is used by individuals and groups

associated with Callan Park as points of reference and form the boundaries for management and maintenance responsibilities.

Figure no. 26 illustrates the location of the following precincts:

- 1. Waterfront Precinct
- 2. Kirkbride Courtilage Precinct
- 3. Parkland Campus Precinct
- 4. Non Government Organisation Precinct
- 5. Church/Glover Street Precinct
- 6. Wharf Road Precinct
- 7. NSW Ambulance Precinct
- 8. Nurses' Precinct
- Child Care [added after the Land Use Plan 2007]

The Land Use Plan set out a series of development controls for each precinct, these being:


- Preferred Land Uses
- Maximum Gross Floor Area
- Maximum Built Footprint
- Building Height
- Minimum provision of open space
- Additional Provisions

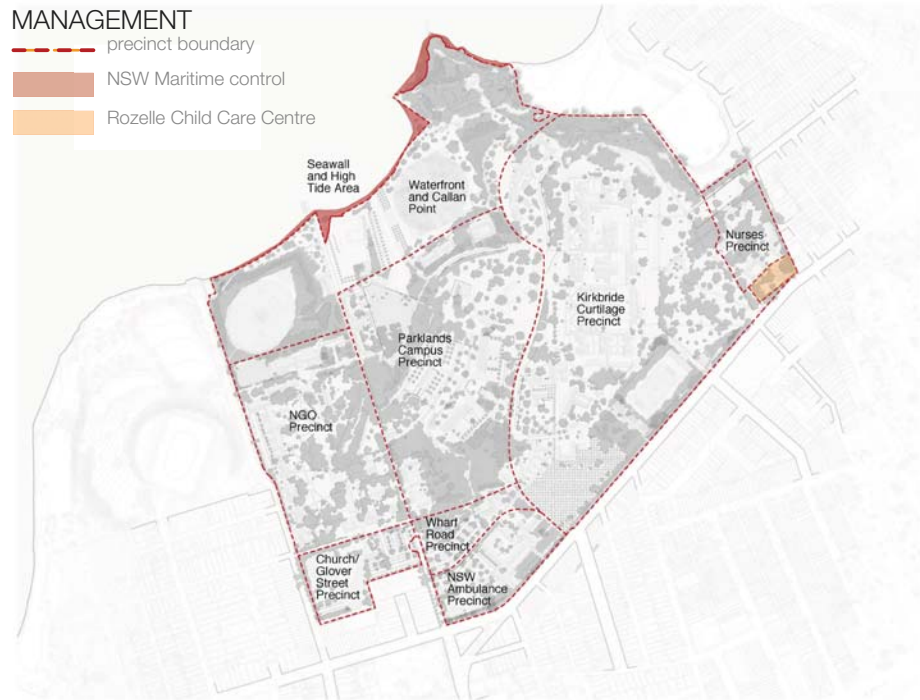
The objective of the land Use Plan precincts was to codify development within the different areas of Callan Park. The definition of the precincts seems to have been predominantly governed by the projected uses rather than existing uses or character areas.

Objects of the callan park act	[a] to ensure that the whole of Callan Park remains in public ownership and subject to public control, and	[b] to ensure the preservation of the areas of open space at Callan Park that were in existence immediately before the commencement of this Act, and that extend to and include the foreshore of Iron Cove on the Parramatta River, and	[c] to allow public access to that open space, including the foreshore, for public recreational purposes of both an active and a passive nature, and	[d] to preserve the heritage significance of Callan Park, including its historic buildings, gardens and other landscape features, and	[e] to impose appropriate controls on the future development of Callan Park.
Guiding purpose	Governance	Preserving and Managing Open Space	Public Access to Open Space that offers Active and Passive Recreation	Preserving the Heritage Significance of Callan Park	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park
Project principles [Stage 2]	- Ensure public representation and accountability in the body that governs Callan Park.	- Improve the quality of community lands through conservation, restoration and management.	- Preserve public access to open space and the iron cove foreshore.	- Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features.	- Ensure an equitable balance of community, health and educational uses at Callan Park.
	- Provide a suitable transparent governance structure that can fund and manage Callan Park.		- Ensure an equitable balance between passive and active recreation to contribute to community health and wellbeing.	- Encourage public use of buildings acknowledged as having the most heritage significance.	- Link community, health and educational uses to create a single shared identity at Callan Park.
	- Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.		- Develop public transport, pedestrian and cycling infrastructure to broaden public access and reduce traffic intrusion.	- Ensure that the history of Callan Park is celebrated and documented on site.	- Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability.
Project principles [Stage 3 - see next section]					- Ensure that Callan Park develops as a place for strengthening and restoring mental health and community wellness.

BOTTOM. Table no. 19 Objectives of the Callan Park Act

MANAGEMENT

-  precinct boundary
-  NSW Maritime control
-  Rozelle Child Care Centre

























Existing Tenants

Figure no. 27 on this page identifies the current tenants on Callan Park. The tenants have been organised according to the three uses permitted under the Callan Park Act;

- Not for profit community
 - Not for profit education, and
 - Health.
- The white buildings indicate the extent of vacant premises currently on Callan Park.
- Buildings are predominantly occupied on the western side of the site following directives from the NSW Government.

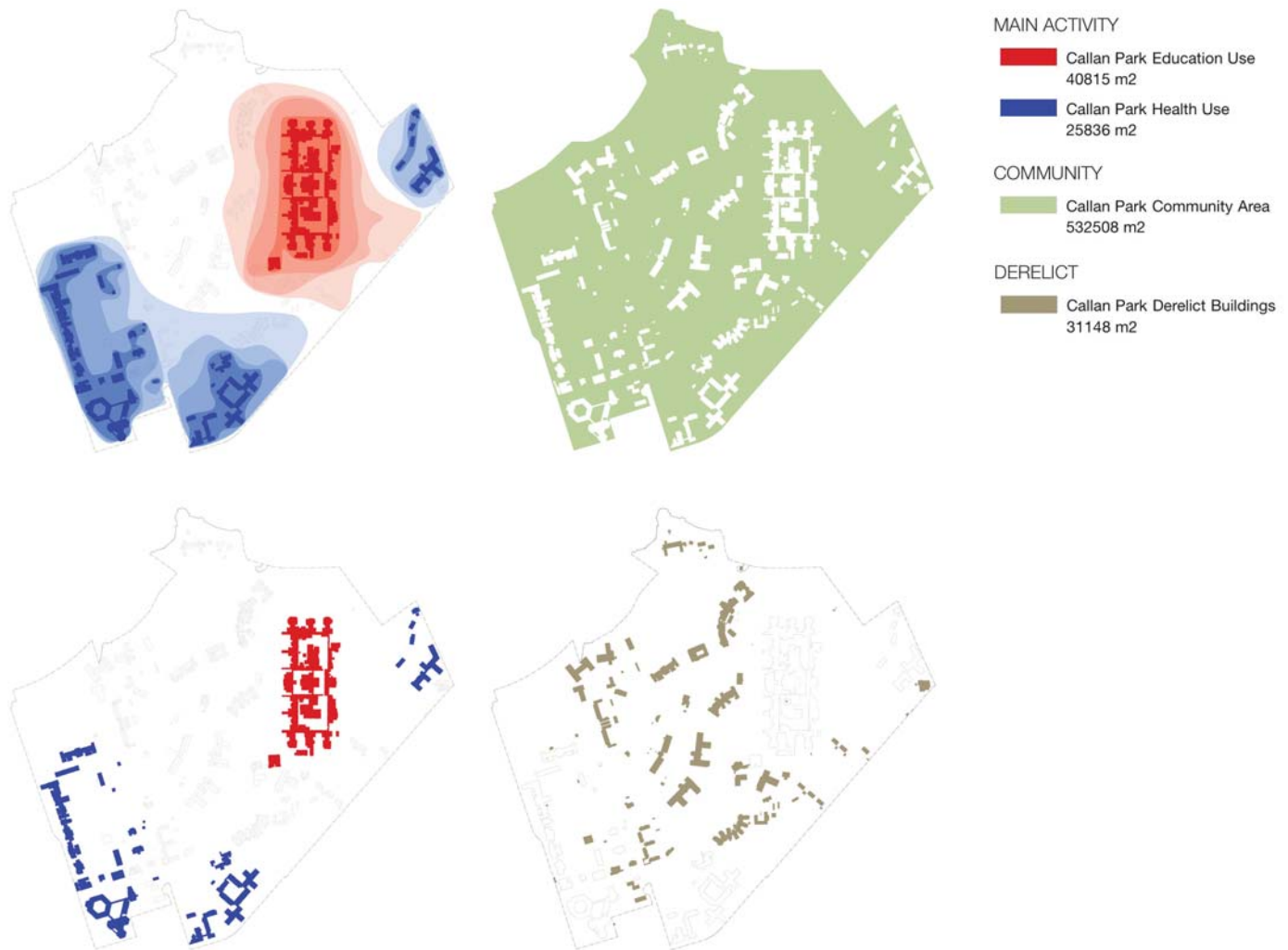
EXISTING TENANTS

- Community
 -  Sports Pavilion
 -  Writers Center
- Health
 -  Aftercare
 -  Aftercare
 -  MHCC
 -  Sids&Kids
 -  Aftercare
 -  Ranfurly Library
 -  CIDAF
 -  CIDAF
 -  NSW Ambulance
 -  Nurses Accommodation
 -  RCCC
 -  WHOS
 -  Health
- Education
 -  University of Sydney
 -  University of Tasmania
 -  Nursery
 -  CCEWD
 -  Nurses Education
- Others
 -  SHFA
 -  Derelict



TOP RIGHT. Figure no. 26 The current precinct structure and management areas

BOTTOM RIGHT. Figure no. 27 The current tenants on Callan Park



Existing Use Distribution

The Callan Park Act sets out three possible uses on Callan Park, Community, Education and Health. Figure no. 28 above illustrates how these uses are currently distributed on Callan Park and indicate the vacant buildings on the site. Table no. 20 below shows the building floor areas according to the uses.

Community

Callan Park is currently open and accessible to the public. The only expectations to this are courtyard spaces associated with some of the larger buildings currently occupied by Sydney College of the Arts, NSW Ambulance and the University of Tasmania.

Education

There are currently three main providers of education on Callan Park, the largest being Sydney College of Arts [SCA] based in the Kirkbride Complex. Smaller teaching facilities are used by CCDWD for nursing training, NSW Ambulance and the University of Tasmania.

Health

The current representation of Health on Callan Park is limited to a number of NGOs. The largest NGO is We Who Help Ourselves [WHOS]. WHOS currently have 120 beds on Callan Park and occupy the majority of the buildings top the west of Wharf Road.

Balance of Uses on Callan Park

It is important that the master plan is developed with a clear understanding of how any new Community, Education and Health uses on Callan Park relate to the existing uses on the site. The suitability of uses for new buildings should also be assessed according to their proximity to existing uses and the potential for any conflicts and

synergies.

Conclusion

The context in which the existing precinct structure was developed during the drafting of the CMP 2002 has changed in the preceding nine years. The principle changes have been the drafting of the Callan Park [Special Provisions] Act 2002 and the closure of the Rozelle Hospital. Subsequently the precincts have been used to organise development controls for proposed development of Callan Park and most recently as the structure for the management and maintenance of Callan Park by state agencies.

From a heritage perspective the precincts provide a useful structure for the definition of landscape sub-units with a consistent character or historic development pattern. Therefore the precincts serve as a useful descriptive tool and within the CMP 2002 the development controls could be organised according to these precincts.

Looking forward the Master Plan must be prepared for the whole of Callan Park and with the Callan Park [special Provisions] Act 2002 as the principle mechanism for control of development the use of the precincts suggested in the CMP 2002 should be for matters that relate solely to heritage issues and not management and maintenance and the definition of developmental guidance.

Use	Existing	
	Area [sq.m]	% area
Community	550	1%
Education	29,481	34%
Health	23,452	27%
Derelict	32,087	37%
Total	85,570	100%

TOP. Figure no. 28 Callan Park uses diagram
 BOTTOM. Table no. 20 Current building occupation use class

CONSULTATION SUMMARY

During stage two of the master plan the following consultations were carried out:

Online consultation and participation

Between 26 July until Friday 13th August the stage two website was open for public comments. Registered users were invited to agree or disagree with the draft project principles. The final results of the online consultation demonstrated over 88% of 'agrees' with the draft principles. As a result of this feedback and detailed comments from an online survey final Project Principles were drafted.

Website Visitation

The following statistics show the online traffic generated during stage two of the web based consultation:

- 1,321 Visits
- 6,254 Page views
- 4.73 Pages/Visit
- 04.59 Average minutes on site per visit

Community Workshops

Community Workshop 3 and 4 - Saturday July 24 2010

This workshop began with a detailed discussion of the Callan Park [Special Provisions] Act 2002. At the workshop over fifty participants from the local community worked in small discussion groups to provide consensus feedback to the draft Project Principles. After the workshop the worksheets completed during the session were published on the website.

Stakeholder Engagement

Existing Lease and Landholders - Tuesday 6 July

Purpose:

To inform this group of the structure of the Master Plan process, including the web based consultation process and the proposed meetings with other organisations and stakeholders.

Issues raised and discussed:

- Description of the activities and services carried out on Callan Park
- Interpretations of the Callan Park (special Provisions) Act 2002
- Parking
- Making submissions during the process

Leichhardt Sporting Groups - Monday 19 July

Purpose:

To inform this group of the structure of the Master Plan process, including the web based consultation process, the proposed meetings with other organisations and stakeholders and to learn how local sporting groups currently use Callan Park.



Issues raised and discussed:

- The inability of most sporting representatives to attend workshops on Saturdays
- The lack of sports field within the Leichhardt LGA
- The sporting calendars of the groups present
- Making submissions during the process

Update to Leichhardt Councillors - Tuesday 20 July

Purpose:

To provide local elected representatives with an update on the progress of the Master Plan, and feedback on emerging issues and participation.

Issues raised and discussed:

- An update on the process where we are and what next
- Community participation and workshops
- Importance of Mental Health services on Callan Park

Wednesday 21 July – Friends of Callan Park

Purpose:

To provide the Friends of Callan Park with a preview of the Draft Mental Health Discussion Paper.

Issues raised and discussed:

Agreement with the five areas of focus for mental health services on Callan Park:

- Health and Lifestyle
- Vocation and Social
- Residential
- Information and Support
- Education, Training and Research

Object	Guiding purpose		Background	
Object a) to ensure that the whole of Callan Park remains in public ownership and subject to public control	Governance 93% support		The Callan Park Act says that the Minister can contract the care, control and management of Callan Park and its buildings to Leichhardt Council or to a trust. The community has made suggestions about how Callan Park can be managed to ensure representation and transparency. The Callan Park Act does not define how a trust should be structured. How could a trust be structured to ensure that it can fund and manage the care and control of Callan Park in an equitable, transparent way that is representative of the public?	
Draft project principle	Agree		Disagree	
Ensure public representation and accountability in the body that governs Callan Park.	Online	79	Online	2
	Workshop	9	Workshop	0
	Total	88	Total	2
Provide a suitable transparent governance structure that can fund and manage Callan Park.	Online	68	Online	2
	Workshop	9	Workshop	0
	Total	77	Total	2
Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.	Online	61	Online	12
	Workshop	8	Workshop	1
	Total	69	Total	13

TOP RIGHT. Figure No. 29 Callan Park stage two Wordle

BOTTOM. Table no. 21 Workshop results

Have Your Say Stage 2

Stage 2 of community engagement for the Callan Park Master Plan commenced with a workshop in the Callan Park Recreation Hall on Saturday 28 August.

This workshop introduced the Draft Project Principles, which were launched online at callanparkyourplan.com.au on Monday 30 August.

After analysis of Stage 1 issues and opportunities, the Draft Project Principles presented to the community were based on the objects of the Callan Park (Special Provisions) Act 2002, the unique legislation designed to protect and promote Callan Park.

Leichhardt Mayor Jamie Parker introduced the workshop to a background of the legislation.

Links to the Callan Park (Special Provisions) Act 2002 were included on the Have Your say page of the website.

The results of this stage indicate strong support for the Draft Project Principles as presented to the community.

Online, most contributors chose not to comment on the principles, instead either agreeing or disagreeing. All the comments of those who added words to their agreement or disagreement are included in this report.

At the workshop, participants agreed to form a united 'Table Response' to the Draft Project Principles. All the comments generated by the tables are included in this report and are marked (WST - with a table number).

The Draft Project Principle with the least community support was 'Link community, health and educational uses to create a single shared identity at Callan Park'. Many disliked the idea of a shared identity, with its connotations of a commercial brand. This Draft Project Principle has been revised to reflect community suggestions about how to improve it.

Objects of the Callan Park (Special Provisions) Act 2002

- a) to ensure that the whole of Callan Park remains in public ownership and subject to public control, and
- b) to ensure the preservation of the areas of open space at Callan Park that were in existence immediately before the commencement of this Act, and that extend to and include the foreshore of Iron Cove on the Parramatta River, and
- c) to allow public access to that open space, including the foreshore, for public recreational purposes of both an active and a passive nature, and
- d) to preserve the heritage significance of Callan Park, including its historic buildings, gardens and other landscape features, and
- e) to impose appropriate controls on the future development of Callan Park.

Governance comments - 93% support		
Ensure public representation and accountability in the body that governs Callan Park.	Provide a suitable transparent governance structure that can fund and manage Callan Park.	Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.
<ul style="list-style-type: none"> - Need to ensure that the Park is maintained for the purposes intended for public space not commercial purposes. The public will not benefit from commercial use and ensure commercial sell offs will not occur - There should be an overriding body to ensure probity and transparency. Organisations selected for the site should be selected on their merits not just because they make comments on the master plan. - It is important that the public have some involvement in what happens at Callan Park because it is a vital community resource, being affected by the outcomes, should be involved in the governance - In order the park to be optimised some of the facilities should be placed in the hands of the sporting bodies or organisations. This would ensure correct and maximum usage of the facilities provided - seems obvious at this stage of Callan Park story that community cherish as public asset- but point to add is should be substantial local, community and resident representation in governance body - Callan Park is far too valuable to be shrouded in secrecy - a majority local community representation -it's a public site with a specific local and community focus and in terms of its effects - Callan Park should be managed by a trust that is accountable to the public - governance of callan park needs to be explicit and transparent to ensure this valuable public space is not exploited for commercial gain - Independent body broad representation Trust (WST1) - Should include local (meaning residents and Council), also need skills and expertise (WST3) - Define public representation. Include the word 'local'. How is governing body determined? Who chooses the members? Accountable to whom? Trust? (WST4) - Trust with public representation (WST5) Needs to address the breadth of public representation (WST6) - Community representation not dominated by business lobbyists (WST7) - Recommend Callan Park Trust answerable to Minister for Health but separate from Area Health Service (WST8) - Include the words local and aboriginal. How would this be guaranteed and how we know this is in place? (WST9) 	<ul style="list-style-type: none"> - The cannot be integrity without complete accountability - This will ensure transparency and accountability from the organisations using the site - Not certain of the background to this principle. Funding will need to be secured from a range of sources, including, probably, local, State and federal governments. - Transparency is very important to promote community trust in the future developments and use of the site - obvious - transparency and accountability are basic for all public and community sites - esp ones so cherished - Needs to be a representative body that can attract funding from government and other sources towards being self-sufficient relating to local government and local community (WST1) - Meetings should be open and transparent whoever is the governing body. Management and funding should be considered separately - otherwise local Council ruled out (WST3) - Could you provide a discussion paper that details legally valid options for the governing body and discusses the positives and negatives of each one (WST4) - Trust with public representation (WST5) Transparency is the key so a clear process for - transparency is required (WST6) - Provided it includes a trust as an option for discussion (WST7) - Is it going to be a trust or an elected body? Who will form them? We respect the work of the Friends of Callan Park and expect them to be represented appropriately. (WST9) 	<ul style="list-style-type: none"> - Ensure Callan Park is a world-leading model for therapy. Social, environmental and economic sustainability are secondary, though part of the whole. Sustainable has almost no meaning. - Nicely idealistic but hard to implement especially when the three principles will often be in conflict. Incidentally what does "social sustainability" mean - This is not a competition, or a chest thumping exercise for politicians - The master planning process offers an opportunity to make Callan Park sustainable, an opportunity we should not miss. Having a working City Farm on site would be a great way to do this. - Would like Callan Park to be a world leading site for mental health facilities as it was originally set up for - get great plan - if it turns out to be unique by world standards in mixing mental health with community's enjoyment, in capitalizing and building on local community's history of sharing thus - great - Callan Park should be a world-leading mental health facility - it should be a true asylum - Mental health, aboriginal heritage, horticulture historical (WST1) - Motherhood statement - not critical - nice to have (WST2) - Aim for zero emissions - close many roads, tri-generation, water-recycling, plant species, staged introduction of 'no-traffic' days, BBQ's and lights powered by solar (WST3) - Replace 'world leading' with 'best practice' - world leading model is unquantifiable (WST4) - Good goal - yes has to be a world class model - should be supported by State and Federal Government (WST5) - 'World leading' clearly ambitious suggest 'best practice' (WST6) - Will be happy if we are outstanding (WST7) - Further consultation with other professional and non-professional stakeholders working with patients (WST8) - The three tiers of government should fund this. Can we see models of how this is funded or maybe invent our own? It is critical that funding does not compete with other funding options. Sustainability we mean lower carbon footprint, limiting cards, recycling (WST9)

TOP LEFT. Table no. 22 Workshop results continued

Object	Guiding purpose		Background	
Object b) to ensure the preservation of the areas of open space at Callan Park that were in existence immediately before the commencement of this Act, and that extend to and include the foreshore of Iron Cove on the Parramatta River	Preserving and Managing Open Space 98% support		The Callan Park Act says that new development at Callan Park should not result in less open space than exists now, or more built floor area than exists now. However there is more to preserving open space than just restricting development. Open space must be managed and maintained. The community has raised issues about funding and maintaining all areas of Callan Park. How can the Master Plan ensure the preservation of existing open space at Callan Park?	
Draft project principle	Agree		Disagree	
Improve the quality of community lands through conservation, restoration and management.	Online	78	Online	2
	Workshop	9	Workshop	0
	Total	87	Total	2

Preserving and Managing Open Space comments - 98% support				
Improve the quality of community lands through conservation, restoration and management.				
<ul style="list-style-type: none"> - Need to ensure that the Park is maintained for the purposes intended for public space not commercial purposes. The public will not benefit from commercial use and ensure commercial sell offs will not occur - There should be an overriding body to ensure probity and transparency. Organisations selected for the site should be selected on their merits not just because they make comments on the master plan. - It is important that the public have some involvement in what happens at Callan Park because it is a vital community resource, being affected by the outcomes, should be involved in the governance - In order the park to be optimised some of the facilities should be placed in the hands of the sporting bodies or organisations. This would ensure correct and maximum usage of the facilities provided - seems obvious at this stage of Callan Park story that community cherish as public asset- but point to add is should be substantial local, community and resident representation in governance body - Callan Park is far too valuable to be shrouded in secrecy - a majority local community representation -it's a public site with a specific local and community focus and in terms of its effects - Callan Park should be managed by a trust that is accountable to the public - governance of Callan Park needs to be explicit and transparent to ensure this valuable public space is not exploited for commercial gain - Independent body broad representation Trust (WST1) - Specifically maintain heritage gardens, maintain existing open space, regeneration of bushland on Callan Point, recognition of Callan parks inherent tranquillity and need to protect this (WST3) - The principle acknowledges that the open space footprint is preserved, but that remediation and restoration activities are appropriate. It should also cover the retention of sight lines to the harbour (WST4) - Does the term 'community lands' address the issue of boundary situations e.g. SC Arts open space meets community 'open space' (WST6) (should include the word) maintain as well as improve - flexibility (WST7) We agree with above (WST8) - we need to keep in mind and take into account the needs of the mentally ill in relation to the use of open space areas. The open space has to be preserved for all wildlife that live in the park (WST9) 				

Object	Guiding Purpose		Background	
Object c) to allow public access to that open space, including the foreshore, for public recreational purposes of both an active and a passive nature	Public Access to Open Space that offers Active and Passive Recreation 92% support		The Callan Park Act does not describe how best to provide and maintain public access to the open space at Callan Park. There are many issues around access to and within Callan Park: car travel, parking, bike access and facilities, public transport services, access by water, and pedestrian safety within Callan Park. The Callan Park Act does not describe how to manage equitable access to individuals and groups who want to engage in active and passive recreation. The community has many aspirations about, and suggestions for, the types of active and passive recreation which can be undertaken at Callan Park. How can the Master Plan address access in a way that is consistent with the objects of The Callan Park Act?	
Draft project principle	Agree		Disagree	
Preserve public access to open space and the iron cove foreshore	Online	77	Online	2
	Workshop	9	Workshop	0
	Total	86	Total	2
Develop public transport and infrastructure to broaden public access and reduce traffic intrusion	Online	60	Online	7
	Workshop	9	Workshop	0
	Total	69	Total	9
Ensure an equitable balance between passive and active recreation to contribute to community health and wellbeing	Online	58	Online	10
	Workshop	9	Workshop	3
	Total	67	Total	13

TOP. Table no. 23 Workshop results

MIDDLE. Table no. 24 Preserving and managing open space 98% support

BOTTOM. Table no. 25 Workshop results

Public Access to Open Space that offers Active and Passive Recreation comments - 92% support		
Preserve public access to open space and the Iron Cove foreshore	Develop public transport and infrastructure to broaden public access and reduce traffic intrusion	Ensure an equitable balance between passive and active recreation to contribute to community health and wellbeing
<ul style="list-style-type: none"> - I support Friends of Callan Park, ensure it is like the Centennial Park of the Inner West. - Should increase access to the public where possible. - The Bay Run is an immensely popular recreation use which needs to be upgraded and maintained. The site also provides important green space in the inner west. - Callan Park is a community resource, and access and use by all factions should be encouraged - sports, cycling commuters, dog walkers - It is critical that Callan Park remain open space for sporting groups to ensure that the health - green space is precious to this community which have small yards, high density and lack of public green space per capita than other most other municipalities - precious in high density area for so many reasons - Yes maintain 2002 conditions in relation to areas dedicated to Mental Health and public access (WST3) - Strong planning consideration of access (WST4) - Look at safety issues for park and people using park. Safe areas for patients to walk in to be monitored could friends or carers come to take for a walk. Previous arrangements for Park worked well with local community users. (WST8) - Callan Park as an entity keeps people sane - our spiritual recharge - a preventative, but some of us would like to see something specifically for the mentally ill (WST9) 	<ul style="list-style-type: none"> - This is a double-edged question. No reason to reduce current traffic levels, though more traffic would not be a good idea. However, I see the issue of public transport as HUGELY important in the area. - With public buses running along the boundary public transport is probably OK. There is a very difficult balance in keeping the green space while providing parking for the public who need to travel to use it. - Buses that currently run along Darling st and Balmain Rd will suffice. And with the possible light rail not too far away. Allowing parking facilities will be a disaster. It worked fine for years as is. - but also to keep motorised vehicles out of the park as much as possible - traffic and parking should be strictly minimised in park when thinking of broadening access remember about 86% of the municipality use Callan Park in some way already - Council Piazza study 2008 - community fought hard for this green space. None of it should be traded for car parking this means no more cars in park than currently - it's at limit, arguably too much already cars hurt sanctuary - Eliminate cars except for disability access. Shuttle buses (WST1) - Another motherhood statement (WST2) - Close off roads wherever possible, minimise parking, remove foreshore parking, provide disabled parking, limit hours of deliveries (WST3) - Limit motor vehicle access. Separate pedestrians and cycling areas (WST4) - Reduce cars (WST5) - Traffic not an adequate term - you mean motorised traffic? Separate cycling and walking (WST6) - Concerns of public transport through the park - no government buses through park happy with community buses (WST7) - Ferry stop, public transport stop OK. No to horse riding, not to speed cycling make cycle ways on roads, yes to leisurely children and women. Lock park up at night to prevent vandalism, hooligans speeding. Give regular groups keys to lock up (WST8) - Please bear in mind the needs of physically disabled, elderly, parents with prams (WST9) 	<ul style="list-style-type: none"> - Clear divisions between passive and active space need to be managed. Callan Park was a place designed for contemplative healing, and quiet pockets are important. - It is important to recognize that passive recreation is not organised in the way that sporting groups and other interest groups area. If groups with multiple members lobby for an imbalance of activities at Callan Park, this lobbying should be adjusted to account for the lack of organization by individuals. Group feedback should not overwhelm the process. The Master Plan must balance needs and desires to achieve an outcome that is best for the community. - We need to address the need for psychological and spiritual 'fitness' as well as physical fitness. I suggest a labyrinth for walking meditation. - Sufficient space must be allocated for the use of local Community Sporting Clubs as there are currently too few grounds available to cater for the numbers of local residents wishing to participate - I don't understand what this one means! I agree that there needs to be space for quiet contemplation. - Balance is important in this area, the site is important for organised sporting groups, but also provides much needed natural green recreation space for individuals. - support some active recreation but is risk it gets too much voice compared with so-called passive because of way sport groups able to organise. Past surveys show huge preference to passive recreation but no passive recreation club - This question does not make sense - the park used to belong to the mentally ill and it should be returned to them as soon as possible. Only then will there be a "balance" in it use. - Keep current balance forbid private interests in sport(WST1) - prioritise passive over active - less land dedicated to sports facilities (or none) Specialised picnic facilities should only be provided within existing sports facilities (WST3) - Keep informal in the balance. Retain passive space for creative, imaginative exploration, not over prescribed activities (WST4) - Diverse useage for all community No third oval, 2 is plenty (WST5) - To be screened by Callan Park Act (WST8)

Object	Guiding purpose		Background	
Object d) to preserve the heritage significance of Callan Park, including its historic buildings, gardens and other landscape features	Preserving the Heritage Significance of Callan Park 92% support		The historic buildings at Callan Park do not all have the same heritage significance. The community has made many suggestions about which buildings might be suitable for particular uses. How can the Master Plan ensure that adaptive re-use of buildings will maintain and potentially enhance the heritage significance of Callan Park?	
Draft project principle	Agree		Disagree	
Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features	Online	68	Online	5
	Workshop	9	Workshop	0
	Total	77	Total	5
Encourage public use of buildings acknowledged as having the most heritage significance	Online	59	Online	7
	Workshop	8	Workshop	1
	Total	67	Total	2
Ensure that the history of Callan Park is celebrated and documented on site	Online	63	Online	5
	Workshop	9	Workshop	0
	Total	72	Total	5

TOP. Table no. 26 Public access to open space that offers active and passive recreation 92% support
 BOTTOM. Table no. 27 Workshop results

Preserving the Heritage Significance of Callan Park: comments - 92% support		
Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features	Encourage public use of buildings acknowledged as having the most heritage significance	Ensure that the history of Callan Park is celebrated and documented on site
<ul style="list-style-type: none"> - Strange no comments. There must be some balance with sustainable conservation - I think the historic sandstone and other buildings should remain and the gardens restored. Possibly the newer buildings could go. - The site has enduring historical value which can be successfully maintained while being re-purposed for current community needs - I would want the buildings used for accommodation - not roped off as museums and heritage preservation of culturally, aesthetically and historically significant trees - green space is precious to this community which have small yards, high density and lack of public green space per capita than other most other municipalities - Strongly support (WST1) Not always necessary to employ expensive heritage architects (WST3) - Retain buildings from ALL eras to reflect the amenity and history of the site (WST4) - Heritage can be cultural and/or environmental (Burra Charter) needs to reflect Environmental Heritage (WST6) - Broughton Hall overlooked in heritage study - redefinition into Exceptional (WST7) - As stated and as has existed in Park. (WST8) - Aboriginal history and acknowledgment is essential (WST9) 	<ul style="list-style-type: none"> - Important that the Park is alive and functioning. - A good aim but secondary to the primary function of providing care, which should be fulfilled in priority. - Public access is worthwhile preserving but public use might not be the most appropriate for potentially fragile buildings that are expensive to maintain - Active use = ongoing maintenance. - But also ensure commercial interests don't take over other buildings. Should have sense of public access to all of the site. - The heritage buildings are a beautiful public resource which need to be used, the site is perfect for art and music festivals, and active use would help fund maintenance. - This is more vague jargon that I cannot fathom or comment on. - This is vague and does not make sense until the major buildings are used to support people with a mental illness - Strongly encourage. Less significant buildings open to propositions (WST1) - Another motherhood statement (WST2) - Change the word 'use of' to access to' (WST3) - Yes for community groups. Priority to mental support group rehabilitation groups disability 1 in 10 children in schools, Autism groups, 1/4 youth anxiety due to drinking, Support Groups (WST8) - No private or exclusive use of the best heritage listed buildings - but mentally ill issues should override this (WST9) 	<ul style="list-style-type: none"> - Be good to be in the Sydney guidebooks finally. - The mental health history should be primary. The memorialised history should show how CP's contemporary functions fulfil, and the continuity of, the original trust. - Callan Park is a cultural landscape of national significance - "celebration" sounds like bread and circuses! - I would like mental health facilities to be returned to Callan Park and be part of its current 'living history'. - mental health history very important - should be respected - and hopefully continued... community unique in its capacity to share site with mental health - This is a side issue, a mere distraction that should be postponed until Callan Park is given back to the mentally ill, for whose curing it was originally developed and from whom it was shamelessly taken away. - Support some active rec but is risk it gets too much voice compared with so-called passive because of way sport groups able to organise. Past surveys show huge preference passive recreation but no passive recreation club - This question does not make sense - the park used to belong to the mentally ill and it should be returned to them as soon as possible. Only then will there be a "balance" in its use. - Memorial gardens, permanent exhibition, Information Centre (WST1) - Signage and Callan Park include a local history museum or display Aboriginal cultural centre and history museum or in a heritage building (WST3) - In aesthetically acceptable (WST4) Overall protection plan - security, ranger? - (WST7) - Keeps in public focus the history of the Park. Continue historical walks and please educate the public on mental health (WST8) - Not only documented but a more permanent museum? (WST9)

Object	Guiding Purpose		Background	
Object e) to impose appropriate controls on the future development of Callan Park	Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park 82% support		The historic buildings at Callan Park do not all have the same heritage significance. The community has made many suggestions about which buildings might be suitable for particular uses. How can the Master Plan ensure that adaptive re-use of buildings will maintain and potentially enhance the heritage significance of Callan Park?	
Draft project principle	Agree		Disagree	
Ensure an equitable balance of community, health and educational uses at Callan Park	Online	61	Online	14
	Workshop	9	Workshop	0
	Total	70	Total	2
Link community, health and educational uses to create a single shared identity at Callan Park	Online	41	Online	19
	Workshop	8	Workshop	1
	Total	49	Total	20
Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability	Online	62	Online	8
	Workshop	9	Workshop	0
	Total	71	Total	8

TOP. Table no. 28 Preserving the heritage significance of Callan Park

BOTTOM. Table no. 29 Workshop results

Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park: comments - 82% support		
<p>Ensure an equitable balance of community, health and educational uses at Callan Park</p>	<p>Link community, health and educational uses to create a single shared identity at Callan Park</p>	<p>Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability</p>
<ul style="list-style-type: none"> - What does equitable mean in this context? - I agree with all or most of these principles, but the fact is they are "motherhood" statements, that no-one would disagree with. I use Callan Park for soccer, jogging, cycling, film-making, picnics.. - The function of mental health upon which trust the land was first sequestered must remain primary. CP provides first a continuous path back from illness to healthy and happy social integration. - As long as the land is put to good use then there shouldn't be a need to define what that use is. Why close doors? - I would like to see a more specific reference to mental health uses. - We need to pull our rapidly declining quality of mental health care services out of a Third World mentality and re-create world class examples of rehabilitation and recovery services on this site. - Need specific reference to mental health uses. Also, use for musical and other artistic pursuits - see Melbourne's Abbotsford Convent as a great model - www.abbotsfordconvent.com.au/ - The park should be financially sustainable with capital subsidies only and if necessary. This may include some commercial components - Health and education are very broad aims, I would like to see a City Farm included here, as it provides environmental and educational benefits for the community, and can link to mental health too. - If places are used, they are protected. - My concern here is that educational services in this country are a significant revenue stream. We need a clear understanding of how equitable services will be determined. Financial or social equity? - Buildings should be used for accommodation, not education. - tricky terms to agree or disagree with - Equitable does not mean 'equal' but means 'fair' by a justifiable measure. e.g an equitable taxation system is not necessary equal for all. - Equitable is vague. Could it mean 1/3 of the land area devoted to a private health complex for the rich? If so, I oppose this idea- public benefit is paramount. - Restore the public psychiatric hospital. People with a chronic mental illness need the tranquil environment to recover from a psychotic episode. This right that was taken away with the hospital closure. - equitable is a vague term - public mental health uses please...stepped recovery use for cottages and make this not for AA etc or the ex head of NRMA but for chronic mental health e.g schizophrenia suffers - There should be some reference to using the Park to help people with mental illness. Callan Park used to belong to the mentally ill and it was taken away from them. 	<ul style="list-style-type: none"> - What does this mean? Single identity??. - Will a linked community system mean excessive branding in the corporate sense of the word? The danger of this could be a reduction of Callan Park's capacity to be interesting and varied. . - A single identity suffocates those who disagree, and in particular the mentally ill. - As long as the management of the Park as a whole is run by a single body why is it useful to force disparate users together? - I do not understand what this means. - Callan Park was given to the community for mental health purpose, and should remain a health orientated environment.. - Only if it all relates to mental health e.g. community farm worked by residents of Callan Park rehab services and the local community. - Having spent most of my years walking the grounds of CP..I thought it excellent for those needing mental health help while remaining part of the community and tucked away from society. - Make sure the site is not overly commercialised. Needs to preserve a community feel, and a sense of safety and sanctuary for those seeking help for mental illnesses. - There may be financially viable parts e.g concessions for eating and drinking,retirement housing, other tasteful housing, retail and commercial in line with the principle of financial sustainability - I'm not sure the wide range of uses of Callan Park can, or should, be moulded into forming a 'single' identity. Common principles can govern a range of activities on the site, activities be distinct. - Mental health is missing from the questionnaire. A state-of-the-art psychiatric teaching hospital is needed and the park shared with the public as it used to be. - What do you mean by "health"? Why no specific mention of mental health. - Peace linked to mental well-being is possible link - the community, mental health and SCA have informally shared it under this identity historically - it can continue 	<ul style="list-style-type: none"> - The original trust for therapeutic purposes must remain primary and perpetual. These considerations are meretricious - can be used to subsume the original trust, whilst describing as e.g. "sustainable" - Shouldn't this just be that future user's of the park should reflect the principles of the park trust (as a condition of their lease)? - Leave setting world benchmarks to the judgement of others. Public transport is a fine ideal but private transport is practical for children, dogs and those with mobility issues and is functional 24/7. - Sustainability is essential to ensure that Callan Park is retained as a community resource long into the future. - I hope the 'health' and 'education' includes mental health facilities. - implications of agreeing with this are too hazy and unclear - especially economic sustainability - Why is mental health missing from the questionnaire? Cannot agree with such vague statements. - agreeing with economic sustainability should not be taken as license to ruin the sanctuary-like character of park sympathetic with mental health by turning into events park - This is rather obvious; I agree with it on the condition that the prime health use of the park is to help those with mental illness.



STAGE 03 | SUB PRINCIPLES

INTRODUCTION

Stage three of the Master Plan work was carried out between the 26th of July 2010 and the 20th August 2010. The purpose of stage three was to use the endorsed Project Principles to develop a spatial design brief that would guide the formation of the Draft Master Plan.

To achieve this the Master Plan team developed forty Sub Principles. These were derived from the stage one and two community consultations.

The Sub Principles consultation process allowed the community to communicate to the design team how the sometimes conflicting design choices could be reconciled. To facilitate this, a series of forty web site sliders were developed with contrasting statements, e.g. Focus on wellness or Focus on illness. Users of the web site were able to move these sliders towards either statement. Each statement had a representative image, and by using the data collected, a flash animation 'Character Collage' was generated where the sizes of the representative images changed to reflect the amalgamated results of all the contributions. Figure no. 30 below shows how the sliders appeared on the web site.

During this stage of the Master Plan there was a key community workshop with the purpose of agreeing the Mental Health framework for Callan Park. The outcome of this workshop was broad agreement around a new innovative model that provided a wide range of services to fill existing gaps in Mental Health treatment programmes and the recognition of Mental Health as the pre-eminent function for the Callan Park site.

FINAL PROJECT PRINCIPLES

There was broad statistical support for the stage two Draft Project Principles, however, through analysis of the consultation results it was determined that two principles required changes, these were:

- 'Link community, health and educational uses to create a single shared identity at Callan Park.' Was changed to: Encourage complementary health, community and educational uses to maximise synergies and benefits for the community.

And,

- 'Ensure that the history of Callan Park is celebrated and documented on site.' Was changed to: Ensure that the history of Callan Park is commemorated and documented on site.

After the successful conclusion of the Mental Health workshop and the endorsement of the Mental Health framework for the site the Master Plan team proposed a final Project Principle recognising the role of Mental Health for the site:

- Ensure that Callan Park develops as a place for strengthening and restoring Mental Health and community wellness.

The additional Project Principle was posted on the project web site for public endorsement through an online survey, and Leichhardt Councillors subsequently agreed that this should be incorporated into the Master Plan record.

The final agreed Project Principles were as follows:

Governance

- Ensure public representation and accountability in the body that governs Callan Park.
- Provide a suitable transparent governance structure that can fund and manage Callan Park.
- Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.

Preserving and Managing Open Space

- Improve the quality of community lands through conservation, restoration and management.
- Public Access to Open Space that offers Active and Passive Recreation

Preserve Public Access to Open Space and Foreshore.

- Ensure an equitable balance between passive and active recreation to contribute to community health and wellbeing.
- Develop public transport and infrastructure to broaden public access and reduce traffic intrusion.

Preserving the Heritage Significance of Callan Park

- Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features.
- Encourage public use of buildings acknowledged as having the most heritage significance.
- Ensure that the history of Callan Park is commemorated and documented on site.

Future Development of Health

Not-for-profit Community and not-for-profit Education Facilities at Callan Park

- Ensure that Callan Park develops as a place for strengthening and restoring Mental Health and community wellness.
- Encourage complementary health, community and educational uses to maximise synergies and benefits for the community.
- Ensure a focus on wellbeing with an equitable balance of health, community and educational uses at Callan Park.
- Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability.

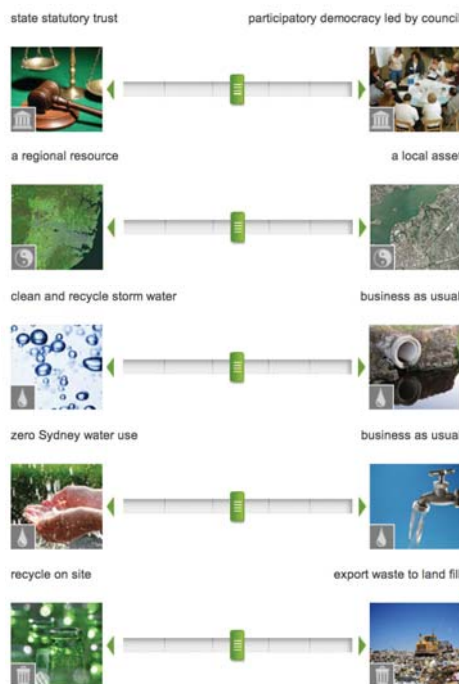
THE SUB PRINCIPLES

Once the Project Principles were agreed the next phase in the development of the Master Plan was to develop a detailed set of Sub Principles to form the basis of a design brief.

The Sub Principles were generated from the results of the public consultation and along with the Character Collage are the foundation for the Master Plan. Table no. 31 on the facing page sets out the forty areas the web site slider provided a forum for comment on. The Sub-Principles were organised under the Project Principles and each Sub Principle was tagged with a 'Biocity' system [www.biocitystudio.com] to aid the organisation of the brief. The twelve biocity systems are:

- Biodiversity
- Built Form
- Culture
- Economy
- Energy
- Food
- Governance
- Health
- Pollution
- Transport
- Water
- Waste

Tagging the Sub Principles in this way allowed the Master Plan team to organise the issues raised during the community consultation into predefined groups. The following table sets out the areas that the forty Sub Principles addressed and shows how each Sub Principle relates to the Guiding Purpose of the Callan Park [Special Provisions] Act 2002 and the biocity systems.



BOTTOM RIGHT. Figure no. 30 The interactive sliders used to generate the Sub principles.
OPPOSITE PAGE. Table no. 31 showing the forty Sub Principles and results of the interactive sliders.

Sub Principle option 1	% of collective community support	Sub Principle option 2	% of collective community support	Guiding Purpose that Sub Principle is aligned to	Bioicity system
Discourage arts and cultural uses	18	Encourage arts and cultural uses	82	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture
No change	21	Interactive education about health and sustainability	79	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture/Health
Health community educational facilities for the community	63	Health community and educational facilities for patients	37	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture/Health
Shared values	63	Shared identity or "brand"	37	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture
Non-acute care	68	Acute care	32	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Health
Focus on wellness	74	Focus on illness	26	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Health
Recovery oriented	75	Treatment oriented	25	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Health
Business as usual	15	Clean and recycle storm water	85	- Governance	Water
Business as usual	19	Zero carbon emissions	81	- Governance	Energy/Pollution
*Decision making based on what is best for individuals or specific groups	21	Decision making based on what is best for the community	79	- Governance	Governance
Export waste to land fill	22	Recycle on site	78	- Governance	Waste
Import food from elsewhere	23	Grow sustainable crops onsite for consumption in the park	77	- Governance	Waste
Business as usual	26	Zero Sydney water use	74	- Governance	Water
Reliance on ongoing public funding	43	Self sustaining financial model	57	- Governance	Economy
A local asset	53	A regional resource	47	- Governance	Governance
Participatory democracy led by council	56	State statutory trust	44	- Governance	Governance
Use coal fired electricity	19	Install and use 100% renewable energy	81	- Preserving and Managing Open Space	Energy
No change	24	Reinstate natural waterways/ wetlands	76	- Preserving and Managing Open Space	Water/Biodiversity
Wild gardens	38	Restored heritage gardens	62	- Preserving and Managing Open Space	Biodiversity
Unstructured open space	42	Discrete organised park spaces	58	- Preserving and Managing Open Space	Built form
Bushland	59	Botanic garden/manicured lawns	41	- Preserving and Managing Open Space	Biodiversity
No change	25	Interpretive signage/trails	75	- Preserving the Heritage Significance of Callan Park	Culture
Heritage collection in state library	36	Museum with on site heritage collection	64	- Preserving the Heritage Significance of Callan Park	Culture
Focus on mental health history	38	Pre-settlement to now	62	- Preserving the Heritage Significance of Callan Park	Health/Culture
Exhibitions in Kirkbride	39	Park Art installations	61	- Preserving the Heritage Significance of Callan Park	Culture
Seek separate funding for restoration	46	Offset tenants rents for commitment to heritage restoration	54	- Preserving the Heritage Significance of Callan Park	Economy
Memorial Benches	58	Memorial gardens	42	- Preserving the Heritage Significance of Callan Park	Culture
*No change	21	Welcoming pedestrian safe entrance ways	79	- Public Access to Open Space that offers Active and Passive Recreation	Transport
No change	26	Increase open space by removing buildings with no heritage significance	74	- Public Access to Open Space that offers Active and Passive Recreation	Built form
No change	27	Ferry/water taxi wharf	73	- Public Access to Open Space that offers Active and Passive Recreation	Transport
No change	28	Improve night access with lighting	72	- Public Access to Open Space that offers Active and Passive Recreation	Built form
Keep parking scattered	38	Move parking to the edges	62	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Internal picnic areas	42	Waterfront picnic areas	58	- Public Access to Open Space that offers Active and Passive Recreation	Culture
Informal shared paths	44	Formalised running/walking/ cycling circuits	56	- Public Access to Open Space that offers Active and Passive Recreation	Transport
No change	47	More sporting fields	53	- Public Access to Open Space that offers Active and Passive Recreation	Health
Uncontrolled parking	49	Controlled (paid) parking	51	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Flexible, lively public park	51	Contemplative Sanctuary	49	- Public Access to Open Space that offers Active and Passive Recreation	Culture
*Balmain Rd bus stops	64	Bus stops on site	36	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Pedestrian priority	78	More car access	22	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Integrate Bay Run	84	Remove Bay Run	16	- Public Access to Open Space that offers Active and Passive Recreation	Transport

THE MENTAL HEALTH FRAMEWORK

The Mental Health proposal for Callan Park was developed from the local community's shared belief in the primacy of a Mental Health role for Callan Park.

Incorporating the twenty plus submissions from the draft Mental Health discussion papers received from individuals and groups, a new model for Mental Health services on Callan Park was developed by Professor Vaughan Carr.

The common themes identified in the submissions were as follows:

- Acute services
- Shared Vocational/ Educational
- Social Enterprises
- University/ Teaching / Wellness Institute
- Interactive Museum of the Mind
- A role for NGOs
- The need to involve consumers
- Supported Accommodation/Step Up/Step Down
- Post-Acute Care

The proposed model was developed from an understanding of current NSW Mental Health services, the gaps in the provision of these services, the potential to complement existing services provided by the Area Health Services, the challenges that face Mental Health consumers and potential synergies with other activities on Callan Park.

Figure no. 31 shows the eight NSW Area Health Services. Callan Park is located within the Sydney South West Area Health Service [SSWAHS]. In August 2010 the State Government unveiled proposals to restructure the Area Health Services into seventeen smaller areas with the objective of furthering local participation and accountability.

Currently Mental Health services in NSW are provided through government, NGOs and private operators. Research into NGO and Government Mental Health service provision was reviewed by Professor Carr.



Sector Mapping Project Report 2010

MHCC

The Mental Health Coordinating Council [MHCC] is the peak body for non-government organisations working for mental health, providing leadership and representation on current issues. The MHCC are currently based on Callan Park.

As part of the stakeholder consultation process the MHCC provided the design team with raw data from their ongoing Sector Mapping Project:

"The NSW Mental Health Community Managed Organisation [CMO] Sector Mapping Project focuses on CMOs providing Mental Health services for people affected by Mental Health problems, their families and carers in NSW. Through this project the MHCC seeks to achieve two objectives:

- *Develop a current picture of the community managed Mental Health sector in NSW; and,*
- *Provide information, using evidence based methodology, to guide in future planning and sector development.'*

Executive Summary MHCC Sector Mapping Project 2010

The report used written surveys of NGOs operating in NSW and the MHCC estimated that between one half to a third of all organisations responded. The material reviewed by the design team provided data based on seven core service programme areas, these were:

- Employment and Education
 - Accommodation Support and Outreach
 - Self-help and Peer Support
 - Help line and Counselling Services
 - Leisure and Recreation
 - Information, Advocacy and Promotion
 - Family Support and Carer Programs
- The graphs on page 101 summarise the relevant data used to support the proposal for the Mental Health concept for Callan Park, the key issues identified were:

- The Sector Mapping Report identified four hundred and fifty six NGO Mental Health service providers in NSW.
- Only thirty-five offer services on a statewide basis
- That urban areas have a greater number of services than rural area proportionally to population

The Sector Mapping Report also explored programme gaps by asking:

"What Mental Health services do your clients require that they are unable to obtain?"

The survey found that "the majority of respondents stated that clients need better access to clinical services" The respondents in the Sydney South West area Health Services identified the following gaps:

- 18% All services needed
- 18% Accommodation/Respite
- 18% Co-existing conditions
- 12% Child and adolescent services
- 12% Clinical services
- 6% Believed current services are adequate
- 6% Long term treatment and support
- 6% Emergency services
- 6% Services catering for disability

Acute and Sub Acute Beds in NSW

Using data from the 2007 NSW Health "Mental Health Bed Types for Inpatient Units" report the design team mapped the proportion of acute and sub-acute beds proportional to population [see table 32].

Trends

The Master Plan team identified the following trends from the data reviewed:

- SSWAHS has a comparatively good provision of NGO services
- There are still large gaps across all services
- The biggest gaps in individual services are: coexisting conditions, child services and clinical services
- SSWAHS has a good provision of acute beds proportional to its population
- SSWAHS has an under provision of non acute beds proportional to the health of the population

THE MENTAL HEALTH SERVICES VISION

Professor Vaughan Carr

The Mental Health framework focuses on the over arching principle of 'wellbeing' in the context of sub-acute Mental Health service provision. The framework responds to the gap between acute hospital care and community living, and identifies the following three stands with key elements that should be addressed to promote wellbeing:

Health and Lifestyle

- Physical fitness
- Healthy eating
- Freedom from disease
- Leisure

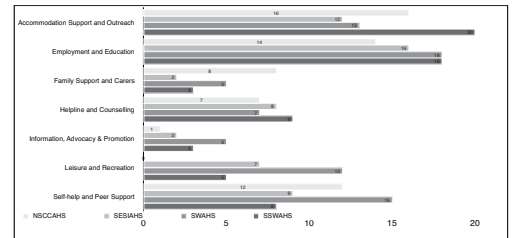
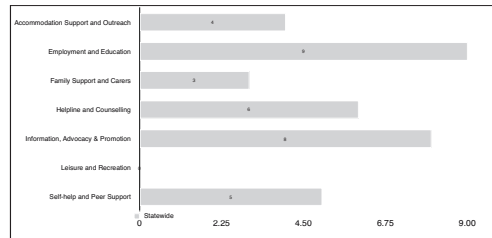
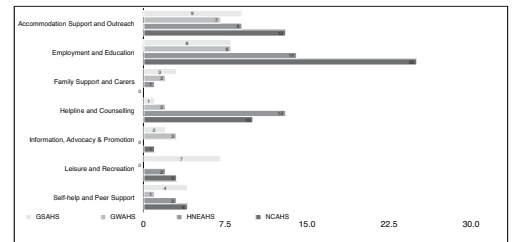
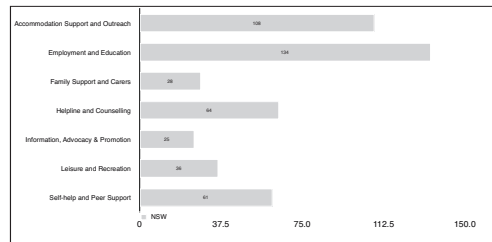
Social Connection

- Family
- Intimate relationships
- Friendship, companionship

Participation

- Education and training
- Employment
- Productive engagement

LEFT. Figure 31. NSW Area Health Service sectors.



Area	Acute beds [total number]	Acute beds [% NSW total]	Non-acute beds [total number]	Non-acute beds [% NSW total]	% share of NSW population
NSW	1390	100%	552	100%	100%
Sydney metro	1090	78%	303	55%	-
SSWAHS	296	21%	74	13%	20.5%
SESAHS	228	16%	14	14%	17%
NSCCAHS	315	23%	80	14%	16%
SWAHS	251	18%	135	24%	16%

The Mental Health framework sets out five service areas that can be provided on Callan Park to contribute to mental health recovery and wellness, these are:

1. Health and Lifestyle
2. Participation and Social Engagement
3. Short to Medium Term Residential Care
4. Information and Support
5. Education, Training and Research

Each area is discussed below.

Health and Lifestyle

The issues:

- Lifestyle
- Obesity, inactivity, poor nutrition, smoking, drug use
- High rates of physical disease
- Metabolic syndrome, cardiovascular disease [stroke, heart attack], diabetes, respiratory disease
- Poor access to medical services
- Inadequate identification and treatment of physical health problems
- Premature mortality
- Shorter life expectancy [~15 years]
- Mortality between two and three times that of the general population

Potential Health and Lifestyle services:

- Primary care [GP] clinics to assess, treat and monitor physical health problems
- Dietary assessment, advice and assistance for healthy eating

- Physical fitness assessment, advice, training, exercise and sporting activities
- Smoking cessation programs and alcohol/drug treatment programs
- Recreational and creative arts activities

Participation and Social Engagement

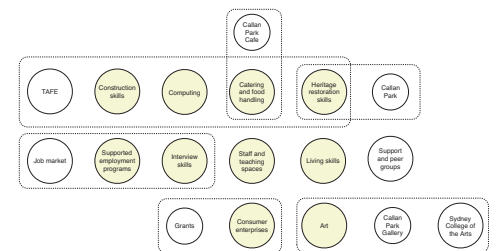
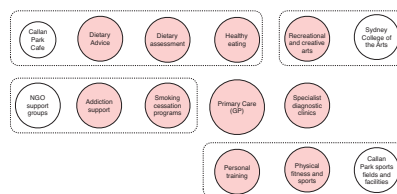
The issues:

- Failure to complete education and training
- Unemployment
- Boredom and inactivity
- Impaired social skills
- Social isolation and loneliness
- Suicide

Potential Participation and Social Engagement services:

Pre-vocational and job-readiness skills training

- Cooperative and commercial enterprise employment and training opportunities
- Supportive TAFE training programs
- Job skills and vocational training
- Supported employment programs [IPS – Individual Placement and Support]
- Supplementary treatment programs [cognitive remediation, cognitive-behaviour therapy, social skills training, problem-solving skills training]
- Social engagement and relationship building opportunities



TOP. Figure no. 32 NGO programmes from MHCC sector mapping data

SECOND FROM TOP. Table no. 32 Acute and Sub-acute beds.

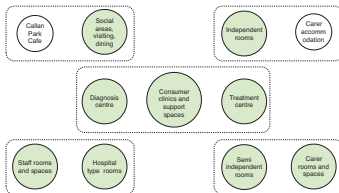
BOTTOM LEFT. Figure no. 33 Health and Lifestyle components

BOTTOM RIGHT. Figure no. 34 Information and Support components

Short and Medium Term Residential Care

The issues:

- Not all who are discharged from acute care are fully able to return to community living: there is a shortage of sub-acute [step-down] beds to aid this transition
- Acute [crisis] care could be averted by planned, elective admission to sub-acute [step-up] beds to nip emerging problems in the bud
- Although many could access the aforementioned services on a day [‘outpatient’] basis, many more who live at a distance from Callan Park would require accommodation for the days-weeks they are accessing these services.



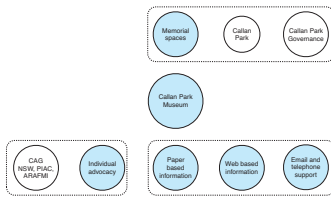
Potential Short and Medium Residential Care services:

- A spectrum of types of non-acute accommodation for people accessing on-site services could be available:
- Low support – hostel or serviced apartment style for those who are relatively independent or have a carer/relative accompanying them
- Medium support – time-limited HASI-like varied levels of support for those with less independence and requiring some supervision
- High support – more traditional sub-acute hospital-style facility
- Potential purposes of residential care include:
 - Diagnostic re-evaluation and clinical re-assessment
 - Stabilization of treatment and monitoring of response
 - Special investigations or therapeutic procedures
 - Initiation of new treatments
 - Intensive rehabilitation accessing on-site services

Information and Support

The issues:

- Need for carer/family information and support
- Need for general information about mental illness
- Need to illustrate and commemorate the history of Mental Health services on the Callan Park site and to honour the people that have been part of that history



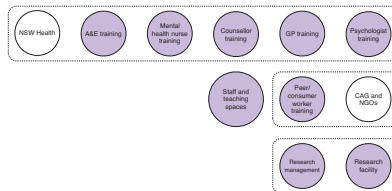
Potential Information and Support Services:

- Provision of electronic and paper-based information on mental illness for carers, families and the general public
- Provision of web-based family/carers psycho-education and coping skills programs backed up by email and telephone support
- Establishment of a Mental Health museum and memorial space

Education, Training and Research

The issues:

- Health and related staff need continuing education and training to keep their knowledge and clinical skills up to date
- Knowledge of new Mental Health treatments and rehabilitation interventions constantly needs to be acquired
- There is a need for routine, systematic measurement and evaluation of the effectiveness of existing treatments and rehabilitation strategies delivered in Mental Health services



Potential Education, Training and Research services:

- Provide facilities to conduct education and training sessions for health professionals, including psychiatrists in training, psychologists, Mental Health nurses, counsellors, general practitioners and other medical, health and related professionals
- Establish research facilities for the scientific investigation of new treatments and rehabilitation interventions and measure systematically the effectiveness of existing treatments and rehabilitation strategies

Mental Health Framework Summary

The framework provides five Elements: Health and Leisure, Vocational and Social, Short and Medium Term Residential, Information and Support and Education, Training and Research. It's Unique - Nothing like it elsewhere in Australia, yet fills a gap in the process of recovery and achievement of wellbeing. It's future-orientated and it has the potential to establish a new, model service to be emulated in other locations

Referral And Admissions Procedure

Because the concept is focused on non-acute services all activities and services will be offered on a voluntary basis. There will be six potential routes to the services on Callan Park:

- NGO referral
- Acute service/ hospital referral
- GP referral
- Private psychiatrist referral
- Community Mental Health team
- Self referral
- Referral and admissions procedure

Intake And Treatment Planning

Comprehensive multidisciplinary clinical evaluation comprising diagnostic assessment, disability profile and evaluation of areas of strength, as well as social and occupational functioning. Formulation of a treatment and rehabilitation plan on the basis of this assessment using a recovery and wellness focus. Figure no. 38 below shows the potential referral and admission process



TOP LEFT. Figure no. 35 Residential component

BOTTOM LEFT. Figure no. 36 Information and Support components

TOP RIGHT. Figure no. 37 Education and Training components

BOTTOM RIGHT. Figure no. 38 Consumer and Referral and Admission process

Continuing Recovery Plan

Compilation of a comprehensive continuing treatment plan that is clearly documented for communication to relevant health care providers to ensure ongoing implementation of the individual recovery-focused intervention plan on the person's return to their usual Mental Health care provider(s).

Building Condition Inspection

During this stage of the project an inspection of the accessible buildings on Callan Park was conducted. Members of the Master Plan team from McGregor Coxall and DCWC carried out this inspection. Where possible the team accessed the internal spaces within these buildings and documented the current situation with photos and notes. The purpose of the inspection was two-fold, to understand the potential for adaptive re-use of the existing internal configurations and to make a condition assessment that could inform decisions about demolitions and provide a basis for generating project costs. This inspection revealed a number of reoccurring issues:

- Asbestos, both sealed and damaged used in dry-lining, soffits and perimeter fencing
- Broken windows, graffiti and vandalism
- Water ingress caused by damage to roofs and down pipes
- Stolen down pipes and other base metal fittings
- Subsidence
- Degraded finishes and decoration
- Damage to structures caused by pests and rodents
- Damage to structures caused by unchecked vegetation growth

The photographs on this page highlight some of the damage and defects that are common within the derelict buildings on Callan Park.



CONSULTATION SUMMARY

City Marketing

The processes used for community engagement during stage three of the project included the interactive project website, community workshops, forums and meetings.

Online Consultation And Participation

Website open for feedback - 23 August until 17 September
Registered users were invited to use interactive sliders to show the Master Plan Team how they prioritised the issues the Master Plan should address. The collective results of this process were illustrated in an animated 'Character Collage' that highlighted:

- The importance of a focus on wellness and recovery
- The need to maintain a natural and sustainable environment
- The need for pedestrian priority and public transport
- The desire for facilities for the community, and:
- The importance of Callan Park's open spaces.
- Together with the Project Principles, this feedback was used to inform the draft Master Plan.

Web Site Visitation

The following statistics show the online traffic generated during stage three of the web based consultation:

- 1,901 Visits
- 7,421 Page views
- 3.90 Pages/Visit
- 04.38 Average minutes on site per visit

Community Workshops

Community Workshop 5 - Mental Health, Wednesday 25th August

The Mental Health Workshop was a significant milestone for the Callan Park Master Plan. Forty Three attendees (including representatives of key Mental Health consumer organisations) listened to Professor Vaughan Carr describe how he had incorporated community submissions into a wide-ranging suite of Mental Health services for Callan Park. The attendees formed groups and arranged themselves at seven tables, first to hear the presentations and then to work through the concept.

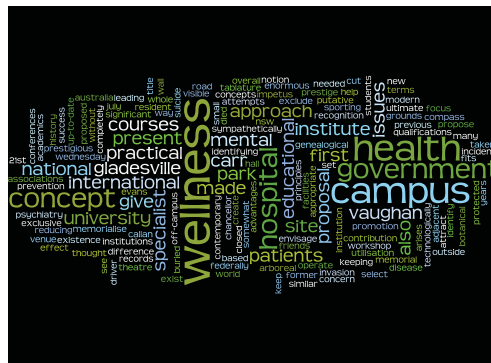
Workshop attendees endorsed the Master Plans team's proposal to develop a new Project Principle for Mental Health based on the 3 recurring themes of the table discussions: Wellness, Community and Recovery. Of the seven tables, 6 agreed to support the five areas of focus.

The role of consumers, carers and mental health practitioners in managing the delivery of Mental Health services was a strong focus for the night's discussions. There was also considerable debate about the role and scope of research, and about the extent and style of any residential care 'beds' at Callan Park. But for the first time, the community endorsed a guiding mental health framework within which these debates could occur. Callan Park, with a focus on Wellness, Community and Recovery, was positioned to become a new world-leading model of mental health care.

Community Workshop 6 - Communities of interest, Saturday 28th August

Workshop 6 on Saturday 28 August created an opportunity to form 'communities of interest' around tables to discuss the Sub Principles of the Master Plan and demonstrate how particular interests could contribute to a vision of Callan Park as a 'wellness sanctuary'. More than 60 participants self-selected an interest, making for lively table presentations about Bushcare, Sustainability, Heritage, Arts and Culture, Dogs, Community Gardening, Transport, City Farm, Disability and Services for Older People, and Open Space and Walking.

The workshop demonstrated the synergies across the interest groups. The workshop provided the forum for smaller 'communities of interest' with individual goals and needs to express their opinions. The format of this workshop enabled participants to explain and to understand where these goals and needs overlap. There was strong support for a Master Plan that can deliver the many dimensions of mental and physical wellness envisaged by the Callan Park [Special Provisions] Act 2002.



Stakeholder Engagement

The Hon. Verity Firth MP, Monday 9 August

Purpose:

To provide the local member an update on the progress of the Master Plan, the emerging issues and community participation.

Issues:

- Community participation and workshops
- The Bay Run

Existing lease and landholders, Tuesday 10 August

Purpose:

To provide an update and to hear presentations about current operations at Callan Park.

Issues:

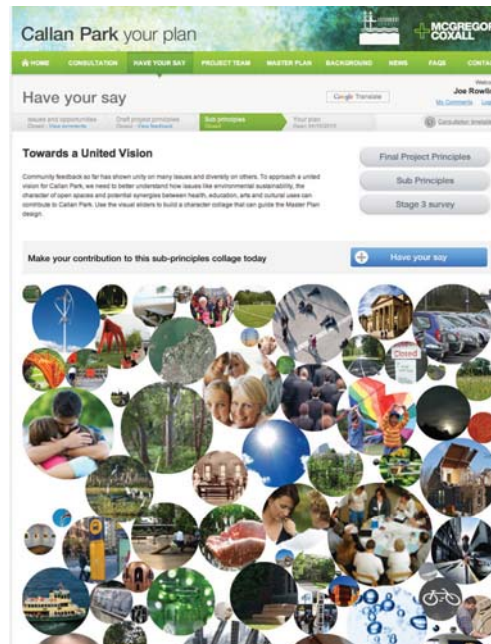
- Mental Health
- Community participation and workshops
- Presentations about current operations
- Summary of Culture and Arts provision within Leichhardt Local Government Area

Sydney Harbour Foreshore Authority, Monday 16 August

Purpose: to discuss ongoing management arrangements for Callan Park and matters relating to future studies to be commissioned by SHFA.

Issues:

- Contamination and vegetation studies
- The Bay Run Development Application



ABOVE RIGHT. Callan Park Wordle
BOTTOM RIGHT. Sub Principles web page

Stage Three Summary

Stage 3 of the Master Plan process investigated the Project Principles using a binary representation of critical design choices. This 'Character Collage' visualised opposing points of view about aspects of each of the Project Principles, namely:

Governance

Preserving and Managing Open Space

Public Access to Open Space that offers Active and Passive Recreation

Preserving the Heritage Significance of Callan Park

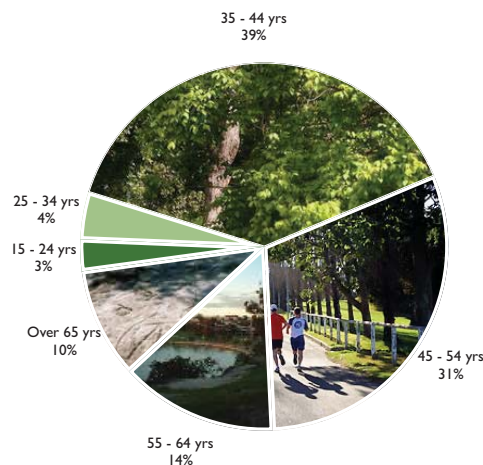
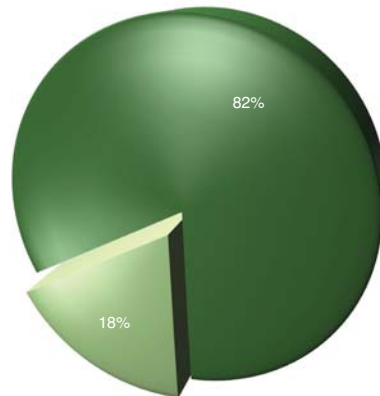
Future Development of Health, not-for-profit Community and not-for-profit Educational facilities at Callan Park

Stage 3 opened online on 23 August 2010 and remained open until 17 September.

During that time 989 unique visitors visited callanparkyourplan.com.au 1,901 times, spending an average of 4.38 minutes on the site and viewing an average of 3.9 pages per visit. 38.3% of all visitors were new.

The binary Character Collage was accompanied by an online survey investigating potential synergies between different uses allowed under the Callan Park (Special Provisions) Act 2002.

72 people completed this online survey.



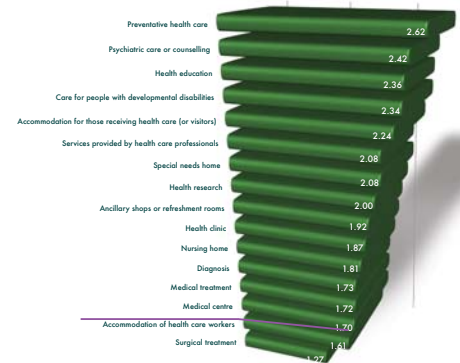
STAGE 3 Online Survey Question 1

Question 1 asked respondents to consider a range of potential allowable health uses identified in the Callan Park (Special Provisions) Act 2002 Discussion Paper. Respondents were asked which of these had the best potential to complement community and educational uses at Callan Park, and to make their selections based on Strong Potential,

Potential or No Potential.

Responses were rated out of a maximum of 3, to enable easy comparison e.g. 65% of respondents felt that preventative health care had 'strong potential' and another 32% felt it had 'potential'. Health uses below the pink line on this this graph were those where more than 50% of respondents felt there was 'no potential' for synergies.

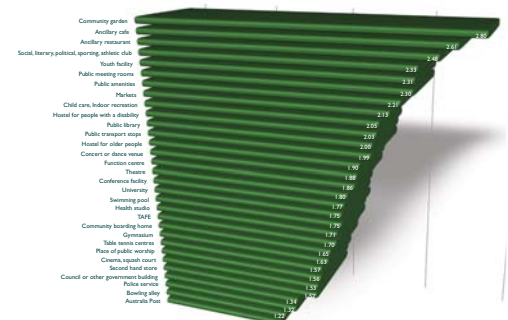
Based on this feedback, the draft Master Plan should investigate the potential for mental health services within these broad 'health' descriptors.



Stage Three Online Survey Question 2

Question 2 asked respondents to consider a range of potential allowable community and education uses identified in the Callan Park (Special Provisions) Act 2002 Discussion Paper. Respondents were asked which of these had the best potential to complement health uses at Callan Park, and to make their selections based on Strong Potential, Potential or No Potential.

Responses were rated out of a maximum of 3, to enable easy comparison e.g. 82% of respondents felt that a community garden had 'strong potential' and another 17% felt it had 'potential'. Health uses below the pink line on this this graph were those where more than 50% of respondents felt there was 'no potential' for synergies.



Based on this feedback, the draft Master Plan should investigate the potential for community and educational facilities that can support mental health services at Callan Park.

Stage Three Character Collage

Stage 3 of the Master Plan process investigated the Project Principles using a binary representation of critical design choices. This 'Character Collage' visualised opposing points of view about aspects of each of the Project Principles, namely:

- Governance
- Preserving and Managing Open Space
- Public Access to Open Space that offers Active and Passive Recreation
- Preserving the Heritage Significance of Callan Park
- Future Development of Health, not-for-profit Community and not-

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Based on this feedback, the draft Master Plan should investigate the potential for community and educational facilities that can support mental health services at Callan Park. There were 119 respondents to the Character Collage. Of these, 92% were residents of the Leichhardt LGA.

Respondents were asked to use to virtual sliders to choose between sometimes conflicting community design choices generated by the Project Principles.

Governance

- State statutory trust v participatory democracy led by council
- A regional resource v a local asset
- Zero carbon emissions v business as usual
- Clean and recycle storm water v business as usual
- Zero sydney water use v business as usual
- Recycle on site v export waste to land fill
- Minimise waste v business as usual
- Grow sustainable crops onsite for consumption in the park v import food from elsewhere
- Self sustaining financial model v reliance on ongoing public funding
- Decision making based on what is best for the community v decision making based on what is best for individuals or individual groups

Preserving and Managing Open Space

- Discrete organised park spaces v Unstructured open space
- Botanic garden/manicured lawns v Bushland
- Reinstate natural waterways/wetlands v No change
- Restored heritage gardens v Wild gardens

Public Access to Open Space that offers Active and Passive Recreation

- Increase open space by removing buildings with no heritage significance v No change
- Improve night access with lighting v No change
- Remove Bay Run v Integrate Bay Run
- Welcoming pedestrian safe entrance ways v No change

- More car access v Pedestrian priority
- Move parking to the edges v Keep parking scattered
- Controlled (paid) parking v Free parking
- Ferry/water taxi wharf v No change

- Bus stops on site v Balmain Rd bus stops
- More sporting fields v Less sporting fields
- Contemplative Sanctuary v Flexible, lively public park
- Formalised running/walking/cycling circuits v Informal shared paths
- Dedicated picnic areas v Multi use of all public areas

Preserving the Heritage Significance of Callan Park

- Heritage collection in State Library v Museum with on-site heritage collection
- No change v Interpretive signage/trails/
- Memorial gardens v Memorial benches
- Park Art installations v Exhibitions in Kirkbride
- Pre-settlement to now v Focus on mental health history
- Offset rent for commitment to heritage restoration v Seek separate funding for restoration

Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park

- Encourage arts and cultural uses v Discourage arts and cultural uses
- Focus on illness v Focus on wellness
- Acute care v Non-acute care
- Treatment oriented v Recovery oriented
- Shared identity or 'brand' v shared values
- Health, community and educational facilities for patients v Health, community and educational facilities for the community
- Interactive education about health and sustainability v No change

The resulting 'Character Collage' represented both visually and statistically the depth of community feeling about these design choices.

Communities of Interest Workshop

A community workshop on Saturday 28 August examined the 'Character Collage' in a paper based form. Approximately 80 people attended the workshop.



BOTTOM RIGHT. Character Collage

Members of the community self selected 'communities of interest' in which to discuss the character collage sub-principles and make presentations about their views.

The 10 communities of interest which arose spontaneously during the workshop were:

- Bush care/wires and wildlife
- Disability
- Glovers garden
- City farm
- Transport
- Sustainability
- Open space and walking
- Heritage
- Dog walking
- Arts and culture

The final three chose to provide visual or verbal feedback outside the format of the provided worksheets.

The character choices of the 7 groups that did use the worksheets are shown here.

Workshop participants also marked up a plan of Callan Park with individual comments and ideas. All have been reviewed by the Master Plan team.

Heritage

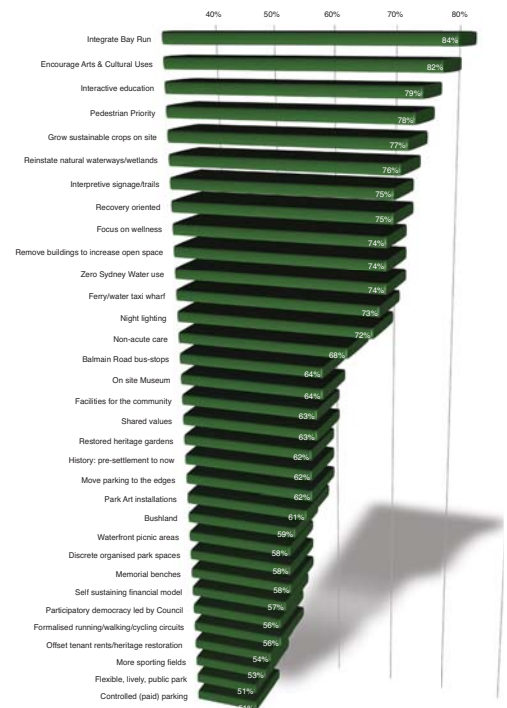
The Heritage group focussed its discussion on the group of six character statements under the heading 'Preserving the Heritage Significance of Callan Park'.

Handwritten notes on the workshop worksheet include:

- What is significance and to whom?
- Conservation and preservation
- Museum with on-site heritage collection 'highly desirable'
- The heritage collection in the state library should continue and should be integrated with a new collection at Callan Park
- Interpretive signage trails should be included
- Park art installations and exhibitions in Kirkbride should be integrated and co-ordinated as a collaboration with SCA
- The focus for history should be a balance approach including pre-settlement and a focus on mental health
- Heritage acknowledgement should be part of the governance of the whole site
- No objection to memorials some objection to cemetery style gardens
- CMP (Conservation Management Plan) 2002!

Dog Walking

- The dog walking group provided copious notes:
- Both human and animal wellness
- Strong physical and mental health benefits for many in the community
- Imperative the extensive off-leash areas keep dogs well socialised and adequately exercised
- Happy well balanced dogs means fewer neighbourhood disputes over neurotic barking dogs
- Dog walkers overlap with the passive users (walking, picnic groups)
- Huge demand for off-leash areas
- look at how heavily used the Hawthorn Canal area is
- Restrictions on car usage would benefit many passive users including dog walkers
- Car fee weekends periodically
- Gates installed at strategic points to achieve desired traffic arrangements
- Dog friendly facilities include poo bins, boo pag dispensers, combined human/dog 'bubbles'
- Remove some internal park roads depending on building usage
- Curtail road users speed with humps and chicanes
- Reduced roads within the park reduce speed and make park more amenable for all passive recreational pursuits
- University car traffic should be channeled away from the bulk of the park
- Dog owners are responsible people in the main. We do not want problems with children's play areas and would hope that they can be located away from potential conflict situations. This has not been successful in Bicentennial Park: the resulting on-leash area is



large but of little use to dog owners; the two small off-leash areas either side of the large area are too small to be really useful.

- Skateparks should also be sited away from dog walking areas unless fenced off adequately
- Vandalism and anti-social behaviour of many kinds occur in Callan Park. Dog owners have the best interest of the Park/community/users at heart.
- Put up posters with an emergency contact telephone number for the security company. We as a group can act as unpaid eyes and ears, reporting anti-social behaviour. It would be desirable to link dog walking between Callan Park and Hawthorn Canal.

Arts and Culture

The arts and culture group provided a well marked up plan that included:

- An outdoor amphitheatre performance space
- Aboriginal heritage walk along the foreshore (with provision for a separate sculpture walk)
- Music, dance and dramatic arts rehearsal spaces
- Gallery for resulting artworks
- Artists precinct including an artists co-operative, community studios, aboriginal artists
- Arts teaching precinct (a wellness priority for mental illness)
- Computer workshops and museum
- Picture framing workshop
- Possible residential space for arts students and short term accommodation for visiting artists

Based on workshop and online feedback, the draft Master Plan should incorporate the character elements identified as desirable by the community.

Character Choice	Workshop Community of Interest Group							Project Principle
participatory democracy led by council	Bush Care							Governance
import food from elsewhere		Disability						Governance
reliance on ongoing public funding	Bush Care							Governance
state statutory trust		Disability	Glovers Garden		Transport			Governance
a regional resource		Disability	Glovers Garden	City Farm	Transport			Governance
install and use 100% renewable energy	Bush Care	Disability	Glovers Garden	City Farm		Sustainability	Open Space & Walking	Governance
clean and recycle storm water	Bush Care	Disability	Glovers Garden	City Farm		Sustainability		Governance
zero Sydney water use	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Governance
recycle on site	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Governance
zero carbon emissions	Bush Care	Disability		City Farm	Transport	Sustainability		Governance
grow sustainable crops onsite for consumption in the park	Bush Care		Glovers Garden	City Farm	Transport			Governance
self sustaining financial model		Disability				Sustainability		Governance
decision making based on what is best for the community	Bush Care				Transport	Sustainability		Governance
Unstructured open space	Bush Care						Open Space & Walking	Preserving and Managing Open Space
Bushland	Bush Care							Preserving and Managing Open Space
Wild gardens	Bush Care						Open Space & Walking	Preserving and Managing Open Space
Discrete organised park spaces			Glovers Garden					Preserving and Managing Open Space
Reinstate natural waterways/ wetlands	Bush Care		Glovers Garden	City Farm	Transport			Preserving and Managing Open Space
Restored heritage gardens	Bush Care		Glovers Garden				Open Space & Walking	Preserving and Managing Open Space
Heritage collection in state library		Disability	Glovers Garden					Preserving and Managing Open Space
Memorial Benches		Disability						Preserving and Managing Open Space
Seek separate funding for restoration	Bush Care		Glovers Garden					Preserving and Managing Open Space
Museum with on site heritage collection	Bush Care				Transport	Sustainability		Preserving and Managing Open Space
Interpretive signage/trails	Bush Care		Glovers Garden					Preserving and Managing Open Space
Memorial gardens					Transport			Preserving and Managing Open Space

LEFT. Table no. 33 Responses of various stakeholders at Callan Park

OPPOSITE PAGE. Table no 34. Responses of various stakeholders at Callan Park

Character Choice	Workshop Community of Interest Group							Project Principle
Park Art installations	Bush Care		Glovers Garden		Transport			Preserving the Heritage Significance of Callan Park
Pre-settlement to now			Glovers Garden					Preserving the Heritage Significance of Callan Park
Offset tenants rents for commitment to heritage restoration		Disability			Transport			Preserving the Heritage Significance of Callan Park
No change		Disability						Public Access to Open Space with Active & Passive Recreation
No change		Disability					Open Space & Walking	Public Access to Open Space with Active & Passive Recreation
Pedestrian priority	Bush Care		Glovers Garden	City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Keep parking scattered		Disability						Public Access to Open Space with Active & Passive Recreation
Uncontrolled parking			Glovers Garden					Public Access to Open Space with Active & Passive Recreation
Balmain Rd bus stops		Bush Care	Disability	Glovers Garden				Public Access to Open Space with Active & Passive Recreation
No change		Disability		City Farm				Public Access to Open Space with Active & Passive Recreation
Flexible, lively public park			Glovers Garden					Public Access to Open Space with Active & Passive Recreation
Informal shared paths		Disability					Open Space & Walking	Public Access to Open Space with Active & Passive Recreation
Increase open space remove buildings of no heritage significance	Bush Care		Glovers Garden		Transport			Public Access to Open Space with Active & Passive Recreation
Improve night access with lighting	Bush Care				Transport			Public Access to Open Space with Active & Passive Recreation
Welcoming pedestrian safe entrance ways	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Move parking to the edges			Glovers Garden		Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Controlled (paid) parking	Bush Care				Transport			Public Access to Open Space with Active & Passive Recreation
Ferry/water taxi wharf	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Bus stops on site				City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
More sporting fields					Transport			Public Access to Open Space with Active & Passive Recreation
Contemplative Sanctuary	Bush Care				Transport			Public Access to Open Space with Active & Passive Recreation
Formalised running/walking/cycling circuits					Transport	Sustainability	Open Space & Walking	Public Access to Open Space with Active & Passive Recreation
Waterfront picnic areas					Transport			Public Access to Open Space with Active & Passive Recreation
Focus on wellness			Glovers Garden		Transport			Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Non-acute care	Bush Care							Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Recovery oriented								Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Shared values						Sustainability		Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Health community & educational facilities for the community					Transport			Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Encourage arts and cultural uses	Bush Care	Disability	Glovers Garden		Transport	Sustainability		Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Interactive education about health and sustainability		Disability	Glovers Garden	City Farm	Transport	Sustainability		Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park

Mental Health Workshop

A workshop dedicated to Mental Health was held on Wednesday 25 August at Balmain Town Hall. This workshop was a significant milestone for the Callan Park Master Plan. 43 attendees (including representatives of key mental health consumer organisations) heard Professor Vaughan Carr report how he had incorporated community submissions into a potential suite of mental health services for Callan Park. Workshop participants marked up large format worksheets that visualised elements of Professor Carr's draft proposal:

Consumer Referrals and Admissions Process (referral through a range of mechanisms including GP, NGO, Community mental health teams, self or family referral)

Vocations and Social (Including pre-vocational and job-readiness skills training, co-operative and commercial enterprise employment and training opportunities, supportive TAFE training programs, job skills and vocational training, supported employment programs (IPS, Individual Placement and Support) supplementary treatment programs (cognitive remediation, cognitive behaviour therapy, social skills training, problem solving skills training, social engagement and relationship building opportunities and living skills)

Information and Support - providing electronic and paper based information on mental illness for carers, families and the general public and provision of web-based family/carer psycho-education and coping skills programs backed up by email and telephone support and establishment of a mental health museum and memorial space and peer and consumer worker training.

Health and Lifestyle - including primary care GP clinics to assess, treat and monitor physical health problems, dietary assessment, advice and assistance for healthy eating, physical fitness assessment, advice, training, exercise and sporting activities, smoking cessation programs, alcohol/drug treatment programs and recreational and creative arts activities.

Residential - a spectrum of types of non-acute accommodation for people accessing on-site services such as low support hostel or serviced apartment style, medium support time limited HASI style varied levels of support and high support - more traditional sub-acute hospital style facility.

Education, Training and Research - providing facilities to conduct education and training for health professionals, including psychiatrists in training, psychologists, mental health nurses, counsellors, general practitioners and other medical, health and related professionals and establish research facilities for the scientific investigation of new treatments and rehabilitation interventions and measure systematically the effectiveness of existing treatments and rehabilitation strategies.

The 5 areas of focus for mental health services at Callan Park are:

- Health and lifestyle
- Vocation and social
- Residential
- Information and support
- Education, training and research

Of the 7 tables, 6 were in broad agreement and support of the five areas of focus. The role of consumers, carers and mental health practitioners in managing the delivery of mental health services was a strong focus for the night's discussions.

There was also considerable debate about role and scope of research, and about the extent and style of any residential care 'beds' at Callan Park.

The marked up worksheets have informed the Master Plan team's development of the draft Master Plan.

The workshop endorsed the Master Plans team's proposal to develop a new Project Principle for Mental Health based on the 3 recurring themes of the table discussions: Wellness, Community and Recovery.

As a result of the workshop, a new draft Project Principle was placed online for community feedback.

45 members of the community endorsed the Mental Health Project Principle: 'Ensure that Callan Park develops as a place for restoring and strengthening community wellness'. This Project Principle is the leading principle under 'Future Development of health, not-for-profit community and not-for-profit education facilities at Callan Park'.

Based on this feedback, the draft Master Plan should incorporate the five areas of focus for mental health services at Callan Park, identifying appropriate locations and buildings for the delivery of these services.

Stage Three Arts & Cultural Workshop

A workshop dedicated to Arts and Culture was held on Thursday 9 September at the Sydney College of the Arts. Approximately 45 members of the community with an interest in arts and culture (including artists and performing artists) attended. Participants were asked to consider:

What is your creative vision for Callan Park? Within the opportunities of the Callan Park (Special Provisions) Act 2002, how do you imagine Callan Park in 10 years time?

What excites you about the links between Mental Health and the Arts? What are the opportunities in Callan Park? How can culture and wellbeing be supported?

What are the priorities for supporting artists and creative organisations in Callan Park and its locality?

Response 1: Creative Vision

- Amazing hub of constant activities - a big vibrant community full of active centres
- Festival and events open to the whole community
- Artists in residence/studios
- Street art
- Creative hub for arts/creative organisations as well as artists
- Good coffee
- Where members of the community (who are not creative) can feel welcome
- Shared spaces, (not isolated spaces) keeping costs down and collaboration up
- Workshops, summer programs
- Centrally administered
- Different art forms require different things
- Facilities which can accommodate casual visitors, keeping it fresh, new interests, giving audiences a reason to engage and return
- Large outdoor events
- Active community engagement and participation in events
- Local performance companies, rehearsal spaces
- Active links to adjacent performing arts precincts
- Sydney residents from all over identify Callan Park as a place they can visit, with a sense of ownership
- Studio spaces, galleries, exhibition space, outdoor performance and cinema
- Dedicated spaces for outsider artists
- Viability enabled through 'arts/cultural precinct involving peak arts organisations
- An environment open to the community vibrant with activity from artists of all stages, emerging to established, an arts based 'village'
- Opportunities for exchange; support; collaboration; resource provision
- Mix of NGO's and private organisations
- Technology museum including film sets and film archive
- Linking areas to allow balance between vibrancy and reflection
- Maintaining passive useage and peace of the environment
- Sculpture park
- Version of Gaudi Park
- Indigenous influence
- Community garden

Response 2: Supporting Culture and Wellbeing

- Potential to breakdown barriers and stigma
- Capacity for engagement and space to exhibit and showcase
- Residences for arts organisations and artists who work with people in mental health
- Yoga for everyone
- Chance to communicate issues about mental health through innovative creative ideas
- Physical theatre and youth community engagement
- Bring people together/ blur the line/ partnerships between artists and mental health organisations
- Integration of mental health therapies with art programs
- Organic, collective work
- More funky bars to dance, sing and be entertained
- Linking existing activities and organisation
- Artists as family
- A family, a place of incubation, inclusivity, nurturing
- Place for expression
- Gardens as art, labyrinth
- Men's Shed
- Open but safe, conducive to mental wellbeing

- Therapy through art
- The capacity for art to heal
- Disability programs and respite using the arts
- Using arts groups, classes, events and projects to promote mental health and wellbeing
- Access to pathways for ongoing professional development
- History and heritage of the site
- Reducing isolation, celebrating diversity, accepting difference

Response 3: Priorities

- Encouraging use of existing facilities
- Outdoor spaces as amphitheatre
- Information/communication
- Affordable space (storage, studios, meeting, performance, display)
- Basic infrastructure and facilities
- Access to specialised technical facilities
- Shared resources
- Capacity for events and exhibitions including equipment
- Accommodation for artists in residence
- Mixture of long-term and short-term/ curated and open-access spaces for hire
- Networking opportunities
- Creative commons - jointly run venture and collaborative support
- Critical mass of co-located arts organisations and artists
- Centralised communal gathering spaces including cafe near the water
- The more groups the better
- Exchange programs
- Mentors
- Events
- Promotion - eg annual arts festival
- Investment (not just financial)
- Sustainability
- Governance (transparency)
- Vision
- Maintaining peaceful environment
- Vibrancy
- Equity

Based on this feedback, the draft Master Plan should incorporate an arts and cultural precinct with the capacity to create synergies between arts, culture and mental health and wellbeing, with specific opportunities for mental health consumers within active participation in the arts and cultural pursuits by the broader community.



STAGE 04 | DRAFT MASTER PLAN

INTRODUCTION

The development of the Draft Master Plan was carried out between the 23rd of August 2010 and the 8th of October 2010. During this stage the Master Plan team used the Project Principles and Sub Principles to develop a Draft Master Plan for Callan Park. The Draft Master Plan included over sixty options and the project web site presented the Draft Master Plan through diagrams and a series of 3D animations showing proposed changes. The Draft Master Plan incorporated the results of the extensive consultations that occurred in the previous stages, including:

- 7 workshops
- 2,000 hours of community participation
- 9,062 web site visits - 4,170 unique visitors
- 46,534 web site page views
- Thousands of individual comments
- Hundreds of online surveys

The Draft Master Plan was developed in the context of the Callan Park [Special Provisions] Act 2002 and responded directly to the Project Principles and Sub Principles developed with the community.

The Draft Master Plan was cross referenced with the Conservation Management Plan 2002 to test its alignment with the key policies of the CMP 2002. Figure no. 39 on this page shows the Draft Master Plan and highlights the CMP 2002 policies that have been addressed and incorporated.

The public were invited to view and comment on the Draft Master Plan online and at two separate weekend drop-in sessions. The online surveys showed a 87% endorsement with the majority of ideas receiving wide support. The consultation from this stage did however highlight nine areas and proposals that were unresolved and required a final decision from Leichhardt Council, these were:

- Dog walking
- The provision for sports
- The Orchard
- Existing land uses
- Aboriginal Culture and Social Services
- Mental health
- The skate park
- The ferry wharf
- Parking regulation

These nine areas were discussed at a public forum with invited speakers. The main change to the Draft Master Plan that emerged from the forum was the removal of the proposed ferry wharf, this was due to local concerns about the potential for adverse impacts on rowing on Iron Cove.

THE DRAFT MASTER PLAN

The 2010 Master Plan for Callan Park delivers a vision for a Wellness Sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical, social and cultural health of the entire community.

The proposed Master Plan responds to the community feedback provided throughout the consultation process by:

- Maintaining open space and access to the foreshore
- Allowing for sport as well as quiet reflection
- Providing solution for traffic and parking problems
- Increasing areas of native bush land
- Providing a spatial framework for community organisations to keep delivering crucial services
- Building on the arts and cultural platform created by the Sydney College of the Arts and the NSW Writer's Centre
- Preserving heritage buildings and encourages public access
- Promoting shared community values around sustainability and community wellness.

Note:

The Draft Master Plan was revised in the subsequent project stage to reflect the community options preferences and the outcomes of the forum held on 20th November 2010. The Final Draft Master Plan can be viewed on pages 168-169 in the following section of this report.



MAIN IMAGE. Figure 39. Draft Master Plan and heritage response



Conservation Policies [CMP2002]
Treatment of the Landscape

Waterfront & Callan Point:

- 1 Use the 1886 'Deed' or 'Management for Callan Point' to guide all landscape conservation of native vegetation [Policy 5.29]
- 2 Explore the potential of creating vegetation corridor links with other forests and subulsiavanas [Policy 5.79]
- 3 Conserve Norfolk Island Hibiscus waterfront plantings and formalise our parking areas [Policy 5.78]
- 4 Remove trees in poplar avenue planting to show an informal transition between Kirkbride and Callan Point [Policy 5.27]
- 5 Maintain and integrate Sydney Harbour Bridge Memorial [Policy 5.28]
- 6 Generally maintain open landscape [Policy 5.20]
- 7 Undertake repair to cars [Policy 5.33]

Manning Street

- 8 Remove self-seeded trees [Policy 5.31]
- 9 Replace poplar avenue with bush vegetation that will screen the sub-station [Policy 5.32]
- 10 Conserve asyrum walling and boundary plantation [Policy 5.30]
- 11 Rezone late nineteenth century character [Policy 5.34]

Kirkbride Entrance Garden & Embankment to King George Park

- 12 Investigate alignment of former entrance drive and remove invasive planting [Policy 5.38]
- 13 Reinststate entrance drive which is less visually intrusive [Policy 5.38]
- 14 Conserve and reinststate boundary plantation [Policy 5.39]
- 15 Conserve and reinststate sunken garden [Policy 5.38]
- 16 Continue bush regeneration program [Policy 5.40]
- 17 Implement replacement planting program with species suggested by Charles Mackenzie and Joseph Mackenzie [Policy 5.41]

Ridgetop, Kirkbride Block Platform & Convolescent Cottages Precinct

- 18 Replace unsympathetic lighting and seating [Policy 5.42]
- 19 Integrate the former playing field [Policy 5.43]
- 20 Management of landscape to follow recommendations set out in the Kirkbride Block Conservation Management Plan 1998 [Policy 5.44]
- 21 Remove invasive and prune native trees and shrubs to allow views to Iron Cove to be recovered [Policy 5.45]
- 22 Conserve and reinststate boundary plantation [Policy 5.46]
- 23 Maintain open landscape character [Policy 5.47]
- 24 Reconstruct former garden layout [Policy 5.48]
- 25 Selectively remove planting to restore views to Iron Cove [Policy 5.49]

Central Slope

- 26 Maintain an open character with scattered groups of trees [Policy 4.50]
- 27 Remove avenue and row plantings [Policy 4.51]

NSW Ambulance

- 28 Remove blumen car park [Policy 4.55]
- 29 Reconstruct entrance [Policy 4.53]
- 30 Integrate mature trees [Policy 4.54]

Brought Hill

- 31 Repair plumbing, drainage and water pumping systems of the gardens [Policy 5.50]
- 32 Repair brickwork [Policy 5.56]
- 33 Conserve and repair all orient-al-inclined structures [Policy 5.57]
- 34 No new development beyond the existing building footprints [Policy 5.65]
- 35 Reinststate tennis court [Policy 5.58]
- 36 Conserve the summerhouses [Policy 5.59]
- 37 Preserve warfront gully and remove infill planting [Policy 5.61]
- 38 Reinststate path system and return to pedestrian-only use [Policy 5.62]
- 39 Reinststate palm planting around buildings [Policy 5.63]
- 40 New fencing as a modern interpretation of iron palisade [Policy 5.64]

Issue	Key Issues	Draft Master Plan Response
Ownership	Public ownership Existing leases including NGOs, Health and UTAS	Public ownership Existing leases including NGOs, Health and UTAS Significant heritage buildings operated by future governance structure (i.e. not leased) Other buildings leased in accordance with Callan Park (Special Provisions) Act 2002
Mentally Ill	Some services offered by NGOs No beds for the mentally ill	73 beds (from low support to high support) Five areas of focus bridging the gap between acute care and home life: Health and Lifestyle; Vocational and Social; Residential; Information and Support; and Education, Training and Research Blueprint for seeking federal and state government funding for mental health services
Callan Park (Special Provisions) Act 2002	New development must not increase total floor area or take place outside existing envelopes	Total built floor area reduced by almost 10,000 square metres New pavilions on partial footprint of B514 and B715 – B719
Open Space	Currently 55 hectares of open space	By removing roads and dilapidated buildings, open space increased by one hectare No 'private gardens' allocated for any buildings
Parking	Random uncontrolled parking	750 controlled spaces
Access	None by water Multiple roads around Callan Park No bus stops on site Foreshore buildings limit access Balmain Road wall discourages access	Ferry, bus and bike access 'Destinational' rather than connecting roads Limited on-site bus route Foreshore access increased by removing dilapidated buildings Balmain Road perimeter wall removed
Heritage	Neglected properties and gardens	Blueprint for seeking federal, state and benefactor funding for restoration of significant buildings and landscapes
Sports (Active recreation)	1 sports field for local sporting groups Haphazard associated parking Unfenced fields available to all outside organized sports times No specific recreation for younger people No night lighting	3 sports fields for local sporting groups, maximum of 25 hours per week Controlled parking at edges supported by mini bus services and bike access Unfenced fields available to all outside organized sports times. Sports fields managed to ensure mental health and community service providers can book sporting activities. Skate park for younger people Night lighting of the Glover Street oval (limited hours)
Foreshore	Existing endangered salt marsh where the seawall has collapsed No access by water	Salt marsh ecology reinstated 3 new jetties
Callan Point	Degradation of historic evidence of Aboriginal ownership Multiple buildings intrude on a natural setting	Aboriginal occupation and prior ownership acknowledged and celebrated Buildings replaced by bush regeneration Wildlife sanctuary encouraged Well defined walking and running routes Dogs discouraged (to protect wildlife)
Uses	Currently only NGOs and state government facilities	Health, community and education uses consistent with the Callan Park (Special Provisions) Act 2002 and the vision of Callan Park as a 'Wellness Sanctuary.'

KEY ASPECTS OF THE DRAFT MASTER PLAN

Through the ongoing consultation process a number of community issues were raised. Table no. 35 above demonstrates how the Draft Master Plan addressed these key issues.

HERITAGE

Heritage Response

The Conservation Management Plan 2002 [CMP 2002] was drafted prior to the ascent of the Callan Park [Special Provisions] Act 2002. It does however offer the most comprehensive guidance on how to manage change in Callan Park.

During the development of the Draft Master Plan to policies in volume 1 of the CMP 2002 was used to cross check the various design proposals embedded in the Draft Master Plan. The CMP locates the policies according to the precincts defined within the CMP 2002. Figure no. 40 on the facing page identifies the extent of each precinct.

CMP Policies to be Addressed

The following policies, from the CMP 2002 have been considered and addressed in the development of the Draft Master Plan. The policies are grouped according to the precincts identified in figure 39 on the previous page, which is accompanied by a key, locating the following policies on the plan.

Waterfront and Callan Point Precinct

- Use the 1998 "Draft of Management for Callan Point" to guide all landscape conservation of native vegetation [Policy 5.24]
- Remove trees in Poplar Avenue planting to allow an informal transition between Kirkbride and Callan Point [Policy 5.27]
- Explore the potential of creating vegetation corridor links with other foreshore and suburban areas [Policy 5.25]
- Conserve Norfolk Island Hibiscus waterfront planting and formalise car parking areas. [Policy 5.26]
- Generally maintain an open landscape [Policy 5.29]
- Undertake repair to canal [Policy 5.30]

- Maintain and integrate Sydney Harbour Bridge Memorial [Policy 5.28]

Manning Street Precinct

- Remove self-seeded trees [Policy 5.31]
- Replace poplar avenue with bush vegetation that will screen the substation [Policy 5.32]
- Conserve asylum walling and boundary plantation [Policy 5.33]
- Restore late nineteenth century character [Policy 5.34]

Kirkbride Entrance Garden and Embankment to King George Park Precinct

- Investigate alignment of former entrance drive and remove intrusive planting [Policy 5.35]
- Reinstate entrance drive which is less visually intrusive [Policy 5.36]
- Conserve and reinstate boundary plantation [Policy 5.37]
- Conserve and reinstate sunken garden [Policy 5.39]
- Continue bush regeneration program [Policy 5.40]
- Implement replacement planting program with species favoured by Charles Moore and Joseph Maiden [Policy 5.41]

Ridgetop, Kirkbride Block Platform and Convalescent Cottages Precinct

- Replace unsympathetic lighting and seating [Policy 5.42]
- Interpret the former playing field [Policy 5.43]
- Management of landscape to follow recommendations set out in the Kirkbride Block Conservation Management Plan 1993 [Policy 5.44]
- Remove invasive and prune native trees and shrubs to allow views to Iron Cove to be recovered [Policy 5.45]
- Conserve and reinstate boundary plantation [Policy 5.46]
- Maintain open landscape character [Policy 5.47]

TOP: Table no. 35 Key issues and the Draft Master Plan response



- Reconstruct former garden layout [Policy 5.48]
- Selectively remove planting to restore views to Iron Cove [Policy 5.49]

Central Slope Precinct

- Maintain an open character with scattered groups of trees [Policy 4.50]

NSW Ambulance Precinct

- Remove bitumen car park [Policy 4.52]
- Reconstruct entrance [Policy 4.53]
- Integrate mature trees [Policy 4.54]

Broughton Hall Precinct

- Repair plumbing, drainage and water pumping systems of the gardens [Policy 5.55]
- Repair brickwork [Policy 5.56]
- Conserve and repair all oriental-inspired structures [Policy 5.57]
- No new development beyond the current building footprints [Policy 5.58]
- Reinstate tennis court [Policy 5.59]
- Conserve the summerhouse [Policy 5.60]
- Preserve rainforest gully and remove infill planting [Policy 5.61]
- Resurface path system and return to pedestrian-only use [Policy 5.62]
- Reinstate palm planting around buildings [Policy 5.63]
- New fencing as a modern interpretation of iron palisade [Policy 5.64]

STATUTORY PLANNING ASSESSMENT

Ingham Planning

Introduction

The concept of a "Wellness Sanctuary" would present a variety of uses in Callan Park which would comply with The Callan Park Act, determining how the site is to be used and managed. It limits permitted land use on the site essentially to that of health, community and education uses. Further community and education facilities must

provide services on a 'not-for-profit' basis. This requirement does not apply to health facilities. There are a wide range of uses that could potentially fall within these terms.

The draft Master plan (proposed uses and areas map) indicates the following land uses:

- Community Spaces (park administration buildings)
- Mental Health Wellness Centre
- Mental Health Accommodation (Low to Medium Support)
- Mental Health Accommodation (High Support)
- Mental Health Vocational Training (skills depot, two cafes)
- Community Spaces (community booking spaces)
- Public Gallery Spaces
- NGO spaces (associated with community, health and/or educational purposes)
- Cultural Quarter (performance spaces, extension to the NSW Writers Centre, artists in residence etc)
- NSW Ambulance
- Bike Share (bike hire and workshop).

In accordance with the Callan Park Act, both the community and education uses (spaces) must be "not for profit" and it appears that most of the proposed uses will comply with this requirement; however some further information is required in terms of those uses described as "Community/Education". No such restriction applies to the definition of mental health uses on this site and therefore the Mental Health Wellness Centre and the Mental Health Vocational Training uses may be profit driven. It being noted that the cafes proposed under the umbrella of mental health vocational training could be profit driven entities, however as these uses are linked to mental health vocational training it is more likely that any profit is put back into the cafes or into mental health facilities on the site. This being said, it may be necessary to have managers of the proposed cafes who derive a wage. The use of a café is however ancillary to the permissible use of health and appears to be permissible. These facilities could be operated by social enterprises offering real job and work-skill opportunities for people with mental illness.

The concept of a wellness sanctuary is supported by the majority of proposed uses being defined as health and more specifically; these proposed uses are linked with mental health issues. The use of areas of the site for public recreational areas, both active and passive, and for the expansion of the community garden concept would appear to work hand in hand with the original intention of Callan Park.

TOP. Figure no. 40 CMP precincts

That is, the Park was designed as an area centred on the well being of patients with mental health issues within a peaceful garden setting. The proposed City Farm concept not only links into the urban agriculture/retention of green space on this site but also with the history of the site, as the hospital had its own gardens and farm animals.

A detailed description of all of the proposed uses is provided in table no. 36 below.

Proposals

The principle uses proposed are

- Community spaces,
- A mental health wellness centre
- Mental health accommodation,
- Mental health vocational training,
- Recreational uses,
- Community garden,
- Car parking and access roads.

For a land use to be permitted in Callan Park it must be permis-

sible under the relevant legislation. The relevant legislation is the Callan Park Act and the environmental planning instruments that were applied on 24 December 2002. All of these uses are permitted uses within the Callan Park Act and are also under the principle planning instrument for the site which is the Leichhardt LEP. A detailed description of all of the proposed uses is provided in the following table

Other Issues

Recreational Areas

Under the LEP, 'recreation areas' are permitted on the site without development consent.

Recreation area means:

- (a) an area used for sporting activities or sporting facilities, or
- (b) an area used to provide facilities for recreational activities which promote the physical, cultural or intellectual welfare of persons within the community, being facilities provided by:
 - (i) the Council, or

Proposed use/tenant	Is this use permissible under the Leichhardt LEP?	Is this use permissible under the Callan Park Act?	Other comments/further information required in relation to this proposed use.
<p>Community Spaces</p> <ul style="list-style-type: none"> - Broughton Hall - Gate House, - Moodie Street Cottage <p>All proposed for Park Administration purposes</p>	<p>Yes, would be defined as a 'public building'</p> <p>Public building means a building used as offices or for administrative or other like purposes by the Crown, a statutory body, a council, Australia Post or an organisation established for public purposes.</p>	<p>Yes, if it provides a not for profit community or education service or is a health facility (or part of one). Park Administration is clearly related to all of the permitted uses (education to a lesser extent than either community or health).</p>	<p>The proposed uses must not affect the Broughton Hall Garden (this is a specific requirement of the Act).</p>
<p>Mental Health Wellness Centre</p> <p>For the specific purposes of</p> <ul style="list-style-type: none"> - administration, - peer support and information, - primary health care and lifestyle centre and - arts therapy studio. 	<p>Yes, these uses could comply with the definition of a 'hospital' as they provide professional health care services in accordance with the definition of hospital.</p> <p>Hospital means a building or place used for the purpose of providing professional health care services (such as preventative or convalescent care, diagnosis, medical or surgical treatment, care for people with developmental disabilities, psychiatric care or counselling and services provided by health care professionals), and includes:</p> <ul style="list-style-type: none"> (a) ancillary facilities for the accommodation of nurses or other health care workers, ancillary shops or refreshment rooms and ancillary accommodation for persons receiving health care or for their visitors, (b) facilities situated in the building or at the place and used for educational or research purposes, whether or not they are used only by hospital staff or health care workers, and whether or not any such use is a commercial use, (c) a medical centre, (d) a health clinic, (e) any such building or place within a corrective or reformatory establishment, (f) a nursing home, (g) a special needs home <p>Environmental Plan</p> <p>NOTE - as noted above this definition includes wide range of health facilities.</p> <p>In addition to the above, there are also the definitions within the LEP of 'public building' (see definition above) which could relate to the administration building and 'Recreational facility'</p> <p>Recreation facility means a building or place used for indoor or outdoor recreation, or a table tennis centre, squash court, swimming pool, gymnasium, health studio or bowling alley, or any other building of a like character used for recreation, whether used for the purpose of gain or not, but does not include a place of assembly' which could relate to the art therapy studio proposed in B701.</p>	<p>Yes as the uses are consistent with the definition of a health use. These uses are not restricted by the 'not for profit' restriction within the Act.</p>	<p>Some of the proposed uses could fit into two use definitions. The major difference however is that a community facility (if defined as a public building or recreational facility) must provide a service on a 'not for profit' basis but there is no such restriction on a health facility.</p>

ABOVE AND OPPOSITE PAGE. Table no. 36 Proposed uses

<p>Mental Health Accommodation (Low to Medium Support) Low and medium support housing</p>	<p>Yes, would be defined as 'hospital' as the proposed accommodation is intended for residents who require health care support and are therefore buildings or places used for providing professional health care services</p>	<p>Yes</p>	
<p>Mental Health Accommodation (High Support) High support accommodation</p>	<p>Yes, would be defined as 'hospital' as the proposed accommodation is intended for residents who require health care support and are therefore buildings or places used for providing professional health care services</p>	<p>Yes</p>	
<p>Mental Health Vocational Training – Skills Depot and – two cafes. The cafes are proposed to be training cafes and will be run by a Mental health Provider (NGO).</p>	<p>Yes, the definition of 'hospital' permits the ancillary shops and refreshment rooms. This definition also includes reference to facilities used for education or research purposes. A skills depot would fit into this category.</p>	<p>Yes</p>	<p>As these uses are only permissible under the definition of 'hospital' they are ancillary health uses and are not restricted by the 'not for profit' restriction within the Act.</p>
<p>Community Spaces – Veterans Hall, – Cane Rooms both proposed as bookable community spaces (and amenity block)</p>	<p>Yes, the definition within the LEP for 'Community facility' includes reference to meeting rooms. Community facility means a building or place which may provide for the physical, social, cultural or intellectual development or welfare of the local community and may comprise or relate to any one or more of the following: – (a) a public library, – (b) public health services, – (c) rest rooms, – (d) meeting rooms, – (e) indoor recreation, – (f) child minding, – (g) a youth facility, – (h) any other like place or use, but does not include a building or place elsewhere defined in this Schedule. The LEP also allows public amenities in this zone.</p>	<p>Yes, clearly community uses.</p>	<p>'Not for profit' restriction applies to community uses.</p>
<p>Urban Agriculture – City Farm sustainability – Centre and City Farm</p>	<p>Yes, this could fit into the definition of a 'Community facility' in the LEP as a City Farm would be a place which would provide for the 'physical, social, cultural or intellectual development or welfare of the local community'. While the definition lists specific uses, it also allows "any other like place or use"</p>	<p>Yes, community use</p>	<p>Community Use is restricted by 'not for profit'.</p>
<p>Public Gallery – Callan Park Museum, – Callan Park Galleries (x3), – Callan Point Belvedere</p>	<p>Yes, the definition of Educational establishment specifically includes reference to 'gallery' and 'museum' 'Educational establishment means a building, or buildings, used as a school, college, technical college, TAFE establishment, academy, lecture hall, gallery or museum, but does not include a building used wholly or principally as a child care facility'</p>	<p>Yes, educational or community based use.</p>	<p>Both Educational and Community Uses are restricted by 'not for profit'.</p>
<p>NGO Described as proposed "Community/Educational/ Health" uses</p>	<p>More information is required in terms of what definition such uses would comply with.</p>	<p>Yes</p>	<p>More information is required in terms of what definition such uses would comply with. 'Not for profit' restriction would apply to both educational and community uses.</p>
<p>Cultural Cluster – Callan Park Gallery of Contemporary Art, – Hospital Museum, – Artist in Residence Studio, – Electricians Workshop, – Callan Park Performance Space, – Artist in Residence House</p>	<p>The LEP's definition of educational establishment includes specific reference to galleries and museums. The remaining proposed uses are described on the plan as 'Community/Educational' uses and as such further information is required to ascertain which specific definition they comply with in the Council's LEP. The definition of 'Community facility' allows for a range of community based uses provided that such uses are not defined elsewhere.</p>	<p>Yes</p>	<p>More information is required in terms of what definition such uses would comply with. 'Not for profit' restriction would apply to both educational and community uses. Further information is required on the artist in residence proposal.</p>
<p>NSW Ambulance – Ambulance Store</p>	<p>This use could be defined as a 'public building'</p>	<p>Yes</p>	
<p>Bike Share – Bike Hire and Workshop (assuming that workshop use is ancillary to bike hire)</p>	<p>This could fit into the definition of a 'Community facility' as a bike hire would provide for the 'physical, social, cultural or intellectual development or welfare of the local community'</p>	<p>Yes, if it is a 'not for profit' use.</p>	<p>Unless defined as "Health" this must be carried out on a 'not for profit basis'</p>

- (ii) a body of persons associated for the purpose of the physical, cultural or intellectual welfare of persons within the community, but does not include a club, racecourse or a showground or other place elsewhere defined in this schedule

As long as the recreation facilities (as shown on the Master Plan Legend) provide community or educational services on a not-for-profit basis or are part of a health facility they would be permitted under the Callan Park Act.

Community Garden

This is a permissible use under the LEP. As a community use it must be carried out on a 'not for profit'.

Roads

Are permissible in this public purpose zone provided that they are ancillary to educational, health or community use.

Implementation and Staging

Carrying out Demolition

The Draft Master plan includes the demolition of certain buildings. This is permissible under the provisions of the Leichhardt LEP. The erection or construction of a building or structure must not be outside the building footprint or building envelope. While there isn't a definition of building envelope in the Leichhardt planning documents, it is generally accepted that it relates to the overall height and walls of the building.

Total Floor Area

The Callan Park Act also prohibits an increase in the total floor area of all buildings that existed immediately before the commencement of the Act.

Significant Areas of Callan Park

The implementation of any part of the proposal must not affect the significance of Broughton Hall Garden, Charles Moore Garden or Kirkbride Garden.

Further Work for the Draft Master Plan and Beyond

In order to ensure that all uses are permissible under the provisions of the Leichhardt LEP, further information is required on some of the proposed uses. It appears however that all of the uses can be defined as either Community facilities or recreational facilities.

Building 'envelope' and 'footprints'

The Callan Park [Special Provisions] Act 2002 controls new development on Callan Park. These controls relate to building 'envelop' and building 'footprint', however there is no definition of either term within the Callan Park [Special Provisions] Act 2002. As the consent authority for all Development Application Leichhardt Council has offered the following definitions of the building 'envelop' and 'footprint':

Building footprint

No building footprint definition is provided in the Callan Park Act or other Leichhardt Council controls. Leichhardt Council controls do refer to building location zone, floor space and landscape area.

Interestingly Ku-ring-gai Council definition for:

Building footprint means the maximum extent of the two dimensional area of the plan view of a building including all levels, but excluding any part of the building below ground and minor ancillary structure such as barbecues and pergolas.

www.kmc.nsw.gov.au/resources/.../rptomc:10May2005GB.09.pdf

Building Envelope

In relation to "approved buildings envelopes", generally these are likely to involve front setbacks, building height and walls on boundaries. Figure no. 41 on this page provides illustrates the current understanding of this control.

Controls

Leichhardt LEP 2000 Glossary

No building envelope definition is provided.

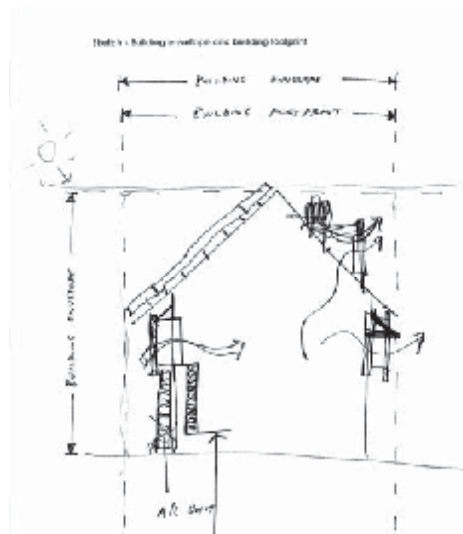
Leichhardt DCP2000 Part A10.1.4

No references to building envelope are provided.

Leichhardt DCP 2000 Nonresidential Part C1.1

The building envelope is determined on a site by site basis, subject to the following principles;

- The envelope control ensures new development fits with the height and scale of adjacent development, and provides for a balanced streetscape.



- The building form and design responds to the nature of the streetscape.
- The wall height is used as the key envelope control, applied to the 'front' of the building only. A specific wall height may be identified in the Suburb Profile.

Case Law

Planning Principle for Building envelope is set out in PDE Investments No 8 Pty Ltd v Manly Council [2004] NSWLEC 355.

Planning Principle – Floor Space Ratio and Building Envelope

The question of whether a building envelope can be filled when the FSR control would produce a smaller building is one that arises from time to time in Court proceedings. The following planning principles are therefore of assistance.

- FSR and building envelope controls should work together and both controls and/ or their objectives should be met.
- A building envelope is determined by compliance with controls such as setback, landscaped area and height. Its purpose is to provide an envelope within which development may occur but not one which the development should be necessary to fill.
- Where maximum FSR results in a building that is smaller than the building envelope, it produces a building of lesser bulk and allows for articulation of the building through setbacks of the envelope and variation in building heights.
- The fact that the building envelope is larger than the FSR is not a reason to exceed the FSR. If it were, the FSR control would be unnecessary.

Best Practice Notes

- For all proposals applicants should complete the Heritage Council of New South Wales- Exemption Notification Form- Section 57 (2) NSW Heritage Act.
- All works should be within the building envelope and building footprint. See sketch attached.
- Maintenance works are considered acceptable. See Exempt and Complying Development policy.
- Minor ancillary structure such as air conditioning may be considered acceptable. Best that air-conditioning is not fixed to external wall or roof and is to be located on ground level. See Exempt and Complying Development policy
- Change of use requires Development Application. Such proposal must relate to the use of Callan Park for the purpose of health facilities, educational or community facilities. Development Application Checklist should be completed. Note that a detailed Heritage Statement should be submitted.
- Proposed building works within the building footprint and envelope requires a Development Application and approval from Heritage Council of New South Wales. Development Application form, Development Application Checklist should be completed. Note that a detailed Heritage Statement should be submitted.
- Erection or construction of a building or structure requires a Development Application however must not be outside the foot-

TOP RIGHT. Figure no. 41 Statutory definition of building envelope

prints or building envelopes of the buildings that existed immediately before the commencement of this Act.

The Callan Park Act prohibits development on Callan Park that would result in: -

- Less open space,
 - An increase in the total floor area of all buildings,
 - That existed at Callan Park immediately before the commencement of this Act, and
 - Development that adversely affects the Broughton Hall, Charles Moore or Kirkbride Gardens
- Buildings must not be erected at Callan Park outside the footprints or building envelopes— of the buildings that existed immediately before the commencement of this Act. However, this subsection does not prevent the erection of temporary structures.

Consent must not be granted for any development at Callan Park if the development would result in:

- Less open space at Callan Park than what existed immediately before the commencement of this Act, or
- An increase in the total floor area of all buildings that existed at Callan Park immediately before the commencement of this Act.

MENTAL HEALTH CONCEPT

Professor Vaughan Carr

The development of Callan Park to include the reinstatement of mental health services provided an extraordinary opportunity to help address some acknowledged gaps in current mental health services. The challenge was to develop a mental health concept for Callan Park based on established guidelines and policies for mental health care and that complemented existing services while acknowledging the challenges faced by mental health consumers, their families, friends and carers, and promoting a synergy with existing and potential activities on Callan Park. It was recognised that this would best be achieved by asking various stakeholders, including mental health professionals, NGOs, mental health consumers and their families, friends and carers as well as other members of the community, to voice their opinions and outline their vision for mental health services on Callan Park.

In response to a mental health discussion paper outlining the various opportunities for developing mental health services at Callan Park, the master planning team received in excess of 20 submissions from various stakeholders stating their views on mental health service provision at Callan Park. The submissions identified service gaps in the promotion of recovery and wellness following an acute episode of illness. They endorsed the development of services to facilitate health and wellbeing, social connection and participation in meaningful activity. From these submissions a concept for mental health services was developed and presented for further feedback at a community workshop.

The Plan

The concept for mental health services at Callan Park comprises of five elements that aim to address the gaps in service provision. These include:

Vocational and Social

- This element aims to promote participation in a meaningful activity. It includes job-readiness skills training, TAFE training programs, job skills and vocational training; cooperative and commercial enterprises, including consumer run enterprises, which offer both employment and training opportunities; supplementary training programs, including cognitive remediation, cognitive-behavioural therapy, and social skills training. It also offers opportunities for social engagement, relationship building and improving living skills.

Information and Support

- This element aims to provide information and support to consumers and their families, friends and carers as well as the general public. It includes the provision of electronic and paper-based information on mental illness, web-based family/carer psycho-education and coping skills programs backed up by email and telephone support. It also includes individual advocacy, a mental health museum and memorial space, and peer and consumer worker training.

Health and Lifestyle

- This element aims to promote and support physical wellbeing in consumers, which is often neglected. It includes a primary care clinic to assess, treat and monitor physical health problems, dietary assessment and advice/assistance for healthy eating, physical

fitness assessment and advice/assistance in training and exercise, smoking cessation programs, drug and alcohol treatment programs and sporting, recreational and creative arts activities.

Residential

- This element aims to address the lack of transitional, supported accommodation that provides an opportunity to address individual consumer early intervention and recovery needs in a supported environment. It provides an opportunity for diagnostic re-evaluation and clinical re-assessment, stabilisation of treatment and monitoring of response, special investigations or therapeutic procedures, initiation of new treatments and intensive rehabilitation accessing on-site services. It could encompass a spectrum of levels of time-limited, short-to-medium stay non-acute accommodation for people accessing on-site services, including no/low support, hostel or serviced apartment style accommodation, medium support HASI-style temporary accommodation for those requiring some supervision, and high support in a more traditional sub-acute hospital-style facility.

Education, Training and Research

- The aim of this element is to improve interventions for consumers. This would be achieved through education and training sessions for a range of medical, health and mental health professionals. It also includes a research facility to systematically evaluate, through scientific investigation, the effectiveness of innovative treatments and rehabilitation interventions provided on the site.

Functioning

To ensure that an individual plan is developed to address each consumer's unique recovery needs a potential entry procedure has been proposed. Specifically, a consumer could be referred to access mental health services on Callan Park from any external source including NGOs, public acute/hospital services, private practitioners (GP, psychiatrist, psychologist) or community mental health teams; self referrals would also be accepted. All referrals would be made to an intake and personal planning unit that assessed the consumer's needs by liaising with the referring agent and listening to the concerns and requests of the consumer. An individualised intervention plan would then be developed and initiated within the framework of the five elements of the service. On return to the community a continuing recovery plan would be developed and discussed with the consumers, their clinicians and support people to ensure continued recovery in the community setting.

Governance

This requires further consultation. A provisional governance structure is proposed. This would comprise, first, a governing board chaired by a suitable eminent person and with membership to include people with appropriate expertise drawn from among various stakeholders, namely, consumers and carers, health professionals, government and members of the general community. The board would have the capacity to establish a set of standing committees (with membership extending beyond the board itself) to provide it with advice in a number of areas (e.g. a consumer advisory committee, a government liaison committee, a finance committee, a quality evaluation committee, etc). Second, under the governing board and reporting to it would sit a director with a small management team to oversee daily operational matters concerning the mental health services across the site. The director would be a member of the governing board. Third, the several services located on site, including the intake and personal planning group, would need to be under the leadership of unit chiefs who would report to the director.

Implementation

It is proposed that an implementation steering committee be established. It should have a composition similar to that of the governing board. The tasks of this committee would be fourfold. First, develop a more detailed articulation of the mental health services plan for Callan Park with the aim of precisely operationalising and costing the provision of the five elements outlined above. This would include planning and costing both the capital development/refurbishment on site and the recurrent costs of personnel. Second, identify the potential sources of funding for both capital development/refurbishment and recurrent costs, and then secure funding commitments where required from appropriate sources. Third, develop a staged implementation plan with clear milestones within a realistic timeframe. Fourth, draw up terms of reference for the governing board, identify suitable members of the board, and disband the implementation steering committee when the governing board has been established. The board would then assume responsibility for making the appointments of key personnel and for the establishment of the proposed services on the site.



THE DRAFT MASTER PLAN OVERLAYS

Twelve overlays have been prepared to describe the proposed Master Plan for Callan Park. The overlays have been divided into the following areas:

- Mental Health and Community Wellness
- Public Access to Callan Park
- Callan Park Farm/Glovers Community Garden
- Veteran's Field
- Cultural Cluster
- Callan Point and Bush Regeneration
- Active and Passive Recreation
- Foreshore
- Existing Health Providers on Callan Park
- Heritage Landscape and Buildings
- Sustainability
- Proposed Building Demolition

The overlays describe how the proposals were developed, the key features of the overlay and features and provide technical assessments where necessary.

MENTAL HEALTH AND COMMUNITY WELLNESS

Callan Park is a wellness sanctuary bridging the divide between acute care and home life through critical recovery services for those with mental illness. A sanctuary where vocational training, arts and culture, sport, work, gardening and quiet reflection can support treatment and therapy. Figure no. 42 above shows the Mental Health and Community Overlay.

Key Features

- A Wellness Centre where peer support and health and lifestyle services are strung along an internal street.
- 15 independent low to medium support living units, 44 medium support living units, and 24 high support living units in the Callan Park Lofts.
- A Vocational Skills Centre providing training and education in food skills, computing, landscaping, heritage restoration and building, sustainability and many other courses
- A restaurant and Bookmakers Cafe, NGOs and community based organisations offering real job opportunities for people with mental illness.
- An interactive Museum of the Mind in Bonny View Cottage.

Adaptive Re-use Testing

The requirements of the mental health framework were tested through a series of adaptive reuse studies. Using information obtained from NSW Health, and an the understanding of the individual buildings obtained from site investigations the Master Plan team developed sketch plans for the following:

- The Wellness Centre in B220 - B222
- Low support accommodation in B215 - B219
- Medium support accommodation in B506 and B507

Where possible the sketch proposals use existing layouts and configurations to provide the accommodation. Further detailed studies including brief development, full surveys and cost plans have to be undertaken for each building after the Master Plan has been adopted.

Figures 42 through 46 on these facing pages show the adaptive reuse sketches that were generated through these studies.







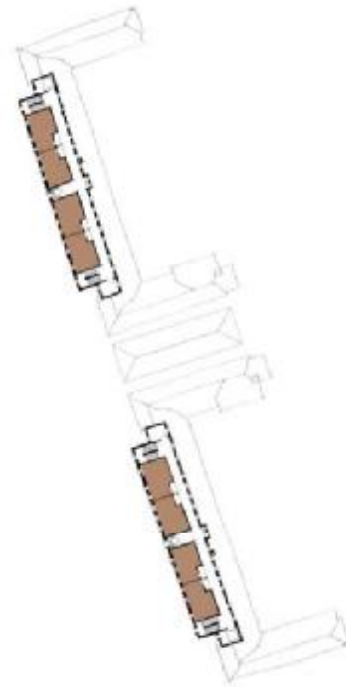
LEGEND

- Shared low support housing
- Low support one bedroom housing
- Low support two bedroom housing





TOP. Figure no. 42 Mental Health and Community Health Overlay
BOTTOM RIGHT. Figure no. 43 Adaptive reuse study for the Wharf Road Cottages

LEGEND

-  Staff / social areas
-  Hotel style on suite accommodation
-  Shared laundry
-  Bootmakers Cafe



LEGEND

-  NGO support and information services
-  Primary care services
-  Research and training area
-  External deck



Heritage Impact Evaluation

Tanner Architects

- Reuse of buildings is consistent – all were designed for mental health purposes:
 - Continues and reinforces historical uses of the site;
 - Is or has the demolition of B209 and B210, which have little heritage significance [identified as intrusive], been contemplated? Their demolition will provide benefits in terms of open space and heritage impacts on significant buildings;
 - The design of B497, including open terraces, seems ideal for adaptive reuse as a restaurant/café or for general community use

TOP: Figure no. 44 and 45 Adaptive reuse study for the Wharf Road Apartments

BOTTOM: Figure no. 46 Adaptive reuse study for the Wellness Centre



PUBLIC ACCESS TO CALLAN PARK

From a park with multiple connecting roads to a series of destinations within the wellness sanctuary. Near those destinations, metered parking generates income to help manage Callan Park. Most of the parking is at the edges. A bus service uses Wharf Road, and a mini-bus helps sporting families on weekends. Others use the ferry or hire bikes on site. Multiple breaks in the Balmain Road wall welcome everyone into Callan Park, although it's great to meet at the new, safe pedestrian plaza at the main gates.

Figure no. 47 above shows the Public Access to Callan Park overlay.

Key Features

- Enhanced public transit through internal public bus, ferry stop and regular electric shuttle bus
- Two separated car access loops
- Pedestrian priority
- Controlled parking for approximately 750 cars
- NSW Ambulance parking available to public on weekends
- Car access closed at Cecily Street to create a new car free plaza
- New pedestrian entrance from Manning Street

Heritage Impact Evaluation

Tanner Architects

Two existing entries are retained, although the eastern-most entry is to become a forecourt for pedestrians rather than a vehicular entry. This was, and still is, the main vehicular entry to the site. Two additional entries are proposed: opposite Alberto Street [vehicular] and opposite Grove Street [pedestrian]:

- The Grove Street entry is already extant. There are no apparent heritage issues in upgrading its appearance – it is presently a simple opening in the low brick boundary wall;
- There is an early brick and stone portal in the general location of the other entry, along with a garage. The drawing indicates this entry is for vehicles, in which case
- The portal should be retained and conserved in some way in a considered entrance to the site. If the existing driveway from the original site entrance is to cease use, then it should be interpreted as a pedestrian path.
- Note that the Conservation Management Plan has policies relating to site access and circulation that should be considered:
- Existing access points to the site from Balmain Road and Glover Street are to remain.

New access points will require detailed planning consideration, especially where they may potentially impact on the cultural significance of the site;

Entrances to, and circulation within the site should be based, where possible, on the 19th and early 20th century circulation patterns.

Reconstruct main entrance on Balmain Road and a drive as close as possible to the original alignment of the Garry Owen entrance and drive. Introduce planting near the entrance which interprets mid-nineteenth century horticultural fashion. [This could be achieved by a pathway].

- The concept of a 'wellness sanctuary' is supported through the following key initiatives:
- Focussing on provision of sustainable transport – providing greater travel choices than the private vehicle alone
- Reducing traffic intrusion including noise and visual impact
- Providing good active travel facilities to support safe walking and cycling, supporting health and wellbeing
- Providing pedestrian-only areas that do not allow vehicle access



TOP: Figure no. 47 Proposed public access to Callan Park overlay
 BOTTOM: Still from the stage 4 website animation showing the proposed bus routes

Technical Evaluation

GTA Consulting

Public Transport

- A bus route diversion is proposed to service Leichhardt Park Aquatic Centre and the west side of Callan Park.
- The new route would stop at two locations along Wharf Road and would reduce the walking distance required for Callan Park visitors to access a bus stop. This loop alternative would also remove the need for the main part of the Callan Park site to be able to accommodate large commercial buses.
- Pedestrian access to the bus stops along Balmain Road would be improved with more pedestrian connections from Balmain Road into Callan Park, potentially increasing the number of people using the existing bus services.
- A ferry wharf which services the site would provide another public transport alternative for visitors to Callan Park.
- A shuttle bus is being considered for inclusion at the site, which would either service internal land uses only or may provide another option for linking to nearby local destinations, such as Lilyfield light rail station and the Balmain shops.

Walking and Cycling

- An active travel loop of the site is desirable and is supported by Council. This would consist of a 5.0m wide shared path facility for pedestrians, cyclists and golf cart shuttle vehicles. It would ideally be located wholly within the site and not be shared with the road-way/vehicle routes.
- Pedestrian access through the site is improved through an increase in pedestrian footpaths separated from vehicle routes. Many of the new pedestrian routes are as a result of converting existing roadways to footpaths.
- A bike hire scheme based in Callan Park would make cycling available for visitors to Callan Park for travel internally around the site as well as to surrounding local destinations such as Balmain.

Access and Vehicle Circulation

- The internal road network has been consolidated to a few key roads which service all the uses and the on-site car parking. However it is not possible to link internally from one side of the site to another, limiting vehicle intrusion into pedestrian areas.

Parking

- The Master Plan would aim to even out the usage of car parking across both the weekdays and weekends.
- Formalising the parking areas would consolidate parking into designated parking areas, therefore aiming to remove ad hoc parking around the site. This opens up the space for recreational purposes.
- A large portion of the parking supply is located close to the arterial road network, namely the parking off
- Wharf Road near Balmain Road. This limits the need for vehicles to travel very far into Callan Park, contributing to a reduction in vehicle intrusion.

Proposal

Public Transport

Bus routes L37, 440, 444 and 445 travel along Balmain Road and Perry Street and provide direct links to Callan Park to and from Balmain East, City [via Parramatta Road], Leichhardt, Haberfield and Campsie. Each of these routes could be considered for diversion. Alternatively, there may also be demand for a new service.

The proposed diversion would use Mary Street, Wharf Street and a new link road between Glover Street and Wharf Street. The total length of the diversion is approximately 1.5km, which equates to a travel time in the order of five minutes, including several bus stops. The existing travel time along this section is less than two minutes.

Lilyfield Light Rail Station is located approximately 600m south of the boundary of Callan Park and is best accessed via Grove Street [approximately 8-10 minute walk or 2 minute bicycle ride]. The Master Plan proposes to establish a new pedestrian/cyclist access point into Callan Park opposite the intersection of Balmain Road and Grove Street, improving the connection to the light rail station.

The State Government's Metropolitan Transport Plan, [draft released in 2010] allocated funding to extend the light rail line from Lilyfield to Dulwich Hill, which would increase the catchment area for light rail users and allow for connections to Parramatta Road bus services and the Western heavy rail line.

A ferry wharf is proposed to be located at the northern end of Wharf Road, as was historically provided. This is located centrally

between the Iron Cove Bridge to the northeast and City West Link to the south, providing equitable access to the various uses along the waterfront, including Leichhardt Oval, the aquatic centre, Callan Park and King George Park. It is noted that significant remediation of Iron Cove in the vicinity of the proposed ferry wharf would be required to avoid ferry services disturbing existing contamination.

Walking and Cycling

The proposed active travel loop is currently being developed as the master plan options are refined. Further work will be undertaken to ensure that this facility adequately considers the vehicle and bus interaction on site.

There are proposed to be two bike share pods located within Callan Park, currently proposed at the new main site access off Balmain Road near Alberto Street and on Wharf Road. Ideally these pods would be complemented by pods outside of the site, such as at Darling Street in the shopping/retail district and at Lilyfield light rail station. This would give people a place to securely park bicycles as part of their local travel.

An example service is run by the Western Sydney Cycling Network [WSCN], based in Fairfield [http://www.westernsydneycyclingnetwork.com.au/]. The bicycle recycling program consists of the three main themes of: donation of bikes, repair of bikes and the loan of bikes to the public. The community is welcome to donate any old/unused bikes to the recycling program by dropping them off during club open hours. Volunteers work on bikes to return them to a standard for re-use on a community loan system. In this example, recycled bicycles are loaned on a permanent basis for the one time cost of \$25, which includes the provision of a helmet if necessary.

In applying this example to Callan Park, the bicycle recycling would involve public donations and time from volunteer bicycle repair mechanics, with the recycled bicycles loaned on an hourly or daily basis for free or a small fee.

The Master Plan provides pedestrian and cyclist access along all Callan Park frontages, including a new access at Balmain Road located centrally along the site with a minimum of four accesses along Balmain Road, from Manning Street opposite Moodie Street on the east side of the site, at several locations along Wharf Road and to the waterfront and the Bay Run.

Access and Vehicle Circulation

A new main access point is proposed for Balmain Road opposite Alberto Street, which would replace the existing main access opposite Cecily Street. The existing access is controlled by traffic signals, whilst the existing intersection of Balmain Road and Alberto Street is sign-controlled only. As part of the Master Plan, traffic signals should be located at the intersection of the site access, Balmain Road and Alberto Street. Due to the close proximity of Alberto Street and Cecily Street [i.e. around 200m], the existing signals at Cecily Street would likely be removed.

The Master Plan includes two main site accesses to Callan Park. The layout of the intersections of Wharf Road/Balmain Road and Alberto Street/Balmain Road would be considered in more detail as part of the preferred Master Plan.

Parking

GTA Consulting recorded an existing parking demand of 519 spaces on a typical weekday [09/06/2010], which excludes the University parking.

The Draft Plan proposes a supply of 936 spaces, including:

- 433 spaces in the vicinity of NSW Ambulance [Wharf Road near Balmain Road]
- 248 spaces along Glover Street
- 36 spaces on Wharf Road towards the northern end
- 171 spaces within the main core of the site surrounding the University buildings
- 48 spaces accessed from Manning Street on the east side of the site

These changes result in an increase in parking supply of 417 spaces.

The Master Plan land uses consist predominantly of mental health accommodation and a wellness centre, community spaces [including administration and bookable space], a public gallery and a cultural quarter surrounding the existing writers centre. These land uses equate to an increase in land use of 23,253sqm, compared to the existing supply of 24,582sqm [excluding the University]. As such, the area of land use floor space is effectively being doubled across Callan Park. The majority of parking demand generated by these uses would be associated with staff, with general visitors coming for the range of community and public uses within Callan Park.

- Existing parking rate = 519 spaces / 24,582sqm = 2 spaces/100sqm

— Increase in parking demand = $23,253\text{sqm} \times 2 / 100 = 465$ spaces

This is around 48 spaces less than the proposed increase of 417 spaces. However, since the aim is to limit oversupply of parking on the site, this level of provision is expected to be appropriate.

Implementation

Public Transport

New public transport services should be available when new land uses are opened. Without appropriate public transport facilities available, new visitors could use the private car as a short-term option but would be more likely to continue this behaviour once new public transport facilities become available. The establishment of sustainable travel habits should be encouraged for new land uses as soon as they are open for business.

Walking and Cycling

Efforts should be made to ensure that accessible pedestrian and cycling routes are available throughout the construction phase.

The new walking and cycling network should be established prior to the commencement of any building works.

Access and Vehicle Circulation

As for the walking and cycling network, the new road network should be established prior to the commencement of any building works.

Parking

Large portions of existing parking should not be closed until replacement facilities are made available. This is particularly the case for the existing off-street car park servicing the needs of the Ambulance headquarters, which is planned to be replaced with new off-street car parks closer to Wharf Road. If new parking is not available, the parking demand could be temporarily transferred into surrounding residential streets.

Costs and Funding

Public Transport

The cost of operating a shuttle bus would depend on whether it services the site internally only or both internal and external destinations. In the case of an internal service, the service would be funded wholly by Callan Park [e.g. by a newly-established Callan Park Trust]. If the service were to travel outside of Callan Park and hence providing some benefit to users not necessarily visiting Callan Park, then Leichhardt Council would be responsible for providing a proportion of the funding to establish, operate and maintain the service.

A feasibility study for any changes to the ferry services and establishment of a new ferry wharf would be funded by Sydney Harbour Foreshore Authority [SHFA].

Significant remediation of Iron Cove in the vicinity of the proposed ferry wharf would be required to avoid ferry services disturbing existing contamination.

Walking and Cycling

The majority of the paths which form the walking and cycling network would need to be replaced, including those paths which are currently path of the road network. An all-weather surface would be preferred, such as concrete, as this requires less maintenance than an unsealed path surface. In order to set-up and operate the bike share facility, some initial seed funding would be available from the State Government, whilst there would be ongoing voluntary efforts from the public to donate bikes and time for repairing.

Access and Vehicle Circulation

With reference to the proposed road network and the pavement condition report prepared by URS, the following roads would need to be improved as part of the Callan Park Master Plan:

- Wharf Road [total length] – immediate maintenance required
- Internal road No. 6 [parallel to Balmain Road] – works required within 5 years
- The majority of other roads currently requiring repair would no longer be part of the road network and would instead be upgraded to function as a shared pedestrian/cycleway facility.
- State funding would initially be required for road improvements, with ongoing funding from Trust and leasing arrangements [i.e. funded by Callan Park].
- Any works associated with Balmain Road, including intersection upgrades and provision of traffic signals, would be jointly funded by Leichhardt Council and the RTA.

Parking

The current public car parking supply within Callan Park is provided free of charge, with the exception of the University parking. In the future, there is an opportunity to implement paid parking, which would

provide some revenue for a Callan Park Trust fund. These funds could be used to invest in public transport, such as an internal shuttle bus, and improving active travel facilities within Callan Park.

Future Developments for the Draft Master Plan

Public Transport

A feasibility study associated with the public bus diversion or establishment of a new route would be required to confirm the details of the proposal that provide the greatest benefit for the local Callan Park users and the wider community.

Some of the issues to be investigated further include:

- A permanent diversion for all services on a single route may reduce the attractiveness of the route for existing users due to the increase in travel time.
- If the diversion is not regular enough, the attractiveness of the route for new users visiting Callan Park and the Aquatic Centre would be reduced and may discourage the use of public transport for visits to these local destinations.
- Whether it would be more feasible to establish a new route that services the local destinations as well as a wider catchment, potential improving accessibility for areas that are currently not well serviced.
- The key issue with the potential for a ferry wharf to be established is the issue of contamination and water depth. The solution may be to undertake remediation of the area in the vicinity of the ferry wharf at the end of Wharf Street.

Walking and Cycling

Improvements may be required to be made to the crossing points of Balmain Road opposite the proposed new pedestrian access points into the site near The Boulevard and Grove Street. These intersections are currently designed as refuge crossings, but a higher level of protection may be needed with increases in pedestrian volumes. Traffic signals could be considered.

Access and Vehicle Circulation

Closing the vehicle access points at the Ambulance headquarters would leave Wharf Street as the main access to the western portion of the site. The impact of the current traffic generation, in the order of 350-400 vehicles per hour during the peak hour, is distributed across the existing four access points, which assists in controlling congestion. Reducing the number of access points would increase the volume of traffic using each intersection. As well as being the most convenient access to the proposed ferry wharf, there are also 450+ parking spaces that are accessed from Wharf Road via its intersection with Balmain Road that would generate traffic demand during the AM and PM peak periods.

The right turn movement from Balmain Road to Wharf Street, likely to be highest in the morning, may cause congestion for the west-bound through traffic. It is noted that there is currently no right turn arrow for this movement, which means the right-turn movement would run in the same phase as the through movement.

Further design review and modelling is required to identify a preferred layout and signal phasing to ensure this intersection continues to operate effectively.

Parking

Detailed survey information needs to be collected for a Saturday to quantify the parking occupancy on a typical weekday. This would be compared against the counts undertaken on a weekday, which indicate low utilisation of parking close to the foreshore and high utilisation closer to Balmain Road. It is understood that on a weekend these results may be reversed, with low utilisation of the formal car parking at the Balmain Road end of the site.



BOTTOM: Still from the stage 4 website animation showing the proposed pedestrian main entrance



CALLAN PARK FARM AND GLOVERS COMMUNITY GARDEN

The new Callan Park farm includes an orchard beautifying Balmain Road. Like the expanded Grovers Garden, the urban farm and small urban bee colony are run by the community, for the community. Organic foods home-grown with sustainable farming techniques are served in a nearby cafe. Everyone is involved in learning and teaching about water saving, renewable energy, healthy living and low food miles. In the late 1800's, Callan Park patients worked the orchard and the farm in an enlightened approach to vocational therapy. In the future, individual and community health is strengthened by these interactions with nature.

Figure no. 48 above shows the Callan Park Farm and Grovers Community Garden overlay.

Key Features

- An expanded Grovers Garden
- The first community urban farm in Inner Sydney
- A fruit orchard on Balmain Road building on the historical use of this area of Callan Park
- Produce from Callan Park served in the new cafes and restaurant
- Education and training opportunities for the whole community

Heritage Impact Evaluation

The establishment of agricultural 'Areas' is appropriate given the existence of parts of the site given over to agriculture during the nineteenth century:

- The southern agricultural area is in an appropriate location. It is in the approximate vicinity of an orchard that was in place during the last quarter of the nineteenth century.
- Consideration must be given to the presentation of the interface between Balmain Road and the Callan Park site;

The northern agricultural area is supportable. Early agricultural activity in the northern part of the site appears to have been located in the reclaimed land to the south of Callan Point, which is now a playing field.

Technical Evaluation

TerraCircle

Information derived from community input to the consultation phase of the Callan park Master Plan identified a high level of public demand for:

- An urban farm
- Community gardens

- The retention of the existing Grovers Community Garden which occupies the north-facing slope above the disused sports oval in the site's north western corner.

City farm

In Australia, terms like city farm, community farm and community garden are used interchangeably. Generally, a city farm occupies a larger area of land than a community garden although a number of community gardens are sites on larger portions of land.

The feasibility of a city farm on the site would have to take into consideration:

- The outcome of the present feasibility study commissioned by the City of Sydney into the proposed Sydney City Farm
- The sustainability education activities commonly associated with city farms that are already provided by existing centres
- The apparent decentralisation of sustainability education, traditionally provided at city farm-type enterprises, to regional centres.

There is evidence of the latter model evolving in Sydney with the opening of the Randwick Sustainability Hub and the proposed Blacktown education hub. The Watershed, a sustainability education centre supported by City of Sydney and Marrickville Council, provides community educational services but has no land. Additional is similar community education offered at times at community gardens and by private providers such as the courses offered at the Alexandria Community Garden by Milkwood Permaculture.

In Melbourne, CERES and Collingwood Children's' Farm offer a model of the city farm/community education centre with a metropolitan catchment. If the observation that Sydney is evolving a more regionalised approach with smaller centres/city farms, then this too would need to be taken into account.

This does not mean that a city farm on the Callan Park site would be unfeasible, just that it would have to develop offerings that complement those already provided by other organisations.

The potential for new community gardens

Soil analyses would be required for any new community gardens proposed for the site so as to check for contaminants of a type that could be up taken by plants could become airborne and breathed by gardeners were soil to be disturbed.

There are sufficient areas of open space to accommodate community gardens, additional to Grovers Community Garden, that has been on site since approximately 1985 [Grovers was Sydney's first community garden that can be confirmed as such, bringing it a heritage status in the opinion of many].

Demand for community gardening space is growing in Sydney,

TOP. Figure no. 48 Callan Park Farm/Glover Street Garden overlay

particularly in the denser-populated inner urban, Inner West and Eastern Suburbs. Although a number of councils have taken the initiative to construct community gardens and have managed to attract people to operate them, it is opinion within organisations like the Australian City Farms and Community Gardens Network [<http://communitygarden.org.au>] that waiting for expressions of interest from the community and the formation of viable community groups to self-manage the community gardens is a better strategy for local government.

A factor that suggests that future demand for community gardening space on the site may prove viable is the lack of community gardens in the area combined with the general increase in interest in community gardening. Apart from Glovers Community Garden already on site, the nearest community garden would be Whites Creek Community Garden in Annandale.

Glovers Community Garden

Glovers Community Garden, now over 15 years on-site, continues to be a viable community-created and managed enterprise.

Like most community gardens, participation has fluctuated over its history. At some stage the gardeners received verbal permission to colonise the area above their upper fence line to the top of the slope so as to accommodate an influx of gardeners. There was some modification to the landform in the form of terracing to make space for additional growing areas. When numbers declined, this area would be abandoned and later reclaimed when numbers demanded. Including this area within the boundaries of the community garden, assuming it remains as a land use on the site, would accommodate this fluctuation in use.

Potential for Food-Related Enterprises

The existence of buildings on site as well as the availability of land suggests that food-related enterprises of the community or social enterprise type may have potential.

These could include a range of models such as: the following established precedents:

Linking Sydney Region Farmers to City Eaters - Food Connect

- Food Connect is a social enterprise that supplies mainly organic produce from farmers in the greater Sydney region to subscribers in the city. It is a model known as community-supported-agriculture. It aims include the supply of fresh, good food and the development of a regional food economy.
- Food Connect subscribers [or subscribers to any similar venture] collect their weekly box of fresh food from collection points known as City Cousins. There would be facilities on the Callan Park site to accommodate a City Cousin serving the adjacent Rozelle and Balmain areas.

Urban Agriculture Training Centre

- There may be potential to replicate and adapt the CERES market garden model in Melbourne. CERES, a community education centre that incorporates a community garden and other similar initiatives, uses the market garden as a training venue for schemes

such as work for the dole and others. Produce grown supplies the weekly CERES organic market.

- A scheme based on this model may have potential were funding to be secured. It would continue, symbolically, the site's past use. Produce grown FOOD could be sold at the nearby, popular, Orange Grove Market which operates on Saturdays. Institutional involvement by the local TAFE Outreach might provide courses on site, as it already does elsewhere in the area.

Aquaculture Potential

- Aquaculture is the combined production of vegetables and fish in a closed-cycle system. The technology is proven and is in use, including at the Perth City Farm. The Chippendale Food Co-op is reported to be planning the development of a small scale system.
- The model is scalable and replicable and is cited as having great potential for urban agriculture.
- The EcoFarm model, rather than using hydroponic growing, makes use of a soil-based growing medium in its growing containers which means produce could be organically certified, opening that viable niche market to it.
- Expense is the main disadvantage of this model, however there are more economic models. Aquaponics does not require the space of a conventional market garden and could be sited on a paved area. What would be required is investment funds and a social enterprise structure to operate the system.

Other Urban Agriculture Applications

Forage gardens

- Tree gardens, essentially mixed orchard planting, like any urban agricultural enterprise require not only the investment and skills to see to their establishment, but a program of maintenance and harvesting. The return on investment is the opportunistic or planned harvesting of fresh foods.
- In Adelaide, the Rare Fruits Society is involved in the management of street verge citrus planting in Glandore, however while this demonstrates the viability of forage gardens there appears to be no community-based organisation with similar capacity in Sydney.
- A grove of mixed nut trees would serve a similar purpose. Harvesting could be done by a community association that sells, or processes then sells, the fruit or nuts to raise funds. Such a model is used at Black Forest primary school in Adelaide where olive trees are harvested and the olives processed into oil by students and local parents and citizens, the oil being bottled and sold as a school fund raiser.

Summary

The Callan Park site offers potential for urban agriculture and related food-based enterprises of the community-based and social enterprise models in addition to the existing Glovers Community Garden.

What types of initiatives evolve will depend on community demand.



BOTTOM LEFT. Still from stage four web site animation showing urban agriculture on Call Park Farm and the Bootmakers Cafe



VETERAN'S FIELD

Free of buildings, the foreshore is returned with a special purpose, commemorating those veterans to whom Callan Park offered sanctuary after the trauma of war. A memory wall bounds the field, a pavilion offers shelter for family BBQ and picnics and an amphitheatre provides a destination for the community to meet.

Figure no. 49 above shows the Veteran's Field overlay.

Development of the Overlay

The development of the Veteran's Field has incorporated the following objectives:

- Project principle of public access to Iron Cove Foreshore
- Reinstate Wharf Road alignment - CMP
- Opportunities to commemorate former patients on Callan Park
- Provide a buffer space between the two sports fields
- Opportunity to make a contemporary landscape intervention on the site

Key Features

- Space for contemplation and remembering
- A buffer between the active recreational spaces on the foreshore
- Two buildings demolished to regain public access to the foreshore
- Bookable community spaces in the Cane Room and Building 504

Heritage Impact Evaluation

Tanner Architects

It is understood the intention here is to create a formal open space incorporating a memorial to ex-service men who occupied buildings in the vicinity. It is based on the precedent of earlier formal garden areas in other parts of Callan Park. There are a number of heritage considerations regarding this Area:

- Buildings to be demolished in this location are of low significance, which does not cause problems;
- Historically formal garden elements elsewhere at Callan Park were associated with mental health care and were considered to be an integral part of patient treatment. They are associated with particular facilities, such as the gardens to the east of Kirkbride and the gardens initiated by Sydney Evan Jones in the vicinity of Broughton Hall;
- The military presence at Callan Park was associated with repatriation and mental health care so fits into the site's broader historical development. It is an ancillary rather than separate use of the site

and part of a much bigger picture;

- There is no evidence that a formal garden or intentionally landscaped area occupied this part of the site in the past;
- The concept of the Veterans' Field is an interpretive device and if it proceeds should be incorporated into a co-ordinated interpretation strategy for the overall site. There are already war memorials scattered across the site along with a number of buildings associated with military mental health care that are to be retained and presumably
- Reused Commemorative devices could be included in the adaptive reuse of Building B504, which is being retained. The flagpole near the building should also be retained;
- The 'Area' is adjacent to a major water entry to the site and is situated between two large open areas, thus potentially linking them;
- Are there any protocols to be followed, e.g. liaison with RSL? Relatives of those who died Issues of stigma associated with servicemen and mental trauma?
- Is there the potential to turn Wharf Road into a formal, "ceremonial" link between Iron Cove and Balmain Road? It is the only straight road on the site];
- Why are only military deaths being celebrated on the site? What about civilians who had the misfortune to die while at Callan Park/ Broughton Hall? There may have been prominent and influential citizens amongst them [however, their descendants may not want their memories perpetuated in this context].



TOP. Figure no. 49 Veteran's Field overlay

BOTTOM. Still from the stage 4 web site animation showing the proposed solar structure in the Veteran's Field



CULTURAL CLUSTER

Callan Park hosts this culturally active, creative and innovative community sharing art as experience, endeavour and therapy. In the Cultural Cluster, spaces to perform, to write, to create and exhibit. Arts programs aid recovery from mental illness. Established artists and students in residence, mentors and emerging artists, cultural and community-based organizations encourage all to express their lived experience. History knew best: the original visual and spatial relationship between the Kirkbride Building and Bonnie View Cottage is restored.

Figure no. 50 above shows the Cultural Cluster overlay.

Key Features

- An expanded NSW Writers Centre
- A variety of rehearsal and performance spaces for dance, theatre or music groups
- An artist in residence facility linked to art therapy for mental health consumers
- Studio and exhibition spaces for visual arts

Heritage Impact Evaluation

Tanner Architects

This would appear to contain a large number of the buildings of exceptional and high heritage significance:

- Demolition of buildings B207 and B208 is positive in terms of its heritage impact because the vista across the site from Kirkbride is partially regained;
- Consideration needs to be given to the occupants of the buildings in the Arc, which must have low impact uses that can adapt to the buildings without intrusive or negative intervention and change;
- Landscaping is a crucial component of this section of the site and can be used to define its extent and link the various buildings. There is also the opportunity to regain vistas over Iron Cove from the former rehabilitation cottages [B401 and B404] that have been lost because of weed Ficus species growing along the embankment to their north west.

Technical Evaluation

Guppy Associates

Callan Park is a focal area for the culture of Leichhardt and beyond occupying a central position on Leichhardt's cultural ridge line. It accommodates some of Sydney's most important cultural and education stakeholders including SCA and NSW Writers Centre. It is an important area for Aboriginal people with a number of sites and contemporary artworks. It is a popular venue for community and cultural events and a valued community gathering place.

Consultation Issues and Opportunities

Community and stakeholder input during the Master plan consultation identified the need for a range of cultural inputs and facilities including:

Facility or space	Existing or potential functions
Sydney College of the Arts - Existing facility	Tertiary level art education with associated functions including gallery, workshop and seminar space Potential to expand roles and activities especially in the area of art and mental health and 'outsider art' research and programs
NSW Writers Centre - Existing facility	Resource and support for established and emerging artists Need for additional space to provide additional services
Creativity and Wellbeing Centre - Adaptive use facility	Potential centre of excellence for art, creativity and mental health with a mix of facilities and spaces including wet/dry workshop space, lecture theatre, seminar rooms, specialist studios, rehearsal rooms, recording space and other appropriate mixes
Artist Studios - Adaptive use facility	Artist in Residence spaces linked to SCA, Callan Park cultural events or Creativity and Wellbeing Centre research projects Accommodation might be provided separately
Gallery spaces - Adaptive use facility	Exhibition space for: emerging and outsider artists student exhibitions established artists working in mental health areas residency artists
Performance spaces - Adaptive use facility	Outdoor and limited indoor performance space for chamber music, choral and acoustic work and smaller theatre work
Museum of the Mind - Adaptive use facility	Lively, interactive boutique museum illustrating the history of thinking and understanding of the mind and the emergence of notions and practices relating to mental health

TOP. Figure no. 50 Cultural Cluster overlay

BOTTOM. Table no. 37 potential cultural and education services that could be located on Callan Park



- Greater connectivity between Callan Park and the surrounding urban areas
- Activation of Callan Park through cultural activities, spaces and events
- Opportunities to link wellbeing with creativity
- Expansion of existing cultural facilities
- Spaces for artists and cultural organisations
- Partnerships and monitoring opportunities
- Clear management and governance
- Facilities and Cultural Spaces

Based on the analysis and consultation work the table no. 37 on the previous page illustrates the mix of facilities and spaces that might potentially be part of the cultural and educational uses at Callan Park in the future.

General

- The Draft Master plan highlights the value of cultural and educational uses in defining a 'cultural arc' and allocating a range of cultural uses to designated buildings and spaces. The location of cultural activity within the broad environment of Callan Park supports general links between art and mental health uses.
- Extension to NSW Writers Centre
- This expansion of the existing facility is sorted by the organisation and will allow extending services, programs and resources

Gallery Spaces – B401, 403 and 404

- This is a beautiful building which needs a very active, robust tenancy that is likely to attract significant funding. Although gallery space is required this seems in excess of what is sustainable and its location might make it difficult to achieve visitor numbers

Artist in Residence Studios

- These are well positioned and could function well. Consideration might be given to additional accommodation for master classes or post graduate accommodation

Callan Park Performance Space

- There are a number of performance space options in Leichhardt including the Red Box, and Council's proposal to make town halls available. It is an expensive art form with a highly competitive and limited funding base and hasn't featured strongly in the stakeholder or Council process. 1045m² is a large facility which it would be difficult to attract funding for – this needs to be reviewed.

Callan Park Museum

- This is a facility that has the potential to be very attractive to visitors and could be the focus for tours and other mental health heritage activities. The museum of the mind concept should be explored rather than the more literal place focused product.

Callan Park Wellness Centre

- This is a good proposal and is at the heart of the notion of a 'wellness sanctuary' but it needs greater connection to the range of creativity and wellbeing opportunities. Art therapy is a conventional response to mental health. More contemporary projects offer opportunities for artists with mental health issues to work productively, explore research options, link diverse art forms with recovery based outcomes, provide employment and training in creative industries for outsider artists and so on. Given the collocations of the wellness centre and the cultural quarter greater synergies need to be reached. Strong partnerships between this facility and Sydney College of the Arts should be fostered.



TOP. Still from the stage four web site animation showing the plaza within the Cultural Cluster

BOTTOM RIGHT. Still from the stage 4 web site animation showing the proposed TAFE and MensShed



CALLAN POINT AND BUSH REGENERATION

A natural bush setting protecting the earliest history of the Gadigal and Wangal people of the Eora nation, the original owners of this place. Deep within the regeneration, a keeping place acknowledging Aboriginal culture, history and continued connection and custodianship to this country. A defined walking track with unobtrusive, interpretive signs encouraging and promoting respect for cultural heritage, landscape and wildlife. Ensuring ongoing protection of small native animals and birds that are not frightened by dogs, dog owners understand the need to stay away.

Figure no. 51 above shows the Callan Point and Bush Regeneration overlay.

Key Features

- Callan Point protected for bush regeneration
- An eight hundred metre long bush trail that ends at the summer house on Callan Point

- Pedestrian access from Waterfront Drive to the Callan Point beach
- New bush regeneration areas around Wharf Road

Heritage Impact Evaluation

Tanner Architects

Demolition of buildings other than the former Recreation/Activities Building [Item B494] will assist in regaining the "natural" qualities of this part of the site:

- Buildings to be demolished are of low heritage significance;
- Appropriate adaptive reuse is required for B494. The setting of the building can be enhanced by landscaping and approaches along paths;
- Note there are several interpretive devices around Callan Point celebrating Aboriginal heritage and the Callan Park Act . These should be retained.



TOP: Figure no. 51 Callan Point and Bush Regeneration overlay
BOTTOM: Still from the stage 4 website animations showing a re-vegetated Callan Point and boardwalk.



ACTIVE AND PASSIVE RECREATION

More open space, fewer roads and less traffic, the most dilapidated buildings removed, more choices between quiet enjoyment and active sports. The return of active sports to the Glover Street Oval and Balmain Road field - for no more than 25 hours a week. Young people supported with a skate park. A mini-bus and more parking outside Callan Park to help sporting families on weekends. Wellness at Callan Park encompasses physical, social and mental health.

Figure no. 52 above shows the Active and Passive Recreation overlay.

Key Features

- A balance between active and passive recreation
- A clear division between new sports fields and other open spaces
- Two new areas for sports with flexible configurations allowing for year round use
- An integrated Bay Run

- A new skate park close to Balmain Road
- A new sports pavilion on Balmain Road

Heritage Impact Evaluation

Tanner Architect

No heritage issues associated with the 'Area' at the north western corner of the site;

There are some open parts of the site that have not been designated as 'Areas', these are:

- the expanse of open parkland to the east of Kirkbride, the open area to the west of Callan Point, the Broughton Hall grounds. Are designations to be provided?
- The southern Area [south of Kirkbride] is consistent with early uses in this part of the site such as tennis, cricket and bowls. Consideration must be given to the presentation of the interface between Balmain Road and the Callan Park site.



TOP: Figure no. 52 Active and Passive Recreation overlay
 BOTTOM: Still from the stage 4 website animation showing the view over the Water Front Drive sports fields



FORESHORE

An endangered coastal ecology is restored: salt marsh grasses and saltwater plants reclaim their original place at the foreshore as the community reclaims the salt marsh edge. A tidal salt marsh creek replaces the concrete channel and stormwater is treated in a new wetland. With new jetties comes new access by water. Bay Runners experience the salt marsh and the new bush land environment of Callan Point.

Figure no. 53 above shows the Foreshore overlay.

Key Features

- A balance between active and passive recreation
- A clear division between new sports fields and other open spaces
- Two new areas for sports with flexible configurations allowing for year round use
- An integrated Bay Run
- A new skate park close to Balmain Road
- A new sports pavilion on Balmain Road



TOP. Figure no. 53 Foreshore overlay

BOTTOM. Still from the stage 4 website animation showing a the proposed salt marsh and creek restoration



EXISTING HEALTH PROVIDERS ON CALLAN PARK

NSW Health continues to play a vital role at Callan Park. Paramedic training and National Disaster Response services by NSW Ambulance expand slightly. With more space for NSW Ambulance, the need for more staff parking is managed within two main carparks (dedicated weekday staff spaces are for public use on weekends). The University of Tasmania still trains midwives, and existing NGOs continue their work with the community. Buildings with no heritage significance have been removed to increase public open space.

Figure no. 54 above shows the Existing Health Providers on Callan Park overlay.

Key Features

- NSW Ambulance campus reorganised to enhance the open spaces and Balmain Road frontage
- Parking for the SSWAHS nurses buildings relocated to the

Manning Street access, providing courtyard spaces for residents and students

- Expanded NSW Ambulance facility in Foundation House
- A new car park in the University of Tasmania Campus to relieve parking pressure on Church Street
- NGO parking areas consolidated on Glover Street to remove cars from the heritage gardens

Heritage Impact Evaluation

Tanner Architects

No heritage issues, although the loss of purpose-designed mental health buildings [B106, B107 and B108] for car parking and the prescriptive nature of the Callan Park Act in regard to new buildings may be a consideration. These could well provide support living units as well as other buildings and extend the arc described by Area 7.



TOP. Figure no. 54 Existing Health Providers on Callan Park overlay

BOTTOM. Still from the stage 4 website animation showing the re-configured car parking area off Wharf Road



HERITAGE LANDSCAPE AND BUILDINGS

Public buildings and significant gardens like the pleasure garden and Broughton Hall Gardens are restored to their former glory and open to the public. The seat of Callan Park governance operates from Broughton Hall; Bonny View Cottage welcomes visitors to the Callan Park Museum and Museum of the Mind. Community functions, meetings, exhibitions and public gatherings happen in the Convalescent Cottages. The Moodie St Cottage acts as headquarters for site operations and maintenance. Creative, low impact interpretive signage guides people through Callan Park while tells the powerful story of its history.

Figure no. 55 above shows the Heritage Landscape and Buildings overlay.

Key Features

- The relationship between the heritage landscape and buildings is enhanced
- Broughton Hall is restored and becomes central to Callan Park once more

Heritage Impact Evaluation

Prepared by Tanner Architects

The heritage component of the Callan Park Master Plan needs to take into account the heritage significance of the site, the significant built and landscape elements and the important relationships that exist between the significant buildings and landscape. The heritage significance of the site, which is of primary importance, needs to be



integrated with other aspects of the Master Plan. The conservation policies in the Conservation Management Plan provide detailed guidance at general and specific levels.

The following comments relate to 'Master Plan Proposal A' forwarded on 20 September 2010 and the eleven master plan areas identified on the drawing.

The landscape and buildings that have exceptional to high levels of significance form a loose but definite periphery to the open, "heritage-significant" parts of the site.

Those buildings identified as having exceptional significance are:

- The Kirkbride Block and associated buildings [including Items B1-B10, B13, B13A and B14, B17/17A, B21, B24, B29, B116 and B119; now occupied by the Sydney College of the Arts];
 - The Convalescent Cottages [Items B401, B404];
 - Former Male Convalescent Cottage [Item B211];
 - Garry Owen House [Item B213; now occupied by the NSW Writers' Centre];
 - The main gates [Item B394] and former Gate Lodge [Item B302; now used as a child care centre];
 - The former Attendant's Cottage [Item B399];
 - The former Gardener's Cottage [Item B205].
- Those identified as having high heritage significance are:
- The former Recreation/Activities Building [Item B494] Area 5 Callan Park;
 - Stables [Item B701];
 - Former Night Nurses' Quarters [Item B402];
 - Cottage No 4 [Item B401];
 - Male Attendant's Quarters [Item B705];
 - Farm Attendant's Cottage [Item B298].

Buildings associated with Broughton Hall have High significance ranking:

- Broughton Hall [Item B130];
- Ward 3 Dormitory Block [Item B193];
- Kitchen Block [Item B192];
- Ward 2/Dormitory Block [Item B121];
- Admin/Nurses Quarters [Item B125];
- Former Medical Superintendent's Quarters [Item B126];
- Summer House [Item B137];

These buildings should be retained and adapted appropriately for reuse so their heritage significance is maintained and original functions can be interpreted. The proposed Area uses are supported in

TOP: Figure no. 55 Heritage Landscape and Buildings overlay
BOTTOM LEFT: Still from the stage 4 website animation showing the foreground area of the Convalescence Cottages



principle. Make buildings weather tight and vermin proof as a matter of priority.

Adaptive reuse of significant buildings must:

- Retain the existing appearance of the buildings and reconstruct original elements that have been removed in the past;
- Remove intrusive alterations [e.g. aluminium framed windows where timber framed windows were originally, additions to the building that obscure the original form or character];
- Conserve significant fabric and undertake repairs;
- Introduce a function that does not necessitate major changes such as demolition of internal walls or major new services installation - the occupant should "fit" the building rather than the building undergo unnecessary alteration to "fit" the occupant;
- If replacement of later, nonsignificant additions with new additions [bearing in mind the requirements of the Callan Park Act] is contemplated, controls need to be set in place for materials, building form and the like;
- Careful introduction of new services [mechanical, electrical] with minimal impact on heritage fabric;
- Car parking [if required near a significant building], should be carefully sited in a discrete place that does not detract from the building or interfere with views to the building from other parts of the site. Car parking areas should be landscaped.

Other Heritage Considerations

The rich history of the site provides many opportunities to meaningfully integrate heritage and its interpretation into the Master Plan: Aboriginal occupation, grand homes/estates in mid nineteenth century [Broughton Hall and Gary Owen], Callan Park and mental health – public, private [Broughton Hall] and military [buildings, war memorials]. Callan Park [i.e. buildings and landscape of exceptional significance] is the heritage core and the reason that the site exists today.

Reinforce heritage by:

- Appropriate uses of significant buildings;
- Appropriate use of open areas;
- Interpretation through physical evidence [landscaping, buildings] and introduced devices [public art, signs and plaques]. It is recommended that an overall interpretation strategy is formulated for the site as part of the Master Plan;

- New landscape elements can interpret early planting and landscaping of Callan Park and reconstruct features known to have been removed, e.g. the circular ornamental "lake" to the east of main entrance to Kirkbride. Landscaping can also define heritage precincts and site uses. There is also an opportunity to reconstruct the original approach to Kirkbride;
- There is the opportunity to reinforce the heritage character of significant landscape areas, e.g. the "pleasure garden" to the east of Kirkbride, trees along Balmain Road boundary;
- There is the opportunity to reinforce and direct vistas across the site. Landscaping shouldn't obscure views to built items.

Leasing considerations:

- Establish an integrated approach to a cyclic maintenance regime for buildings and landscape. Funding should be taken into account;
- Heritage values should be carefully explained in the lease documents for each building – why a building is significant, what needs to be done to it and who is responsible for what;
- A succinct Conservation Management Plan or Conservation Management Strategy of Exceptional or High significance and included as part of the lease documents. This will clarify heritage significance and guide adaptive reuse;
- For buildings of lesser heritage significance a concise document such as a Significant Element Conservation Policy should be prepared to guide adaptive reuse.

Other Site Management

Services such as Council maintenance depots and garbage storage/ collection facilities must be located away from buildings or landscaping of exceptional or high significance. Garbage storage facilities for individual buildings should be placed so that they do not detract from the presentation of the building or grounds and do not occur where views to and from buildings are a consideration.



TOP. Still from the stage 4 website animation showing the re-established curtilage relationship between Bonny View Cottages and the Kirkbride Complex

BOTTOM RIGHT. Existing condition of some of the heritage buildings on Callan Park



NGO INCUBATORS

New NGOs and community-based organisations, all demonstrating a commitment to social, environmental and economic sustainability, are selected to offer services consistent with the Callan Park [Special Provisions] Act 2002. Community spirit is harnessed into volunteering, strengthening social networks and community wellness.

Figure no. 56 above shows the NGO Incubators overlay.

Key Features

- Creates designated spaces suitable for a range of NGOs

- Offers a range of accommodation from single cellular offices to open plan spaces
- Provides a framework for NGOs to offer a range of services complementary to mental health services
- Collocation on Callan Park allows NGOs to pool resources and use existing facilities on Callan Park

Heritage Impact Evaluation

Tanners Architects

This is supported in principle and the considerations for significant heritage buildings set out in the previous overlay apply.



TOP. Figure no. 56 NGO Incubators overlay

BOTTOM. Still from the stage 4 website animation showing NGO opportunities within the Cultural Cluster



SUSTAINABILITY

The Vision: The Wellness Sanctuary that is Callan Park nurtures the environment as well as its community. With a public domain and built environment of the highest quality, all site waste is collected and recycled, water use is minimised, energy is generated on site and existing buildings have been carefully refurbished to operate comfortably with minimal air-conditioning.

Figure no. 57 above shows the Sustainability overlay.

Key Features

- Carbon target - neutral over staged time frame through energy efficiency and on-site generation of power through solar panels and tri-generation
- Water target - net exporter by recycling blackwater
- Waste target - zero export and on-site recycling
- Biodiversity target - increase flora and fauna habitat
- Increase energy efficiency through building refurbishment
- Create an energy smart grid
- Create site wide intranet so tenants can share information

Cundall Technical evaluations

Sustainability targets being assessed:

- Carbon neutral for operational energy by 2020.
- Water positive- a net exporter of water by 2020.
- Waste zero by 2020.

One of the key issues will be the development of a governance/ownership structure that will ensure the targets are achieved.

Carbon Neutral by 2020, Key methodology

- Audit existing buildings.
- Target a 50% reduction in operational energy for a refurbishment project. Assess passive opportunities initially to improve natural daylight and ventilation and then consider the artificial system- AC, lighting.
- Assess the renewable energy options to achieve the additional 50% carbon reduction.
- Assess carbon footprint of material selection.
- Water positive- the site will become a net exporter of recycled water to surrounding sites
- Use efficient appliances throughout and assess geothermal heating and cooling as a water efficient solution.

- Maximise rainwater capture and reticulate a recycled water main throughout the site.
- Consider stormwater and sewer mining.
- Protect and enhance natural water ways

Zero Waste Strategies. A Target Of Zero Waste To Landfill

- Localised composting of food waste to supply urban gardens.
- Consideration of organic waste to energy plant.
- Waste recycling education and facilities throughout.

Key Infrastructure Considerations

- Recycled water main distributed throughout the site.
- Green energy infrastructure for solar energy throughout the site.
- Option for site wide tri generation strategy for low carbon power, heat and electricity.
- Bicycle infrastructure throughout



TOP. Figure no. 57 Sustainability overlay

BOTTOM RIGHT. Still from the stage 4 web site animation showing the proposed Sustain Restaurant with PV Panels fixed to the northern roof plane

PROPOSED BUILDING DEMOLITION

The draft Master Plan proposes the demolition of forty building and structures on Callan Park. This will result in a reduction of 9,000 square metres of floor area. Together with reducing the surface area of the road network, this increases total open space by 10,000 square metres.

The proposed building demolitions were canvassed with the community and accord with the recommendations of the CMP 2002. The primary reasons for demolition are as follows:

- Responding to the heritage landscape and buildings
- Connections to the Iron Cove Foreshore
- Enhancing the proposed bush regeneration areas
- Organising parking on the edges of the site
- Removal of buildings that are structurally unsound
- Re-establish the vista across the site from Kirkbride.

Figure no. 58 indicates the buildings to be demolished, these building are located in seven main clusters.

Callan Point

Demolishing buildings at Callan Point, [other than the former Recreation/Activities Building] will regain the 'natural' qualities of this part of the site. It will enhance the setting of the heritage summer house landscaping and approaches along paths.

Manning Street

The buildings to the north of the SSWAHS nurses housing obscure the legibility of the 19th century planting of the grounds' [page 44, CMP 2002]. Demolishing them will improve the panoramic views looking east from the main entrance of Kirkbride

Wharf Road North

A key objective of the Callan Park [Special Provisions] Act 2002 is to ensure public access to the foreshore of Iron Cove. The buildings at the end of Wharf Road currently terminate this historic route. By removing these building there is an opportunity to improve access to the foreshore and improve views into Callan Park from Iron Cove

Wharf Road South

One of the objectives of the plan is to consolidate parking on Callan Park on the edges of the site. Demolishing a number of buildings associated with the University of Tasmania will help to keep parking on the edges of the site. Demolishing the building to the rear of the Wharf Road cottages will allow expanded bush regeneration into this area and help create ecological corridors through Callan Park.

Balmain Road Oval

There are currently six unoccupied buildings around the Balmain Road Oval on Callan Park. The partial collapse of one of the gable walls indicates potential structural problems associated with subsidence, making it appropriate to demolish them.

Central Slope

The two wards to the west of the Kirkbride Complex has a very poor relationship with the heritage landscape and buildings of Callan Park. The demolition of these buildings will improve the visual relationship between the sites key heritage buildings ad provide an increase in open space within the centre of Callan Park.

SCHEDULE OF PROPOSED DEMOLITIONS

A series of tables have been prepared to provide details of all buildings identified for demolition. The tables provide the following information:

- Building no
- Building name
- Year of construction
- Building floor area
- Construction and building fabric
- CMP 2002 classification
- Occupied
- Current use
- Asbestos
- Asbestos report
- Adaptive reuse estimate [See DCWC assumptions in financial model section]
- Master Plan team inspection date and details



TOP: Figure no. 58 Proposed building demolition overlay



Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	106	B106 is an accommodation building located within an existing car park at the southern end of Wharf Road. The building is currently managed by SSWAHS. The demolition of this building is proposed as part of the site wide strategy to consolidate car parking at the edges urban of Callan Park - a strong theme that emerged through the public consultation process.
	Building name:	JMO Flats	
	Year of construction:	c.1961-63	
	Building floor area:	543.9	
	Construction and building fabric:		
	CMP 2002 classification:	E	
	Occupied:	NSW Ambulance	
	Current use:	Offices	
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$1,332,653.00	
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	107	B107 is an accommodation building located within an existing car park at the southern end of Wharf Road. The building is currently managed by SSWAHS. The demolition of this building is proposed as part of the site wide strategy to consolidate car parking at the edges urban of Callan Park - a strong theme that emerged through the public consultation process.
	Building name:	Home Units	
	Year of construction:	c.1961-63	
	Building floor area:	521.5	
	Construction and building fabric:		
	CMP 2002 classification:	E	
	Occupied:	NSW Ambulance	
	Current use:	Offices	
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$1,277,773.00	
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	202	B202 is a small structure associated with B201. This structure has no heritage value or future use potential and will be demolished
	Building name:	Waste Store	
	Year of construction:		
	Building floor area [sqm]:	3.9	
	Construction and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$13,420.50	
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	203	Building appears to be demolished B203 is a small structure associated with B201. This structure has no heritage value or future use potential and will be demolished
	Building name:	Disused Building	
	Year of construction:		
	Building floor area [sqm]:	3.9	
	Construction and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$13,420.50	
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	214	The CMP 2002 identifies B490 as being of low heritage significance. It is proposed that B214 is demolished as part of the bush regeneration initiatives on Callan Park.
	Building name:	Gardeners Nursery	
	Year of construction:	unknown	
	Building floor area [sqm]:	92.4	
	Construction and building fabric:		
	CMP 2002 classification:	D	
	Occupied:		
	Current use:	Auxiliary Gardens	
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$226,257.50	
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	207	Along with B208, B207 is sited between two of the most significant heritage buildings on Callan Park, the Kirkbride Complex and Bonny View cottage. The CMP 2002 identifies B207 as being intrusive and the demolition of this structure will restore the curtilage relationship between the Kirkbride Complex and Bonny View cottage that was previously lost.
	Building name:	Main Canteen	
	Year of construction:	1958	
	Building floor area [sqm]:		
	Construction and building fabric:	531.6	
	CMP 2002 classification:	F	
	Occupied:	ITU	
	Current use:		
	Asbestos:	Suspected	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$1,302,420.00	
Master Plan team inspection details:	07.09.10 - Internal and External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	208	Along with B207, B208 is sited between two of the most significant heritage buildings on Callan Park, the Kirkbride Complex and Bonny View cottage. The CMP 2002 identifies B207 as being intrusive and the demolition of this structure will restore the curtilage relationship between the Kirkbride Complex and Bonny View cottage that was previously lost.
	Building name:	Ward 16	
	Year of construction:	1948	
	Building floor area [sqm]:	3144.5	
	Construction and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:	Patient Ward	
	Asbestos:		
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$7,703,927.00	
Master Plan team inspection details:	07.09.10 - Internal and External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	204	B204 is a small structure associated with B201. This structure has no heritage value or future use potential and will be demolished
	Building name:	Engineers Store	
	Year of construction:		
	Building floor area [sqm]:	17.4	
	Construction and building fabric:		
	CMP 2002 classification:	N/A	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$60,030.00	
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	223	B223 is an accommodation building located within the group of buildings that comprise the NSW Ambulance campus Road. The building is currently managed by SHFA. The demolition of this building is proposed as part of the site wide strategy to consolidate the car parking associated with NSW Ambulance staff and visitors within the campus.
	Building name:	Cottage	
	Year of construction:	c.1973?	
	Building floor area [sqm]:	102.6	
	Construction and building fabric:		
	CMP 2002 classification:	E	
	Occupied:	Health	
	Current use:	unknown	
	Asbestos:	No Asbestos present	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$251,345.50	
Master Plan team inspection details:			


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	396	B396 is currently used for accommodation by SSWAHS. This building is identified as intrusive in the CMP 2002. The Final Draft Master plan proposes that B396 is demolished as part of the work to restore the heritage gardens in this area.
	Building name:	Arcadia Cottage	
	Year of construction:	1970	
	Building floor area [sqm]:	216.0	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Nurses	
	Current use:	Staff	
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$529,249.00	
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	397	B397 is currently used for accommodation by SSWAHS. This building is identified as intrusive in the CMP 2002. The Final Draft Master plan proposes that B396 is demolished as part of the work to restore the heritage gardens in this area.
	Building name:	Manning St Cottage	
	Year of construction:		
	Building floor area [sqm]:	138.9	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Nurses	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$340,207.00	
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	398	B398 is currently used for accommodation by SSWAHS. This building is identified as intrusive in the CMP 2002. The Final Draft Master plan proposes that B396 is demolished as part of the work to restore the heritage gardens in this area.
	Building name:	Willows Cottage	
	Year of construction:		
	Building floor area [sqm]:	139.4	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Nurses	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$341,554.50	
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	486	Sited on the northern most section of Callan Point B486 is associated with B495 and has low heritage significance according to the CMP 2002. The Final Draft Master Plan has identified this area as native bushland and all structures that are not of exceptional or high significance should be demolished.
	Building name:	Ward F Store Room	
	Year of construction:		
	Building floor area [sqm]:	40.9	
	Construction and building fabric:		
	CMP 2002 classification:	N/A	
	Occupied:		
	Current use:	Training Centre	
	Asbestos:	Not known	
	Asbestos report:	No report available	
Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$100,278.50		
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	490	The CMP 2002 has identified B490 as being part of an intrusive group of buildings. B490 is a garage associated with B492 and will be demolished as part of the bush regeneration initiatives on Callan Park.
	Building name:	Garage for B492	
	Year of construction:	1960-65	
	Building floor area [sqm]:	20.4	
	Construction and building fabric:		
	CMP 2002 classification:	N/A	
	Occupied:		
	Current use:	Residential Garage	
	Asbestos:	Not known	
	Asbestos report:	No report available	
Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$49,857.50		
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	491	The CMP 2002 has identified B491 as being part of an intrusive group of buildings. B490 is a garage associated with B493 and will be demolished as part of the bush regeneration initiatives on Callan Park.
	Building name:	Garage for B493	
	Year of construction:	1960-65	
	Building floor area [sqm]:	20.4	
	Construction and building fabric:		
	CMP 2002 classification:	N/A	
	Occupied:		
	Current use:	Residential Garage	
	Asbestos:	Not known	
	Asbestos report:	No report available	
Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$49,857.50		
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	492	The CMP 2002 has identified B492 as being part of an intrusive group of buildings. The demolition of B492 will facilitate the restoration of the bushland at Callan Point and enhance the appreciation and setting of B494.
	Building name:	Bay view Cottage	
	Year of construction:	1960-65	
	Building floor area [sqm]:	102.7	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:	Residence	
	Asbestos:	Present	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$251,492.50	
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	493	The CMP 2002 has identified B493 as being part of an intrusive group of buildings. The demolition of B493 will facilitate the restoration of the bushland at Callan Point and enhance the appreciation and setting of B494.
	Building name:	Bay view Cottage	
	Year of construction:	1960-65	
	Building floor area [sqm]:	133.8	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:	Residence	
	Asbestos:	Present	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$327,785.50	
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	495	B495 is the largest and most prominent building on Callan Point. The CMP 2002 identifies B495 as being of low heritage significance. The demolition of B495 will facilitate the restoration of the bushland at Callan Point and enhance the appreciation and setting of B494.
	Building name:	Ward F	
	Year of construction:	1933-35	
	Building floor area [sqm]:	645.6	
	Construcion and building fabric:		
	CMP 2002 classification:	D	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	No report available	
	Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$1,581,646.50	
Master Plan team inspection details:	07.09.10 - External and internal inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	505	Veterans ward Asbestos visavle B505 is located in the centre of the historic axis of Wharf Road. The building is identified in the CMP 2002 as being part of an intrusive group of buildings on the foreshore of Iron Cove. A clear objective of the Callan Park [Special Provisions] Act 2002 is to promote public access to the foreshore areas of Callan Park. To achieve this key objective, provide additional high quality open space and commemorate the former patients on the site, the Final Draft Master Plan identifies this area as a new Veteran's Field, and B505 is proposed for demolition as part of this work. Furthermore, the demolition of B505 will enhance the external vistas into Callan Park from across Iron Cove.
	Building name:	Ward H	
	Year of construction:	1960-65	
	Building floor area [sqm]:	1113.9	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:	Patient Ward	
	Asbestos:	Present	
	Asbestos report:		
Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$2,728,957.00		
Master Plan team inspection details:	07.09.10 - External and internal inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	509	Single story building over looking the disused bowling green Some "well sealed" internal lining suspected according to NSW Health report Asbestos - some "well sealed" internal lining suspected according to NSW Health report B509 is identified in the CMP 2002 as being intrusive. This building is proposed for demolition as part of the implementation of the Callan Park Farm. The restoration of urban agriculture is supported extensively within the community and reflects the long tradition of food production on this site. The demolition of this building will also enhance the appreciation of B506, B507 and B508, a group of buildings that will be restored and reactivated as part of the Final Draft Master Plan.
	Building name:	Occupational therapy	
	Year of construction:	1950	
	Building floor area [sqm]:	58.5	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:	Disused	
	Asbestos:	Present	
	Asbestos report:		
Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$143,251.50		
Master Plan team inspection details:	07.09.10 - External inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	513	Sub station B513 is an electricity sub station. As part of the essential infrastructure upgrade works this structure will be demolished with the replacement plant relocated within the curtilage of an existing building.
	Building name:		
	Year of construction:		
	Building floor area [sqm]:	40.0	
	Construcion and building fabric:		
	CMP 2002 classification:	N/A	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	No report available	
Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$98,049.00		
Master Plan team inspection details:	07.09.10 - External inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	514	Former veterans building Asbestos present in ceiling and as pipe insulation according to 1995 NSW Health report
	Building name:	Ward A	
	Year of construction:	1960-65	
	Building floor area [sqm]:	852.2	
	Construction and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Present	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$2,087,841.00	
Master Plan team inspection details:	07.09.10 - External and internal inspection		
			B514 is located on the foreshore of Iron Cove, and is identified in the CMP 2002 as being part of an intrusive group of buildings. A clear objective of the Callan Park [Special Provisions] Act 2002 is to promote public access to the foreshore areas of Callan Park. To achieve this key objective, provide additional high quality open space and commemorate the former patients on the site, the Final Draft Master Plan identifies this area as a new Veteran's Field, and B514 is proposed for demolition as part of this work. Furthermore, the demolition of B514 will enhance the external vistas into Callan Park from across Iron Cove.


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	515	Swimming pool changing rooms Some 'well sealed' internal lining suspected according to NSW Health report
	Building name:	Changing rooms	
	Year of construction:	1960's	
	Building floor area [sqm]:	89.2	
	Construction and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Present	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$218,564.50	
Master Plan team inspection details:	07.09.10 - External inspection		
			B515 was constructed as changing rooms for the adjacent swimming pool. Although maintained [cleaned and chlorinated] the swimming pool is not currently used and the Final Draft Master Plan proposes that the structure is covered over and used as water storage for the Callan Park Farm. The use of the swimming pool for recreation is deemed to be uneconomic due to the proximity of the Leichhardt Park Aquatic Centre which has superior facilities and accessibility.


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	515A	
	Building name:		
	Year of construction:		
	Building floor area [sqm]:	8.4	
	Construction and building fabric:		
	CMP 2002 classification:	N/A	
	Occupied:		
	Current use:		
	Asbestos:		
	Asbestos report:		
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$20,678.00	
Master Plan team inspection details:			
			B515 is a structure housing plant associated with the operation of the swimming pool and is also proposed for demolition

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	601	B601 is a small structure with no heritage value or future use potential and will be demolished.
	Building name:	Gardeners Shed	
	Year of construction:		
	Building floor area [sqm]:	58.2	
	Construcion and building fabric:		
	CMP 2002 classification:	N/A	
	Occupied:		
	Current use:		
	Asbestos:		
	Asbestos report:		
	Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$142,467.50	
Master Plan team inspection details:			

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	696	B696 is a small structure with no heritage value or future use potential and will be demolished.
	Building name:	WC	
	Year of construction:	Recent	
	Building floor area [sqm]:	33.0	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:		
	Asbestos report:		
	Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$80,801.00	
Master Plan team inspection details:			

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	709	B709 is the garage associated with B711 and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field and a new regional skate park.
	Building name:	Garage for B711	
	Year of construction:	1960-65	
	Building floor area [sqm]:	23.3	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$56,962.50	
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	710	B710 is the garage associated with B712 and B713 and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field, the new regional skate park and the proposed new site access point into opposite Alberto Street.
	Building name:	Garage for B712/13	
	Year of construction:	1960-65	
	Building floor area [sqm]:	43.7	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$107,016.00		
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	711	B711 is a former Staff building and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field, the new regional skate park and the proposed new site access point into opposite Alberto Street.
	Building name:	Lilyfield Cottage	
	Year of construction:	1960-65	
	Building floor area [sqm]:	139.5	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Residential Tenancy	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$341,701.50		
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	712	B712 is a former Staff building and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field, the new regional skate park and the proposed new site access point into opposite Alberto Street.
	Building name:	Lilyfield Cottage	
	Year of construction:	1960-65	
	Building floor area [sqm]:	139.5	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Residential Tenancy	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
Adaptive reuse estimate [See DCWC asumptions in financial model sectio]:	\$341,701.50		
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	713	Internal and external cracking of brick works suggests subsidence - some damp B713 is a former Staff building and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field, the new regional skate park and the proposed new site access point into opposite Alberto Street.
	Building name:		
	Year of construction:	1960-65	
	Building floor area [sqm]:	139.5	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Residential Tenancy	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$341,701.50		
Master Plan team inspection details:	07.09.10 - External and internal inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	714	B714 is the garage associated with B717 and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field and a new regional skate park.
	Building name:	Garage for B717	
	Year of construction:	1960-65	
	Building floor area [sqm]:	21.7	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$53,067.00		
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	715	B715 is the garage associated with B718 and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field and a new regional skate park.
	Building name:	Garage for B718	
	Year of construction:	1960-65	
	Building floor area [sqm]:	23.3	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$56,962.50		
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	716	B716 is the garage associated with B719 and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field and a new regional skate park.
	Building name:	Garage for B719	
	Year of construction:	1960-65	
	Building floor area [sqm]:	23.3	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:		
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$56,987.00	
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	717	B717 is a former Staff building and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field, the new regional skate park and the proposed new site access point into opposite Alberto Street.
	Building name:	Parkview	
	Year of construction:	1960-65	
	Building floor area [sqm]:	140.6	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Residential Tenancy	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$344,519.00	
Master Plan team inspection details:	07.09.10 - External and internal inspection		


Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	718	B718 is a former Staff building and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished to as part of the reinstatement of the Balmain Road sports field, the new regional skate park and the proposed new site access point into opposite Alberto Street.
	Building name:	Park Drive Cottage	
	Year of construction:	1960-65	
	Building floor area [sqm]:	140.6	
	Construcion and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Residential Tenancy	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model sectio]:	\$344,519.00	
Master Plan team inspection details:	07.09.10 - External and internal inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	719	Internal and external cracking of brick works suggests subsidence - some damp B719 is a former Staff building and is part of a group of building identified as being intrusive. A visual site inspection by members of the Master Plan team recorded extensive movement in the external and internal brick work of these structures which is believed to be a result of foundation instability. These buildings will be demolished as part of the reinstatement of the Balmain Road sports field, the new regional skate park and the proposed new site access point into opposite Alberto Street.
	Building name:	Park Drive Cottage	
	Year of construction:	1960-65	
	Building floor area [sqm]:	140.6	
	Construction and building fabric:		
	CMP 2002 classification:	F	
	Occupied:	Residential Tenancy	
	Current use:		
	Asbestos:	Not known	
	Asbestos report:	NSW Health 1995	
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$344,519.00	
Master Plan team inspection details:	07.09.10 - External and internal inspection		

Photo [2010]	Information	Notes:	Reason for demolition
	Building no.:	1095	B1095 is an electricity sub station. As part of the essential infrastructure upgrade works this structure will be demolished with the replacement plant relocated within the curtilage of an existing building.
	Building name:	Electrical Substation	
	Year of construction:		
	Building floor area [sqm]:	51.6	
	Construction and building fabric:		
	CMP 2002 classification:	E	
	Occupied:		
	Current use:	Electrical Substation	
	Asbestos:		
	Asbestos report:		
	Adaptive reuse estimate [See DCWC assumptions in financial model section]:	\$126,322.00	
Master Plan team inspection details:			

CONSULTATION SUMMARY

City Marketing

The processes used for community engagement during stage three of the project included the interactive project website, community workshops, forums public drop-in sessions and meetings.

Online Consultation And Participation

During stage four the project website was open for feedback between 8 October 2010 and 29 October 2010. Registered users were invited to provide feedback on the twelve master plan overlays and sixty embedded options. In addition to the twelve overlays there was an online survey that allowed the community to offer detailed feedback on any aspect of the Draft Master Plan and options. The outcome of the consultation was as follows:

- That there was broad support for the concept of Callan Park as a Wellness Sanctuary
- That there were a number of issues which required further discussion before the master plan was finalised

Website Visitation

The following statistics show the online traffic generated during stage four of the web based consultation:

- 4,507 Visits
- 27,895 Page views
- 6.88 Pages/Visit
- 06.42 Average minutes on site per visit

Community Workshops

Master Plan Exhibition Drop-in

- Balmain Town Hall Saturday 16 and Sunday 17 October
- Drop-in event at Callan Park Sydney College of Arts: 9th, 10th, 11th October

Workshops

Callan Park Arts and Cultural Workshop 9th September 2010

Key Themes

- Creating links between creativity and wellbeing
 - Providing improved studio and workshop space for artists
 - Expanding cultural facilities for organisations
 - Ensuring good management and development of cultural facilities
- The following 'Priority Areas' were also identified:

Urban design and overall presentation of Callan Park

- 'This place does not say 'come in' to people from other parts of Sydney' – Callan Park needs to have a more welcoming edge.
- The Park needs to be 'activated', 'a place where visitors come to experience an art based village'
- It needs to function as 'a destination'
- Better connectivity 'linking areas to allow balance between vibrancy and reflection'
- A balance between vibrancy and reflection

Creativity and wellbeing

- Integrate mental health therapies with art program
- Create partnerships for work between artists and organisations
- Link existing activities and organisations
- Develop residencies for arts groups and artists to work with mental health issues – a centre for excellence in art and mental health
- Create a dialogue about mental health through innovative creative ideas – engaging, entertaining, exciting
- Capacity for art to be healing and part of respite programs
- Overall wellbeing linking to good mental health outcomes in the community
- This is an important opportunity to link culture and heritage

Priorities for supporting artists

- Affordable studio space that has been refurbished to meet the needs of different kinds of artists including those with mental health issues
- Resources to facilitate connections and networking using CCD approach
- Management framework



- Overall communication strategy
- Transparent body to monitor/oversee the 'village' and its activities
- Opportunities for networking
- Good communication strategy for promotion and awareness
- Commercial (not for profit) opportunities including café and gallery
- Mentor and incubator initiatives
- Resourcing to facilitate connections and networking
- Create access to pathways for ongoing professional development
- An annual arts festival to bring arts organisations and artists together

Developing Partnerships

- Integrate mental health therapies and art programs
- Partnerships between NGOs, SCA and private sector organisations
- Partnerships between art and community organisations
- Establish a community cultural development approach – art and cultural programs for people with mental health issues
- Opportunities for mentorship
- Partnerships with Aboriginal cultural groups

Spaces, places and facilities

- Studios and workshop spaces
- Expanded Writer's Centre
- Studio and residency spaces linked to SCA
- Space for arts groups
- A performance space opportunities including outdoor performance space
- An outdoor floating stage off the foreshore
- Exhibition space especially for young and emerging artists
- Supportive spaces for artists with mental health issues and outsider artists
- A balance of casual and curated spaces and venues
- Affordable options
- Museum space
- Office and project management space

Governance, programming and funding

- Effective, transparent governance is critical to long-term success
- Need for a coordinated approach to arts funding
- Build a base for investment in the arts at Callan Park
- A local and regional focus could look at what programs and facilities can be shared with other Council areas
- Role for a central organising body to coordinate cultural spaces and programs

Meetings

Existing lease and landholders, Tuesday 5 October 2010

Purpose:

To inform this group of recent workshop outcomes and discuss the upcoming launch of the draft Master Plan.

Issues raised and discussed:

- Results of the 'Character Collage' (sub-principles)
- Web interactions and statistics
- Timing and format of launch and drop-in events

Update to Leichhardt Councillors, Tuesday 5 October 2010

Purpose:

To preview the draft Master Plan being launched on Friday 8 October

Issues raised and discussed:

- Online feedback to Stage 3, including 'Character Collage' and Stage 3 Survey
- Web statistics
- How the draft Master Plan has responded to community engagement
- Preview of draft Master Plan elements and online format

Friends of Callan Park, Monday 1 November

Purpose:

To answer questions about aspects of the draft Master Plan

Issues raised and discussed:

- Skate park
- Mental Health Services
- NSW Ambulance
- NGOs
- Removal of part of the Balmain Road wall

Launch and Drop-In Sessions

The Draft Master Plan synthesised all the community feedback to date into 12 'layers' dealing with issues of importance to the community and to the planning process:

- Mental Health
- Cultural Cluster
- Farm and Garden
- Foreshore
- Public Access
- Callan Point
- Heritage
- NGO Incubators
- Recreation
- Veteran's Field
- Health Providers
- Sustainability

Associated with each layer were five statements of support (based on comments made by the community during the consultation process) and at least five options (again based on comments made by the community during the consultation process).

Both online, and in hard copy, members of the community were invited to select up to five statements for each layer. Because the statements of support, and the options, were based on community feedback, there were no options to reject the layers completely. Instead, anyone who felt strongly that they could not participate in supporting the layers, or choosing one of the proposed alternatives, could express their alternative viewpoint in an open-ended online (and hard copy) survey.

This closed process was purposeful. After four months of intense consultation around a multitude of issues and themes, it was necessary to ask the community to seek agreement on specific elements of a Master Plan for Callan Park.

The final data associated with these layers indicate the depth of support for particular items.

Draft Master Plan Launch

The Draft Master Plan for Callan Park was launched at a function at Leichhardt Town Hall on Friday 8 October 2010. Approximately 130 members of the community attended this function, where they were able to view the 12 layers of the draft Master Plan and speak to the team about the options embedded in those layers.

Drop in 1: Three days at Callan Park

The display erected for the launch was transported to the Sydney College of the Arts at Callan Park for a 3 day drop-in event on Saturday 9, Sunday 10 and Monday 11 October. Members of the Master Plan team, together with Council staff, spoke one on one with around 150 visitors, explaining elements of the draft Master Plan in detail.

Drop in 2 - Two days at Balmain Town Hall

A second drop-in event was held at Balmain Town Hall on Saturday 16 and Sunday 17 October. Members of the Master Plan team, to-

gether with Council staff, spoke one on one with around 110 visitors, explaining elements of the draft Master Plan in detail.

During both drop-ins, hard copy versions of the online options were distributed to visitors, who were also asked to sign a visitors book. In total, 105 community members signed and commented in the visitors book.

Sample Feedback: Drop-In Visitors Book

Page 1

'Having attended all the workshops, I'm impressed by work of the Council and the consultants. Well done.'

'I have lived opposite the park for 25 years and I'm really excited about these plans!'

Page 2

'Thanks for all your hard work and listening to the community'

'It's so exciting to see this plan at last! Thankyou! I've marched twice to save the space.'

Page 3

'It is a good idea that we are able to participate in the planning!'

'The plan feels in touch with the people of the area.'

Page 4

'Great stuff. It's really wonderful to see things begin to take shape, promising a rich future for the park that is sensitive to the needs of the wide group of stakeholders.'

'After all these years of neglect, when the NEED was still there – I am glad that things are finally moving towards a resolution for this wonderful area – BUT my needs are for more accommodation for the mentally ill – so be it! We can all live in hope!'

Page 5

'Totally blown away!'

'Valuable and needed vision for the near future. As psychologist in mental health and SCA Arts student I say Bring It On!'

Page 6

'Proposal exciting, innovative and well-developed. Good luck!'

'Great ideas, looks good!'

Page 7

'The proposal plan provides a sensible balance between the various interest groups.'

'Thoughtful planning for community benefit!'

Page 8

'Great plan all sections of community benefit'

'A plan for open space plus community interests as well as mental health – bravo.'

'Well done! The response to community concerns is great'

Page 9

'Good luck, need people like you who care.'

'Great to see this taking shape and thanks to all who have helped make it happen.'

Page 10

'This plan is excellent considering the diversity of the site and the people and the issues involved, Well done.'

'Excellent thought and presentation to reflect our community if Aboriginal Meeting Place and Youth Skate park are included.'

Online Feedback

12 Layers

The 12 layers and associated options of the Draft Master Plan were open for online feedback between 9 October and 29 October 2010.

During that time, the www.callanparkyourplan.com.au web site received:

- 2,459 visits
- 1,513 visitors
- 16,879 page views
- 479 users registered their preferences for statements of support and options associated with the Master Plan.

The top statement of support in each layer was favoured by at least 70% of all users who responded to that layer.

Layer	Users	Top statement of support	% in favour
Mental Health	253	It reinstates critical mental health services	76%
Cultural Cluster	206	It builds on the strengths of SCA and Writers Centre	83%
Farm and Garden	294	It gives Callan Park a strong foundation of horticultural sustainability	90%
Foreshore	218	It reinstates a more natural waterfront environment	93%
Public Access	268	It gives pedestrians and cyclists priority	76%
Callan Point	221	It restores a natural habitat for wildlife	99%
Heritage	203	It reinstates significant historic gardens and landscape	93%
NGO Incubators	178	It creates opportunities for NGOs to offer services at Callan Park	88%
Recreation	335	It provides a regional skateboard park for young people	70%
Veteran's Field	170	It creates new space for quiet reflection	79%
Health Providers	167	Removing dilapidated buildings contributes to increased open space	81%
Sustainability	210	Helps maintain physical environment that is important to the community	81%

Master Plan Layers - Detailed Results

Summary of Mental Health layer preferences

Mental Health preference analysis

Based on this feedback to the Mental Health layer, future governance of Callan Park should ensure that jobs at Callan Park are a stepping stone to employment in the broad community.

Mental health and community wellness	Statement of support/Option	Number of individual preferences	Percent
I support	It reinstates critical mental health services at Callan Park	192	76%
I support	It offers support for families and carers as well as mental health consumers	183	72%
I support	It includes opportunities for employment, accommodation, recreation and family life	179	71%
I support	It provides short and medium term non acute beds for people with mental illnesses	177	70%

My Options	Jobs should be a stepping stone to employment in broad community	105	42%
I support	It delivers services within the agreed framework that emerged from Master Plan consultation.	104	41%
My Options	Retain and refurbish buildings existing buildings for mental health services	81	32%
My Options	Provide a mix of new and purpose built accommodation for the mental health services	61	24%
My Options	Don't include Kalouan high support accommodation for people with mental illness	56	22%
My Options	Don't include any accommodation for people with mental illness	43	17%
My Options	Make all facilities at Callan Park mental health facilities	30	12%
My Options	All services must only provide real work for people with a mental illness	27	11%
My Options	Put the Museum of the Mind in the Wellness Centre (instead of Bonneyview Cottage)	21	8%
My Options	All services must provide permanent jobs for people with a mental illness	7	3%
My Options	Replace all existing buildings with new modern purpose built accommodation	6	2%
My Options	Replace the Vocational Skills Centre with a Leichhardt Council depot	5	2%

Summary of Cultural Cluster preferences

Cultural Cluster preference analysis

Based on this feedback to the Cultural Cluster layer, the final Master Plan should include a nearby outdoor performance and exhibition space.

Cultural Cluster	Statement of support/Option	Number of individual preferences	Percent
I support	It builds on the strengths of Sydney College of the Arts and the NSW Writers Centre to create new arts and cultural opportunities	170	83%
I support	Art and cultural activities play a significant role in treating mental illness and building community wellness	163	79%
My Options	Add a nearby outdoor performance and exhibition space	135	66%
I support	Arts programs can link to vocational skills program for mental health consumers	128	62%
I support	Arts and cultural activities are a high priority for Leichhardt residents	119	58%

TOP LEFT. Table no. 38 Online feedback to 12 Layers

BOTTOM LEFT. Table no. 39 Summary of Mental Health Preferences

BOTTOM RIGHT Table no. 40 Summary of Cultural Cluster Preferences

I support	It creates a clear synergy between arts, culture and mental health	89	43%
My Options	Expand the arts focus to site-wide public art and wayfinding	51	25%
My Options	Add more arts and cultural spaces	43	21%
My Options	Use some of these buildings for NGO groups	43	21%
My Options	Explore opportunities for postgraduate arts student accommodation for Sydney College of the Arts	28	14%
My Options	Don't group the arts and cultural spaces together	15	7%

Summary of Callan Park Farm/Glovers Community Garden preferences

Callan Park Farm/Glovers Community Garden preference analysis

Based on this feedback to the Callan Park Farm/Glovers Community Garden layer, future governance of Callan Park should explore opportunities for the Callan Park Farm to encourage permaculture, garden-share and food swap in neighbouring homes.

Callan Park Farm/Glovers Community Garden	Statement of support/Option	Number of individual preferences	Percent
I support	Together with bush regeneration at Callan Point, it gives Callan Park a strong foundation of horticultural sustainability	264	90%
I support	It creates health, lifestyle and horticultural training opportunities for mental health consumers	238	81%
I support	It creates a genuine experience of how food is grown	232	79%
My Options	Explore opportunities for the Callan Park farm to encourage permaculture, garden-share and food swap in neighbouring homes	187	64%
I support	The orchard beautifies Balmain Road	174	59%
I support	It has substantial links to Callan Park's history of gardening and growing food	169	57%
My Options	Make Callan Park farm bigger	119	40%
My Options	Don't allow animals in the Callan Park farm	52	18%
My Options	Make Callan Park farm smaller	29	10%
My Options	Keep Glovers Garden the size it is now	25	9%
My Options	Replace the orchard space with netball/tennis courts	19	6%

Summary of Foreshore preferences

Foreshore preference analysis

Based on this feedback to the Foreshore layer, the final Master Plan should add a dedicated cycle path along the foreshore, and should consider adding an Aboriginal Heritage Trail.

Foreshore	Statement of support/Option	Number of individual preferences	Percent
I support	It reinstates a more natural waterfront environment	203	93%
I support	The new wetland and creek connect the central areas of Callan Park to the foreshore	182	83%
I support	It improves public access to the Iron Cove foreshore	131	60%
My Options	Add a dedicated cycle path along the foreshore	122	56%
I support	It applies best practice conservation processes to the foreshore	110	50%
My Options	Add an Aboriginal heritage trail	106	49%
My Options	Realign the Bay Run to allow picnic areas at the foreshore	99	45%
My Options	It improves the quality of community lands	89	41%
My Options	Don't reinstate the salt marsh	23	11%

Summary of Public Access to Callan Park preferences

Public Access to Callan Park preference analysis

Based on this feedback to the Public Access layer, Leichhardt Council may have to balance the potential revenue from parking meters against the potential displeasure of residents at their introduction. The final Master Plan should consider whether it is appropriate to change shared paths to segregated cycling/walking paths.

Public Access to Callan Park	Statement of support/Option	Number of individual preferences	Percent
I support	It gives pedestrians and cyclists priority by reducing vehicle movements	204	76%
I support	It introduces public transport (bus and ferry) on Wharf Road	174	65%
I support	It makes Callan Park safer for pedestrians and cyclists	168	63%
My Options	Don't include parking meters	162	60%
I support	It increases public open space by 10,000 square metres by removing unnecessary roads and buildings	158	59%
My Options	Change shared paths to segregated cycling/walking paths	132	49%
My Options	Explore a full time shuttle bus service to support controlled parking	68	25%
I support	It provides the right amount of car access and controlled parking (750 spaces total)	58	22%
My Options	Parking meters generate revenue for managing Callan Park	58	22%
My Options	Remove the ferry wharf and bus route	39	15%
My Options	Explore opportunities to increase parking	36	13%
My Options	Make a few more connections between the roads	27	10%

BOTTOM LEFT. Table no. 41 Summary of Callan Park Farm/Glovers Community Garden

TOP RIGHT. Table no. 42 Summary of Foreshore Preferences, **BOTTOM RIGHT** Table no. 43 Summary of Public Access to Callan Park Preferences

Callan Park and Bush Regeneration Preference Summary

Callan Point and bush regeneration	Statement of support/Option	Number of individual preferences	Percent
I support	It restores a natural habitat for wildlife	219	99%
I support	It defines a walking track that will protect Indigenous heritage and European relief rock carvings	186	84%
I support	It celebrates Indigenous heritage, culture and connection to country.	162	73%
I support	It will facilitate community education and understanding of Indigenous heritage, bushland and wildlife	163	74%
I support	It brings the community together to protect the environment and learn new skills	147	67%
My Options	I want to keep taking my dogs to the beach at Callan Point	67	30%
My Options	Keep more buildings at Callan Point	49	22%
My Options	Make the bushland regeneration area smaller	21	10%
My Options	Remove all the buildings from Callan Point	25	11%
My Options	Remove the walking track and discourage all public access	5	2%

NGO Incubator Preference Summary

NGO Incubators	Statement of support/Option	Number of individual preferences	Percent
I support	It creates opportunities for NGO's to offer services at Callan Park	156	88%
I support	It creates options for a range of health, education and community uses	148	83%
I support	It encourages NGO's, which fill a service gap between government and private sector programs	137	77%
I support	It contributes to the vision of a Wellness Sanctuary	94	53%
I support	It offers a range of types of accommodation for NGO's	85	48%
My Options	Reserve these buildings for NGOs only	44	25%
My Options	Find other tenants if NGO's can't occupy these buildings	42	24%
My Options	Use these buildings only for mental health services	32	18%
My Options	Remove more of these buildings from Callan Park	18	10%
My Options	Add more staff parking close to these buildings	17	10%

Heritage Landscape Preference Summary

Heritage Landscape Buildings	Statement of support/Option	Number of individual preferences	Percent
I support	It reinstates significant historic gardens and landscape	189	93%
I support	It documents and celebrates the history of Callan Park	159	78%
I support	It offers public access to buildings with the most heritage significance	152	75%
I support	It encourages best practice conservation processes for the most significant buildings	132	65%
I support	It acknowledges the historic role of Broughton Hall	108	53%
My Options	Lease these buildings to NGO's	73	36%
My Options	Public access to these buildings is the most important consideration	51	25%
My Options	Income to fund heritage restoration is the most important consideration	48	24%
My Options	Use these buildings only for mental health services	36	18%
My Options	Explore the use of the Convalescent Cottages as new headquarters for a new independent 'National Mental Health Commission'	29	14%
My Options	Don't include interpretive	10	5%

Active and Passive Recreation Preference Summary

Active and Passive Recreation preference analysis

Based on this feedback to the Active and Passive Recreation layer, future governance of Callan Park should develop programs to encourage mental health consumers to participate in active sports.

Active and Passive Recreation	Statement of support/Option	Number of individual preferences	Percent
I support	It provides a regional skate park for young people	235	70%
I support	The Callan Park (Special Provisions) Act 2002 specifies active and passive recreation	225	67%
I support	It restores synergies between mental health and active recreation	189	56%
I support	It addresses critical needs identified by the Recreation and Open Space Needs Study 2001 (p30)	186	56%
My Options	Develop a program to encourage mental health consumers to participate in active sports	163	49%
My Options	Explore indoor active recreation e.g. volleyball, fitness squash, handball	107	32%
I support	It increases formal parking for sports at the north end of Glover Street	81	24%
My Options	No skate park	78	23%
My Options	No new sports fields	72	21%
My Options	Explore additional parking close to waterfront sports fields	61	18%

TOP LEFT. Table no. 44 Bush Regeneration Preferences Summary

BOTTOM LEFT. Table no. 45 Heritage Landscape Summary of Mental Health Preferences

TOP RIGHT Table no. 46 Summary of NGO Incubator Preferences.

BOTTOM RIGHT Table no. 47 Summary of Active and Passive Recreation Preferences

Veteran's Field	Statement of support/Option	Number of individual preferences	Percent
I support	It creates a new space for quiet reflection	134	79%
I support	It increases public access to the foreshore	128	75%
I support	It commemorates the history of veterans at Callan Park	116	68%
I support	It contributes to an overall increase in public open space by removing buildings	105	62%
I support	It creates a natural space for cultural activities	99	58%
My Options	Add play spaces in other areas of Callan Park	53	31%
My Options	Create unstructured open space instead of the Veterans Field	39	23%
My Options	Make the design less formal	34	20%
My Options	Add a park playground area to the Veterans Field	30	18%
My Options	Remove the pavilion	17	10%
My Options	Add an area for informal play to the Veterans Field	16	9%
My Options	Make the Veterans Field bigger	8	5%
My Options	Replace the memorial space, family BBQ, Cane Room and Community Hall with a netball/tennis court	6	4%

Existing Health Providers Preference Summary

Existing Health Providers preference analysis

Based on this feedback to the Existing Health Providers layer, future governance of Callan Park should encourage NSW Ambulance to actively participate in the community.

Existing Health Providers on Callan Park	Statement of support/Option	Number of individual preferences	Percent
I support	By removing dilapidated buildings it contributes to an overall 10,000 sq metre increase in open space	136	81%
I support	It contributes to the balance of health, community and educational uses at Callan Park	122 Based on this feedback to the Existing Health Providers layer, future governance of Callan Park should encourage NSW Ambulance to actively participate in the community.	73%
I support	It maintains critical state government funded health uses at Callan Park	120	72%
My Options	NSW Ambulance should offer community education programs at Callan Park	86	51%
I support	It manages employee parking on site	73	44%

My Options	It improves the landscape in the existing NGO precinct	69	41%
My Options	NSW Ambulance should participate in any community events at Callan Park	54	32%
My Options	Keep all the buildings	30	18%
My Options	NSW Ambulance need not participate in the shared activities of the wellness sanctuary	28	17%

Sustainability Preference Summary

Sustainability preference analysis

Based on this feedback to the Sustainability layer, the final Master Plan should use best practice conservation processes to achieve solar panels on heritage buildings, and should make provision to recycle organic waste from surrounding homes as well as on site organic waste.

Sustainability	Statement of support/Option	Number of individual preferences	Percent
I support	It will help maintain the qualities of Callan Park's physical environment that are important to the community	171	81%
I support	It demonstrates Leichhardt Council's commitment to environmental sustainability	140	67%
I support	It backs the project principle that 'Callan Park is a world-leading model for social, environmental and economic sustainability'	131	62%
My Options	Use best practice conservation processes to achieve solar panels on heritage buildings	104	50%
My Options	Recycle organic waste from the surrounding homes and Callan Park	104	50%
I support	It upgrades ageing site infrastructure to modern standards	103	49%
I support	It responds to community feedback about sustainability	103	49%
My Options	Generate on-site power through tri-generation	96	46%
My Options	Aim to achieve targets in the shortest time period possible	89	42%
My Options	Use solar panels on all buildings to generate as much power as possible	68	32%
My Options	Aim to achieve targets within 10 years	40	19%
My Options	Only recycle organic material from within the site	27	13%
My Options	Don't use solar panels on heritage buildings	14	7%
My Options	Only recycle organic material from within the site	9	4%
My Options	Aim to achieve targets with 20 years	7	3%

TOP LEFT. Table no. 48 Veterans Field Preference Summary

BOTTOM LEFT. Table no. 49 Summary of Existing Health Providers Preference Summary

BOTTOM RIGHT Table no. 50 Summary of sustainability preferences

Stage Four Survey

Survey question 1:

Overall, what do you think about the draft master plan in its current form?

During Stage 4 of the Master Plan, the draft Master Plan options were accompanied by a survey that asked respondents to rank the draft overall, describe what they liked most, what they liked least, and make suggestions to improve the draft.

Hard copies of this survey were distributed at the drop-in events at Callan Park, and Balmain Town Hall.

Online Surveys	126
Drop in Survey	45
Total	171
% of respondents living in LGA	66%

Survey Question Two

Respondents were asked to rate the draft Master Plan overall. 54% of respondents rated the draft Very Good or Excellent. Another 33% rated it Good.

Survey Question Two What do you like most about the draft master plan?

Rank	Total respondents	Like Most	% respondents
1	32	Skate park	21%
2	25	Multiple Complementary Uses	16%
3	23	Mental Health	15%
4	19	Consultation - the draft reflects the feedback	12%
5	14	Urban Agriculture	9%
6	13	More Sports	8%
Total	126		81%

Survey Question Two What do you like most about the Draft Master Plan?

Respondents were asked to describe in their own words what they liked most about the draft Master Plan. 156 respondents answered this question.

Because the question was open-ended, some respondents chose to nominate multiple things that they liked the most. When coded by themes, there were a total of 191 comments. The top six themes accounted for 66% of all responses by 81% of all respondents.

1. Skate park

32 respondents liked the skate park best of all the aspects of the draft Master Plan.

'The skate park idea - the local area is in desperate need for more recreational outdoor facilities for young people'

'It supports young people's needs, especially for teenagers with the regional BMX/skate park'

'I would also like to confirm support for the idea of a skate park on Balmain Rd, but also to leaving other areas on Balmain free for possible festival sites - another reason for not filling the nearby area entirely with trees'

'The awesome idea for a skate park! This is a totally great initiative and will massively benefit the young people of the local area, as well as veteran skaters in the Balmain/Rozelle area'

2. Multiple Complimentary Uses

25 respondents felt the draft Master Plan addressed multiple community needs and identified synergies between potential uses at Callan Park.

'Great balance of needs and wonderful use of space'

'Excellent balance between, Heritage and Modern sustainability, foreshore use and restoration, mental health and community inclusion'

'Focus on wellbeing - arts, sports, employment for people with mental ill health, social inclusion, memorial concept but for all people not just veterans, vegetable growing, cafes, mind museum and wellness centre.'

'Variety of community activity around health and wellbeing'

'Fantastic mix of uses combining existing and new uses. I think they've got it right.'

3. Mental Health

23 respondents specifically mentioned supporting the draft Mental Health Provisions.

'I like it when it focuses on mental health'

'Integrates use for mental health and general community/access/use of facilities'

'The vital option for mental health beds and a psychiatric hospital back there again the same as before but even better services. I like and agree with the statement someone made here about making Callan park the envy of the world in being the world's best public psychiatric care. I also like mostly the option for accommodation for the mentally ill more than anything else mentioned in the current draft Master Plan.'

'It is faithful to the mental health focus of the old site'

'Caring for those with mental illness'

4. Consultation

19 respondents complimented the consultation process.

'The current draft plan appears to be inclusive of much of the feedback received through the consultation process and is very consistent with the Wellness Sanctuary principle as well as creating and preserving space for Community enacted wrap around mental health services.'

'Genuine response to the community wishes'

'It appears to be very comprehensive and to have taken into consideration most things raised by the community and then allowed other comments thus attempting a balanced approach to a final plan'

'There is lots to like and clearly McGregor Coxall have sought to reflect community aspirations for the site.'

5. Urban Agriculture

14 respondents mentioned the community farm and/or orchard.

'Callan Park Farm.'

'The orchard and community farm with beehive are highlights.'

'All the components are fantastic, especially the bush regeneration (except the board walk, see below), sports fields and city farm and orchards'

'The use of an orchard and a city farm'

6. More Sports

13 respondents praised the sporting aspects of the draft.

'Increase in availability of sporting fields is very important for the area'

'The development of new sporting fields, much needed. Especially the new waterfront oval which has been an unusable waste of space for years.'

'More playing Fields'

7. Other 'like most'

Respondents also nominated bush regeneration, the cultural spaces, a focus on cycling, design quality, 'everything', the ferry wharf, public transport, heritage, public access, increases in public space, removing old buildings, sustainability, the veteran field, the wellness vision and the wetlands as aspects of the draft Master plan they liked the most.

Survey Question Three

What do you like least about the draft master plan?

Respondents were asked to describe in their own words what they liked least about the draft Master Plan. 126 respondents answered this question.

Because the question was open-ended, some respondents chose to nominate multiple things that they liked the least. When coded by themes, there were a total of 148 comments.

1. Mental Health

Overall, 27 respondents nominated an aspect of the Mental Health planning as the part of the draft Master Plan they liked the least.

11 disliked the inclusion of mental health beds on site:

'This is not current best practice and should be avoided. It is very old fashioned and stigmatising.'

'We need to get away from lumping people with mental illness together and most people with mental illness I know want to live in the general community with non-consumers as neighbours.'

'Any plans for residential/inpatient care recreates institutional care by the very nature of having many people living on one site. This will be a backwards step, and completely inconsistent with the moves toward recovery oriented services.'

TOP LEFT. Table no. 51 Response method, online vs. drop-in

BOTTOM LEFT. Table no. 52 Survey Q2 response summary

8 felt there should be no mental health services on site:
'I disagree with the plan regarding mental health and believe that Callan park should be set aside for parklands and the buildings (apart from heritage ones) removed from the site.'

'The mental health provisions. No mental health please'

7 felt there was not a strong enough focus on mental health:
'I would prefer a greater emphasis on features that support Mental Health patients in NSW'

'Very little acknowledgement of the needs of the mentally ill and those in remission'

'The draft Master Plan is violating the The Callan Park (Special Provisions) Act 2002 Act by stealth (via obfuscation). There is absolutely no intention to reinstate the number of beds for mental health patients.'

1 preferred low support accommodation only:
'No residential living for people with mental illness except low support on edge of wharf Rd should be allowed'

2. Urban Agriculture

10 respondents disliked the urban agriculture elements of the draft Master Plan.
'although it is an appealing idea I have concluded that an orchard is inappropriate for Callan Park and that Council's limited funds could be better directed towards maintenance and upgrading existing gardens rather than creating a new expenditure burden.'

'fear too much new activity around bowling green with farm/cafe/high-support accommodation'

'I worry about the practicalities of having an orchard on the site.'

'I am against the 'Farm' idea. This seems a bit silly to me and is bound to degenerate into a mess before long.'

3. Skate park

8 respondents liked the skate park least of all the draft Master Plan elements.

'Don't demolish houses for skate park.'

'I have concerns about noise and hours of operation.'

'putting a skate board ramp next to the main road is reckless and won't attract young skateboarders.'

4. Not enough Sports fields

8 respondents felt that more sporting facilities should have been included:
'Still needs more sports fields, and soccer/football fields in particular.'

'Two fields could have been placed on bottom area'

'There are no netball or courts'

'There is no provision for Tennis Court facilities.'

5. Nothing

7 respondents found nothing that they liked least about the draft:
'I like all the plan'

'Nothing'

6. Too much complexity

6 respondents thought the draft was too complex:
'Too Busy, needs to be simplified, cant please everyone. KISS'

'I'm concerned that too many activities/stakeholders are being squeezed onto the site'

7. Ferry Wharf

6 respondents objected to the Ferry Wharf:
'no need for a ferry.'

'It infringes upon current rowing and boating arrangements and is of great inconvenience to the rowing clubs and communities in the area..'

8. Too many Sports fields

5 respondents commented there were too many sport fields included:
'Too much emphasis on sports.'

'The possibility of large numbers of people using the precinct for loud noisy organised outdoor activities. Sporting grounds are a major culprit.'

9. Too many buildings removed

5 respondents were concerned about the amount of buildings proposed for demolition:
'there are beautiful old buildings on the foreshore which have so much potential and the plan is to take them away'

'Too many buildings slated for removal'

10. Bus Service

5 disliked the proposed bus service:
'The proposed bus route throughout the Park --- totally unnecessary and disruptive to the peaceful nature of the location'

'I definitely have concerns about buses going into/near the park'

11. Too 'vague'

3 respondents thought the draft was too vague:
'The almost unbridled unrealism and tub-thumping.'

'I think it is a little vague'

12. Traffic impacts

3 respondents were concerned about traffic impacts:
'One thing I wish to flag tho is the proposed relocation of main entrance to opposite Alberto Street. As a resident of that street I think there is a strong likliehood that relocation will increase traffic loadings from Callan Park into residential streets'

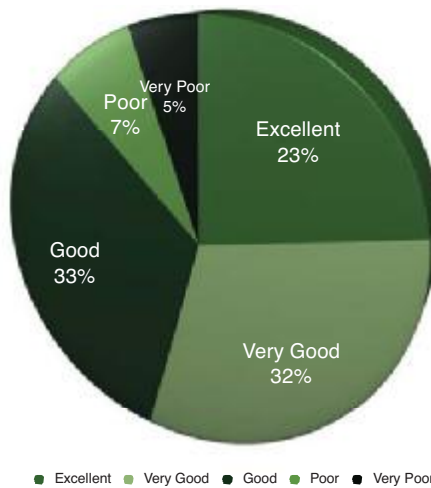
13. Costs

3 respondents disliked the potential costs of implementing the draft Master Plan:
'It indicates there might not be enough funding to gain full potential of the park'

'it will cost lots of money, but I assume it will take a long time and creativity to get all these things happening, we just need patience (apply for grants etc)'

14. NSW Ambulance expansion

3 respondents mentioned the proposed expansion of NSW Ambulance as the aspect of the draft they like the least:
'The over representation of the ambulance service, why are they given



so much space and so much pay?'

15. Parking meters

3 respondents disliked proposals to introduce parking meters:
'The parking meters idea. They must go'

15. Other 'Like least'

Respondents also felt: the draft Master Plan was 'another excuse to do nothing', lacked a 'dynamic heart', included an 'unnecessary' board walk, was based on limited consultation, should have included more cultural spaces or activities, resulted in less public access, should have included a fitness centre, should have included off-lease

BOTTOM RIGHT. Online Survey Chart

dog areas, should have included more parking or more public transport, opened up the possibility of commercial uses, demonstrated 'no regard or understanding of the Callan Park (Special Provisions) Act 2002, should not include on-site parking, there should be a clearly defined process for selecting NGO's, removing the Balmain Road fence was unnecessary, that the plan included too many or too few trees, that there was a lack of commitment from SHFA, and that the plan was too dull.

Rank	#	Like Least	%respondents
1	11	Mental Health accommodation (old fashioned, not what consumers want)	9%
resp	8	Mental Health - should be no mental health services	6%
	7	Mental Health - not enough mental health services	6%
	1	Mental Health - should be no high support beds	1%
2	10	Urban Agriculture (esp Orchard)	8%
3	8	Skate park	6%
4	8	Not enough sports fields/amenities/ no netball or tennis	6%
5	7	Nothing	6%
6	6	Too much complexity	5%
7	6	Ferry Wharf	5%
8	5	Too many sports field	4%
9	5	Too many buildings removed	4%
10	5	Bus services	4%
11	3	Too vague	2%
12	3	Traffic impacts	2%
13	3	Costs	2%
14	3	NSW Ambulance expansion	2%
15	3	Parking meters	2%
	102		81%

Survey question 4:

What can you suggest to improve the draft master plan?

128 respondents made suggestions to improve the draft Master Plan. Because the question was open-ended, some respondents made multiple suggests. When coded by themes, there were a total of 146 comments.

1. Mental Health

The subject of Mental Health elicited the most suggestions, although there was considerable diversity amongst those suggestions:

#	Suggestions to improve Mental Health
9	More beds 'More emphasis on mental health services , recognising why Callan Park was built in the first place and its rich history in helping people with mental illness'
8	No beds 'do not recreate a mental institution with beds on the site. what people want is somewhere to live like you and I'
1'	No medium/high support beds 'Do not proceed with moderate and high housing proposal. The low support on the fringes of the campus on Wharf Road is acceptable'
1	Should be run by consumers 'this should be co-ordinated by the Mental Health resource centre which will be run by consumers (people with mental illness), families and other relevant and skilled people'
1	Consult with carers 'recommends that carers are consulted with for this development, and for any other planning processes which impact upon them'
1	Consult with consumers 'invite MH Consumers to discuss what are our preferred options for accommodation'
1	Accommodation should be purpose built 'If we have to have so much mental health – make it purpose built and compact and provide some useable parkland in return'
1	Accommodation should be clearly segregated 'Make sure there is a clear differentiation of public and semi public open space that might be used for mental health'
1	More recovery programs 'There is no thought of programs for mental illness to help with recovery and possibly going to work or back to work. Or short courses or programs for every day living in the community.'
24	Total responses

TOP LEFT. Table no. 53 survey responses

BOTTOM LEFT. Table no. 54 Suggestions to improve mental health

BOTTOM RIGHT. Table no. 55 Other Suggestions

2. More Sporting facilities

20 recommended more sporting facilities.

'At least two if not three more soccer football fields'

'Indoor sports facilities like gyms and tennis courts - where can a member of the public play tennis in this area?'

'I think the sporting clubs - soccer/cricket etc that use the ground need a clubhouse..'

'Look for ways to provide all weather playing fields that are well drained and are not closed by periods of wet weather.'

3. Nothing - you are on the right track

9 respondents specifically noted they could not recommend any improvements:

'Keep going. You are on the right track.'

'No. Recognise that this involves a broad spread of interests and public . All that goes with it.'

'The consultation team are doing an excellent job and I am comfortable in the direct they are taking the master plan.'

4. Parking

9 respondents made suggestions about parking:

'look at more parking in the area of the sports fields'

'I consider the proposal to have a car park for SSWAHS which would service vehicles for residents and students day and night to and from Manning Street to be seriously flawed'

'Make sure that there is free parking available for weekend sport even if there are meters on some internal parking.'

5. Buildings

4 respondents made suggestions about buildings:

'Restoring all buildings and not demolishing any.'

'The old foundations house building is better served for a wellness centre or NGO's'

'I would like to see more buildings retained for use by arts companies i.e. performing arts.'

6. Aboriginal Cultural Centre

3 respondents suggested including an Aboriginal Cultural Centre:

'Let's celebrate our first people and make an Aboriginal Cultural Centre one to the highlights of a visit to Callan Park.'

7. Dog Walking

3 respondents mentioned dog waling:

'Ensure that access for pet walking is supported by the park.'

8. Other suggestions

Other suggestions were: a biodynamics centre, a golf driving range; changing the term wellness sanctuary; more cafes; changing the Callan Park (Special Provisions) Act 2002; a bigger skate park; an amphitheatre; holding markets; securing the bus service; involving schools in bush regeneration; a labyrinth; lockable gates at Balmain Road; more art; more children's play areas; more waterfront access, more native gardens; more options; no buses; a name change; respite and vocational training; removing the ferry wharf; transition housing training for young people with a disability; a traffic study; support for veterans; changing the name of Callan Park; restoring the swimming pool; separate walking and cycle paths; a comprehensive plan to restore Broughton Hall; removing parking meters; and leaving some space with no set use.

Rank	#	Suggestions to improve	% respondents
1	24	Mental Health - various	19%
2	20	More sport/indoor sport/all weather sport/more lights/ clubhouse	16%
3	9	Nothing - you are on the right track	7%



STAGE 05 | MASTER PLAN

INTRODUCTION

The development of the Master Plan was undertaken between the 11th October 2010 and the 7th December 2010. During this stage the Master Plan was finalised and the Plan of Management expanded with actions and delivery phasing. A Financial Model was also prepared to detail income, expenditure and phasing. The Financial model can be used to underpin a business case for the Master Plan.

The 2010 Master Plan for Callan Park is founded on local community engagement and participation. The plan includes many of the ideas and suggestions placed on the collaborative map by the community in stage one. The plan is framed by the fourteen Project Principles, agreed by the community in stage two that were derived from the Guiding Purpose of the Callan Park [Special Provisions] Act 2002. The proposals and actions embedded in the Master Plan also reflect the set of Sub Principles defined by the community in stage three of the project. Stage four consultations also informed the development of the Master Plan in this stage.

The Master Plan and Plan of Management for Callan Park are organised according to the biocity systems first presented in stage three of the consultation process. Organising the Master Planning actions, sub-projects and objectives into these systems allows the information to be presented in a clear and concise way.

THE WELLNESS SANCTUARY CONCEPT

Callan Park is a wellness sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community

Landscape architecture has long been a transformative agent in human health and wellbeing. In the early 1800's Frederick Law Olmstead worked on the site selection and planning of the McLean Hospital in the Boston area of Massachusetts that has become a world leader in the treatment of mental illness and chemical dependency. It undertakes research into the cause of mental illness and has trained generations of mental health care providers. Modern psychiatric care has undergone major shifts due to clinical and human rights advances and the transformative aspects of landscape in healing the mentally ill are becoming increasingly documented. In modern society the qualities of natural landscape has great potential to assist people recovering from mental illness.

Throughout the development of this community led Master Plan the idea of wellness, and in particular community wellness has constantly arisen. Callan Park is a community space with a history that bridges the old divides of institutional mental health and community physical health. What has emerged out of the 'Youplan' process is a framework that breaks down the paradigm of separate mechanisms achieving physical and mental wellness by developing the concept of a 'Wellness Sanctuary' where the whole of Callan Park is rediscovered as a therapeutic landscape.

Refining the Draft Master Plan

The Stage 4 Draft Master Plan was displayed online and at open drop-in events over a period of three weeks between 8th October 2010 and the 29th October 2010. Almost five hundred individuals commented on the Master Plan through the web site and hardcopy surveys provided at the drop-in sessions. The results from the online surveys gave a strong endorsement of the plan. The following question was used on the web site to test the level of support: "Overall, what do you think of the Draft Master Plan in its current form?". The results were as follows:

- 23% Excellent
- 31% Very Good
- 33% Good
- 7% Poor
- 6% Very Poor

The results showed that 87% of respondents supported the Master Plan. Although there was broad community support for the Master Plan in its draft form, analysis of the consultation results and feedback by the team identified nine points that we recommended for further investigation in a Council run forum.

The community forum held on 20th November was chaired by the mayor of Leichhardt, Jamie Parker. The purpose of the forum was to inform the final decision on nine aspects of the Draft Master Plan.

The following summary provides an overview of the issues and the responses from Council:

Topic 1 – Dog Walking

Required Council decision – Defer preparation of 'Companion Animals Management Plan' to 2011 with further consultation

Summary of issues raised:

- Maintain current arrangements pending LCAMP review in 2011
- Acknowledge dog walking in plan, it is a function of Callan Park
- Cat fencing bushland
- All native animals to be protected
- Areas other than Callan Point have significant fauna – King George Park – Need to do survey
- Dogs use beach at Mushroom Rock

Outcome :

Defer issue and address in the course of reviewing the 'Companion Animals Management Plan' in 2011 - with further specific consultation.

Topic 2 – Provision for Sports

Required Council decision – Endorse or oppose the range of sporting facilities proposed by the plan

Summary of issues raised:

- Support existing draft Master plan proposal
- Investigate Glover Street tennis court
- Tennis courts on to of Car Park – Nth Sydney
- Underground Car Parking
- Remove reference to specific sports – to be determined at a later date. Wait until future management is known and in place
- Mini Bus impractical
- Additional Parking – young children and families (e.g. Under 7) in at 9.00 leaving at 9.30
- Example of buses given – not relevant to sporting grounds
- Transport/Parking also required for equipment

Outcome :

Endorsement of the range of sporting facilities proposed by the plan and remove reference to specific sports – to be determined at a later date. Wait until future management is known and in place.

Topic 3 – Orchard on Balmain Road

Required Council decision – endorse or oppose the orchard proposed by plan

Summary of issues raised:

- Converting parking space to Orchard and other park area to car park
 - Expensive – Leave as is
 - Orchard seasonal
 - Gangs take fruit and wreck trees
 - Orchard Former Car Park contaminated
 - Former car park contaminated?
 - Not mono Culture
 - Priority should be latest/best practice in sustainable agriculture
- Potential Agriculture/Horticulture uses to:-
- Achieve best practise sustainable agriculture
 - Green edge to park
 - Acknowledge history of such uses on Callan Park

Outcome:

Include notation on plan identifying the area as a site for Potential Agriculture/Horticulture uses that:

- Achieve best practise sustainable agriculture
- Provide green edge to park
- Acknowledge the history of such uses on Callan Park.

Topic 4 – Existing Land uses

— Required Council decision – endorse or oppose the use mix proposed by plan

Summary of issues raised:

- Need to emphasise primacy of Mental Health uses on site, set aside 100 years ago for this purpose still needed – to protect the people who are most vulnerable and neglected
- No one is proposing that ambulance move off the site, however the site is at risk of being overrun and dismembered by a number of good people and good organisations

- Expansion of ambulance would put pressure on site
- Make sure amount of footpaths are not reduced – individuals who don't belong to a group don't get some consideration

Outcome:

Points noted, nothing specific to action.

Topic 5 – Aboriginal Culture and Social Services

Required Council decision – defer decision on aboriginal facilities pending appropriate consultation process in next stage of plan

Summary of issues raised:

- Aboriginal uses pre-dates mental health uses – need to remember this
- Look keeping one building – if needed for future – to facilitate an outcome, based on additional suggested research
- Urban aboriginal mental health could also be accommodated on site
- Should not limit aboriginal contribution to just a few key areas of the site, e.g. also at entrance to the site – to introduce visitors to site
- Agreed to defer till next stage based on more appropriate consultation methodology customised to issue and stakeholders involved

Outcome: Defer decision on aboriginal facilities until next stage of plan when future management is known and in place. Use more appropriate consultation methodology customised to issue and stakeholders involved in order to further refine/develop options for Callan point and to incorporate Aboriginal Culture across the site.

Topic 6 - Mental Health

- Required Council decision – endorse or oppose the proposed master plan mental health framework
- Unmarked graves – Douglas Holmes
- ARC – only lived experience on site – Council should provide support
- Veteran's field or patient's field?
- Community development – wiped out if had to pay market price
- WIRES – would like a presence on site
- Request for consumers to be represented in the governance of the site, part of the process not a process for them
- Convergence is taking place
- Major centre for mental health
- Education
- Training
- Employment
- Research
- Social inclusion
- Living on site – OK – short term only – preparing for the outside world – so they can again live in the community
- Research – not to detriment of consumers, not to be fodder
- Where possible – involve mental health consumers, in management /operation of site

Outcome: Wherever possible, Mental Health Consumers should be included in the management and operation of the site these people are to be represented in Governance of the site, and are to be part of the process and actively involved in determining the future of the site.

Topic 7 – Skate Park

- Required Council decision – endorse or oppose the proposed skate park
- Okay in principle – not in this location – this is the only location that satisfies criteria

Outcome: A successful skate park site has a number of prerequisites; passive surveillance, public transport, involvement of entire community in design and management. These criteria must be satisfied in order to have a skate park at Callan Park.

Topic 8 – Ferry Wharf

- The proposal for a ferry wharf at the end of Wharf Road was rejected by Leichhardt Council on the grounds it would disrupt the use of Iron Cove by local rowing organisations.

Topic 9 – Parking regulations

- Required Council decision – Defer decision on final Parking fees and regulations until future management is known and in place
- Access to nursing home – double traffic in streets
- Number of car parking spaces – now/future
- Area of hard surface – now/future
- Disabled parking – mobility stickers
- Parking under Bonnie View cottage?
- Regulation – key issue and will need to be addressed in future
- May be opportunity to regulate via a range of options-, permit parking, boom gates, parking meters, signage and enforcement

Outcome:

Parking management will be a key issue in the future and will need to be addressed. There may be opportunity to regulate via a range of options-, permit parking, boom gates, parking meters, signage and enforcement. These will need to be investigated

THE MASTER PLAN OVERLAYS

The Master Plan recommendations have been arranged under the following systems:

Biodiversity, Built Form, Culture/Education, Economy, Pollution/ Chemicals, Energy, Food, Governance, Health, Transport, Waste, Water.

Each system is illustrated by an overlay drawing. The overlays are described by scope, existing situation, Objectives and Targets and finally implementation actions. There is also an explanation of how the overlay responds to the Project Principles, Sub Principles and community feedback received throughout the project. The Plan of Management supports each Master Plan action detailing phasing and performance targets measurements and responsibilities.



BOTTOM. The Final community forum was held on Callan Park on 20th November 2010, over 80 people attended.

THE MASTER PLAN

The following implementation actions are identified on the adjacent plan:

- 1 Manning Street pedestrian access
- 2 Car access to be closed at Cecily Street with car free plaza
- 3 New Alberto Street vehicle access
- 4 Consolidated parking area and public transit hub
- 5 Look out point at the end of Wharf Road
- 6 Bus stop and shelter
- 7 Bike hire kiosk
- 8 Drop off to child care centre
- 9 New car parking
- 10 NSW Ambulance & public parking in shared arrangement
- 11 Kalouan Medium and high support accommodation
- 12 Vocational skills centre and education services for people recovering from mental illness [TAFE link]
- 13 Callan Park Wellness Centre
- 14 Sustain - cafe and restaurant
- 15 Wharf Road Apartments Medium support accommodation & Bootmakers Cafe
- 16 Bootmakers Cafe
- 17 Wharf Road Cottages Low support accommodation
- 18 Wharf Road House Family accommodation
- 19 Expanded play area
- 20 Playground
- 21 Callan Park Farm
- 22 Expanded Glovers Community Garden
- 23 Potential Horticultural/Agricultural Uses
- 24 Pavilion with BBQ and seating area
- 25 Veteran's memorial wall for ceremonies
- 26 Community spaces in the Cane Room and Building 504
- 27 Lookout shelter
- 28 Sydney College of the Arts
- 29 Performance and rehearsal space
- 30 Extension to NSW Writers Centre
- 31 Studio and exhibition space, Sydney College of the Art and others
- 32 Art therapy and studio space
- 33 Summer House heritage building retained for ecological and Aboriginal interpretation
- 34 Board walk through bushland
- 35 Bush regeneration
- 36 Bush regeneration around Glover Street Oval
- 37 New board walk for pedestrian access to the Callan Point beach
- 38 Existing Waterfront Drive fields
- 39 New pavilion and amenities
- 40 Regional skatepark
- 41 Sports field
- 42 Realigned Bay Run, seating & level change
- 43 AFL/Baseball/Rugby League field
- 44 Additional parking on Glover Street
- 45 Tennis & basketball court
- 46 Kayak launching jetty
- 47 Indoor yoga & zumba
- 48 Reinstated salt marsh and new sea wall
- 49 Creek restoration
- 50 Wetland
- 51 NSW Ambulance expansion into Linen store
- 52 Vehicles removed from courtyards and building surrounds
- 53 Buildings removed to consolidate parking
- 54 New parking area for University of Tasmania
- 55 Secure parking for ambulance with sandstone wall enclosure
- 56 Moodie Street Cottage site maintenance administration
- 57 Pleasure Gardens restored
- 58 Existing trees screening the Convalescent Cottages removed and replaced with tall trunked Eucalyptus

- 59 Callan Park Museum located in Bonnyview Cottage
- 60 Callan Park administration headquarters in Broughton Hall
- 61 Fig trees to Balmain Road
- 62 Cove garden
- 63 NGO opportunities within the cultural cluster
- 64 NGO opportunities in the Wellness Centre
- 65 Rose Cottage B402
- 66 Building B488
- 67 Recycled black water for non-potable reuse to all buildings
- 68 Irrigate sports field with recycled water
- 69 Irrigate Agricultural/Horticultural areas with recycled water
- 70 Treated stormwater stored on site for reuse - Wetland area treats stormwater prior to storage
- 71 Bio-swales filter storm water adjacent to roads and parking areas
- 72 Wetland filter storm water from central subcatchment
- 73 Non potable reuse pumping station

Each proposition is detailed on the overlays that can be reviewed over the following pages. The Plan of Management provides further details on phasing and implementation.



IMAGE. Figure no. 59 Final Draft Master Plan.



- MASTER PLAN LEGEND**
- Callan Park Boundary
 - Existing Contours
 - Proposed Contours
 - Callan Park Retained Pedestrian Net
 - Callan Park Demolished Pedestrian N
 - Callan Park Proposed Pedestrian Net
 - Callan Park Retained Buildings
 - Callan Park Demolished Buildings
 - Callan Park Proposed Buildings
 - Retained Street Network
 - Demolished Street Network
 - Proposed Street Network
 - Proposed Car Parking
 - Proposed Hardscape Plaza
 - Proposed Skate Park
 - Proposed Wharf and Pier
 - Proposed Memorial Park Area
 - Existing Sports Grounds
 - Existing Community Garden
 - Proposed Community Garden
 - Proposed Urban Agriculture
 - Existing Vegetation
 - Proposed Orchard
 - Proposed Planting
 - Proposed Native Bushland
 - Proposed Salt Marsh and Wetland
 - Proposed Bush Walk Trail

OVERLAY 01 BIODIVERSITY

Scope

This system covers the natural ecologies of Callan Park both terrestrial and aquatic, including habitats of both resident and migratory species. The Master Plan protects and enhances the existing fauna and flora in Callan Park as well as making connections to existing habitats on its boundaries.

Existing Situation

Callan Point contains the only area of remnant Iron Bark forest within the Leichhardt Local Government area, and Callan Park and the Iron Cove foreshore environs provide habitats for native and exotic flora and fauna. A community led bush care and regeneration project has been under way since 1994. There are several areas of Callan Park where self-seeded exotic tree species have not been managed and a colony of stray cats lives within the Convalescence Cottages.

Objectives and Targets

The Master Plan will enhance the long-term ecological value of Callan Park and provide opportunities to connect wider habitats along Iron Cove.

Implementation

The Master Plan identifies areas for further enhancement of both the existing terrestrial and aquatic habitats through the following measures:

- Bush regeneration from Callan Point through to the Manning Street pedestrian access point and around Glover Street Oval
- Bush regeneration at the eastern edge of Wharf Road between the NSW Ambulance campus to the south and the Wharf Road Apartments to the north around Glover Street Oval
- Replacing the existing trees screening the Convalescent Cottages with native Tall Trunked Eucalyptus
- Identification of an ecological corridor zone to connect the bush regeneration areas
- Planting of Port Jackson Figs along the Balmain Road frontage between the junction of Wharf Road and the eastern site boundary.
- Developing a GPS enabled smart phone application providing botanic data across Callan Park
- Limiting the new planting of exotic species to replacing dying and damaged trees that are part of the heritage gardens in the Broughton Hall and Pleasure Gardens; and in the Agricultural or horticultural area.

YourPlan Consultation

The comments on the Stage 4 Draft Master Plan showed strong support for the aspects of the plan that restored natural habitats for wildlife, both in the bush areas and on the foreshore. Of all the online respondents who gave feedback on the Draft Master Plan 46% commented on the Callan Point and Bush Regeneration layer. The majority of comments were supportive of the ideas and intentions. A suggestion raised at the drop-in sessions was for the inclusion of an ecological corridor in Callan Park to connect the bush regeneration areas within Callan Park and also connect to the habitat areas adjacent to Callan Park. This suggestion has been included in the Master Plan.

Project Principles

The biodiversity overlay proposals respond to the following Project Principles:

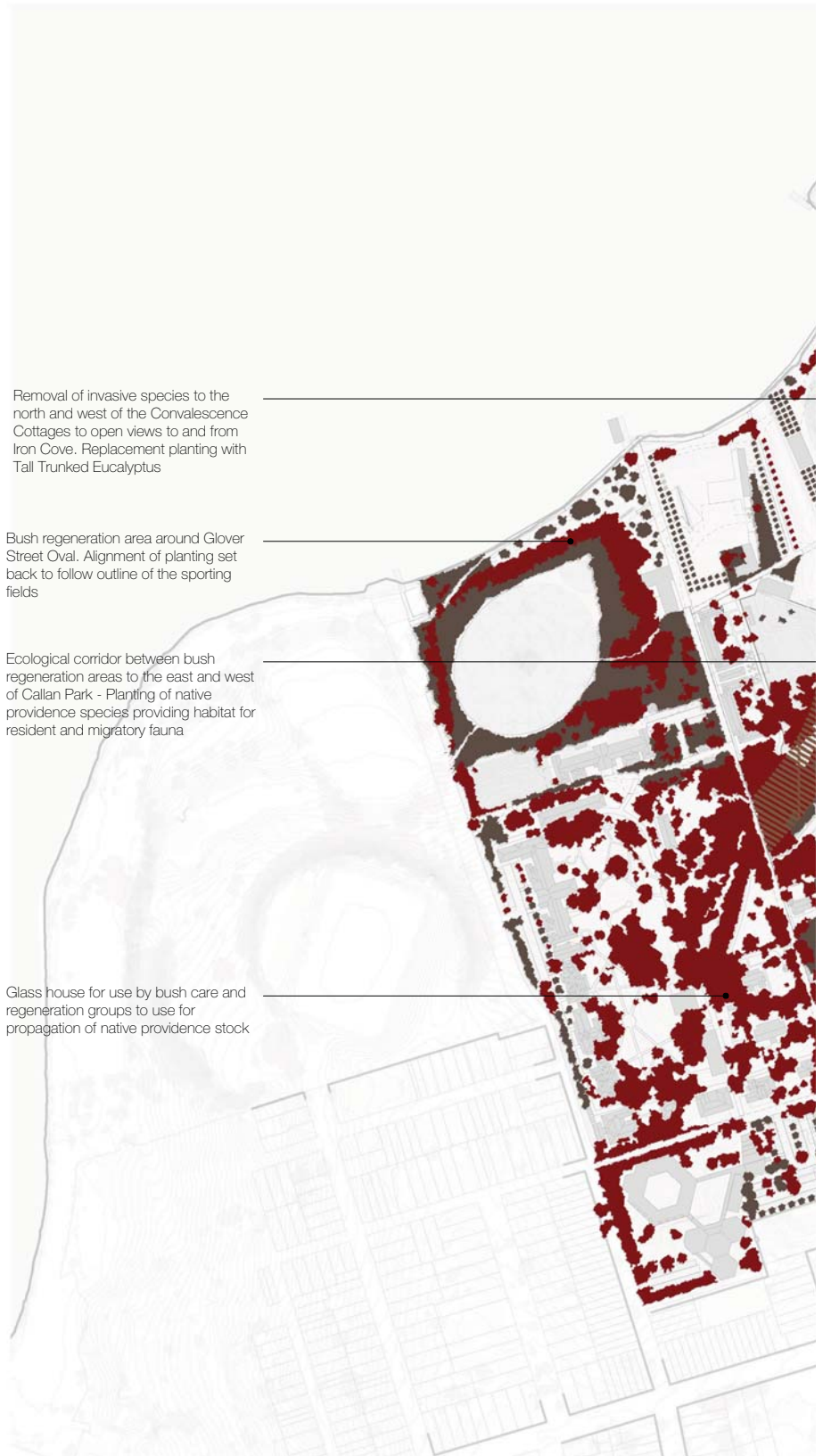
- Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.
- Improve the quality of community lands through conservation, restoration and management.
- Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features.

Sub Principles

The Sub Principles that related to biodiversity received the following support:

- Reinstatement natural waterways/wetlands – 76%
 - Cleaning and recycling storm water – 85%
 - Moving Parking to the edges of Callan Park – 62%
 - A focus on natural bushlands rather than manicured lawns – 59%
- The stage three consultation results demonstrated strong support for principles that responded to the ecological role of Callan Park. There was clear support for the reinstatement of natural waterways, wetlands and bush areas.

By incorporating measures that expand the ecological capital on Callan Park the 2010 Master Plan addresses these Sub Principles.



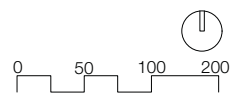
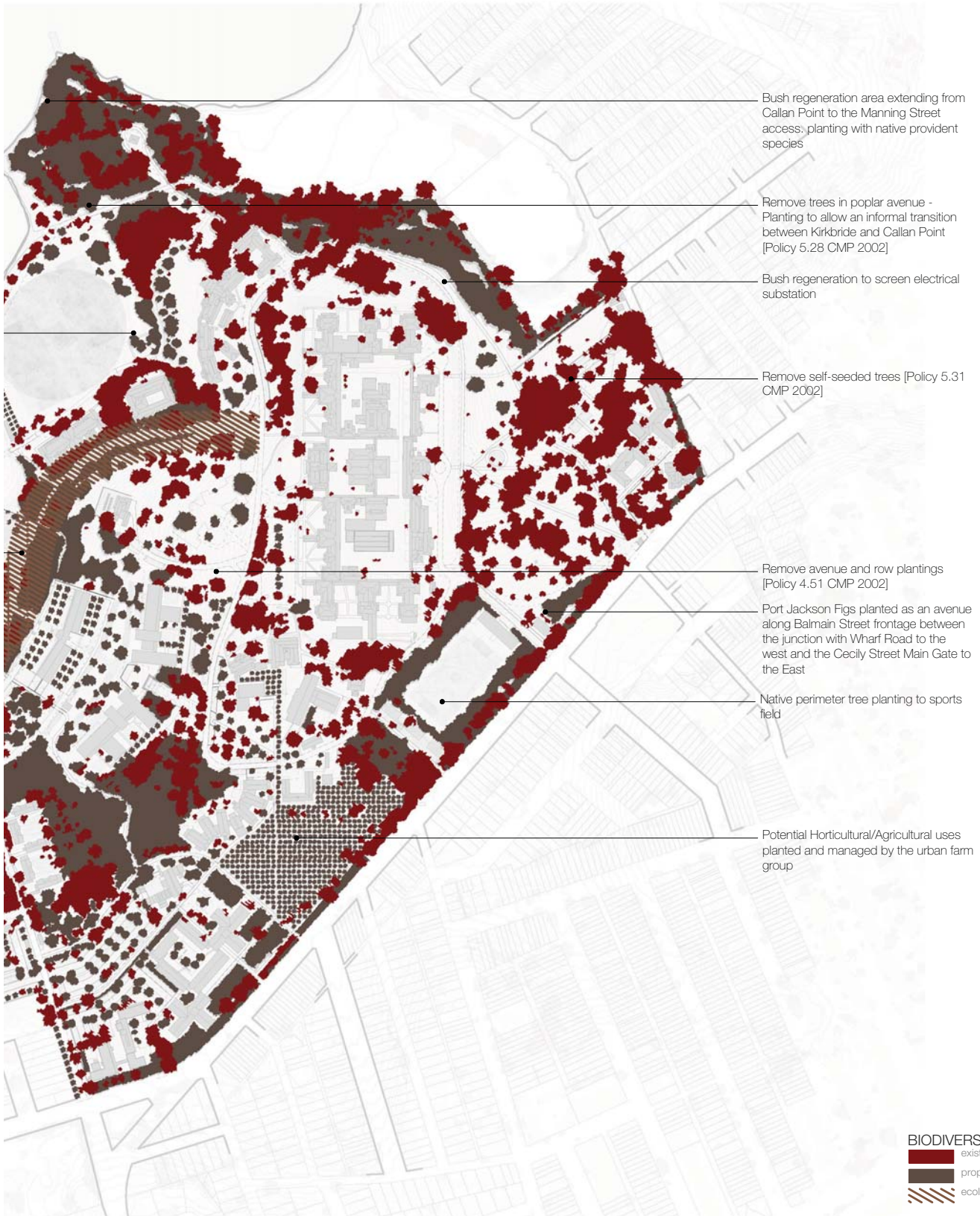
Removal of invasive species to the north and west of the Convalescence Cottages to open views to and from Iron Cove. Replacement planting with Tall Trunked Eucalyptus

Bush regeneration area around Glover Street Oval. Alignment of planting set back to follow outline of the sporting fields

Ecological corridor between bush regeneration areas to the east and west of Callan Park - Planting of native providence species providing habitat for resident and migratory fauna

Glass house for use by bush care and regeneration groups to use for propagation of native providence stock

ABOVE. Figure no. 60 Biodiversity overlay



OVERLAY 02 BUILT FORM AND INFRASTRUCTURE:

Scope

There is eighty-five and a half thousand square meters [85,500 m²] of floor space contained in over one hundred and forty buildings and structures located on Callan Park. Currently eighty-three of the buildings are vacant, representing nearly thirty-two thousand square metres [32,000 m²] of available floor-space. Excluding the Kirkbride Complex, twenty-three buildings have been classified as being of exceptional or high heritage status [CMP 2002]. The information in this section relates to all buildings, structures services and infrastructure on Callan Park, detailing uses, proposed demolitions and the foot-prints and building envelopes that will accommodate new structures. Recommendations for services infrastructures are also proposed.

Existing Situation

The plans in stage one detail the historic development of buildings and associated infrastructure on Callan Park. While the phasing of development and laise faire addition of buildings has helped give Callan Park its character some of the more recent buildings or groups of buildings have diminished the setting and quality of areas of Callan Park with significant heritage value. Since the transfer of the last patients from Callan Park in April 2008 many of the buildings and supporting site infrastructure have fallen into a state of severe dilapidation. NSW Health provided the Master Plan team with floor plans and building assessments conducted in 1995 for all the vacant buildings on Callan Park and this information along with the building inspection site survey conducted by members of the Master Plan team has contributed to the final Master Plan.

Objectives and Targets

The Master Plan sets out a framework for built form and infrastructure on Callan Park, with the over arching objectives being:

- Respecting the heritage values of the site through the selective demolition of intrusive and low heritage significance buildings as outlined in the CMP.
- Identifying opportunities for new building and structures located within the footprint and envelopes of existing buildings.
- Defining uses for all buildings as either Community Education and Health use in accordance with the Callan Park [Special Provisions] Act 2002
- Recycling building waste on site or disposal of waste in accordance with best practice methods.
- Establishing a panel of emerging architects to ensure the adaptive reuse of buildings meets sustainability and design excellence objectives.
- Create a modern, efficient site infrastructure system that delivers lending sustainability outcomes.

Implementation

One of the key changes to Callan Park will be the demolition of thirty-nine buildings and structures. This programme of demolition has been proposed for the following reasons:

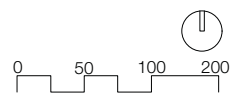
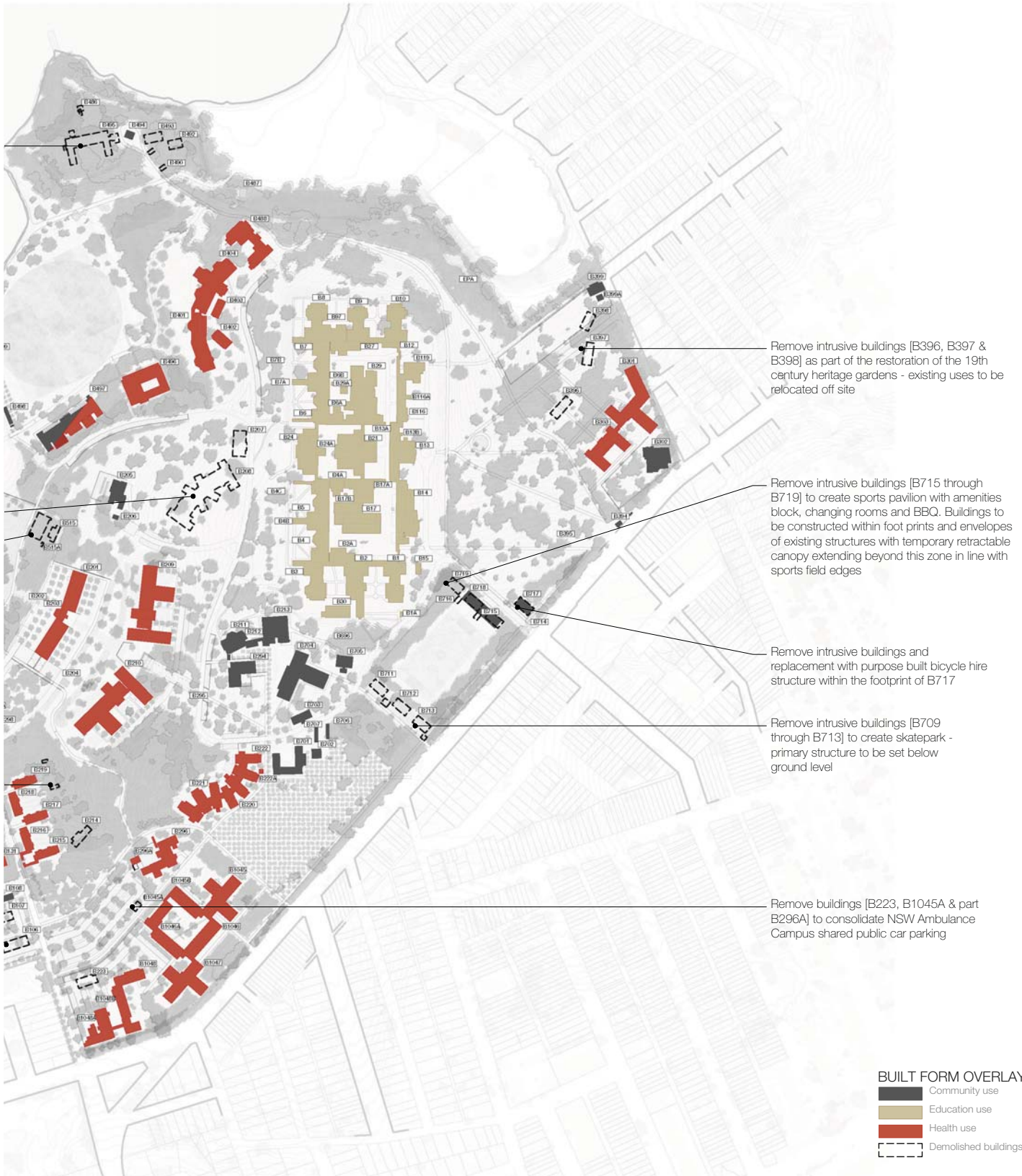
- To increase open space
- To provide purpose built structures for new activities such as bicycle hire and sports amenities
- To consolidate car parking on the edges of Callan Park
- To reinstate the relationship between the key heritage buildings
- To create designated bush areas
- To demolish structures that are unsound and suffering from structural failure

A number of new structures and buildings are also proposed on Callan Park. These will be located within the footprints and envelopes of existing buildings to conform to the objects of the Callan Park [Special Provisions] Act 2002. New buildings will be located in the following areas:

- A pavilion in the Veteran's Field
- A pavilion and amenities block adjacent to the Balmain Oval
- Cycle hire stations in close proximity to the new Cecily Street site access and within the new consolidated car park off Wharf Road
- 'Kalouan' has also been identified as a potential site for a purpose built facility, providing short term high support accommodation for Mental Health Consumers



ABOVE. Figure no. 61 Built Form and Infrastructure overlay



Infrastructure Report

Northrop Engineers

Introduction

Northrop Consulting Engineers has performed an investigation of existing water, sewer, stormwater, gas, power and telecommunications services. We have also examined the existing road network to assess the condition of trafficable and pedestrian pavements.

Our investigation consisted of the following activities:

- Perform Dial Before You Dig Service Search
- Review of Dial Before You Dig plans received
- Review of reports prepared by URS and Hughes Trueman
- Review of site serving plans
- Discussions with NSW Department of Health Facility Manager – Greg Fitzpatrick
- Perform site inspection to undertake visual assessment of infrastructure
- Review of proposed site facilities and consider the impacts to existing infrastructure
- Prepare a strategy to optimise the use of existing services

This report has been informed by site observations and review of previously undertaken reports. Site investigation has been carried out visually at surface level. Thus during the course of our investigations we have not observed infrastructure that is buried or obscured. Intrusive investigation of pavements has not been undertaken thus underlying pavements layers have not been assessed.

Capacity of existing services was assessed by discussions with utility service providers' facility manager and preliminary engineering calculations to determine service demand.

The Callan Park, Utilities and Pavement Condition/ Capacity Report prepared by URS in April 2008 and Rozelle Hospital Preliminary Infrastructure Investigation prepared by Hughes Trueman Pty Ltd in December 2001 have been reviewed by Northrop.

Both reports draw similar conclusions as to the extent of existing services but do not draw definitive conclusions to their capacity or condition. Both of these reports can be described as "desk top studies" supported by site observations. As such it would be difficult to ascertain the condition or capacity of specific elements of a service network. Drawing upon the previous studies and our own investigations we are seeking to build on the previous reports by identifying opportunities and constraints with a view to inform the master plan of an appropriate infrastructure strategy. This strategy will need to strike a balance between maintaining (or reusing) existing infrastructure and construction of new site infrastructure.

Trafficable and Pedestrian Pavements

The age of the existing pavements is unknown, but they have reached the end of their service life. It appears that a period of time has passed where minimal maintenance operations have been undertaken. This lack of maintenance may have contributed to accelerated rates of deterioration. The deterioration is primarily due to water ingress to the pavement structure through cracks and discontinuities in the wearing course. Our site review indicates a significant portion of existing pavements require rectification works immediately.

Rectification works would primarily involve reconstruction of existing pavements and installation of a new wearing course. It is envisaged the existing pavement materials could be exhumed, processed and reused. Furthermore materials resulting from building demolition could be used for pavement reconstruction (particularly concrete).

Further investigation is necessary to prepare a rectification strategy. Investigations include core sampling and testing of the pavement structure to assess the condition of underlying pavement layers. Detail investigation of the pavement structure would not be required until the detail design phase.

Reconstruction of pavements would be conducive to implementing a stormwater drainage strategy that is aligned with the principals of water sensitive urban design (WSUD). Bio-retention swales can easily be incorporated into the road network during reconstruction operations. Further detail is provided in the prepared by Equatica detailing water management strategy for the site.

Kerb and guttering is also in a dilapidated condition and requires rectification works. If an alternate strategy for stormwater drainage is adopted it may be viable to delete guttering to the roads. The kerb and gutters may have some heritage value, particularly those formed from sandstone. Further investigation in this regard is required.

Stormwater Drainage

Leichhardt Council stormwater drainage infrastructure (such as pipes and channels) is located within the site. Generally this infrastructure

conveys stormwater from upstream catchments to the east of the site (in addition to site generated stormwater runoff) to Sydney Harbour. This system is currently under the control of Council and would remain so under the master plan as it is a key component to draining of the upstream catchments. Future development of the site will generally avoid any disruption to this system. Council owned infrastructure could be modified to allow stormwater harvesting as apart of the stormwater strategy.

The minor drainage system servicing the roads and buildings is owned by the Department of Health. Maintenance works are required to the system as many pits were found to be completely blocked with sediment and the deleterious materials.

Prior to any investigation to determine capacity or condition be undertaken the system would need to be cleaned. It has been estimated the newest portions of the drainage system are 40 years old. Thus it may not comply with current standards for capacity. Having said this no significant instances of site damage due to the system being blocked or under capacity was observed during our site inspection.

Opportunities do exist to utilise the existing stormwater drainage system to service the final outcome for the site. To determine the extent of the system that could be utilised further investigation is required to determine capacity and condition. The investigation to calculate capacity would involve a physical inspection and survey report of the system to determine pipe sizes, depths of pipes and distances between stormwater pits.

Condition investigations will involve an internal inspection of the pipe network using closed circuit television (CCTV) equipped robots. Condition and capacity stormwater drainage system should occur directly after the master plan has been adopted as the results will inform the design outcomes of future development.

All site generated stormwater runoff currently discharges into Sydney Harbour untreated. Considering the large amount of landscape area on the site we are of the opinion that pollutant would be lower than runoff from a typical urban area. Future development shall include the introduction of water treatment measures in line with current regulations and community expectations. The large amount of existing open space is also conducive to provision of water treatment measures (which is also in line with a WSUD strategy).

The future WSUD strategy for the site will influence the final form of the stormwater drainage system. In this regard it may be feasible to abandon the traditional below ground pit and pipes and rely on swales for the management of stormwater runoff. Furthermore a rainwater harvesting could be incorporated into such an approach. Adopting a WSUD strategy is highly likely to reduce demand on any formal drainage system.

Climate change has been predicted to increase the frequency of high intensity rainfall events. This will result in greater surface runoff of stormwater. Future drainage systems for the site will need to allow for the affects of climate change.

On-site stormwater detention facilitates would not be required for this site due to its proximity to Sydney Harbour.

Utility Services, (Water, Sewer, Power, Gas, and Telecommunications)

Significant authority (i.e. Sydney Water, Energy Australia, Atlanta, Telstra, and Optus) infrastructure is present within the site or immediately adjacent to the site. From a supply point of view we envisage this infrastructure is able to cater current and future site demands.

There are opportunities to utilise existing services infrastructure for future development outcomes. To do this further investigation of the capacity and condition is required. Such investigations can be costly and time consuming with a risk of finding the service unsuitable. As such it may be more economical to abandon old infrastructure and construct a new services.

The Callan Park Act instructs that no new buildings shall be added to the site. Furthermore any new buildings can only replacing an existing building is to be of an identical size. Due to these limitations it is envisaged that demand for services would not increase significantly to currently levels. An ecologically sustainable design (ESD), incorporating WSUD strategy would also limit increases to service demand lowering energy consumption and water usage.

The above may not be true for telecommunications where any new development would require access to high speed internet (or data) services. It is understood that such services are not readily available across the site. The challenge is to balance the economical utilisation of existing services with the construction of new services. To determine the right "mix" of new services to existing services detailed investigation is required.

Three key characteristics of services need to be understood before informed decisions can be made being; location, capacity and condition. The suitability of existing services can be finalised when the type of development (particular building use) is known.

At this stage of the project the most beneficial work will be to provide a snapshot of existing services and the capacity of Authorities to meet the demand of any future development. Such works would include:

- Preparation of an infrastructure data base or register
- Closed circuit television (CCTV) inspection of water and sewer infrastructure.
- Potholing of gas, power and telecommunications infrastructure to confirm size and condition
- Pressure testing of water and gas services to determine condition.
- Modelling of services to calculate capacity.

Thus without the above works being undertaken it would be difficult to determine economic viability of maintaining an existing system. Condition and capacity of the utility services should occur directly after the master plan has been adopted as the results will inform the design outcomes of future development.

The proposed infrastructure loop as presented on the Callan Park Master Plan – Energy 05 plan provides a “ring main” to provide water (both potable and recycled), power, gas and communications services to site facility. The infrastructure loop is based on our conclusion that a significant portion of the existing site services can not be utilised for future site facilities. The infrastructure loop provides an economical means of distributing services to the site and can be constructed in parts to compliment the staging of site facilities.

YourPlan Consultation

The Draft Master Plan was broadly supported for offering options for a range of community, education and health uses. Although there was slightly more support for refurbishment of existing buildings rather than new build this was not perceived to be a strong issue of contention in relation to the provision of some new buildings on Callan Park.

Project Principles

The built form overlay proposals respond to the following Project Principles:

- Governance
- Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.
- Public Access to Open Space that offers active and passive recreation
- Preserve public access to open space and the Iron Cove Foreshore.
- Ensure an equitable balance between passive and active recreation to contribute to community health and wellbeing.

- Develop public transport and infrastructure to broaden public access and reduce traffic intrusion.
- Preserving the Heritage Significance of Callan Park
- Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features.
- Encourage public use of buildings acknowledged as having the most heritage significance.
- Ensure that the history of Callan Park is commemorated and documented on site.
- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park
- Encourage complementary health, community and educational uses to maximise synergies and benefits for the community.
- Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability.

Sub Principles

The sub principles show clear support for the removal of buildings to increase open space on Callan Park, and the implementation of many of the objectives implicit in the Sub Principles will require some changes to the built fabric on Callan Park. Specifically, the Sub Principles that this overlay support are;

- improving bushland within Callan Park
- increasing open space by removing buildings with no heritage significance
- moving parking to the edges of Callan Park



BOTTOM. Morning light at Callan Park looking towards the Museum of the Mind.

OVERLAY 03 CULTURE

Scope

The scope of this system relates to the cultural uses of buildings on Callan Park, opportunities for interpretation of the cultural landscape, historic interpretation and initiatives that provide a framework for on-going community development. A key direction will be supporting synergies between culture, mental health and wellbeing.

Existing Situation

Callan Park is located on Leichhardt's cultural ridge line, a creative ribbon extending from Balmain through Rozelle to the cultural hub next to Hawthorne Canal in the west. Callan Park accommodates some of Sydney's most important cultural stakeholders. Sydney College of the Arts [SCA] occupies the Kirkbride complex and the New South Wales Writers Centre [NSWWC] located in Garry Owen House. Both organisations have extensive programs in addition to their core activities. A number of venues and spaces are available for hire. Festivals and events also draw many groups to the park particularly in the summer months.

Callan Point is also the site of interpretative artworks and signage documenting the Aboriginal cultural heritage of the area. The post-colonial and recent cultural heritage of Callan Park is extensive and integral to the planning process. Included are the heritage gardens, memorials, vistas, the cultural topography and the built form.

The existing strong cultural presence of the two major arts institutions provides a solid base for the development of cultural activities in Callan Park. SCA and NSWWC represent a broad spectrum of the creative arts, and both institutions have the capacity to expand within the site.

Objectives and Targets

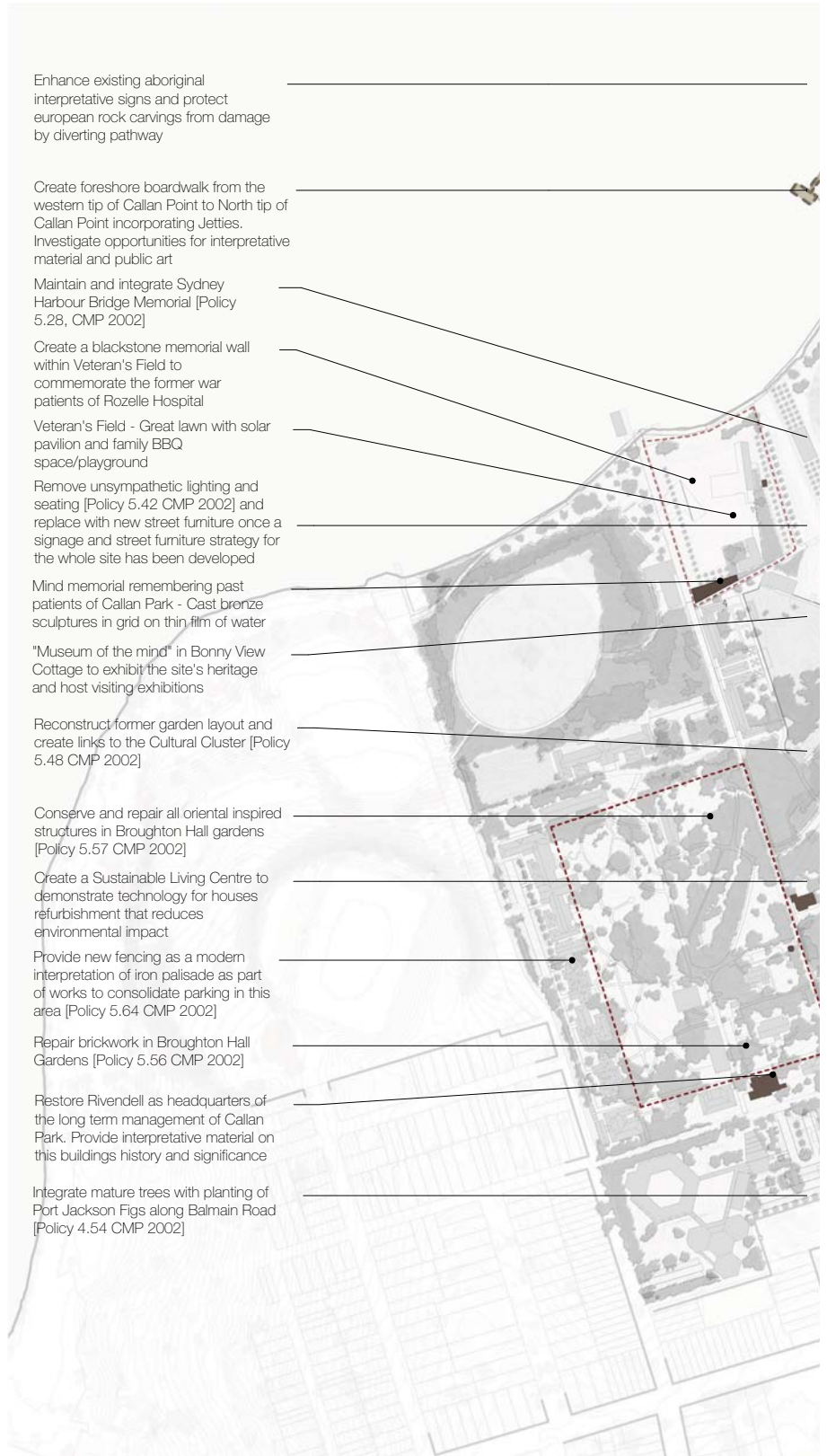
The targets for the Master Plan are:

- To both commemorate and celebrate the past and future cultural role of Callan Park
- To document the cultural heritage of Callan Park through an on site museum and interpretative signage to educate visitors to Callan Park
- To develop a national centre of excellence to support the links between art, mental health and wellbeing
- To create an international artist in residency program that focuses on 'outsider art' and artists who explore issues of mental health in their work.
- To provide opportunities for performance based cultural activities such as music, dance and theatre
- To provide spaces for year round outdoor performance and events within the cultural cluster
- To provide a range of studio, rehearsal and workshop spaces for local artists and arts based NGOs
- To offer short term and incubator spaces for emerging artists and creative groups
- To ensure the potential for robust, long term tenancies in key locations

Implementation

The Master Plan makes the following recommendations:

- The formation of a 'cultural cluster' in close proximity to the Sydney College of the Arts and NSW Writers Centre
- An initiative to link art, creativity and wellness through the establishment of a Centre for Art, Mental Health and Wellbeing based on the Cité Internationale des Arts model that focuses on artists with experience of mental health illnesses
- The expansion of NSW Writers Centre
- The development of an on-site museum and new interpretive signage to encourage a greater depth of understanding of the history of Callan Park
- The restoration of the heritage Broughton Hall Gardens and Pleasure Gardens
- The restoration of the Harbour Bridge memorial
- Links between culture, community and environment with a new bush trail that starts close to the Manning Street entrance finishing at Callan Point.
- Designated performance space artist studio and exhibition space within the cultural cluster
- A new space in the Veteran's Field at the end of Wharf Road in Callan Park to commemorate the former mental health patients who lived on Callan Park
- A sustainable living centre located in B299 that is linked to the Callan Park Farm



ABOVE. Figure no. 63 Culture overlay



Community Consultation

Project Principles

The culture overlay proposals respond to the following Project Principles:

- Preserving the Heritage Significance of Callan Park
- Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features.
- Encourage public use of buildings acknowledged as having the most heritage significance.
- Ensure that the history of Callan Park is commemorated and documented on site.

Sub principles

The stage three sub principles demonstrated strong support for a number of cultural initiatives that have been included in the Master Plan. These include; more interpretive signage/trails, an on-site museum, the restoration of the heritage gardens and the inclusion of public art. There was also a recognition that the cultural history of Callan Park should extend beyond European settlement.

YourPlan Consultation

Support for the cultural cluster centred on the strengths of Sydney College of the Arts and the NSW Writers Centre by creating new arts and cultural opportunities. Feedback suggested that these art and cultural activities could play a significant role in treating mental illness and building community wellness.

The responses to the Draft Master Plan also showed strong support for the inclusion of an outdoor performance area close to the cultural cluster and this has been incorporated in the 2010 Master Plan.

Callan Park Arts and Culture Workshop

The Master Plan has sought to respond to community interest in the cultural future of Callan Park and to include actions and initiatives raised during the consultation process and as part of the Callan Park Arts and Cultural Workshop. The Master Plan addresses the community consultation through:

Creating links between creativity and wellbeing

This was a priority area with community members suggesting strong links between the mental health functions of Callan Park and the capacity of the arts to both assist recovery and document personal experience. The proposed Centre for Art, Mental Health and Wellbeing is a comprehensive response to this and has great scope to provide real health and wellbeing outcomes. Other initiatives include connecting the cultural and natural environments and retaining and restoring places of quiet reflection including the heritage garden and bush areas. The potential for appropriate public art is another community idea that will be included.

Providing improved studio and workshop space for artists

The adaptive use of appropriate buildings and spaces within Callan Park has been seen as an opportunity by both the arts community and other. The 2010 Master Plan identifies a specific cultural cluster within which studio and workshop space would be located. Linked outdoor performance space extends the cultural amenity of this locality.

Expanding facilities for cultural organisations

Linking Sydney College of the Arts to the cultural cluster and Centre for Art, Mental Health and Wellbeing provides the college with the opportunity to extend its programs, in particular its residency programs. The capacity to expand the links between art education, mental health and creative interventions is also possible. The proposed expansion of the NSW Writers Centre is a direct response to an identified need. An EOI process is in place to identify cultural organisations requiring operational space.

Ensuring good management and development of cultural facilities

The creation of a manageable cultural cluster within Callan Park is in response to community concern about governance and sustainable management of cultural organisations. The Master Plan provides a planning response that would enable coordination and management of a range of studios, workshops and spaces should this be appropriate. Development of facilities over time as funding becomes available is also possible with this approach.

Heritage Review of Master Plan

Tanner Architects

Written description of work area

The heritage significance of the site, which is analysed and identified in the Conservation Management Plan, underlies the Master Plan. Tanner Architects' work area includes:

- Heritage analysis of built and landscape components of the Callan Park site. The built and landscape components have been considered in an integrated approach rather than as discrete elements;
- Guidance as to appropriate responses to significant buildings and landscape areas;
- Recommendations for appropriate uses for specific parts of the site, based on the history of the site and uses that have occurred on it in the past and on existing information that the site is able to provide;
- Development of an interpretation strategy for the site;
- Aboriginal archaeology and European archaeology should be addressed by specialist consultants. However, these issues are addressed in the 2002 Conservation Management Plan.



BOTTOM. The view over Callan Parks foreshore

Heritage targets to achieve

As far as the heritage of the site is concerned, there are a number of targets that are important to achieve:

- Ensuring a balanced approach to the conservation of significant built items and landscape elements;
- Consideration and integration of the association aspects of heritage, that is, the links and connections that may exist between the community and the site;
- An integrated approach to interpretation of the site and its history, to include Aboriginal occupation and European developments;
- Establishing heritage considerations as an integral part of site management, including leasing procedures;
- Facilitating appropriate successful future uses so that the heritage significance of the site is maintained and enhanced.

Heritage implementation actions

Several actions should be undertaken so that the master plan can be implemented in a successful manner:

- Undertake essential conservation works to buildings that are to be retained as a matter of immediate priority. The buildings should be made weather-proof and vermin-proof. Invasive vegetation should be removed and any building up of ground levels or installation of hard paving abutting that has occurred at the bases of buildings should be remedied to prevent water ingress. These works should be undertaken to prevent further deterioration of building fabric and to minimise future costs associated with conservation and adaptive reuse of the buildings
- Update the Conservation Management Plan, which was completed in 2002. Circumstances relating to the site have changed in that time in terms of ownership, management and legislation, and reviewing the document is now advisable. The revised Conservation Management Plan should then be endorsed by the Heritage Council of New South Wales and Leichhardt Council;
- Undertaken more detailed studies for buildings of exceptional, high and moderate significance – a Conservation Management Plan or Conservation Management Strategy (minimum case) - to guide conservation and change for each building;
- Heritage Impact Statements to accompany development applications for adaptive reuse to buildings of exceptional and high significance;
- Future studies to be undertaken for landscape areas and planting of exceptional and high significance – Conservation Management Plan or Conservation Management Strategy (minimum case) - to guide conservation and change for each landscape component;
- Review existing studies relating to Aboriginal archaeology and heritage for the site and update as necessary;
- Develop guidelines for heritage components of the site's landscape and integrate these guidelines into overall site management;
- Develop appropriate overall management strategies for individual buildings and garden areas that acknowledge their heritage significance and control change;
- Devise an interpretation strategy for the site, which should include a policy for public art, naming and way finding;
- Initiate processes and strategies to protect fragile heritage components, such as rock carvings and Aboriginal relics.

Procedures for implementation

Implementation procedures should include:

- Adopting the Australia ICOMOS Burra Charter and NSW Heritage Branch guidelines and procedures as best practice for managing heritage at Callan Park;
- Adopting the endorsed Conservation Management Plan as the over-arching heritage management guideline for the Callan Park site;
- Review and update all heritage listings for the site;
- Preparing a development control plan for the site that appropriately incorporates heritage conservation issues;
- Develop an asset management plan that includes a Heritage Management Strategy;
- Clearly explain the heritage significance of the site and individual components of the site to all stakeholders;
- Incorporating individual conservation management plans or conservation management strategies for built and landscape items of exceptional or high heritage significance into leasing agreements;
- Establishing a mechanism to ensure that all works to significant buildings and landscape/garden items are undertaken under the jurisdiction of an acknowledged conservation practitioner with the

appropriate experience for the item concerned;

- Archive the site as a whole, including individual buildings and landscape items, and the relationships between these items.
- Archive buildings of exceptional, high and moderate heritage significance prior to undertaking work to them. Keep a copy of the record on site and lodge a copy with the local studies section of Leichhardt Library;
- Maintain a publicly accessible archive within the grounds that has the capacity to hold archaeological relics that are uncovered in the future;
- Undertake detailed archaeological assessments based on the recommendations included in the Conservation Management Plan;
- Review and revise the Callan Park Act to allow appropriate and sensitive new development, to expedite the successful management of the site and to accommodate the changes in uses and perceptions that will occur over time in a flexible manner;
- Engaging public artists to create works that acknowledge the interpretation strategy.

Staging considerations

Heritage priorities for staging are:

- Make buildings weather tight as a matter of priority;
- Review and endorse Conservation Management Plan;
- Prepare a Development Control Plan for the site once the Conservation Management Plan has been endorsed by the Heritage Council and Leichhardt Council
- Prepare an interpretation strategy for the place.
- These actions should form the basis for future heritage-related actions.

OVERLAY 04 ECONOMY

Scope

The scope of this system relates to the ongoing funding of activities on Callan Park by State and other groups and organisations. As discussed previously the Callan Park (Special Provisions) Act 2002 places controls on the ability to generate economic activity on Callan Park. These controls are related to the permissible uses as follows:

- Community uses must be on a not-for-profit basis
- Educational uses must be on a not-for-profit basis
- Health uses must can take place on either a for-profit or not-for-profit basis

Existing condition and situation

Based on the Master Plan terms, current understanding grounds and essential maintenance of derelict buildings are funded through a \$1.8 million dollar budget. We are unable to quantify the maintenance budget for individual leased and licenced buildings. The site currently generates approximately \$250,000 dollars of rental income from the NGOs located to the west of Wharf Road.

Objectives and Targets

The targets for the Master Plan are:

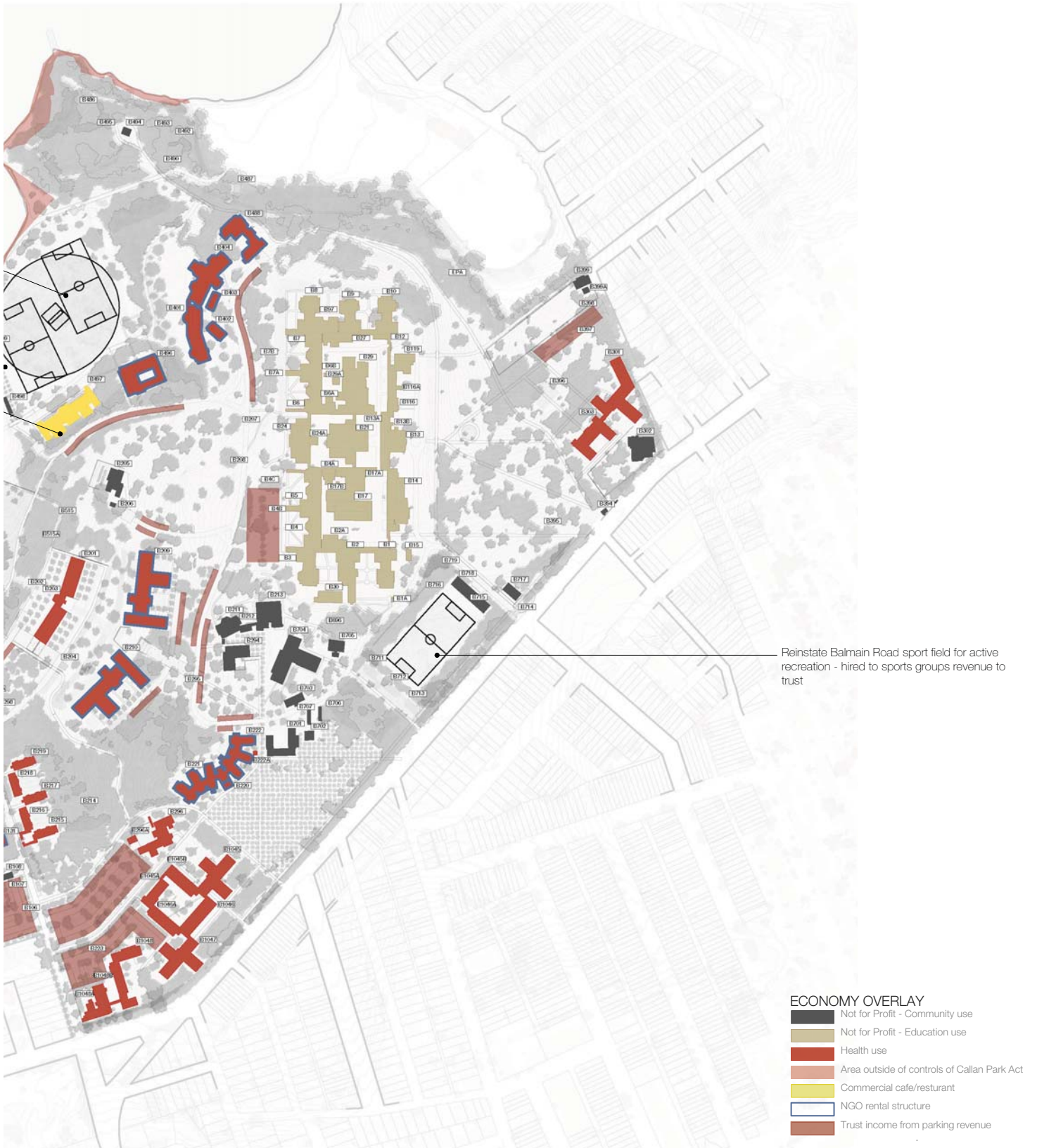
- To ensure the long term financial sustainability of Callan Park
- To ensure open, transparent and accountable management of income and expenditure by the Callan Park governance organisation
- To ensure Callan Park secures the Federal and State funding required to implement the Master Plan
- To maximise governance income generated through site leases
- To maximise governance income generated from other uses on Callan Park
- To work with local businesses and statutory authorities to ensure mutual benefit from the implementation of the master plan

Implementation

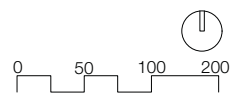
The Callan Park governance organisation will have ultimate responsibility for coordinating economic active. Within the structure of the governance organisation an accounts and legal team has been identified, the Governance overlay section later in this document provides further details.



ABOVE. Figure no. 64 Economy overlay



Reinstate Balmain Road sport field for active recreation - hired to sports groups revenue to trust



OVERLAY 05 ENERGY

Scope

This system relates primarily to the energy infrastructure on Callan Park providing power, heating and cooling to buildings and site structures. Much of the infrastructure will be below ground level although the inclusion of roof mounted panels for solar power generation and hot water supply will have a visual impact across Callan Park requiring careful integration.

Existing Situation

The condition of much of the sites power infrastructure is currently unknown. Power is provided through four on-site substations with high voltage links to the local Energy Australia network. Metering is centralised and maintenance is currently undertaken on an ad-hoc basis with work carried out in response to break downs in the system rather than as part of an on-going maintenance programme.

Objectives and Targets

The over arching objective of the Master Plan is to create a zero carbon park providing a high quality environment for its users and visitor and opportunities for education around sustainable living. The zero carbon targets will be achieved in the following ways:

- Though the refurbishment of existing buildings and the use of low energy fittings
- Through on-site power generation, Organic Photovoltaics (OPV) and Tri-generation
- Through the use of Solar Water Heating
- Through the purchase of electricity from green power providers
- Through continued education of visitors and users of Callan Park
- To use best practice heritage techniques when developing strategies for incorporating sustainability measures to exceptional and high significance heritage buildings
- Providing on-site recharge points for electric vehicles including the proposed electric shuttle bus
- Instigate building performance monitoring of energy use and production
- Achieve Carbon Neutral for Operational Energy by 2030

The strategy for achieving the target has been split into three main areas of implementation. The first will be to refurbish all existing buildings to reach minimum levels of compliance with regards to the latest BCA regulations and to assess each building on an individual basis to consider how the buildings can be further improved to operate at a higher level of energy efficiency. This may include implementing operable skylights for daylight penetration where possible to reduce reliance on artificial lighting.

Strategies for implementation

Sustainable Refurbishment of Existing Buildings

The initial step will be to target a 40% reduction in energy consumption compared to a base case scenario for energy consumption of typical existing buildings.

Strategies to achieve the target are as follows:

- Increased day lighting levels to reduce artificial lighting loads – reduce lighting power to 5 W/m²
- Mixed-Mode buildings and use of natural ventilation through operable façade and design for cross flow ventilation
- Ensure building envelope is optimised - building sealing and insulation

Low Carbon Energy Infrastructure

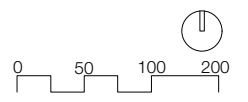
Buildings which will require cooling and heating due to the nature of the use of the building or during the peak climate conditions will need a fuel source of either electricity or gas. Gas is a less carbon intensive method of providing heating and cooling and a cogeneration system can be implemented to provide electricity at a higher level of efficiency with the by pass product of waste heat either used for heating or to drive absorption coolers for cooling purposes.

Site wide energy infrastructure strategies include:

- Combined Heat Power (CHP) utilising gas to produce electricity and utilise waste heat for hot water or for a Tri-generation scheme to run Absorption chillers which utilise low grade heat to produce chilled water.
- If we reduce the site wide building consumption by 40% through sustainable refurbishment we will require an area of 250 m x 250 m for PV panels to offset the remaining site wide energy requirements – this is a big area!
- The options for the site wide infrastructure are to implement a large



ABOVE. Figure no. 65 Energy overlay





scale central cogeneration system and distribute waste heat pipes for buildings to connect into or provide a gas ring around the site for smaller scale localised Tri-generation systems to serve buildings.

Each have advantages and disadvantages as discussed below:

Carbon Fund

The carbon fund scheme will need to be developed in conjunction with the government and site developer to build a fund for investing in low carbon technology. A management system will need to be put in place where annual reviews are conducted and every 2 years investments are made in a site wide low carbon technology or renewable energy scheme helping the overall site reach the carbon neutral operational energy target.

Grants

Further research at the time of design development will need to be conducted into grants available to the site development as these are subject to frequent change. Current grants applicable to the site depending upon the type of building and building users are:

- Green Building Fund
- Solar Schools Program
- PV Feed in Tariff Scheme (Solar Bonus Scheme – the tariff has recently been changed from 60 c/kwh to 20 c/kWh)
- Carbon Trust scheme to be released shortly.

Additional Studies:

The following is a selection of further studies which will need to be conducted in relation to developing the energy reduction strategy:

- Further research into the condition of existing buildings and focusing on indoor environmental quality
- Studies into behaviour change and how to implement and encourage energy efficient operation of buildings through educating building users across the site
- Site wide metering strategy and reporting/benchmarking systems to allow all the buildings on the site to be compared for building performance and highlight buildings which need further investment in reaching the overall site wide carbon neutral operational energy target

Community consultation

Project Principles

The energy overlay proposals respond to the following Project Principles:

- Governance
 - Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.
 - Future Development of Health, not-for-profit community and not-for-profit education facilities at Callan Park
 - Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability.

Sub Principles

The community feedback on the sub principles showed clear support for the installation and use 100% renewable energy infrastructure and the objective that Callan Park should target zero carbon emissions.

YourPlan Consultation

Consultation during stage four demonstrated principally supported sustainability because:

- It demonstrates Leichhardt Council's commitment to environmental sustainability
- The feedback on achieving all sustainability targets was that they should be achieved in the shortest time possible.
- In relation to the installation of panels [Solar Photo Voltaic and hot water] on heritage buildings the majority view was that best practice conservation processes should be employed to achieve solar panels in these situations.

TOP. The bootmakers Cafe and Callan Park Farm.

OVERLAY 06 FOOD

Scope

This system relates to the production and consumption of food at Callan Park.

Existing Situation

There is a long history of organised agriculture on Callan Park, from the kitchen gardens and livestock that supported the early gentleman's estates on the site to the community garden on Glover Street - Sydney's oldest. Glovers Community Garden is the only area of Callan Park that has any organised productive agricultural capacity and it is well subscribed.

There are currently no commercial stand-alone cafes or restaurants on Callan Park, although there is a cafe within the Sydney College of the Arts that is open to the public, and there are canteens within some of the larger organisations on Callan Park that cater for staff and people undergoing treatment within the NGO area.

Objectives and Targets

Promote the development of sustainable urban agriculture to benefit both the mental and physical wellness of park users. Objectives include:

- Creating opportunities for employment, education and participation for Mental Health Consumers across the urban agriculture projects on Callan Park
- Providing opportunities for community building with local residents
- Recognising the long history of food production on Callan Park and provide educational opportunities around sustainable living for the community
- Promotion of the best practice sustainable permaculture and organic or biodynamic food production principles

Implementation

The following actions for the Master Plan relate to food production and consumption on Callan Park:

- The establishment of Callan Park Farm
- The expansion of the Glover Street Community Garden
- The planting of a community agricultural or horticultural area on the Balmain Road frontage
- The provision of cafes and restaurants serving organic produce grown on Callan Park
- The development of capacity building links with local organisations that promote backyard and urban agriculture

Community consultation

Project Principles

The food overlay proposals respond to the following Project Principles:

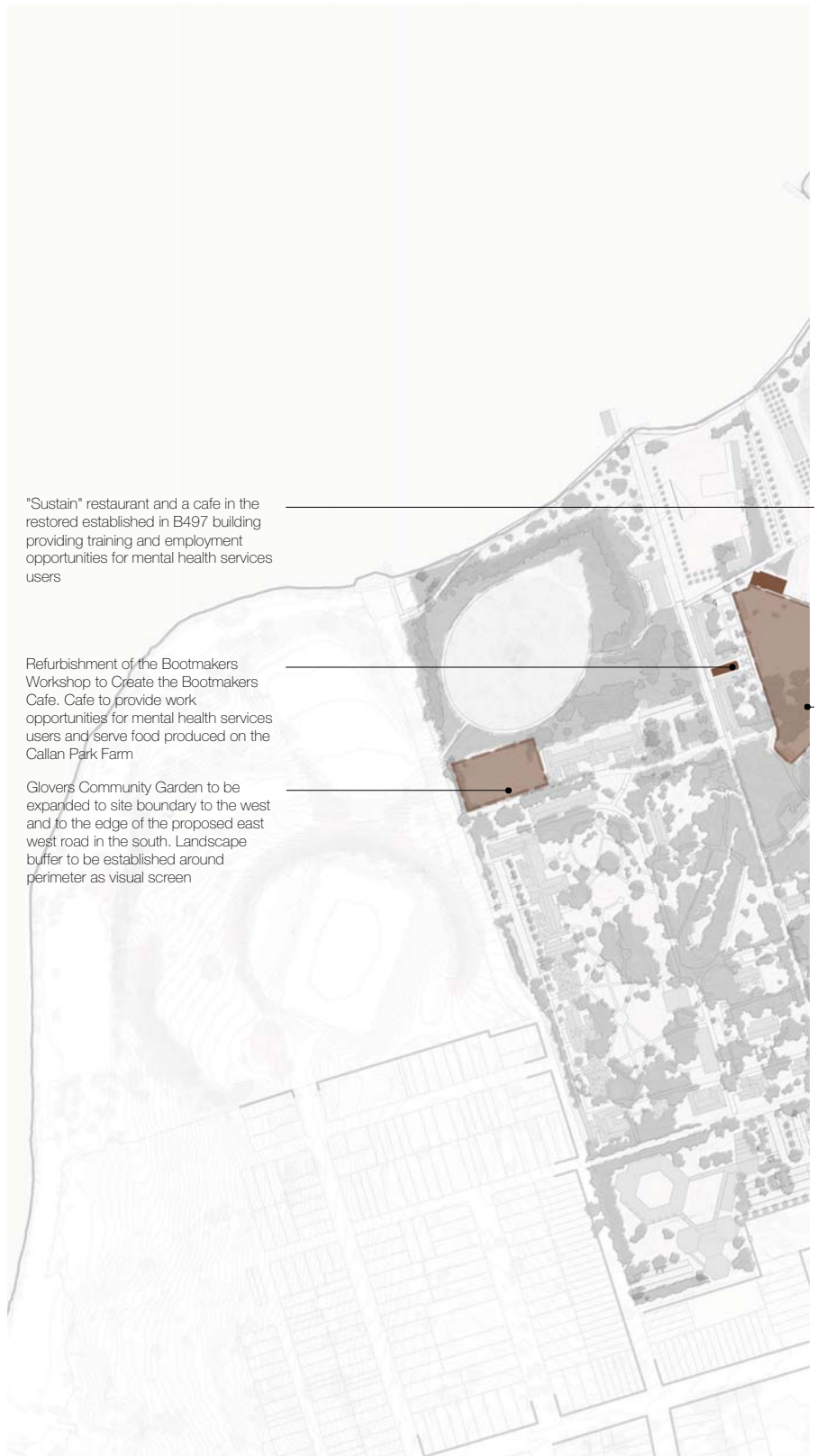
- Governance
- Ensure Callan Park is a world-leading model for social, environmental and economic sustainability
- Preserving the Heritage Significance of Callan Park
- Ensure that the history of Callan Park is commemorated and documented on site
- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park
- Encourage complementary health, community and educational uses to maximise synergies and benefits for the community
- Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability

Sub Principles

The Master Plan Sub Principle that related to urban agriculture canvassed community support for growing sustainable crops on site for consumption in the park and this Sub Principle was well supported.

YourPlan Consultation

Public support for urban agriculture was strong, in particular opportunity for providing work, skills and participation opportunities for Mental Health Consumers and the potential for developing links between food production on site and in the surrounding community.



ABOVE. Figure no. 66 Food overlay

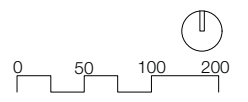


Small cafe inside the Museum of the Mind

Small cafe located inside gate house building

Callan Park Farm to be established and managed by community group. All produced to be provided to kitchens for consumption on Callan Park cafe's and restaurants

Potential Horticultural/Agricultural uses planted and managed by the urban farm group



OVERLAY 07 GOVERNANCE

Scope

Governance is the activity of governing. It is the democratic process of decision making and administration that will ensure public expectations for the Callan Park site are enacted. The governance system enables the granting of power to a selected group who should be elected or appointed through a transparent process and are responsible for the management or leadership processes with respect to the site. The governance representatives also have a responsibility to verify performance and to ensure the corporate goals of the governing body are delivered. The corporate goals for the governing body should be tied to the Master Plan and Plan of Management for the site.

In the case of Callan Park the governing body must be a not for profit organisation to facilitate delivery of the objects of the Callan Park [Special Provision] Act 2002.

Existing Situation

Governance of Callan Park is currently splintered across a number of government and non-government groups. The 61 hectare Callan Park site is currently owned by the NSW Department of Health. NSW Maritime control a strip of land along the foreshore at Iron Cove. A range of leases have been granted by the Minister to various organisations including Sydney College of the Arts and the Writers Centre. A comprehensive schedule of the existing leases is contained in the master plan building asset register. Site maintenance and management is undertaken by at least four different groups including The Sydney Harbour Foreshore Authority [SHFA], NSW Department of Health, Sydney South West Area Health and some non government organisations including WHO'S. Limited coordination or sharing of information is undertaken between these groups.

Objectives and Targets

Delivery of the Callan Park Master Plan and Plan of Management requires the incorporation of an independent body that can operate at arms length from government. One of its main objectives will be to depoliticise decision-making processes so that implementation of long term actions and operations can be undertaken outside election cycles. Also the body needs to be able to negotiate with different tiers of government and various NSW State agencies as the Park provides both local and regional services.

The consultation work has identified that there is community demand for the body to function with public transparency and accountability. The Callan Park [Special Provision] Act 2002 requires any transfer of management for buildings to either Council or a Trust. That means that the governance model must be either a Trust or Council run body.

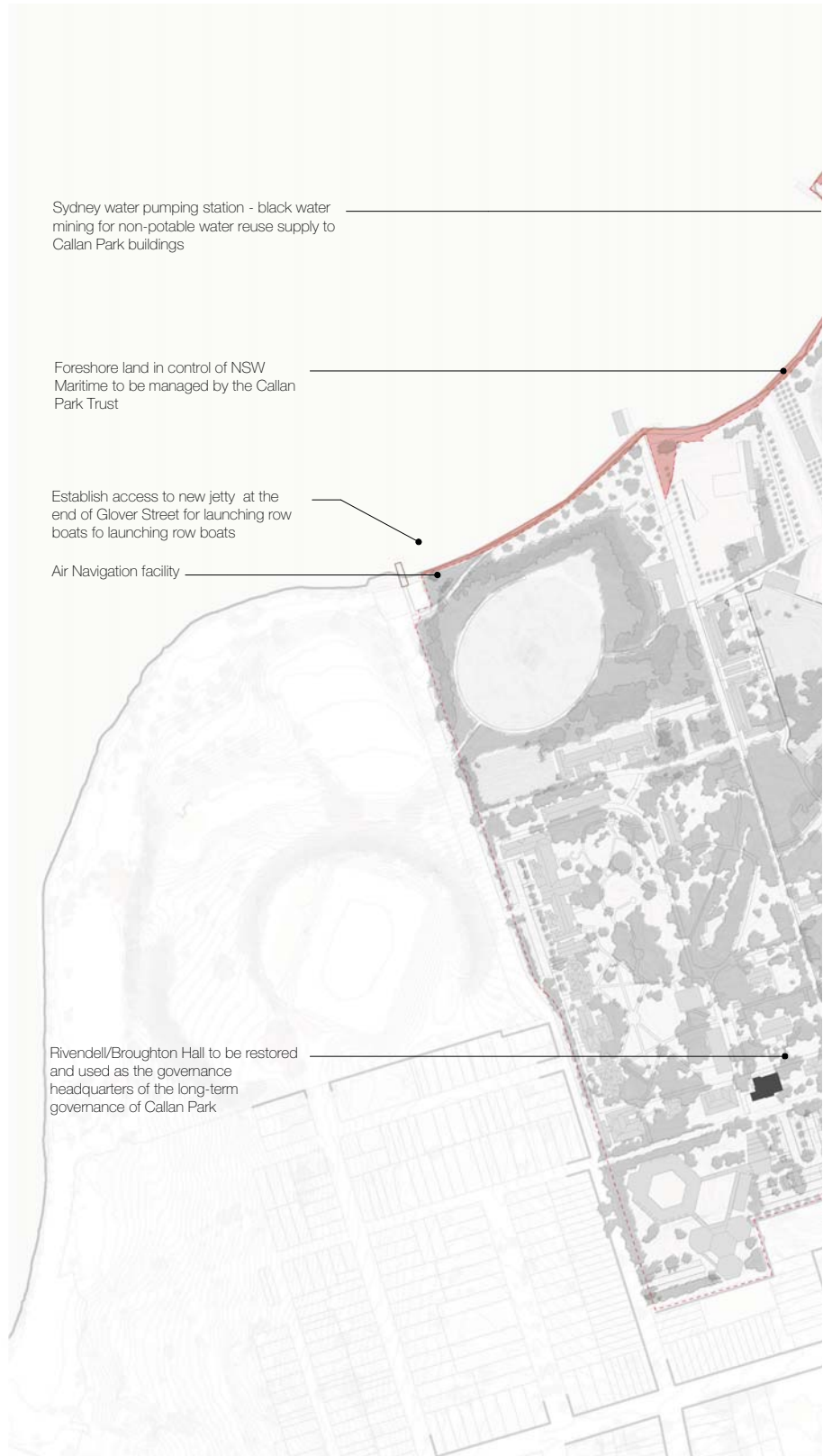
Due to the inter governmental complexity, mix of uses, building and infrastructure restoration costs and size of the Callan Park project it would be prudent to adopt a Trust model. The governance model should make a complimentary fit to the other NSW Government Park Trusts inside the Communities NSW, Sport Recreation and Parklands Cluster.

Implementation

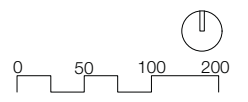
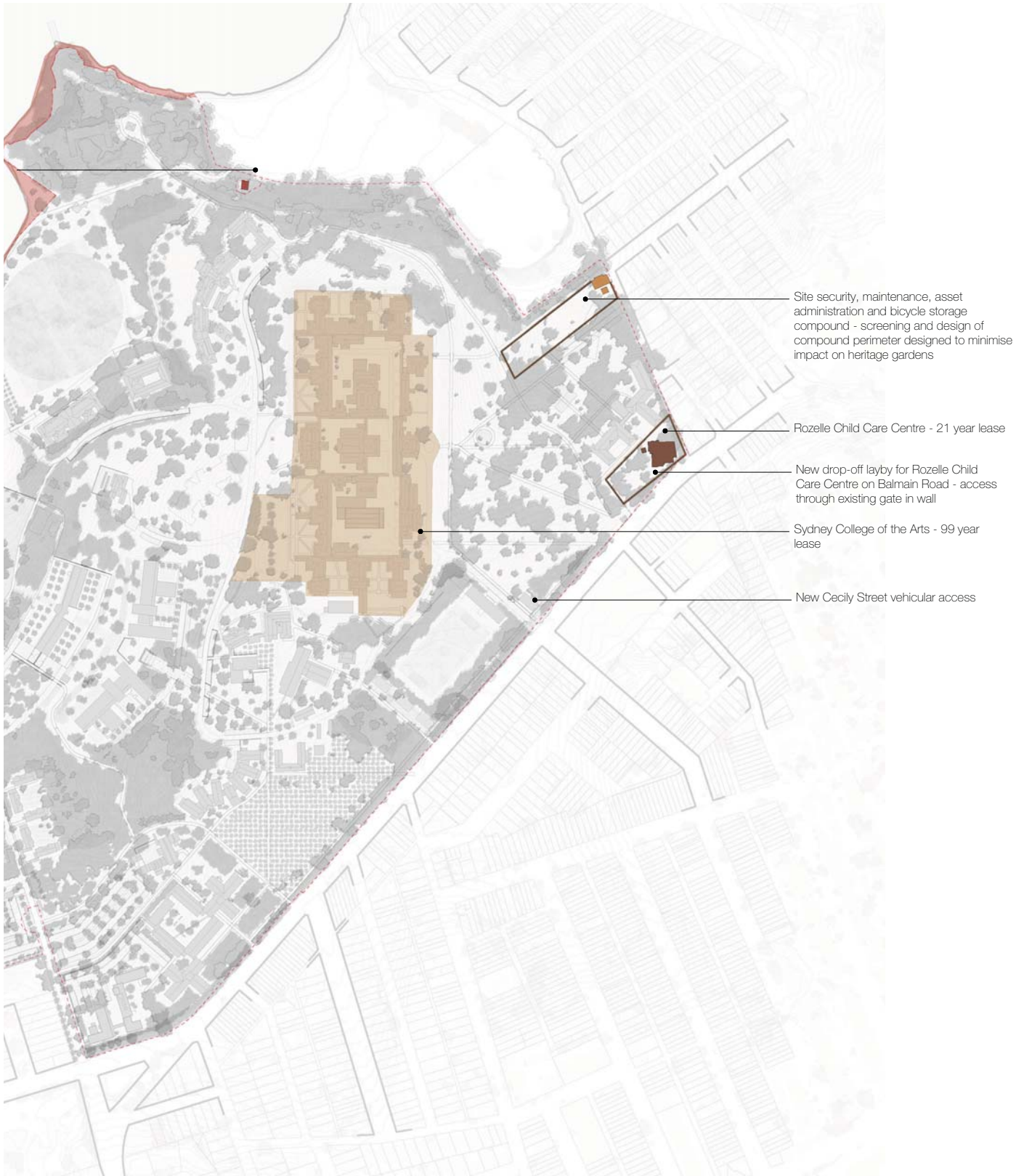
The proposed governance model for Callan Park is a State owned Trust under the jurisdiction of the Director-General, Communities New South Wales inside the Sport Recreation and Parklands Cluster. The proposed Callan Park Trust would be located alongside existing state bodies in the cluster including, Illawarra Venues Authority, Parramatta Stadium Trust, Hunter Region Sporting Venues Authority, Centennial Park And Moore Park Trust, Parramatta Park Trust, Western Sydney Parklands Trust and Sydney Olympic Park Authority. Alternatively it may be located inside the Community Development Cluster.

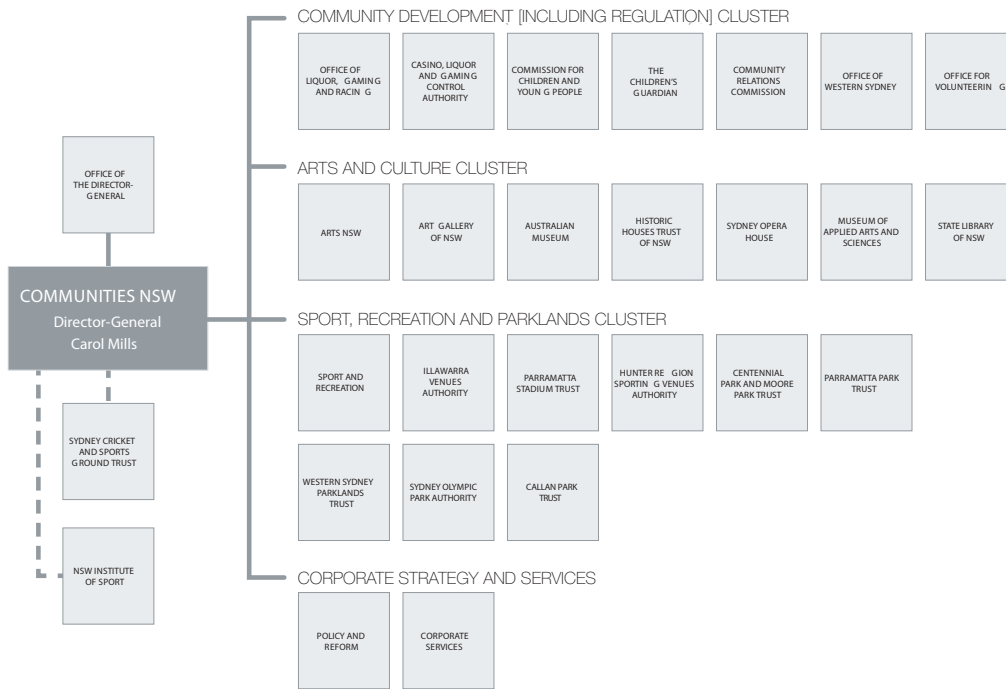
The Callan Park NSW Government Trust will be required to:

- Implement the Callan Park [Special Provision] Act 2002 and the Callan Park Master plan 'Wellness Sanctuary' together with the Plan of Management across the entire 61 hectare site area
- Act as a not-for-profit financial vehicle for capturing and reinvesting revenue
- Attract and manage revenue streams while containing cost to create a long term sustainable bottom line
- Publish transparent financial reports that can be assessed against corporate objectives
- Manage buildings as required by the Callan Park [Special Provision] Act 2002
- Manage complex inter-governmental jurisdictions between Federal, NSW and Local Government agencies across health, education and community services.
- Utilise accepted models for similar sites such as; Centennial



ABOVE. Figure no. 67 Governance overlay





Parklands, Botanic Gardens and Parramatta Park

- Incorporate democratic community and Leichhardt Council representation
- Undertake security, maintenance and project delivery operations across the 61 hectare site
- Assemble and control a multidisciplinary management and operations team
- Effectively manage the Callan Park cultural and natural heritage
- Manage the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape and significant trees
- Ensure no future sub-division of the site occurs
- Act as the single body responsible for decision making at Callan Park

The key mandate of the Board will be to implement the Callan Park [Special Provision] Act 2002 and the Callan Park Master Plan 'Wellness Sanctuary' together with the Plan of Management. It is proposed that the Trust be operated by a Chief Executive reporting to a Board of six Directors. Two advisory panels would be established covering Mental Health and Community Representation and each would elect and appoint a chair that would in turn be a Trust Board member. These panels will require a formal governance structure and regulation of operation. Three other Board members would be appointed by the NSW Government. The General Manager of Leichhardt Council would also be a Board member. Including the Chief Executive, the Board would consist of a total of seven members.

Park operations would be conducted through six primary directorates, each led by a Manager reporting to the Chief Executive and Board of Directors. Three directorates being Health, Education and Community are included in accordance with delivering the objects of the Callan Park [Special Provision Act 2002]. An additional three directorates are included in line with similar Trusts in NSW.

Advisory Panels

The chair of each advisory panel from, the Mental Health Advisory Panel and Community Advisory Panel would provide strategic advice to the Board, assisting in measuring and monitoring the Trust's performance against the Master plan, Plan of Management and corporate business strategy.

Mental Health Advisory Panel

The mental health panel would consist of an executive committee, eminent chair person well qualified in mental health, and general community membership. The panel would canvas broad representation including; various stakeholders, mental health consumers and carers, health professionals, government health experts, mental health community groups and interested members of the general community.

The chair and executive committee would have the capacity to establish a set of standing committees from the general membership

to provide it with specialist advice in a number of key areas [e.g. a consumer advisory committee, a government liaison committee, a quality evaluation committee, etc]. The panel would provide external advice to the Trust Board on daily operational matters concerning the mental health services across the site. The Chair would be a member of the Trust Board.

Community Advisory Panel

The community panel would consist of an executive committee, eminent chair person well qualified in local issues, and general community membership. The panel would canvas broad representation including; various stakeholders, special interest groups and interested members of the general community.

The chair and executive committee would have the capacity to establish a set of standing committees from the general membership to provide it with specialist advice in key areas. The panel would provide external advice to the Trust Board. The Chair would be a member of the Trust Board.

Directorates

Health Services

Led by an Operations Manager, Health Services will coordinate communications across the various mental and physical health service providers on the site. It will ensure that facilities are efficiently shared and managed to obtain the most effective benefits to the site users and mental health consumers. Valuing the primacy of mental health services provision, the directorate will engage with the site tenants to foster and facilitate the delivery of site wide health programs.

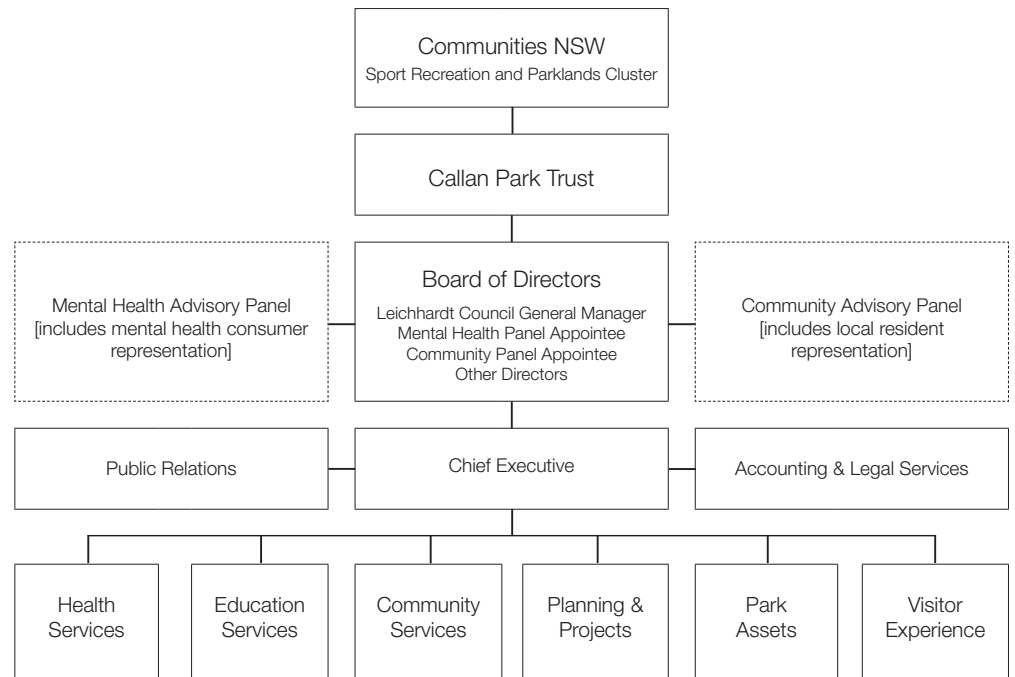
Education Services

Led by an Operations Manager, Education Services will coordinate communications across the various education providers on the site. It will ensure that teaching facilities are efficiently shared and managed to obtain the most effective benefits to the site users. Valuing the primacy of mental health services provision the directorate will engage with the site tenants to foster and facilitate cross site education programs. As an existing site tenant, Sydney College of the Arts will be a valued partner and their art programs can be integrated into vocational training programs for people with mental illness.

Community Services

Led by an Operations Manager, Community Services will coordinate communications across the various community services providers on the site. It will ensure that community facilities are efficiently shared and managed to obtain the most effective benefits to the site users. Valuing the primacy of mental health services provision the directorate will foster and facilitate programs designed to unite the community. The cultural cluster and sports and recreation facilities will form a major part of the remit of this directorate.

TOP. Figure no. 68 Location of Trusts within NSW Government structure.



Planning and Projects

Led by a Design Manager, Planning and Projects will enable and deliver significant capital works and other major projects of long-term importance. It also will manage a range of stakeholder issues. The directorate will be tasked with selecting the design excellence panel of emerging architects that will form the group from which building restorations and adaptive reuse project designers will be selected. The directorate will seek advice from the Master Plan team on ongoing planning, design and implementation issues to ensure the Master Plan is delivered according to the Plan of Management actions.

Park Assets

Park Assets will be closely aligned with the Planning and Projects directorate and will manage the maintenance and presentation of the physical fabric of the Park. Its remit includes management of the landscape, buildings, sustainability programs and services infrastructure. It also is responsible for site security and surveillance.

Visitor Experience

Visitor Experience will manage the Trust's venue services, events, visitor programs and its marketing and communications strategies. It will work closely with the public relations department. It will have an objective to integrate the needs of mental health consumers and the community.

Statutory Review of the Master Plan

Ingham Planning

Discussion of Legislative Framework

The main legislation that is relevant to the Master Plan and all future planning of Callan Park is the Callan Park (Special Provisions) Act 2002 (the Callan Park Act) which commenced on 24 December 2002.

This site specific Act provides the framework for a very clear vision for the site. The long title of the Callan Park Act describes its purpose well: 'An Act to preserve the public ownership of Callan Park; to protect its current features and restrict its future use; and for other purposes.'

The Callan Park Act determines how the site is to be used and managed. It limits permitted land use on the site to health, community and education facilities. Further community and education facilities must provide services on a 'not-for-profit' basis.

The Callan Park Act also describes how land should be leased and includes controls building envelopes, floor area and retention of existing open space.

The Callan Park Act requires that the environmental planning instruments that apply to the site are those that existed immediately before the Act commenced on 24 December 2002. The primary environmental planning instruments that are so 'frozen in time' are:

- State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56) which requires a Master Plan approved by the Minister for Planning before development consent can be granted;
- Sydney Regional Environmental Plan No 22 – Parramatta River (SREP 22); and
- Leichhardt Local Environmental Plan 2000 (the LEP).

Callan Park is a State Heritage item and the Callan Park Act specifically notes that The Heritage Act 1977 applies to the site.

The subject Master Plan has been prepared in accordance with the requirements of SEPP 56 as detailed below. Once the final Master Plan has been adopted, SEPP 56 requires that it be considered prior to granting of development consent and that the development be consistent with the Master Plan.

Table no. 56 on the following pages demonstrates that the Callan Park Master Plan is consistent with the requirements of the legislative framework. However it is noted that this legislation will also apply to any development application submitted for Callan Park. In this regard it is recommended that Council prepare a guideline document for the preparation of development applications for Callan Park so that applicant's have a clear understanding of the relevant planning considerations and processes that are relevant to the future use and management of the site.

TOP. Figure no. 69 Proposed organisational structure of the Callan Park Trust.

Relevant Legislation	Comment
Callan Park (Special Provisions) Act 2002	
4 Objects of Act	Stage 2 and Stage 3 of the Master Plan report discuss the manner in which the Principles and Sub Principles have been developed from the objects of the Act. All aspects of the Master Plan are consistent with these objects and all future development will also have to demonstrate consistency with these objects as required by Section 7(8) of the Act.
5 Callan Park not to be sold or otherwise disposed of	The Master Plan does not propose any sale of the land however it does envisage lease of parts of the site in accordance with the requirements of the Act. This matter is addressed in the draft Plan of Management that has been prepared.
6 Leases, licences and management agreements	The manner in which it is proposed to manage the site including granting of leases is discussed in the draft Plan of Management that has been prepared.
7 Development at Callan Park restricted	In accordance with the requirements of this section: The Master Plan acknowledges that Leichhardt Council will be the consent authority for all development applications; <ul style="list-style-type: none"> - all of the uses proposed in the Master Plan fall within the definitions of health facilities, community facilities or educational facilities as required. This is discussed in detail in Stage 4 of the Master Plan report. In terms of the requirement that community facilities and educational facilities must provide services on a not-for-profit basis, the uses proposed in the Master Plan can be provided on this basis, however each specific proposal will need to demonstrate consistency with this requirement when a development application is submitted for Council's consideration; - no retirement villages are proposed by the Master Plan; - no SEPP 5 housing is proposed by the Master Plan, however the ability to provide some accommodation is included where it is ancillary to the provision of health facilities; - the Master Plan does not provide for any new buildings outside existing building envelopes. The Council's interpretation of building envelopes is discussed in Stage 4 of the Master Plan report; - the Master Plan provides for an increase in the existing open space on the site of around 1 ha. In order to remain compliant with the Act in this regard, development will need to be staged to ensure that any new development does not diminish the overall open space on the site. The issue of staging is discussed in the Plan of Management that has been prepared; - the Master Plan provides for a decrease in the existing floor space on the site by approximately one hectare. In order to remain compliant with the Act in this regard, development will need to be staged to ensure that any new development does not increase the overall floor space on the site. The issue of staging is discussed in the Plan of Management that has been prepared; - the development proposed in the Master Plan will not adversely affect Broughton Hall Garden, Charles Moore Garden or Kirkbride Garden and in fact will enhance their heritage significance.
Heritage Act 1977	The Act applies to the site as it is listed on the State heritage register. There are no specific provisions of the Act of relevance to the Master Plan however, the Master Plan is not inconsistent with any of its general requirements. The main relevance of this Act will be to development applications, which, depending on what is proposed, will need the agreement of the NSW Heritage Council through the 'integrated development' provisions of the Environmental Planning and Assessment Act 1979.
7 Guiding principles	Pursuant to Clause 17(2) of SEPP 56, a Master Plan must explain how the guiding principles are addressed.
(a) increasing public access to, and use of, land on the foreshore,	The Master Plan significantly improves public access to the foreshore and the ability to use this area.
(b) the fundamental importance of the need for land made available for public access, or use, on the foreshore to be in public ownership wherever possible, particularly land that is within the foreshore area as defined in the Sydney Harbour Foreshore Authority Act 1998,	The Master Plan proposes that the land will remain in public ownership and will remain accessible to the public.
b1) if public ownership of foreshore land is not possible, the use of appropriate tenure mechanisms to safeguard public access to, and public use of, that land and to ensure the rights of public authorities to determine the design of, use of, and amenities on, the land over time,	NA
(c) the retention and enhancement of public access links between existing foreshore open space areas,	The Master Plan proposes links throughout the site and to adjoining areas that will improve public access to the foreshore
(d) the conservation of significant bushland and other natural features along the foreshore, where consistent with conservation principles, and their availability for public use and enjoyment,	The Master Plan includes the retention of existing significant bushland areas and will result in significant improvement to quality through weed removal and bush regeneration.
(e) the suitability of the site or part of the site for significant open space that will enhance the open space network existing along the harbour foreshores,	The Master Plan proposes to increase the overall open space on the site and enhance its usability.
(f) the protection of significant natural and cultural heritage values, including marine ecological values,	The Master Plan will respect the natural and cultural heritage values as discussed in Stage 4 of the Master Plan report.
(g) the protection and improvement of unique visual qualities of the Harbour, its foreshores and tributaries,	The Master Plan provides to the removal of intrusive elements in the setting of the site and will protect and enhance the visual quality of the Harbour and its foreshore.
(h) the relationship between use of the water and foreshore activities,	The Master Plan provides for improved relationships between foreshore activities and the water including increased public access by the removal of intrusive buildings and providing foreshore boardwalks and jetties.
(i) the conservation of items of heritage significance identified in an environmental planning instrument or subject to an order under the Heritage Act 1977,	The Master Plan includes retention of all significant heritage on the site and proposes removal of intrusive elements on the site that detract from its heritage significance. This is discussed in further detail in Stage 4 of the Master Plan Report.
(j) the scale and character of any development, derived from an analysis of the context of the site,	All new buildings must be located within existing building envelopes, ensuring that the scale and character of development on the site is retained.

FULL SPREAD. Table no. 56 Statutory review of the Final Master Plan.

(k) the character of any development as viewed from the water and its compatibility and sympathy with the character of the surrounding foreshores,	Compliance with the requirements of the Callan Park Act will ensure that the Master Plan proposals will have appropriate character. This will be further assessed as part of any development application submitted.
(l) the application of ecologically sustainable development principles,	The Master Plan is highly supportive of the principles of ESD as discussed in detail in Stages 4 and 5 of the Master Plan report.
(m) the maintenance of a working-harbour character and functions by the retention of key waterfront industrial sites or, at a minimum, the integration of facilities for maritime activities into development and, wherever possible, the provision of public access through these sites to the foreshore,	The Master Plan proposes the reintroduction of a ferry wharf on the site which will contribute to the harbourside character.
(n) the feasibility and compatibility of uses and, if necessary, appropriate measures to ensure coexistence of different land uses,	The uses proposed in the Master Plan have been carefully selected to achieve the best overall land use planning outcome for the site.
(o) increasing opportunities for water-based public transport.	As noted above the Master Plan includes the provision of a ferry wharf.
Part 3 State significant development (land in Schedule 1)	The site is referred to as 'Rozelle Hospital' in Schedule 1 and accordingly this part is of relevance to the site.
11 Requirement for master plans	This clause forms part of Part 3 and as the site is identified in Schedule 1, a master Plan is required before development consent can be granted. Further in assessment of a development application the consent authority must consider the Master Plan and ensure that the proposal is consistent with the Master Plan.
15B Control of subdivision	This clause relates to the subdivision of public domain areas. The Master Plan does not propose any subdivision of the site.
Part 5 Master plans (land in Schedule 1 or Schedule 2)	As noted above the site is identified in Schedule 1 and as such a Master Plan is required.
17 Nature of master plans	Pursuant to this clause, the Master Plan outlines provisions relating to the development of the land and contains an assessment of the Guiding Principles of SEPP 56 (as detailed above) and other relevant environmental planning instruments.
18 Requirement to prepare master plan	Pursuant to this clause, the Master Plan relates to the whole of the 'Rozelle Hospital' site.
19 Preparation of master plans	Pursuant to this clause, the Master Plan has been prepared on behalf of Leichhardt Council and includes information to illustrate and explain the proposals relating to: (a) design principles drawn from an analysis of the site and its context (see discussion in Stages 2 and 3 of the Master Plan report); (b) phasing of development (see discussion in the Plan of Management that has been prepared); (c) distribution of land uses including foreshore public access and open space (see Built Form Overlay that forms part of the Master Plan and the discussion in Stages 4 and 5 of the Master Plan report); (d) pedestrian, cycle and road access and circulation networks (see the Transport Overlay that forms part of the Master Plan and the discussion in Stages 4 and 5 of the Master Plan report); (e) parking provision (see the Transport Overlay that forms part of the Master Plan and the discussion in Stages 4 and 5 of the Master Plan report); (f) subdivision pattern (no subdivision is proposed); (g) infrastructure provision (see the Energy, Water and Transport Overlays that form part of the Master Plan and the discussion in Stages 4 and 5 of the Master Plan report); (h) building envelopes and built form controls (see the Built Form Overlay) It is noted that these matters are strictly controlled by the provisions of the Callan Park Act and that all proposals will be consistent with these requirements); (i) heritage conservation, implementing the guidelines set out in any applicable conservation policy, and protection of archaeological relics (see the Cultural Overlay that forms part of the Master Plan and the discussion in Stages 4 and 5 of the Master Plan report); (j) remediation of the site (see Pollution Overlay that forms part of the Master Plan, the discussion in Stage 1 of the Master Plan report and the Plan of Management); (k) provision of public facilities (see the Overlays that form part of the Master Plan and the discussion in Stages 4 and 5 of the Master Plan report); (l) provision of open space, its function and landscaping (see the Overlays that form part of the Master Plan and the discussion in Stages 4 and 5 of the Master Plan report); (m) the impact on any adjoining land that is reserved under the National Parks and Wildlife Act 1974 (Not applicable).
Sydney Regional Environmental Plan No 22 – Parramatta River (SREP 22)	It is noted that whilst this SREP has now been repealed, it remains relevant to Callan Park as the Callan Park Act 'freezes in time' the relevant environmental planning instruments to those that applied on 24 December 2002. The Master Plan is not inconsistent with any of the requirements of SREP 22 however any development application lodged will have to have regard to the provisions of this SREP. Further there are consultation requirements for 'development control guidelines' (such as a Master Plan) and for Plans of Management, which will need to be considered as part of the consultation and approval process for the Master Plan and Plan of Management.
Leichhardt Local Environmental Plan 2000 (LEP 2000)	It is noted that whilst LEP 2000 is still in force as the Callan Park Act 'freezes in time' the relevant environmental planning instruments to those that applied on 24 December 2002, the version of LEP 2000 that applied at that time is relevant to Callan Park. The Master Plan is not inconsistent with any of the requirements of LEP 2000 however any development application lodged will have to have regard to the provisions of this SREP. In terms of the uses permitted in the Public Purpose Zone which applies to the site under LEP 2000, the uses proposed in the Master Plan fall within those uses permitted in the zone being specifically: car parking, community facilities, community gardens, educational establishments, hospitals (which includes a wide range of professional health care and ancillary services), passenger transport terminals, public amenities, public buildings, public transport stops, recreation facilities, roads, demolition.
Other environmental planning instruments	Other environmental planning instruments that were in force at 24 December 2002 will apply to Callan Park. However these are of limited relevance to the Master Plan but may be of greater relevance to any development application submitted.

OVERLAY 08 HEALTH

Scope

As the major prescribed use under the Callan Park [Special Provisions] Act 2002 mental health provides the most opportunity for returning the site for highest community benefit. The 'Wellness Sanctuary' concept developed by the community combines mental and physical services in a modern far reaching way. The mental health framework for the project was developed by Professor Vaughan Carr in conjunction with the design team.

Existing Situation

Since the closure of Rozelle Hospital there have been no state operated public health facilities on Callan Park other than NSW ambulance and nursing accommodation. A number of NGO organisations occupy buildings under the management of NSW Health and SSWAHS. NSW Ambulance also have their regional headquarters on Callan Park and use these buildings for a range of operational and response activities.

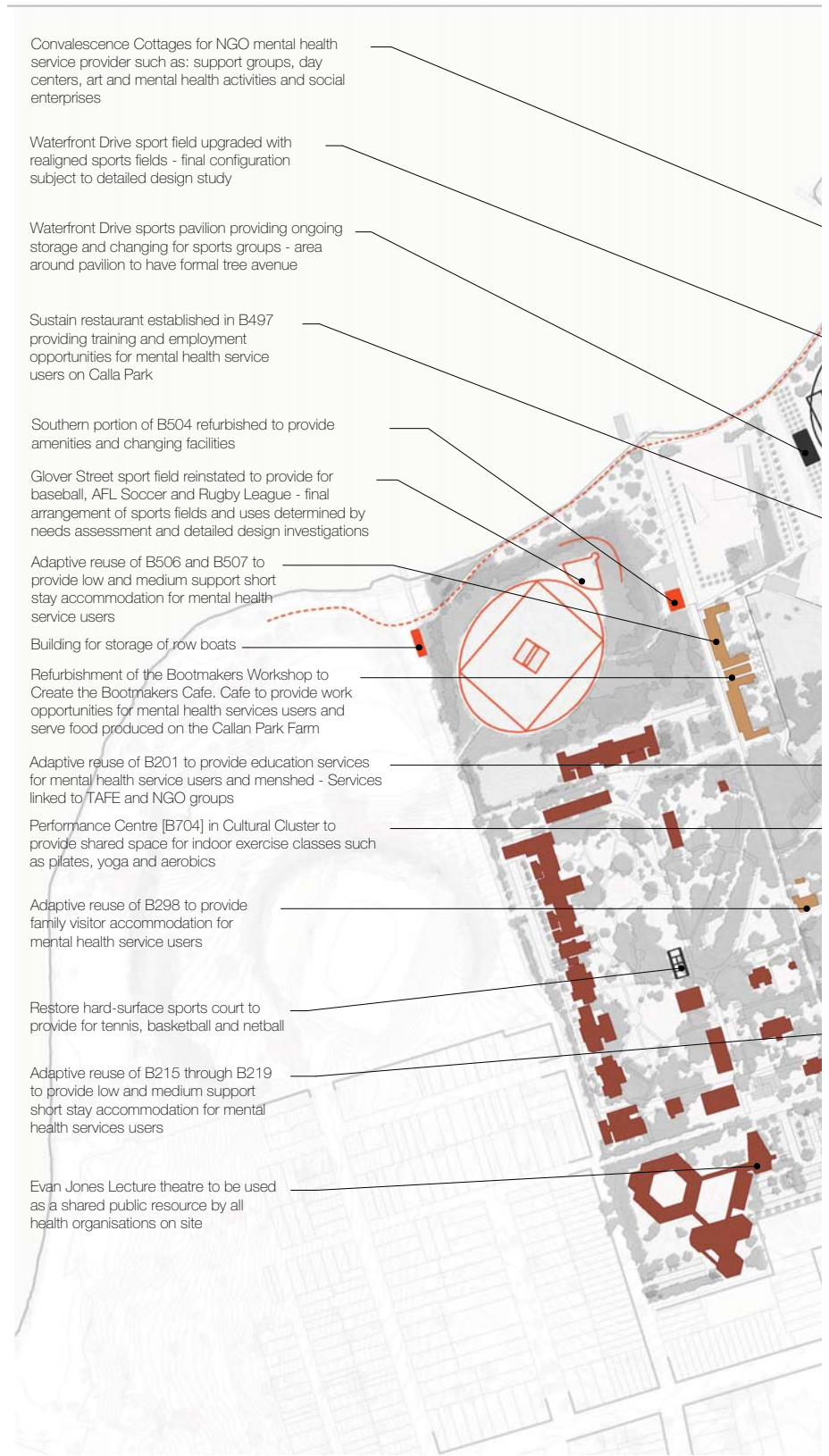
Objectives and Targets

As set out in stage four of the community consultation the shared vision for Callan Park is a 'Wellness Sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community. The key objective is to deliver a Master Plan that fulfils the 'Wellness Sanctuary' concept

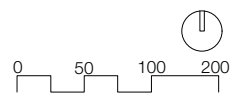
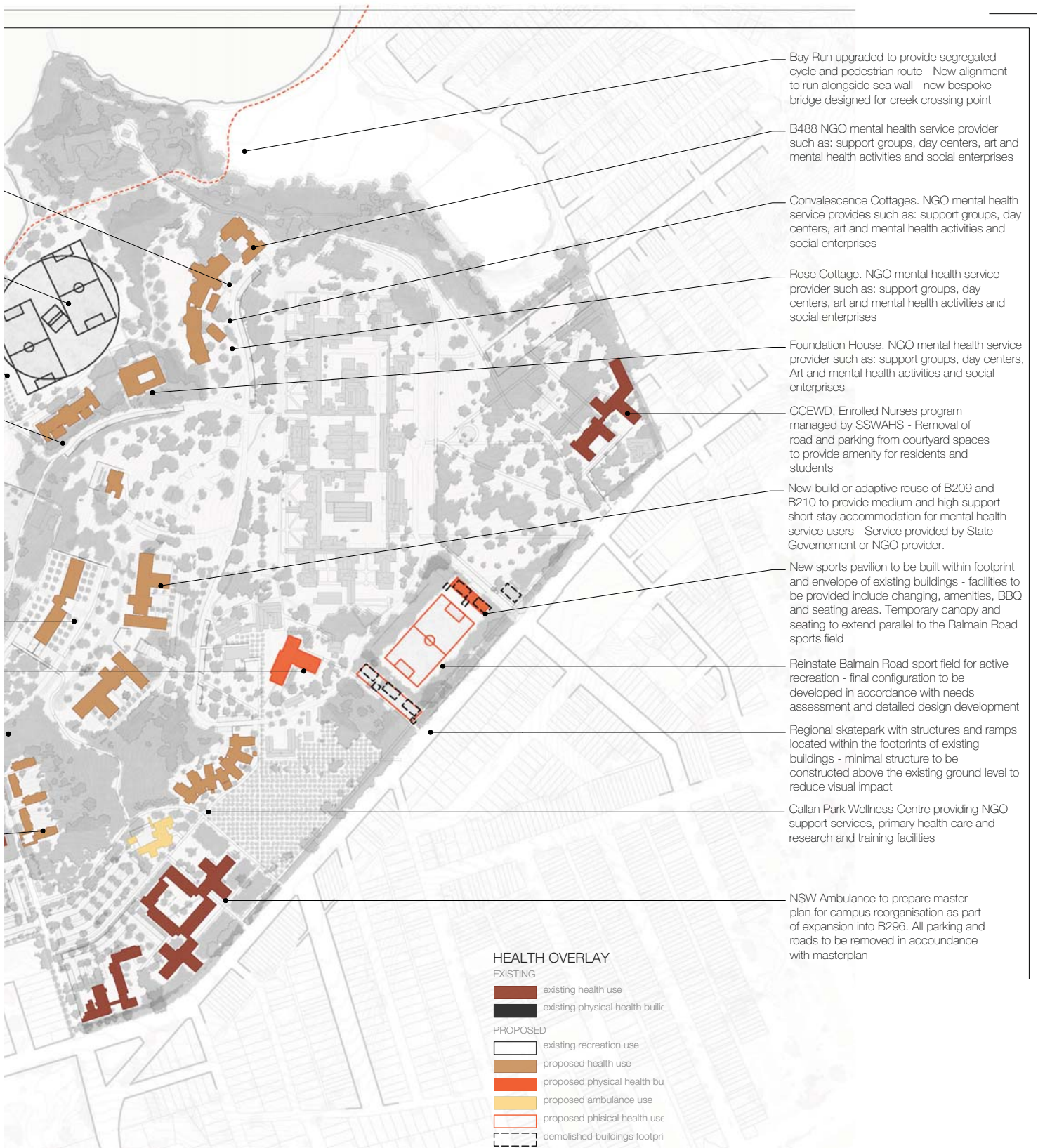
Implementation

The following recommendations relate to health services on Callan Park:

- Establishment of a governance group for the mental health services on Callan Park that coordinates all related activities and has representation from Mental Health Consumers, carers and clinical professionals
- The development of a charter that makes a commitment to providing employment and training opportunities for Mental Health Consumers within organisations operating from Callan Park
- To work with the cultural stakeholders on Callan Park to develop a national centre to promote the linkages between Art, Mental Health and Wellbeing, including an international artist in residency programme that focuses on 'outsider art' and artists that explore issues of mental health in their work.
- To work with the local sports groups and organisations to develop programmes for Mental Health Consumers
- Creation of a Mental Health and Community Wellness Centre providing a range of services such as, peer support, primary care, psychiatric evaluations and lifestyle support
- To work with Aboriginal groups to establish how targeted mental health services can be provided on Callan Park.
- Development of an independent research and training organisation within the Mental Health and Community Wellness Centre to monitor and evaluate the various treatment programmes and facilities provided to the Mental Health Consumers
- Creation of a Vocational skills centre and education services for Mental Health Consumers with a TAFE link to provide accreditations and a Men-shed facility.
- To provide opportunities for Mental Health Consumer led social enterprises on Callan Park under the remit of a for-profit health use
- To provide a range of non-acute voluntary accommodation options for Mental Health Consumers, their families and carers on a short term basis with a suite of accommodation to cater for various levels of independent living
- To work with NSW Ambulance for a detailed campus Master Plan consolidating parking and services on their existing site
- To refurbish the existing Waterfront Drive playing fields
- To reinstate playing fields on Glover Street and Balmain Road working with local sports groups to determine the best future configuration and access arrangements based on a 25 hour weekly sporting calendar
- To provide purpose built amenities adjacent to the Balmain Road Sports field and upgraded amenities adjacent to the Glover Street Oval sports fields
- To work with the local community and stakeholders to design and build a regional skate park adjacent to the Balmain Road sports field with structures set below the existing ground level and constructed within the footprints and envelopes of the existing building
- To undertake detailed design studies to upgrade the existing Bay



ABOVE. Figure no. 70 Health overlay



- Run as a segregated pedestrian and cycle pathway
- To provide indoor space for exercise classes such as yoga, pilates and aerobics
- To work with NSW Health to remove parking and reorganise the external spaces around the nurses training buildings.
- To exhibit movable heritage items related to Mental Health within the Callan Park Museum at Bonny View Cottage

Mental Health Framework

Professor Vaughan Carr

Background

The development of Callan Park to include the reinstatement of mental health services provided an extraordinary opportunity to help address some acknowledged gaps in current mental health services. The challenge was to develop a mental health concept for Callan Park based on established guidelines and policies for mental health care and that complemented existing services while acknowledging the challenges faced by mental health consumers, their families, friends and carers, and promoting a synergy with existing and potential activities on Callan Park. It was recognised that this would best be achieved by asking various stakeholders, including mental health professionals, NGOs, mental health consumers and their families, friends and carers as well as other members of the community, to voice their opinions and outline their vision for mental health services on Callan Park.

In response to a mental health discussion paper outlining the various opportunities for developing mental health services at Callan Park, the master planning team received in excess of 20 submissions from various stakeholders stating their views on mental health service provision at Callan Park. The submissions identified service gaps in the promotion of recovery and wellness following an acute episode of illness. They endorsed the development of services to facilitate health and wellbeing, social connection and participation in meaningful activity. From these submissions a concept for mental health services was developed and presented for further feedback at a community workshop.

The Plan

The concept for mental health services at Callan Park comprises of five elements that aim to address the gaps in service provision. These include:

- Vocational and social - This element aims to promote participation in meaningful activity. It includes job-readiness skills training, TAFE training programs, job skills and vocational training; cooperative and commercial enterprises, including consumer run enterprises, which offer both employment and training opportunities; supplementary training programs, including cognitive remediation, cognitive-behavioural therapy, and social skills training. It also offers opportunities for social engagement, relationship building and improving living skills.
- Information and support - This element aims to provide information and support to consumers and their families, friends and carers as well as the general public. It includes the provision of electronic and paper-based information on mental illness, web-based family/carer psycho-education and coping skills programs backed up by email and telephone support. It also includes individual advocacy, a mental health museum and memorial space, and peer and consumer worker training.
- Health and lifestyle - This element aims to promote and support physical wellbeing in consumers, which is often neglected. It includes a primary care clinic to assess, treat and monitor physical health problems, dietary assessment and advice/assistance for healthy eating, physical fitness assessment and advice/assistance in training and exercise, smoking cessation programs, drug and alcohol treatment programs and sporting, recreational and creative arts activities.
- Residential - This element aims to address the lack of transitional, supported accommodation that provides an opportunity to address individual consumer early intervention and recovery needs in a supported environment. It provides an opportunity for diagnostic re-evaluation and clinical re-assessment, stabilisation of treatment and monitoring of response, special investigations or therapeutic procedures, initiation of new treatments and intensive rehabilitation accessing on-site services. It could encompass a spectrum of levels of time-limited, short-to-medium stay non-acute accommodation for people accessing on-site services, including no/low support, hostel or serviced apartment style accommodation, medium support HASI-style temporary accommodation for those requiring some supervision, and high support in a more traditional sub-acute hospital-style facility.
- Education, training and research - The aim of this element is to improve interventions for consumers. This would be achieved through education and training sessions for a range of medical, health and mental health professionals. It also includes a research facility to systematically evaluate, through scientific investigation, the effectiveness of innovative treatments and rehabilitation interventions provided on the site.



BOTTOM. Memorial to mental illness at Veterans Field.

Functioning

To ensure that an individual plan is developed to address each consumer's unique recovery needs a potential entry procedure has been proposed. Specifically, a consumer could be referred to access mental health services on Callan Park from any external source including NGOs, public acute/hospital services, private practitioners [GP, psychiatrist, psychologist] or community mental health teams; self referrals would also be accepted. All referrals would be made to an intake and personal planning unit that assessed the consumer's needs by liaising with the referring agent and listening to the concerns and requests of the consumer. An individualised intervention plan would then be developed and initiated within the framework of the five elements of the service. On return to the community a continuing recovery plan would be developed and discussed with the consumers, their clinicians and support people to ensure continued recovery in the community setting.

Governance

The mental health panel would consist of an executive committee, eminent chair person well qualified in mental health, and general community membership. The panel would canvas broad representation including; various stakeholders, mental health consumers and carers, health professionals, government health experts, mental health community groups and interested members of the general community.

The chair and executive committee would have the capacity to establish a set of standing committees from the general membership to provide it with specialist advice in a number of key areas [e.g, a consumer advisory committee, a government liaison committee, a quality evaluation committee, etc]. The panel would provide external advice to the Trust Board on daily operational matters concerning the mental health services across the site. The Chair would be a member of the Trust Board.

Implementation of the concept

It is proposed that an implementation steering committee be established. It should have a composition similar to that of the governing board. The tasks of this committee would be fourfold. First, develop a more detailed articulation of the mental health services plan for Callan Park with the aim of precisely operationalising and costing the provision of the five elements outlined above. This would include planning and costing both the capital development/refurbishment on site and the recurrent costs of personnel. Second, identify the potential sources of funding for both capital development/refurbishment and recurrent costs, and then secure funding commitments where required from appropriate sources. Third, develop a staged implementation plan with clear milestones within a realistic time frame. Fourth, draw up terms of reference for the governing board, identify suitable members of the board, and disband the implementation steering committee when the governing board has been established. The board would then assume responsibility for making the appointments of key personnel and for the establishment of the proposed services on the site

Community consultation

The community comments on both the mental health and active and passive overlays of the Draft Master Plan received wide support, and although there was still some divergence of views on some of the individual components of the mental health overlay there was consistent support for the reinstatement of critical mental health services on Callan Park.

Project Principles

The health overlay proposals respond to the following Project Principles:

- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park.
- Ensure that Callan Park develops as a place for strengthening and restoring mental health and community wellness.
- Encourage complementary health, community and educational uses to maximise synergies and benefits for the community.
- Ensure a focus on wellbeing with an equitable balance of health, community and educational uses at Callan Park.
- Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability.
- Public Access to open space that offers active and passive recreation.
- Ensure an equitable balance between passive and active recreation to contribute to community health and wellbeing.

Sub Principles

A number of the Sub Principles offered choices related to mental and physical health. The community showed support for health, community, education, non-acute care, wellness and making Callan Park

recovery oriented.

The Wellness Sanctuary concept with its focus on health and wellbeing addresses these Sub Principles and provides opportunities across Callan Park to further these objectives.

YourPlan Consultation

The overlays and options associated with health and wellbeing received high visitation and strong endorsements. The role of mental and physical health for Callan Park had already been established through the earlier project stages and the Draft Master Plan consultation reaffirmed the earlier results.

OVERLAY 09 POLLUTION

Scope

Pollution encompasses both the existing areas of the site that are contaminated due to past activities and the capacity for new uses and activities to pollute and damage the environment in and around Callan Park.

Existing Situation

A number of contamination studies have been undertaken over the past ten years to determine the extent of ground contamination at Callan Park. A series of zones have been established as areas of concern where further studies and remediation will be required as part of the implementation of the Master Plan. There is also an understanding that there are high pollutant levels in all sediments along the shore of Iron Cove.

The master plan process has not been able to quantify the volumes of polluting materials and chemicals that are used on site or how these materials are processed.

Objectives and Targets

The actions and initiatives of the 2010 Master Plan provide an opportunity for specific remediation in association with project delivery. Definitive identification of areas with contamination is still required following further testing. The decontamination and management of polluted areas will need to be undertaken to protect the community from harm.

Implementation

Undertake detailed contamination studies to support the Master Plan proposals and develop an ongoing remediation strategy for project delivery including:

- On-site cleaning and sorting of all demolition waste that does not require specialist disposal for on site reuse
- Audit existing consumption of pollutants and chemicals and then develop strategies for achieving zero pollution and zero waste
- Storage and reuse of demolition material on site
- Develop a system for the collection of organic waste for on site composting from surrounding neighbourhoods for use in urban agriculture

Technical assessment

Sydney Soil and Environmental Laboratory Assessment

Contaminant issues on the site have been extensively surveyed and the major areas of potential impact identified. Future work should concentrate on site-specific issues as individual areas are developed. Each area within the zones of potential pollution identified in the overlay will need a Detailed Site Investigation [DSI] taking into account the nature of the development and potential environment impacts. The preferred and most sustainable response to a requirement is to develop a Remediation Action Plan (RAP) will be capping and containment over excavation and off-site landfill.

Despite extensive geotechnical and contaminant soil survey little or no information is available to assess soils for horticultural quality. Given the importance of restoration of the living heritage collection and construction of new food and amenity gardens it will be necessary to conduct agronomic-based soil investigations as areas are developed or restored.

Community consultation

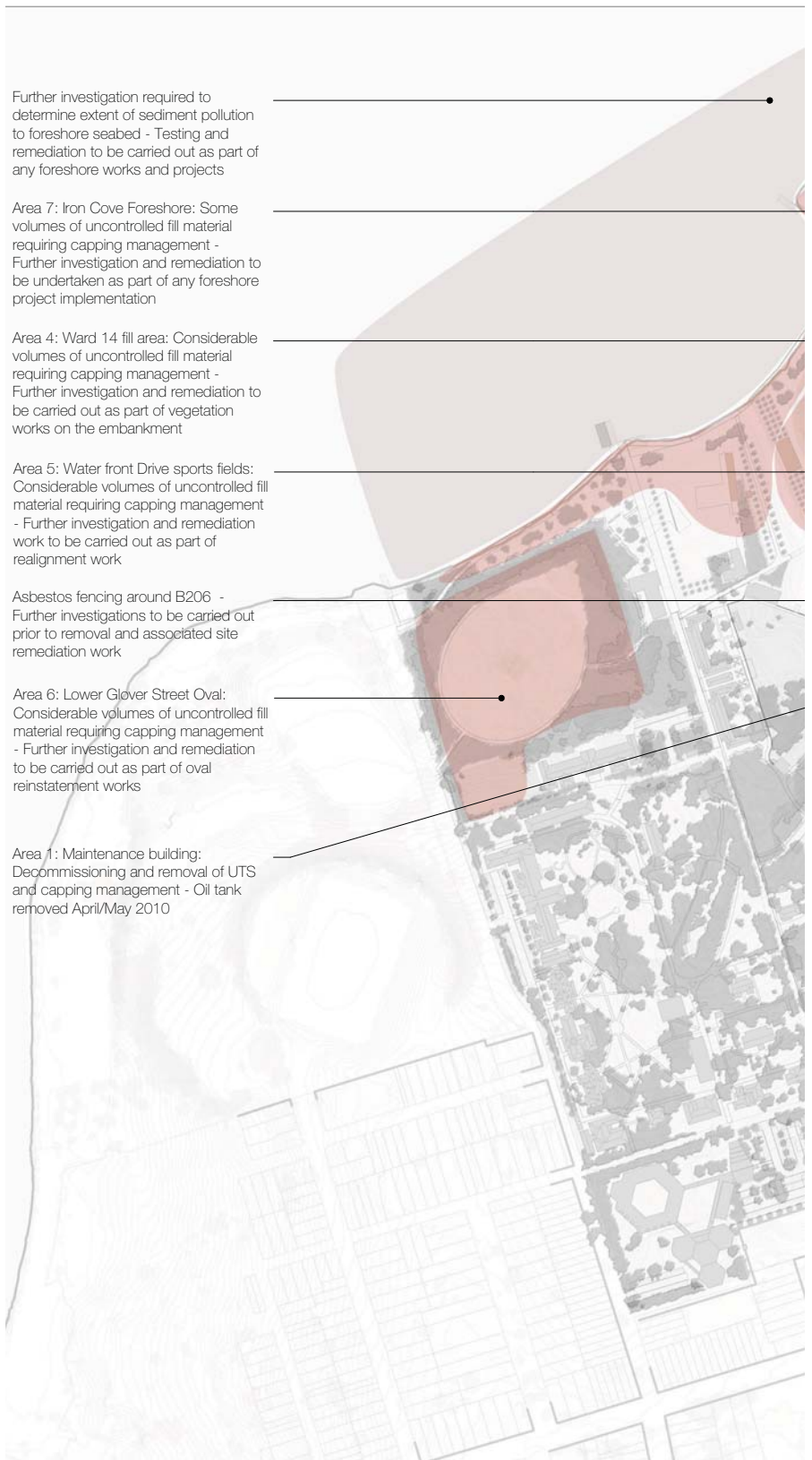
Project Principles

The pollution and chemicals overlay proposals respond to the following Project Principles:

- Governance
- Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.
- Preserving and Managing Open Space
- Improve the quality of community lands through conservation, restoration and management.

Sub principles

The community feedback on the Sub Principles demonstrated strong support for recycling on site and the 2010 Master Plan provides a framework for ensuring that best practice waste management strategies are implemented across Callan Park.



ABOVE. Figure no. 71 Pollution overlay



OVERLAY 10 TRANSPORT

Scope

The transportation system on Callan Park encompasses all the movement systems, public and private, pedestrian and motorised. It includes all paths, roads, parking areas and spaces where people congregate as well as access points for non motorised aquatic vessels.

Existing Situation

The network of sealed roads and paths on Callan Park has not been subject to any on-going maintenance programme in recent years and ranges from severely degraded to fair condition. There is currently no consistent enforcement or regulation of parking on Callan Park. This is particularly evident in and around the NSW Ambulance Headquarters during the week and on Wharf Road on the weekends when sporting events and the weekend market at Orange Grove School generate considerable demand. Buses along Balmain Road provide public transport access to Callan Park, and there are currently no designated cycle paths within Callan Park.

Objectives and Targets

The Master Plan seeks to reconcile the objective of minimising private vehicular travel and encourage sustainable transport, while at the same time providing good access to the proposed uses and services on Callan Park. The overlay recognises that the shift from institutional based care to voluntarily accessed mental health programmes will require an overall increase in designated parking areas on Callan Park to cater for the increased movements in and out of the site. The overarching objective of the transport strategy is to conceptualise Callan Park as a series of destinations where private vehicle use is strictly limited. This approach will require changes by the existing tenants on Callan Park as well as the groups that use Callan Park for other activities such as sports or meetings.

Implementation

The Master Plan makes the following recommendations:

- Downgrade existing roads to create shared and segregated pedestrian and cycle paths
- Divide the site access to limit private vehicle movement
- Consolidate parking on the edges of Callan Park and remove existing parking away from heritage buildings
- Reinstate a pedestrian access point on Manning Street
- Formalise pedestrian desire lines into paths
- Remove car access from the 'Main Entrance' to create a pedestrian plaza with a new access point on Alberto Street
- Identify a route for a public bus through the western section of Callan Park with new bus stops within Callan Park and on Balmain Road
- Provide an electric shuttle bus between Lilyfield Lightrail and Rozelle Town Centre, connecting the two road systems through a shared way south of the Veteran's Field.
- Provide discrete visually unobtrusive parking areas throughout Callan Park
- Provide cycle hire stations to encourage sustainable transport

Transport and access assessment

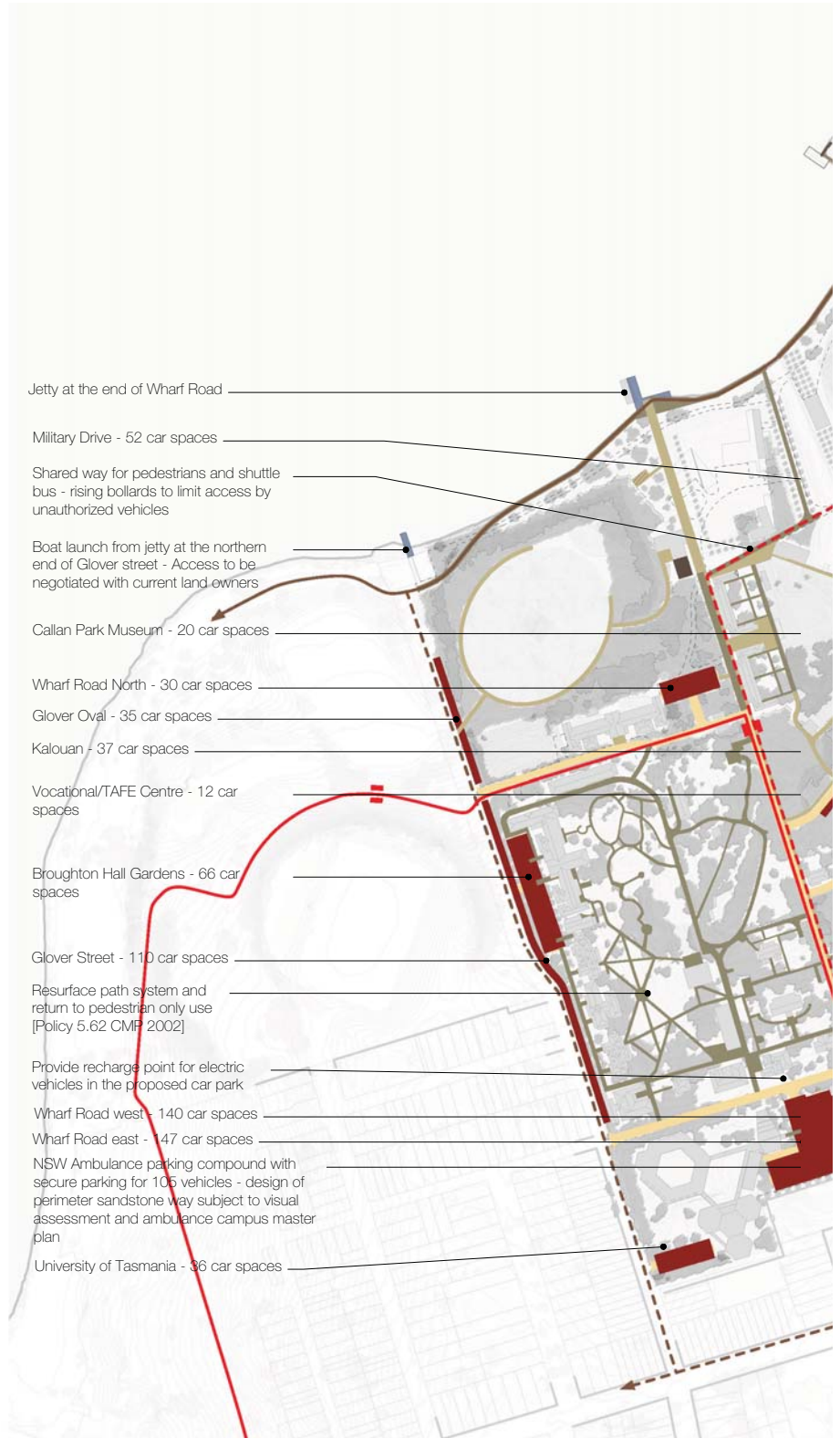
GTA Consulting

Introduction

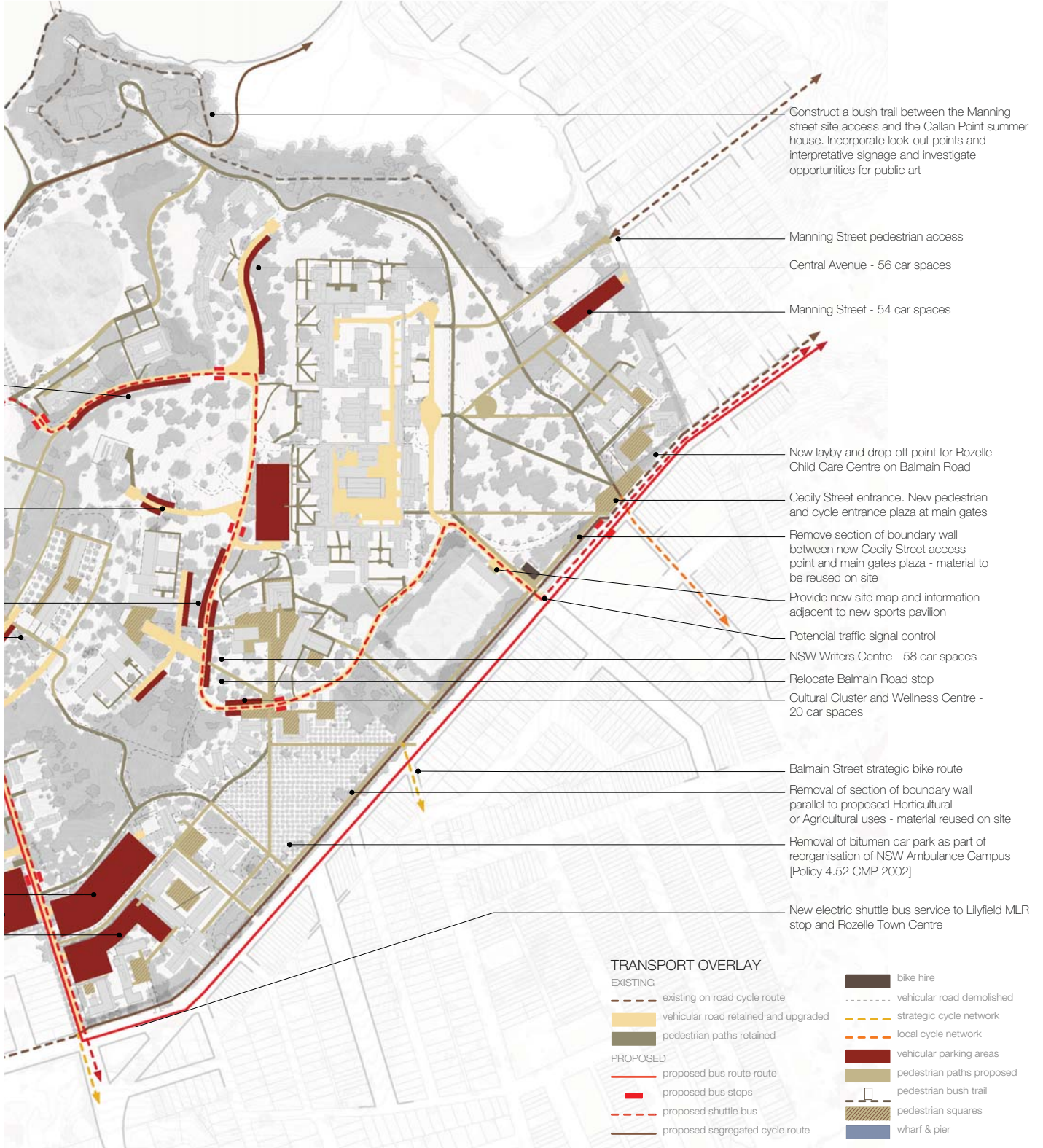
The community has endorsed a plan for Callan Park which delivers a vision for a Wellness Sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community. Other key features of the preferred Master Plan include:

- open space and access to the foreshore
- allowance for sports activities as well as quiet reflection
- address existing traffic problems
- reinstate native bushland
- encouragement for community organisations to keep delivering crucial services
- building on the arts and cultural platform created by the Sydney College of the Arts and the NSW Writer's Centre
- restored heritage buildings that continue to allow public access.

These features are based around the core values of sustainability and community wellness.



ABOVE. Figure no. 72 Transport overlay



Purpose of this assessment

This report sets out an assessment of the transport features of the Master Plan, with reference to the following project principle:

"Develop public transport and infrastructure to broaden public access and reduce traffic intrusion."

This report includes:

- details of the transport proposals in the final Master Plan
- transport targets for the proposals
- how the proposals support the vision for a Wellness Sanctuary
- implementation and staging of the proposals, with reference to broader policies, best practice and staging considerations.

Master Plan Vision

The Master Plan has a vision to be a Wellness Sanctuary, based around the core values of sustainability and community wellness.

In terms of traffic, transport and parking, the concept of a 'wellness sanctuary' is supported through the following key initiatives:

- focussing on provision of sustainable transport – providing greater travel choices than the private vehicle alone
- reducing traffic intrusion including noise and visual impact
- providing good active travel facilities to support safe walking and cycling, supporting health and wellbeing
- providing pedestrian-only areas that do not allow vehicle access.

Master Plan Features

Public Transport

Diversion of Existing Bus Route/s

A bus route diversion is proposed to service Leichhardt Park Aquatic Centre and the west side of Callan Park. The new route would include two new bus stops at locations along Wharf Road and would reduce the walking distance required for Callan Park visitors to access a bus stop. This loop alternative would also remove the need for the main part of the Callan Park site to be able to accommodate large commercial buses.

Bus routes L37, 440, 444 and 445 travel along Balmain Road and Perry Street and provide direct links to Callan Park to and from Balmain East, City (via Parramatta Road), Leichhardt, Haberfield and Campsie. Each of these routes would be considered for diversion. The diversion is expected to operate on a part-time basis only, with one of every two to four buses travelling along the diversion.

The proposed diversion would use Mary Street, Wharf Street and Riverside Road (via a new intersection at Glover Street, as shown in The Transport Overlay). The total length of the diversion is approximately 1.5km, which equates to a travel time in the order of five minutes, including several bus stops. The existing travel time along this section is less than two minutes. This proposed diversion minimises any reduction in accessibility to a bus route for properties south of Perry Street and west of Balmain Road as a result of the bus route diversion, as all but one of the existing bus stops would be serviced by all routes and services along the corridor. The bus stop located on Perry Street near Glover Street would continue to be serviced by buses not travelling along the diversion.

Pedestrian access to the bus stops along Balmain Road would be improved with more pedestrian connections from Balmain Road into Callan Park, potentially increasing the number of people using the existing bus services.

Shuttle Bus

A shuttle bus is proposed for inclusion at the site to support internal site movements.

In the short-term, this would initially be designed to service internal land uses only and would be able to transport visitors from Balmain Road bus stops and on-site car parks around to all land uses within the site.

There is a longer term option to link further to nearby local destinations external to the site, such as Lilyfield light rail station and the Balmain shops.

The proposed shuttle vehicle would be an electric mini-bus which could carry approximately 20 passengers.

Further details regarding the potential shuttle bus service are subject to further testing and feasibility analysis.

Access to Light Rail

Lilyfield Light Rail Station is located approximately 600m south of the boundary of Callan Park and is best accessed via Grove Street (approximately 8-10 minute walk or 2 minute bicycle ride).

The State Government's Metropolitan Transport Plan (draft released in 2010) allocated funding to extend the light rail line from Lilyfield to

Dulwich Hill, which would increase the catchment area for light rail users and allow for connections to Parramatta Road bus services and the Western heavy rail line.

The Master Plan proposes to establish a new pedestrian/ cyclist access point into Callan Park opposite the intersection of Balmain Road and Grove Street, thereby improving the connection to the light rail station.

Walking and Cycling

Active Travel Loop

The Bay Run is a popular walking and cycling path around Iron Cove which passes through the northern portion of Callan Park. The Sydney Harbour Foreshore Authority (SHFA), who is responsible for the maintenance of the foreshore area along the north side of Callan Park, is planning to upgrade the existing unsealed section of the Bay Run, with a Development Application aiming to address existing issues associated with inconsistencies along the route (i.e. dimensions, finishes, signage, design user, etc) currently being considered by Council. The proposed layout of the Bay Run pathway is a 3.0m wide shared access path, including a pedestrian bridge linkage across the existing stormwater outfall channel. Council are considering the merit of this proposal with concerns that the proposed width would not be appropriate for the heavily utilised pathway. It would be preferable for the path to be wider and to separate pedestrians and cyclists for increased capacity and safety.

It is proposed to provide an active travel loop of Callan Park as part of the Master Plan which would act as an extension of the Bay Run route to create a training loop and/or provide an alternative route through the park. This facility would be a shared path of up to 5.0m wide for use by both pedestrians and cyclists. It would ideally be located wholly within the site and not be shared with the roadway/ vehicle routes. This type of facility is supported by Council.

Integration with Cycle and Pedestrian Network

The Master Plan provides pedestrian and cyclist access along all Callan Park frontages which ensure high accessibility/ permeability and encourage greater pedestrian use of the park. This includes a minimum of four accesses along Balmain Road, including a new access at Balmain Road located centrally along the site, at Manning Street opposite Moodie Street on the east side of the site, at several locations along Wharf Road and to the waterfront and the Bay Run. These additional pedestrian access points also improve access to the public transport facilities along the site frontage, which includes five public bus stops and a link to the Metro Light Rail.

The Master Plan layout would improve access to and within Callan Park for pedestrians and cyclists, including:

- increasing overall movement access into and throughout the site, allowing pedestrians and cyclists to easily negotiate all areas and land uses
- reducing pedestrian/vehicle conflict by providing dedicated pedestrian only or shared bicycle and pedestrian facilities, many as a result of converting existing roadways to footpaths
- designing paths to safely accommodate the range of expected users and minimise conflicts between pedestrians and cyclists
- designing paths that offer better access for mobility-impaired pedestrians, including wheelchair users and people with prams
- integrating the new facilities with the existing cycle and pedestrian network.

There are signalised pedestrian crossing facilities at two locations along Balmain Road in the vicinity of the site – Wharf Road and Cecily Street. There is also a signalised crossing facility at Waterloo Street/ Belmore Street located further northeast towards Victoria Road.

Due to proposed modifications to the vehicle access points at Callan Park, the Cecily Street traffic signals would be relocated further southwest to Alberto Street. Pedestrian refuge crossings are provided at a number of points and there is a marked pedestrian "zebra" crossing on Perry Street at Glover Street. There is a large portion of the site frontage that does not have a safe crossing point, with 650m between Wharf Road and Alberto Street and 500m between Alberto Street and Waterloo Street/Belmore Street. The need for additional signalised crossing points should be reviewed over time as a result of pedestrian demand and observed desire lines.

Balmain Road is a strategic bicycle route in accordance with the Leichhardt Bicycle Strategy, providing a connection between Leichhardt and Balmain. Leichhardt Council has plans to improve the on-road bicycle facilities along this route adjacent to Callan Park through the provision of a bicycle lane, which is scheduled for construction during the 2010/2011 financial year.

The key links and proposed facilities are shown in Figure no. 72.

Bicycle Hire Scheme

A bike hire scheme based in Callan Park would make cycling available for visitors to travel internally around the site as well as to surrounding local destinations such as Balmain.

There are proposed to be two bike share pods located within Callan Park, currently proposed at the new main site access off Balmain Road near Alberto Street and on Wharf Road. Ideally these pods would be complemented by pods outside of the site, such as at Darling Street in the shopping/retail district and at Lilyfield light rail station. This would give people a place to securely park bicycles as part of their local travel.

An example service is run by the Western Sydney Cycling Network (WSCN), based in Fairfield (<http://www.westernsydneycyclingnetwork.com.au/>). This bicycle recycling program consists of the three main themes of: donation of bikes, repair of bikes and the loan of bikes to the public. The community is welcome to donate any old/unused bikes to the recycling program by dropping them off during club open hours. Volunteers work on bikes to return them to a standard for re-use on a community loan system. In this example, recycled bicycles are loaned on a permanent basis for the one-time cost of \$25, which includes the provision of a helmet if necessary.

In applying this example to Callan Park, the bicycle recycling would involve public donations and time from volunteer bicycle repair mechanics, with the recycled bicycles loaned on an hourly or daily basis for free or a small fee. A number of bicycle locking systems are available to allow the scheme to operate without full-time staffing requirements. This implementation strategy would provide opportunities for community involvement and provide a more cost-effective solution than formal bike hire schemes.

Access and Vehicle Circulation

The Master Plan consolidates vehicle access to Callan Park into two main accesses, namely at Wharf Street and Alberto Street.

Wharf Street is an existing access point which is controlled by traffic signals at its intersection with Balmain Road and Perry Street.

A new main access point is proposed for Balmain Road opposite Alberto Street, which would replace the existing main access opposite Cecily Street. The existing access is controlled by traffic signals, whilst the existing intersection of Balmain Road and Alberto Street is sign-controlled only. As part of the Master Plan, traffic signals would be located at the intersection of the site access, Balmain Road and Alberto Street. Due to the close proximity of Alberto Street and Cecily Street (i.e. around 200m), the existing signals at Cecily Street would likely be removed.

The internal road network has been consolidated to a few key roads which service all land uses and the on-site car parking. However, it is not possible to link internally from one side of the site to another, limiting vehicle intrusion into pedestrianised areas.

Parking

The Master Plan would aim to even out the usage of car parking across both the weekdays and weekends.

Formalising the parking areas would consolidate parking into designated parking areas, therefore aiming to remove ad-hoc parking around the site. This opens up the space for recreational purposes.

A large portion of the parking supply is located close to the arterial road network, namely the parking off Wharf Road near Balmain Road. This limits the need for vehicles to travel very far into Callan Park, contributing to a reduction in vehicle intrusion.

The Master Plan proposes to provide 1,028 spaces across the site, including:

- 392 spaces in the vicinity of NSW Ambulance (Wharf Road near Balmain Road)
- 247 spaces along Glover Street
- 42 spaces on Wharf Road towards the northern end
- 293 spaces within the main core of the site surrounding the University buildings
- 54 spaces accessed from Manning Street on the east side of the site.

The proposed supply equates to the addition of 509 spaces for new land uses created by the Master Plan, based on an existing parking demand of 519 spaces observed by GTA Consulting on a typical weekday (09/06/2010), excluding University parking.

The proposed Master Plan land uses consist predominantly of mental health accommodation and a wellness centre, community spaces (including administration and bookable space), a public gallery and a cultural quarter surrounding the existing writers centre. These land uses equate to an increase in land use of 23,253sqm, compared to the existing supply of 24,582sqm (excluding the University). As such, the area of land use floor space is effectively being doubled across Callan Park. The majority of parking demand generated by these uses would be associated with staff, with general visitors com-

ing for the range of community and public uses within Callan Park.

Relevant general parking demand calculations are as follows:

- Existing parking rate = 519 spaces / 24,582sqm = 2 spaces/100sqm.
- Increase in parking demand = 23,253sqm x 2 / 100 = 465 spaces.

The proposed increase of 509 spaces would be appropriate for accommodating the expected increase in parking demand by 465 spaces.

In order to promote sustainable modes of transport, it is desirable to limit oversupply of parking on the site. As such, there is the potential to reduce the amount of additional parking proposed as part of the Master Plan. It is anticipated that the exact number of spaces to be provided within Callan Park would be determined through the detailed design process.

Transport Targets

The key transport targets for the Callan Park Master Plan are related to mode splits for transport modes other than single-occupant private vehicles. However, baseline information about how people travel to Callan Park needs to be captured so that achievable mode split targets can be set.

The recommended way to monitor travel mode splits and to limit the number of single-occupancy vehicle journeys for travel to and from a site is through the use of a Green Travel Plan.

Principle objectives of a Green Travel Plan include:

- i limit the overall number of vehicle trips by employees
- ii manage the demand for on-site car parking
- iii limit the level of car travel to the development by visitors
- iv encourage the use of public transport, walking and cycling by employees commuting to work and for visitors.

A Green Travel Plan would contain a number of recommended initiatives for development and implementation to achieve these principle objectives.

Typically Green Travel Plan targets are set in order to gauge the effect of initiatives in reducing private car usage. Targets are generally set in the context of an existing workforce or population whose demographics and travel characteristics are already known. As such, the first step for Callan Park would be to undertake a travel survey for employees and visitors to the site to establish baseline transport characteristics. Using these results, appropriate targets for trips undertaken by public transport, walking and cycling could be established. This is likely to be based on a target reduction in vehicle trips to the site over a 3-5 year period, for example 10% reduction, with a resultant increase in trips made by public transport, cycling and walking.

A Green Travel Plan Working Group would need to be established to take responsibility for coordinating the Green Travel Plan management and implementation. The Working Group would comprise 4-6 people representing a range of tenants and site users. This group would be led by a Green Travel Plan Coordinator who would facilitate Working Group meetings and take responsibility for monitoring and reviewing the Green Travel Plan document.

The primary aims of the Working Group would include:

- review Green Travel Plan initiatives and determine a program for implementation
 - provide suggestions and ideas
 - provide feedback on activities and initiatives
 - review material
 - assist Green Travel Plan coordinator to promote activities
 - assist Green Travel Plan coordinator to disseminate information
 - advocate sustainable transport modes generally amongst employees and customers.
- The use of a Green Travel Plan to encourage the use of public transport, walking and cycling as viable transport modes for travel to and from Callan Park is in-line with Leichhardt Council's goal to:
- reduce car dependency for journeys within, into and out of the Leichhardt Municipality
 - increase the proportion of commuter trips that use public transport or active transport
 - promote solutions to the accessibility needs of Leichhardt's community.

Master Plan Actions, Implementation and Staging

Public Transport: Key Actions

Diversion of Existing Bus Route/s

A feasibility study associated with the public bus diversion or establishment of a new route is required to confirm the details of the pro-

posal that provide the greatest benefit for the local Callan Park users and the wider community.

Some of the issues to be investigated further include:

- A permanent diversion for all services on a single route may reduce the attractiveness of the route for existing users due to the increase in travel time.
- If the diversion is not regular enough, the attractiveness of the route for new users visiting Callan Park and the Aquatic Centre would be reduced and may discourage the use of public transport for visits to these local destinations.
- Whether it would be more feasible to establish a new route that services the local destinations as well as a wider catchment, potentially improving accessibility for areas that are currently not well serviced.

Consultation would be required to be undertaken with NSW Transport, Sydney Buses and local bus operators through the feasibility assessment process.

As part of the feasibility assessment, a review of the road network should be undertaken to ensure that the bus manoeuvrability requirements are met along the potential route diversion, including at intersections, on curves and at any proposed new bus stops. This would identify any mitigating works that should be undertaken.

Shuttle Bus

A feasibility analysis is required to confirm the scope and scale of the shuttle bus service, including routes, vehicle types, times of operation and fee structure (i.e. free or fee paying). Consideration would need to be given to the type/ size of vehicle to be used in conjunction with the proposed travel route(s) within Callan Park, to ensure suitable manoeuvrability requirements (similar to the diversion of existing bus route/s above), as well as turn-around areas as appropriate.

The cost of operating a shuttle bus would depend on whether it services the site internally only or both internal and external destinations. In the case of an internal service, the service would be funded wholly by Callan Park (e.g. by a newly-established Callan Park Trust). If the service were to travel outside of Callan Park and hence providing some benefit to users not necessarily visiting Callan Park, then Leichhardt Council would be responsible for providing a proportion of the funding to establish, operate and maintain the service.

Implementation and Staging

New public transport services should be available when new land uses are opened. Without appropriate public transport facilities available, new visitors could use the private car as a short-term option but would be more likely to continue this behaviour once new public transport facilities become available. The establishment of sustainable travel habits should be encouraged for new land uses as soon as they commence operation.

A Green Travel Plan should also be prepared for the site prior to the establishment of any new land uses, so that all new employees and site visitors are made aware of the range of options they have for travel to the site.

Walking and Cycling: Key Actions

The majority of the paths which form the walking and cycling network would need to be replaced, including those paths which are currently part of the road network. An all-weather surface would be preferred,

such as concrete, as this requires less maintenance than an unsealed path surface.

The location and type of control for the pedestrian and cyclist crossings of Balmain Road should be reviewed, with the provision of additional signalised crossing points to be considered based on pedestrian demand and desire lines. This is due to there being a large portion of the site frontage that does not have a safe crossing point.

Council is considering the merits of a proposal from SHFA to upgrade the Bay Run along the foreshore through Callan Park to a 3.0m shared use path. There are concerns that the proposed width would not be appropriate for the heavily utilised location. It would be preferable for the path to be wider and to separate pedestrians and cyclists for increased capacity and safety. Reference should be made to the Austroads Guide to Road Design Part 6A: Pedestrian and Cyclist Paths, which provides guidance on the dimensions of shared paths. This document indicates that a recreational path for shared use would have a desirable minimum width of 3.5m, ranging between 3.0m and 4.0m. A lower width around 3.0m should only be adopted where cyclist volumes and operational speeds will remain low, whilst a greater width of around 4.0m may be required where the numbers of cyclists and pedestrians are very high or there is a high probability of conflict between users (e.g. people walking dogs, roller bladers and skaters etc.). These guidelines should be referenced for the Bay Run upgrade and other shared use paths proposed for Callan Park.

Implementation and Staging

Efforts should be made to ensure that accessible pedestrian and cycling routes are available throughout the construction phase.

The new walking and cycling network should be established prior to the commencement of any building works.

In order to set-up and operate the bike share facility, some initial seed funding would be available from the State Government, whilst there would be ongoing voluntary efforts from the public to donate bikes and time for repairing.

Access and Vehicle Circulation: Key Actions

With reference to the proposed road network and the pavement condition report prepared by URS, the following roads would need to be improved as part of the Callan Park Master Plan:

- Wharf Road (total length) – immediate maintenance required.
- Internal road No. 6 (parallel to Balmain Road) – works required within 5 years.

The majority of other roads currently requiring repair would no longer be part of the road network and would instead be upgraded to function as a shared pedestrian/cycleway facility.

Closing the vehicle access points at the Ambulance HQ would leave Wharf Street as the main access to the western portion of the site. The impact of the current traffic generation, in the order of 350-400 vehicles per hour during the peak hour, is distributed across the existing four access points, which assists in controlling congestion. Reducing the number of access points would increase the volume of traffic using each intersection. As well as being the most convenient access to the proposed ferry wharf, there are also 450+ parking spaces that are accessed from Wharf Road via its intersection with Balmain Road that would generate traffic demand during the AM and PM peak periods.

The right turn movements from Balmain Road to Wharf Street



TOP: Callan Park from Balmain Road looking North

and the new site access opposite Alberto Street, likely to be highest in the morning, may cause congestion for the westbound through traffic. At the existing Wharf Street traffic signals, it is noted that there is currently no right turn arrow for this movement, which means the right-turn movement would run in the same phase as the through movement. Further design review and modelling is required to identify a preferred layout and signal phasing for both signalised intersections, to ensure site access operates effectively.

State funding would initially be required for road improvements, with ongoing funding from Trust and leasing arrangements (i.e. funded by Callan Park).

Any works associated with Balmain Road, including intersection upgrades and provision of traffic signals, would be jointly funded by Leichhardt Council and the RTA.

Implementation and Staging

As for the walking and cycling network, the new road network should be established prior to the commencement of any building works.

Parking: Key Actions

The implementation of a paid parking scheme, which would provide some revenue for a Callan Park Trust fund, should be investigated. These funds could be used to invest in public transport, such as an internal shuttle bus, and improving active travel facilities within Callan Park.

Detailed survey information needs to be collected for a typical Saturday where sporting activities are occurring within Callan Park, in order to quantify the parking occupancy. This would be compared against the counts undertaken on a weekday, which indicate low utilisation of parking close to the foreshore and high utilisation closer to Balmain Road. It is understood that on a weekend these results may be reversed, with low utilisation of the formal car parking at the Balmain Road end of the site.

Implementation

Large portions of existing parking should not be closed until replacement facilities are made available. This is particularly the case for the existing off-street car park servicing the needs of the Ambulance HQ, which is planned to be replaced with new off-street car parks closer to Wharf Road. If new parking is not available, the parking demand could be temporarily transferred into surrounding residential streets.

OVERLAY 11 WASTE

Scope

This system encompasses all unwanted or unused materials disposed of as a result of activities on Callan Park. Some of this material is recycled and some goes to landfill.

Existing Situation

The Master Plan process has not been able to quantify the volumes and type of waste removed from Callan Park and to what extent this waste is recycled.

Objectives and Targets

The over arching objective will be to work towards a zero waste development with the use of 100% recyclable material and 100% recycling of waste products. The proposal for demolition of buildings on Callan Park presents an opportunity to manage and recycle construction waste and use this material in future projects on Callan Park.

Implementation

To achieve a zero waste target the following actions and initiatives are proposed:

- Audit existing waste consumption, waste generation and recycling practices and then develop strategies for achieving zero waste
- Store and reuse demolition material on site
- Implement composting of organic material produced on site
- Develop a system for the collection of organic waste for onsite composting from surrounding neighbourhoods
- Develop a waste export policy that stipulates which types of materials may be taken off site and acceptable treatment / recycling / waste disposal methodologies

Community consultation

Project Principles

The waste overlay proposals respond to the following Project Principles:

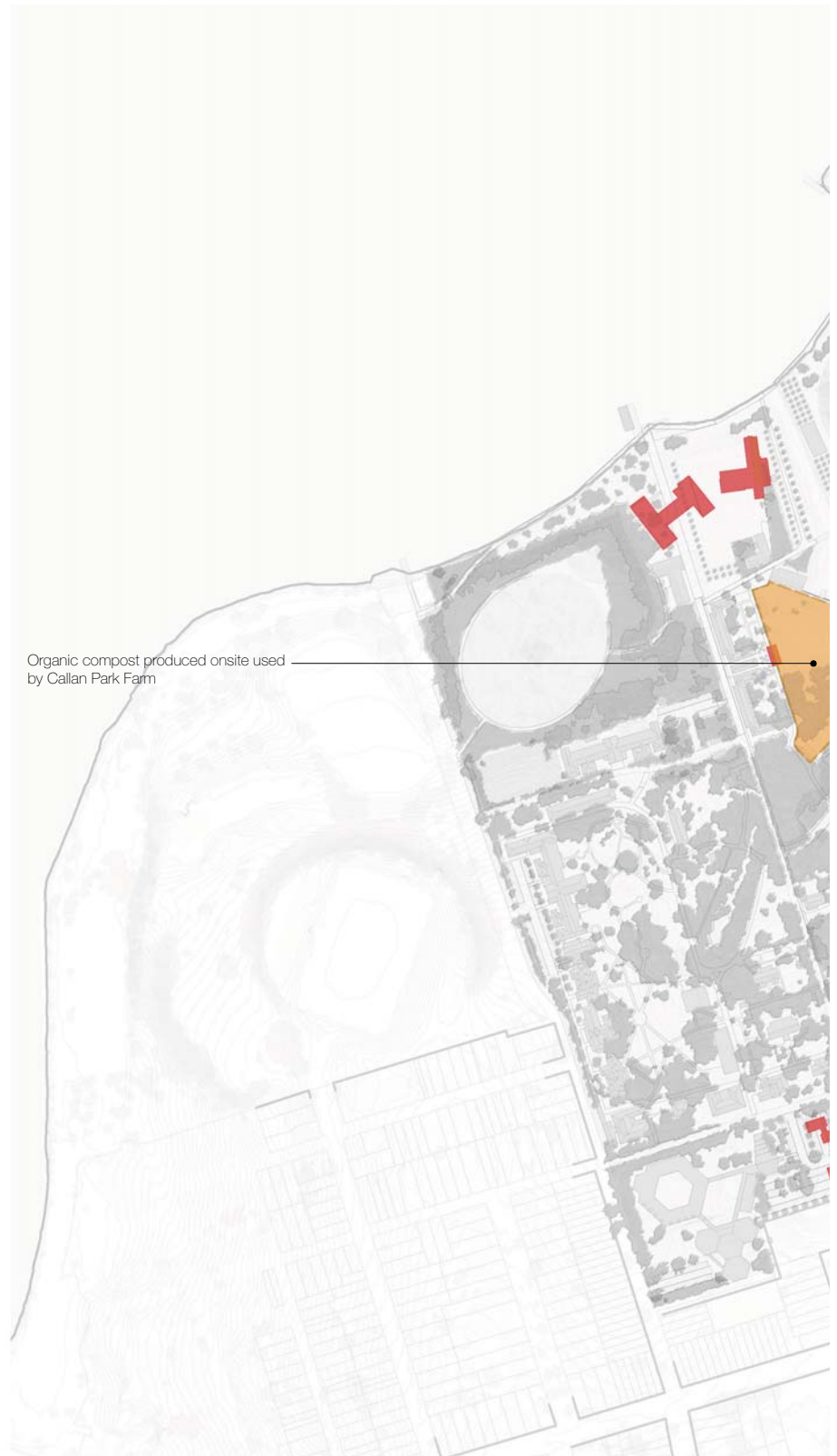
- Governance
- Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.
- Preserving and Managing Open Space
- Improve the quality of community lands through conservation, restoration and management.

Sub principles

The community feedback on the Sub Principles demonstrated strong support for recycling on site and the 2010 Master Plan provides a framework for ensuring that best practice waste management strategies are implemented.

YourPlan Consultation

The sustainability overlay presented to the community in stage four received strong backing with the option of including onsite recycling for organic waste from surrounding neighbours. This proposal gained good support and the 2010 Master Plan incorporates this idea.



Organic compost produced onsite used by Callan Park Farm

ABOVE. Figure no. 73 Transport overlay



OVERLAY 12 WATER

Scope

This system encompasses the to bodies of water in and around Callan Park, both natural and man-made, activities that require a supply of water or are based on water and the treatment of water that passes through Callan Park as part of the urban stormwater catchment area.

Objectives and Targets

The over arching target for water use on Callan Park is for the site to have zero water use and become a net water exporter to the surrounding neighbourhood. To meet this objective a range of Water Sensitive Urban Design initiatives are proposed both as stand alone initiatives and as part of the required infrastructure upgrades. Additionally the Master Plan will provide better access to the foreshore of Iron Cove for passive recreation and water based active recreational uses. The implementation of the Master Plan must also include the potential impacts of climate change and sea level rise into any foreshore restoration and renewal works. The Master Plan also sets out a series of proposals to restore the sites aquatic habitats and systems.

Implementation

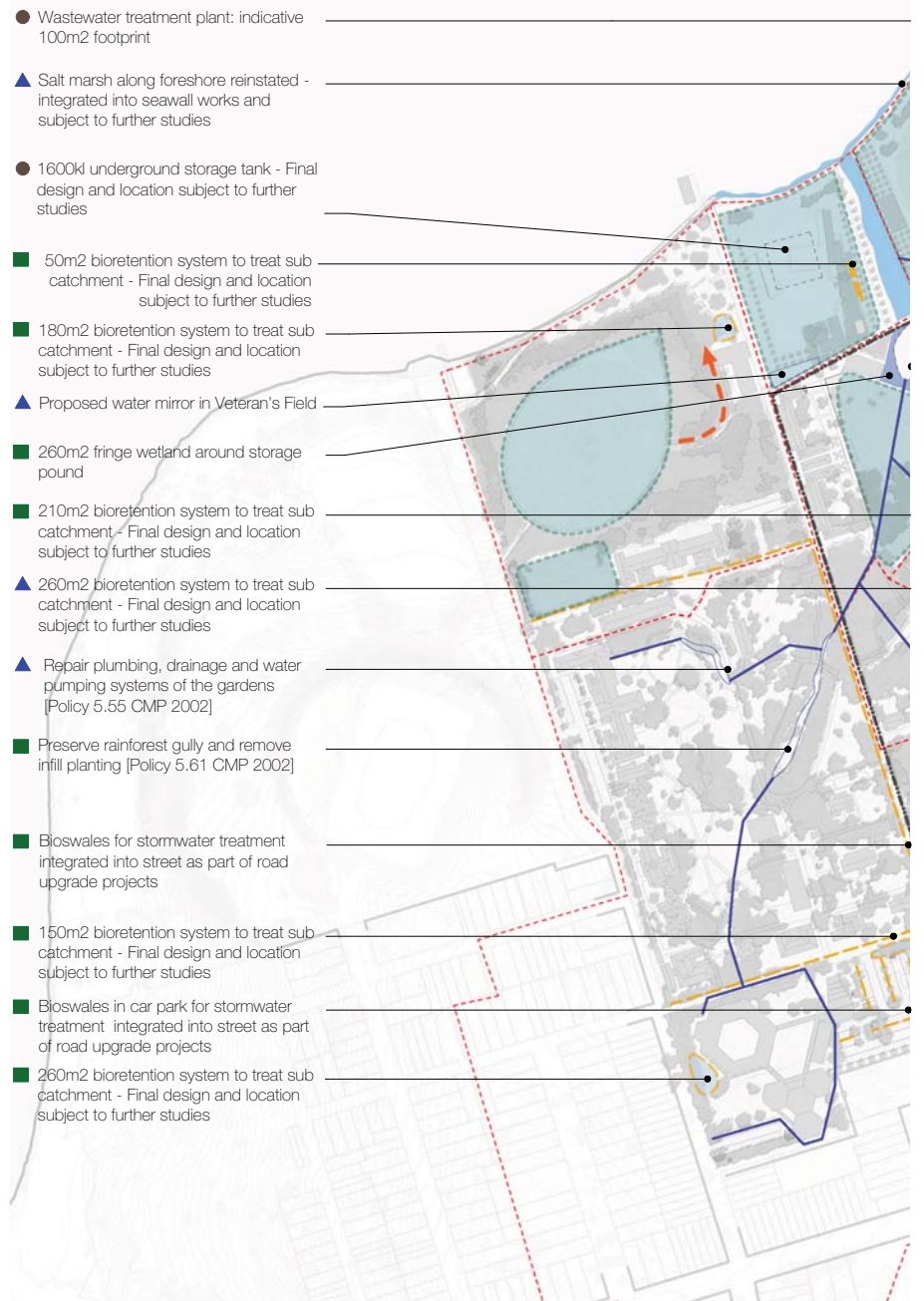
The following actions are proposed:

- Building refurbishments will meet the highest levels of current best practice water conversation measures
- Appropriate studies will be conducted to inform any work carried out at Callan Point to ensure the ecological and cultural heritage of the area is not compromised
- Incorporation of WSUD infrastructure as part of the site-wide upgrade and renewal of site services
- Treating all stormwater stored on site for reuse in bioretention systems
- Integrating WSUD design into all public domain design and infrastructure projects
- Storing treated water in underground and above ground storage tanks for reuse
- Nil irrigation of grass with mains potable water
- Recycled water to be used for all required irrigation
- The use of Black water mining technology to provide water for reuse on site
- Exporting treated storm water to the surrounding neighbourhood for non-potable use
- Employing best practice water conservation measures as part of any adaptive reuse or building restoration initiative
- Integration of water delivery infrastructure with the proposed site-wide main to include new piping for potable and non-potable water supply.

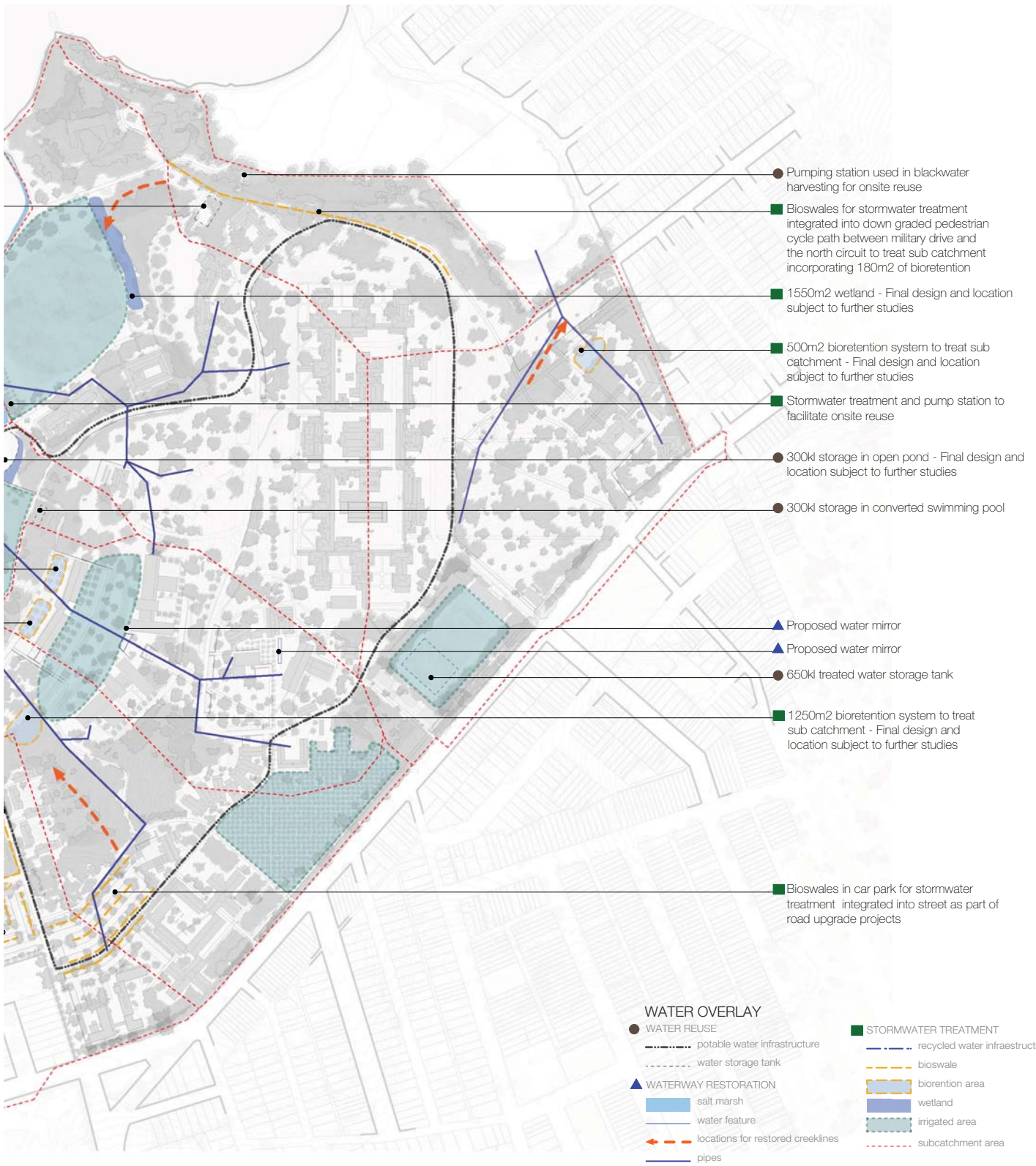
The Master Plan also promotes the importance of the foreshore and natural water courses within Callan Park. As part of the foreshore enhancement works the endangered coastal salt marsh habitat is restored and a natural creek is reinstated to replace the concrete channel to the west of the Waterfront Drive. The Master Plan also identifies a series of locations for creek and water course restoration.

Three locations have been identified for water features within the public realm, the entrance to Kalouan, the Veteran's Field and in the new public space in the cultural cluster

Four new jetties will be located on the foreshore of Iron Cove. These will provide access for water based recreational activities. The new jetties are located at the northern most point of Callan Point, on the site of the original Callan Point Wharf and at either end of the foreshore board walk on Callan Point.



ABOVE. Figure no.74 Water overlay



Integrated Water Cycle Management

Equatica

Introduction

This Integrated Water Cycle Management Strategy (IWCM Strategy) has been prepared to accompany the Callan Park Master Plan on page 166 and 167. The IWCM Strategy has been developed in conjunction with the Master Plan, both contributing to the Master Plan and responding to other elements of the Master Plan.

Key elements of the Master Plan which relate to water management include:

- Significant irrigated areas, including sports fields, gardens and productive landscapes
- Refurbishment of many buildings and replacement of others
- Upgrading the road and path network on site
- A series of stormwater treatment systems to treat urban stormwater runoff before reuse or discharge to Iron Cove
- A scheme for stormwater and wastewater harvesting and reuse, to supply non-potable water demands throughout the site
- Restoration of waterways on the site
- Opportunities for community involvement in water management activities

These are discussed further in this report. The report has been prepared to provide background information on how the IWCM Strategy was developed for Callan Park, establish a rationale for IWCM at the site, and to provide key information on how IWCM should be implemented at the site.

The Callan Park Master Plan is shown on pages 168 and 169.

Background

Callan Park is located in Leichhardt local government area, on the north-western side of the Balmain Peninsula. The park extends from Balmain Road to the foreshore of Sydney Harbour at Iron Cove. It is bounded by Glover Street in the south-west and by Manning Street and King George Park in the north-east. As Callan Park extends from a ridge line to the Harbour, the site presents an opportunity to take a catchment-wide approach to water management.

Callan Park has a total area of approximately 61 ha, which includes

a mixture of buildings and open space. Open space areas include sports fields, kick about and dog off leash areas, formal and informal gardens and some native bushland. The Master Plan also proposes significant productive landscapes, including an expanded community garden, an agricultural or horticultural area and a city farm. There is also a road and path network throughout the site.



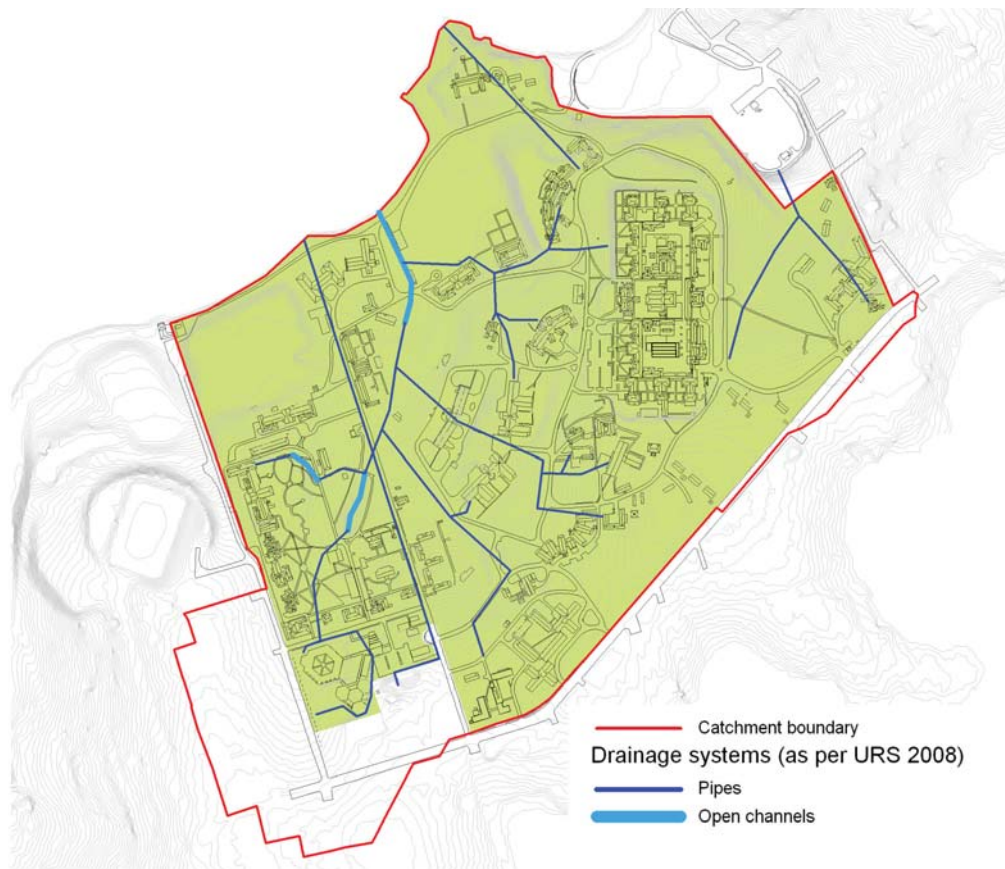
Topography and drainage

Callan Park drains in a north-westerly direction, from a ridge line along Balmain Road to Iron Cove. There are two small areas which drain into the park from external catchments; one area south-east of the park and one south-west.

Within the park, most stormwater is channelled in underground pipes. There are two significant sections of open channel along the main drainage line which are pictured in Figure no.75 above:

- One section at the upstream end, within the gardens of Broughton Hall;
- One section at the downstream end, which runs between the existing playing field and the former veteran's homes.

Both of these sections are channelled, and the riparian zone – the interface between the land and the stream – has also been significantly modified. The upstream section is constructed of sandstone blocks



— Catchment boundary
Drainage systems (as per URS 2008)
 — Pipes
 — Open channels

TOP RIGHT. Figures no. 75 Sections of open channel, including section lined with sandstone blocks in rainforest gully and Concrete channel immediately upstream of Iron Cove
BOTTOM. Figures no. 76 Drainage systems



and is set within a landscaped rainforest gully. This section has heritage significance and forms part of the Broughton Hall Gardens. The downstream section is a concrete channel. Images of each of these sections are shown in Figure no. 75 on the previous page.

Site inspections undertaken for this project revealed that several of the drainage lines in Water Plan are plotted inaccurately. For example:

- The plan shows a drainage line discharging into the Harbour approximately 100 m west of the open channel, however there is no outlet at this location. There is a stormwater outlet to the Harbour approximately 75 m east of the open channel.
- The plan also shows a drainage line discharging into the Harbour at Callan Point, however this line does not exist. There is a drainage line which discharges into the Harbour in between Callan Point and King George Park, which is not shown on the plan.

Prior to undertaking further stormwater management design work, it would be prudent to arrange for additional survey of the stormwater system to confirm the locations of underground drainage lines.

Despite some uncertainty over the smaller drainage lines, the alignment of the main drainage line, including the two sections of open channel, appears to be correct, and most of the site's stormwater drains into this system.

Geology and soils

Callan Park's geology is Hawkesbury Sandstone and there are some areas of outcropping sandstone on site, for example at Callan Point. Sandstone is a feature of the creeklines in Broughton Hall Gardens (see the next section). Shallow bedrock may increase the cost of construction of stormwater treatment systems in some parts of the site and may ultimately pose a constraint in some locations.

Key soil contamination risk areas are highlighted on the Pollution Overlay discussed previously. There are several potential constraints, including:

- Soil contamination – areas of fill: Coffey (2002) identified several areas of fill on site which may include refuse disposal. Asbestos may be present in some of the fill material;
- Soil contamination – hot spots: Coffey (2002) also identified potential contamination hot spots, including sites where fertilisers, herbicides and pesticides have been stored and used intensively and sites where other hazardous materials have been stored and used.
- Groundwater: only small areas of groundwater were present and the groundwater was impacted by low level concentrations of chemicals of concern with only one elevated level of Arsenic reported.
- Underground storage tanks: containing fuel were identified, which require decommissioning.

- Potential acid sulphate soils: the lower parts of Callan Park adjacent to the Harbour have been filled and some land reclaimed from Iron Cove. In these areas, shallow, saline groundwater may be present, as well as the risk of acid sulphate soils.

Further information on soils is available in the Background Paper on soils and contamination (prepared by Ryall, 2010).

TOP. Figure no. 77 Existing catchment and drainage system



Heritage

Callan Park has several formal gardens with heritage significance. The largest of these is Broughton Hall Gardens, which includes several creeklines. These are shown in Figure no. 78 above. The creeklines have been formed to create a series of water features, which appear as if they may once have been fed with a re-circulating water supply. One source (www.dictionaryofsydney.org) describes the system as being fed by "overflow from the hospital refrigerator". Some sections only have small catchment areas and are quite dry; however they appear to have been designed for larger flows.

The creeklines include interesting features such as pools, sand-stone benches, vegetation, bridges and walls, however some sections are weedy and some of the bridges and walls are in need of maintenance and repairs. The area has significant potential for landscape restoration.

Vegetation

Existing vegetation on the site includes:

- Formal gardens
- Sports fields
- Open grassed areas
- Remnant native bushland

As discussed, some of the formal gardens have heritage significance. The remnant native bushland is highly valued as it represents the only area of remnant bushland in Leichhardt LGA. Therefore both of these areas present constraints to the location of new water cycle infrastructure such as stormwater treatment and reuse systems.

Proposed stormwater treatment systems can complement existing landscapes by utilising similar vegetation, including locally native species. Proposed stormwater treatment systems can also help to manage the impacts of stormwater on important vegetation. Uncontrolled stormwater runoff can cause erosion and can help spread weed propagules; therefore part of the stormwater treatment strategy for the site involves a stormwater treatment system to form a buffer upstream of the remnant native bushland area.

Existing water cycle infrastructure

The layout of stormwater, wastewater and water supply infrastructure was identified in the 2008 Callan Park, Utilities and Pavement Condition/Capacity Report (prepared by URS for Sydney Harbour Foreshore Authority).

There is an extensive network of stormwater pits and pipes on site, however the majority of pits are completely blocked (URS 2008). An example is shown in Figure no. 79. In many parts of the site, where water cannot enter the piped system, stormwater regularly flows overland, which contributes to the degradation of grassed areas and bitumen surfaces.

The wastewater drainage network also extends throughout the site, servicing all of the buildings. There is a wastewater pumping station on the north-eastern side of the site, and most wastewater from the park drains to this point. This pumping station serves an area beyond the park itself.

Mains water supply also extends to each of the buildings.

All of this existing infrastructure will need to be taken into account in any proposal to redesign the site's water management infrastructure.



TOP. Figure 78 Creek lines in Broughton Hall Gardens
 LOWER RIGHT. Figure no. 79 Blocked pit at Callan Park.

Callan Park Water Cycle

The following sections examine the site's future water demands, wastewater and stormwater flows.

Water demands

The Master Plan developed for Callan Park will require water for a range of different uses, including:

- Irrigated playing fields
- Formal gardens
- Community and other productive gardens
- Within buildings (toilets, showers, laundries, kitchens, workshops, etc)

Water demands have been estimated for future land uses at Callan Park and are summarised in Table no. 57 below.

Facilities	Potable water demands (ML/year)	Non-potable water demands (ML/year)
Buildings:		
Accommodation	6.7	10.0
Workplaces (offices, teaching, etc)	9.5	37.9
Public (galleries etc)	2.0	8.2
Irrigated areas:		
Glover sports field (12, 270 m2)		8.1
Expanded community garden (2,800 m2)		3.6
Urban agriculture (7220 m2)		9.4
Memorial Park (9660 m2)		2.8
Existing sports fields (8280 m2)		5.4
Balmain Road sports field (4140 m2)		2.7
Agricultural or horticultural area (17,000 m2)		22.0
Other irrigated areas (est. 90,000 m2)		22.9
Total water demands	18.2	133.0

The water demands for buildings were based on the following assumptions:

- 150 L/person/day in accommodation (this is based on a 40% reduction from a baseline of 256 L/person/day used in BASIX)
- 1 kL/m2/year in workplaces (offices, teaching facilities, etc). This is based on the NABERS 3 star benchmark for Sydney (DEH 2006) and compares to a 1 star benchmark of 1.7 kL/m2/year.
- 2 kL/m2/year in public buildings (galleries, etc). This is based on the best practice benchmark in the NABERS "Water Efficiency Guide" (DEH 2006) and compares to a baseline benchmark of 3.3 kL/m2/year.

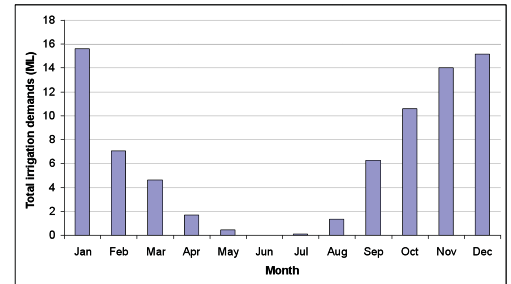
The demand values for workplaces and public buildings are based on net lettable area. These water demands represent typical benchmarks for new development that includes standard water efficiency measures such as dual flush toilets and low-flow shower heads. The residential development would need to comply with BASIX, and this has been factored into the future water demand estimate.

Table no. 58 shows that water efficiency measures are expected to reduce building water demands from a total of 126 ML/year to 74 ML/year across the site. This represents savings of approximately 40%.

Non-potable water demands in buildings include water demands for toilet flushing, laundry and hot water. All of these can potentially be supplied with rainwater and/or a high quality source of recycled water, which can bring about additional water savings. This is discussed in further detail later.

Irrigation demands were estimated using Sydney Water's "Water Right" tool. It was assumed that sports fields would be maintained to meet reasonably high standards, and would be subject to a high

level of use. Irrigation demands would be seasonally distributed and the estimated pattern of annual irrigation demands is summarised in Figure no. 80. This shows that the irrigation demands are highest in summer, with December and January's demands each representing approximately 20% of the total annual demands.



Wastewater

Callan Park itself will not generate large volumes of wastewater (wastewater volumes are expected to be approx. 70-90% of the building water demands, i.e. 52-67 ML/year). However there is a sewer pumping station immediately adjacent to Callan Park (on the edge of King George Park), and this services a larger area. The pumping station is pictured in Figure no. 81.

The Institute for Sustainable Futures (ISF) (2010) estimated that the wastewater flow in this pumping station totals 1,300 kL/day, while the overnight baseflow would be equivalent to 660 kL/day. Sydney Water will require some of this flow to remain to enable conveyance of solids, however ISF estimated a daily minimum flow of 400 kL/day would be available for sewer mining.

- 400 kL/day is equivalent to 146 ML/year.



Stormwater

Stormwater flows through the site have been estimated at 387 ML/year, including 306 ML/year generated within the Park, and 81 ML/year generated in external catchments which flow through the Park. Stormwater subcatchments are shown in Figure no. 82 on the next page.

Stormwater flows were estimated using the Model for Urban Stormwater Improvement Conceptualisation (MUSIC), using 55 years of daily rainfall data from Ashfield Bowling Club, approximately 3km from the site and which was the nearest daily rainfall station to the site with more than 20 years of data.

The same model was used for sizing stormwater treatment systems, however 30 years of 6-minute rainfall data (from Observatory Hill) was used for this purpose as this was the closest pluviograph to the site.

Overall water balance

A water balance for Callan Park is shown in figure no. 83 on the next page. This includes estimated future water demands (green), as well as rainfall (blue), infiltration and evapotranspiration (pale blue), runoff (yellow) and wastewater (brown) flows.

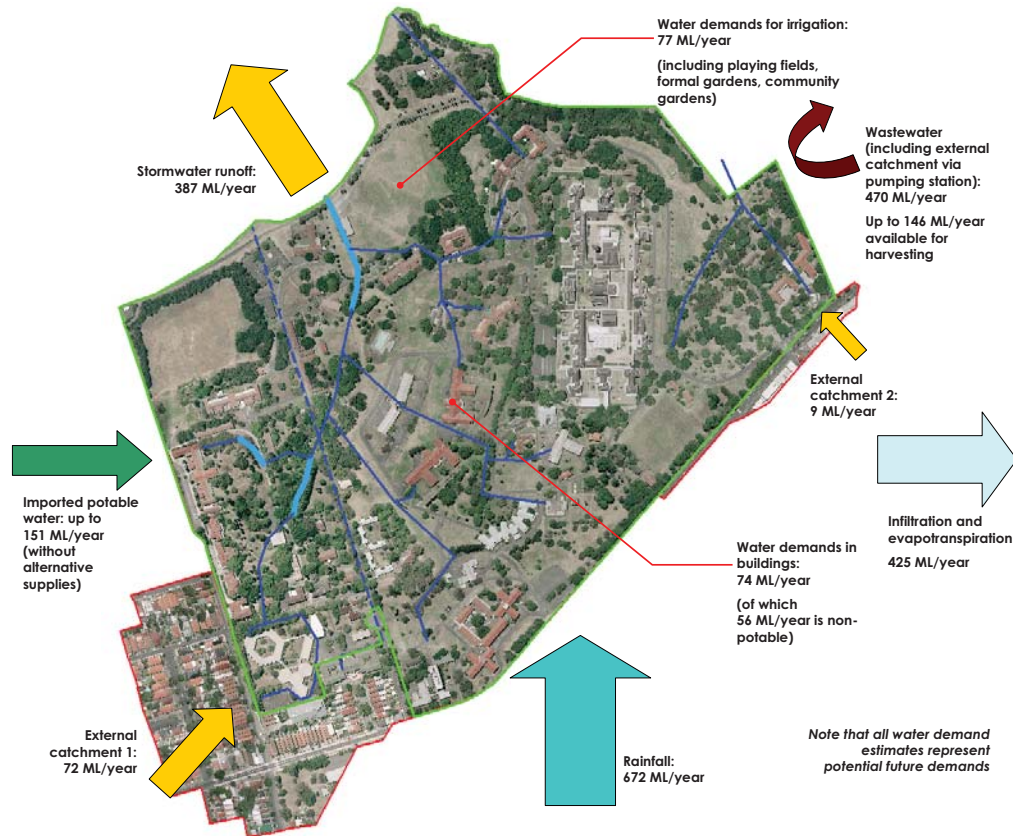
Scenario	Baseline		Best practice	
Accommodation	256 L/p/day	29 ML/yr	150 L/p/day	17 ML/yr
Workplaces	1.7 kL/m2/yr	81 ML/yr	1.0 kL/m2/yr	47 ML/yr
Public buildings	3.3 kL/m2/yr	17 ML/yr	2.0 kL/m2/yr	10 ML/yr
Total		126 ML/yr		74 ML/yr

LEFT. Table no. 57 Estimated future water demands at Callan Park.

BOTTOM. Table no. 58 Summary of water demands in buildings – baseline and best practice.

TOP RIGHT: Figure 80: Estimated monthly distribution of irrigation demands.

MIDDLE RIGHT. Figure no. 81: Wastewater pumping station located on the edge of King George Park, adjacent to Callan Park.



TOP. Figure no. 82 Callan Park subcatchments.
BOTTOM. Figure no. 83 Callan Park water balance.

Target category	Best Practice	Stretch
Water conservation, recycling and reuse	Within buildings, mains water demands should be reduced by 60% below baseline, where baseline water demands are those demands for similar existing facilities with no water conservation measures. Within open space, 80% of water demands should be met using a sustainable supply, e.g. stormwater harvesting or wastewater recycling.	"zero water" – Callan Park should completely offset its demand on mains water supplies, by becoming a net exporter of water for reuse
Stormwater treatment	Treat stormwater to meet the following water quality objectives: 85% retention of the mean annual load of total suspended solids 65% retention of the mean annual load of total phosphorus 45% retention of the mean annual load of total nitrogen	Treat stormwater to restore pre-development pollutant loads into Iron Cove from the Callan Park catchment.
Waterway restoration	Restoration of waterways (where site constraints allow) to re-establish a strong connection between catchments and receiving waters: Reinstatement of riparian vegetation Use of swales rather than pits and pipes to convey flows into the main drainage lines	Restoration of waterways to natural conditions: Removal of piped/channelised sections and replacement with a natural waterway Matching the natural stream flow regime (in terms of the frequency, quantity and rate of flows) as closely as possible

Callan Park Water Balance

The water balance highlights the fact that stormwater and wastewater volumes are significant in comparison to water demands. This emphasises the potential for stormwater harvesting and reuse or sewer mining to meet non-potable water demands on the site.

IWCM Objectives

Urban re-development can potentially bring about significant negative impacts on the natural water cycle, including:

- The import of significant quantities of potable (drinking) water to meet demands within buildings and irrigated landscapes
 - The export of significant quantities of wastewater
 - The export of pollutants in stormwater runoff, including sediment, nutrients, heavy metals, hydrocarbons and other organic compounds
 - Increased runoff and a faster runoff rate from paved surfaces directly connected to a structured drainage system
 - Degradation of natural drainage lines
- Sustainable water management involves the preservation, as far as possible, of the features of an area's natural water cycle. Sustainable water management in the urban environment involves:
- Reducing demand for potable (drinking quality) water
 - Minimising wastewater generation
 - Treating wastewater to a standard suitable for beneficial reuse (i.e. water recycling)
 - Treating urban stormwater to meet water quality objectives for reuse and/or discharge to receiving waters - stormwater from Callan Park should not have a negative impact on Iron Cove and Sydney Harbour
 - Matching the natural stream flow regime (in terms of the frequency, quantity and rate of flows) as closely as possible
 - Protecting and enhancing natural waterways and receiving waters
 - Integrating water management elements into the landscape and urban design to maximise the visual and recreational amenity of urban development
- The sustainable water management strategy for Callan Park is

based on "best practice" and "stretch" targets for water management. The recommended targets are summarised in Table 59.

All of the targets in the "Best Practice" column represent current best practice in urban water management, and reflect both an aspiration to minimise impact on the natural water cycle, as well as pragmatic considerations about what is achievable in an urban environment.

The best practice water conservation target for buildings compares to a 40% reduction required for new residential dwellings in NSW (this is a requirement of the NSW Government's Building Sustainability Index (BASIX) scheme). In practice, a 40% reduction is relatively easy to achieve using water efficient fittings and appliances (appliances can be included in the BASIX score for multi-unit dwellings). A 60% reduction is readily achievable with the addition of a rainwater tank plumbed to internal demands including toilets and laundry. Plumbing the rainwater tank to hot water provides additional water savings.

The best practice stormwater treatment objectives aim to remove a large proportion of the pollutant load from urban stormwater. In capturing suspended solids and nutrients (nitrogen and phosphorus), other pollutants including heavy metals, hydrocarbons, organic pollutants and pathogens will also be removed. Currently these objectives apply in Sydney's growth centres and in a wide range of local government areas, but are yet to be extended to all new development in Sydney.

Callan Park has the potential to showcase sustainable water management principles and practices to the community, supporting broader adoption of sustainable water management beyond Callan Park itself, throughout the local area. For this reason, "Stretch" targets have also been proposed, which represent world-leading practice in sustainable urban water management. One of the project principles for Callan Park is to "ensure Callan Park is a world-leading model for social, environmental and economic sustainability". The stretch targets are consistent with this goal.

IWCM Constraints and Opportunities

Constraints

The sustainable water management strategy for Callan Park will need to respond to the rainfall and climate of the local area, the site's natural topography, the existing development and infrastructure on site

Principles of sustainable water management	Opportunities to Implement sustainable water management at Callan Park
Reduce potable water demand	Where appropriate, choose locally indigenous and water efficient species for landscape planting and retrofit buildings with water-efficient fittings. Seek alternative sources of water supply, including rainwater tanks, stormwater harvesting and/or wastewater treatment and reuse
Minimise wastewater generation and treat wastewater to a standard suitable for effluent reuse	Reduce indoor water demands to reduce the quantity of wastewater generated. Investigate opportunities to recycle wastewater from the existing pumping station
Treating urban stormwater to meet water quality objectives for reuse and/or discharge to receiving waters	Utilise stormwater treatment systems such as swales, bioretention systems and wetlands to treat stormwater before it drains into the Harbour. Investigate opportunities to store treated stormwater for reuse
Match the natural runoff regime as closely as possible	Reduce stormwater runoff through infiltration, evaporation, storage and reuse. Reinvent the drainage system to replace pits and pipes with swales and natural channels to slow flows and promote infiltration
Protect and enhance natural waterways and receiving waters	Explore opportunities to restore the drainage lines which have been channelised and converted to underground pits and pipes.
Integrate water management elements into the landscape and urban design so as to maximise the visual and recreational amenity of urban development	There are significant landscaped areas on site and a wide range of opportunities to integrate natural systems for stormwater treatment and conveyance. Explore opportunities to utilise existing infrastructure (for example, existing water storage facilities) to minimise requirements for new structures.

TOP. Table no. 59 Callan Park IWCM targets

BOTTOM. Table no. 60 Principles of sustainable water management and associated opportunities.

Strengths of Callan Park	Role of sustainable water management
Variety of landscaped areas, including formal landscaped gardens and open parkland	Where possible, landscaped areas should comprise locally indigenous species suited to local climatic conditions, or drought-tolerant species with relatively low water demands. However Callan Park's formal gardens have heritage significance and hardy native planting aren't suitable for all areas of the site. Irrigated landscapes and water features should be supplied with a sustainable source of water, sourced locally and treated to a standard appropriate for irrigation.
Assets for passive and active recreation	Sports fields, which rely on irrigation to maintain a quality playing surface, should also be irrigated from a sustainable source of water. This will reduce reliance on mains water and help ensure that water is available in times when restrictions apply.
Remnant native bushland	Sustainable stormwater management at Callan Park should protect remnant bushland from the impacts of uncontrolled stormwater discharge, including erosion, deposition of sediments, nutrient enrichment and transport of weed propagules. This can help protect the quality and biodiversity of the bushland area.
Connection to Sydney Harbour	Sustainable water management includes management of stormwater and wastewater quality and quantity, to minimise discharge of pollutants into Iron Cove and Sydney Harbour and to support ecosystems such as seagrass beds in Iron Cove. Callan Park presents an opportunity to take a catchment-wide approach to water management, as the park extends from a ridge line to the Harbour.
Community facilities	Water demands in buildings should be reduced, and sustainable supplies should be sought to meet non-potable demands. Buildings also present opportunities to harvest rainwater from roofs or collect and recycle wastewater.
Place for community events and recreation	Callan Park can showcase sustainable water management principles and practices to the community, supporting broader adoption of sustainable water management beyond the park itself, throughout the local area. There are also opportunities at Callan Park to involve the community more actively in participatory sustainable water management activities.

and the key features of the site which are to be preserved, enhanced and developed as part of the Master Plan.

Key constraints were summarised, including those relating to topography and drainage, geology and soils, heritage, vegetation and existing water cycle infrastructure.

Opportunities

Sustainable water management has the capacity to support Callan Park's key strengths, minimise risks associated with poor water management practices, and reverse past negative impacts on the natural water cycle.

Poor water management practices present risks including:

- Pollution of the harbour from stormwater runoff and/or sewer overflows
- Impacts on native bushland via uncontrolled stormwater runoff
- Further loss of habitat and biodiversity in drainage lines, riparian areas and the Harbour
- A shortage of water for irrigation of sports fields, landscaped areas and other purposes (for example if restrictions are in place and irrigation is reliant on mains water)
- Flooding and drainage issues

The sustainable water management strategy for Callan Park will address these risks, as well as providing opportunities to enhance Callan Park's key strengths.

Opportunities for sustainable water management are summarised in the following tables, which respond to different types of water management drivers:

- Table no. 61 lists the key principles of sustainable water management, and opportunities which arise from these and identifies some key strengths of Callan Park, which will be enhanced by the Master Plan and which give rise to other water management opportunities.

IWCM Strategy

Sustainable water management at Callan Park will take an holistic approach to the site's water cycle, and will focus on:

- Reducing water demands within buildings, facilities and landscaped areas
- Providing sustainable sources of water to supply demands that don't require drinking quality water
- Protecting Iron Cove from water-borne pollution
- Restoring natural waterways, with respect for heritage features (i.e. seek opportunities to restore natural channels and riparian zones where appropriate; however maintain heritage features such as the sandstone block-lined channel and rainforest gully)
- Protecting remnant native bushland on the site
- Promoting sustainable water management and serving as an

example of best practice

The IWCM Strategy for the Park has been developed in conjunction with the Master Plan, both contributing to the Master Plan and responding to other elements of the Master Plan. Key elements of the IWCM Strategy are outlined in the following sections.

Water conservation

Water demands can be minimised through the implementation of water-efficient landscaping, best practice irrigation techniques, and installation of water-efficient fittings and appliances within buildings. These options are widely available.

A key challenge will be encouraging individual building tenants to take up water-efficient options. This could be assisted via:

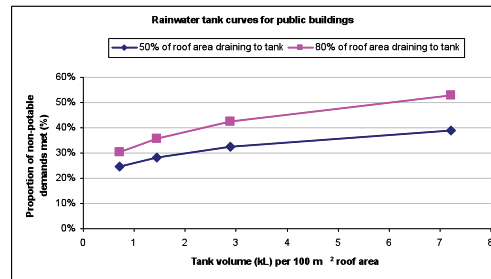
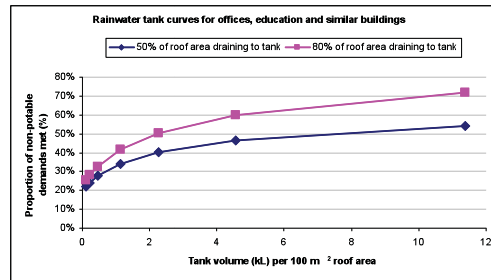
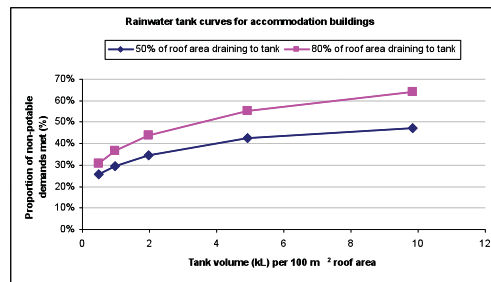
- Setting minimum standards for Callan Park tenants
- Setting a site-wide water conservation target and providing building tenants and other users of the Park with feedback on progress towards the target
- Offering financial incentives, such as a discount on water-efficient fittings/appliances
- Providing "green loans" to facilitate water (and energy) efficient retrofits
- Setting up demonstration sites at key buildings within the Park
- Providing relevant information to tenants
- Providing design advice, such as rainwater tank sizing

In landscaped areas, water demands can be minimised by planting water-efficient species, establishing landscaped areas well and using efficient irrigation practices. This should involve:

- Wherever possible, selecting hardy, water-efficient plants and "warm season" turf grasses
- Establishing irrigated landscapes on a good quality soil, with suitable moisture-holding capacity
- Use of mulch to retain soil moisture in garden beds
- Utilising high quality irrigation equipment and a good irrigation design, which applies water efficiently to the area required (for example, utilising drip irrigation where practical to minimise evaporation losses)
- Installation of a high quality irrigation control system, which allows operators to irrigate only when required (for example, using a rainfall sensor to estimate the shortfall in water demands after rainfall is taken into account, or using soil moisture probes to determine when soil moisture is depleted)
- Irrigating at night and in calm conditions when evaporation is low
- Maintaining irrigated areas to keep irrigation equipment working well and manage compaction (e.g. by aeration of the soil)

These principles should be incorporated into landscape and irrigation design and future maintenance contracts for irrigated areas at Callan Park.

TOP Table no. 61 Strengths of Callan Park and associated opportunities



Potable water substitution

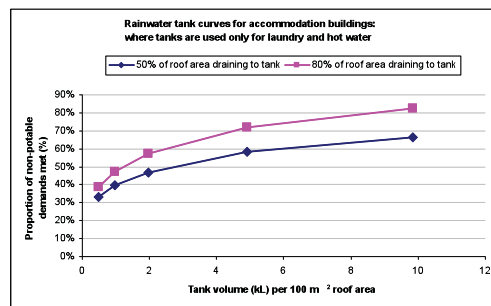
There is a clear opportunity to supply a large proportion of Callan Park's water demands from alternative sources. Rainwater tanks can provide one alternative source of supply. Potential additional sources of supply are stormwater harvesting and/or sewer mining. These options are discussed in the following sections. A later section summarises the potential to adopt a "zero water" target at the site and a physical plan for a sustainable water supply strategy at the site.

Rainwater tanks

As there are a large number of buildings distributed across Callan Park, rainwater tanks will be a cost-effective option for providing non-potable water to buildings. Rainwater tanks can be adopted relatively quickly, as they are small-scale distributed structures and do not require major new infrastructure (such as reuse pipelines, centralised treatment systems) to be delivered up front before they can be adopted. In buildings which are to be substantially refurbished or newly constructed, rainwater tanks should form part of the design. Rainwater tanks can also be retrofit to existing buildings.

Rainwater can be used to meet toilet flushing, laundry and hot water demands in most cases without any treatment. In some cases (e.g. where the roof is affected by substantial leaf litter loads) filtration may be worthwhile. Hot water systems are effective at providing disinfection via the heating process.

Location and design of rainwater tanks will need to consider heritage values of the buildings, however it is expected that most buildings will be able to accommodate one or more tanks in suitable locations.



TOP LEFT. Figure no. 84 Rainwater tank sizing curves for Callan Park, where rainwater tanks are used for all non-potable demands.

BOTTOM LEFT. Figure no. 85 Rainwater tank sizing curves for accommodation buildings, where rainwater tanks are only used for laundry and hot water demands.

RIGHT. Table no. 62 Stormwater harvesting scenarios

Rainwater harvesting was a key feature of Callan Park's history, as water supplies for the original hospital were all sourced on site and stored in a large underground tank at the Kirkbride building. Therefore rainwater harvesting is consistent with the site's heritage values.

In order to understand the potential for rainwater harvesting at Callan Park, a water balance model was set up to model various scenarios for rainwater tanks on buildings. The three types of buildings identified in Figure no. 84 (accommodation, workplaces and public buildings) were modelled. Various tank sizes were considered, and two different scenarios were considered where either 50% or 80% of the roof would be connected to the tank.

Results are shown in Figure no. 85. These show that rainwater harvesting (utilising rainwater tanks at each building) has the potential to meet approximately 30-60% of non-potable water demands in buildings at Callan Park. Assuming that 45% of these demands are met overall, this is equivalent to approximately 25 ML/year or 19% of the site's non-potable water demands.

A second option was considered whereby rainwater tanks would only be used to meet hot water and laundry demands. These are the demands where higher quality water is required (compared to toilet flushing or cooling towers) and therefore treated stormwater or recycled wastewater may not be suitable for these end uses. This option was applied only to the accommodation buildings, because workplaces and public buildings are not expected to have significant hot water or laundry demands. Again, two scenarios were considered whereby either 50% or 80% of the roof would be connected to the tank.

This shows that these rainwater tanks can meet a reasonable proportion of hot water and laundry demands, providing a large tank is provided and a large proportion of the roof area is connected into the tank. Many of the accommodation buildings at Callan Park will be new buildings, and therefore this should be feasible, providing rainwater harvesting is considered up front as a key part of the building's design.

Laundry and hot water demands in the accommodation buildings represent approximately 18 kL/day or 6.7 ML/year. If rainwater tanks are used for laundry and hot water demands and they are sized to meet 70% of these demands, then they can provide approximately 4.7 ML/year.

Stormwater harvesting

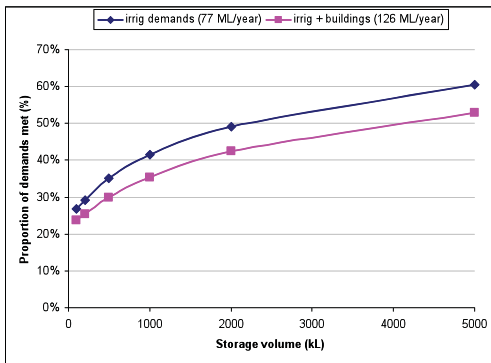
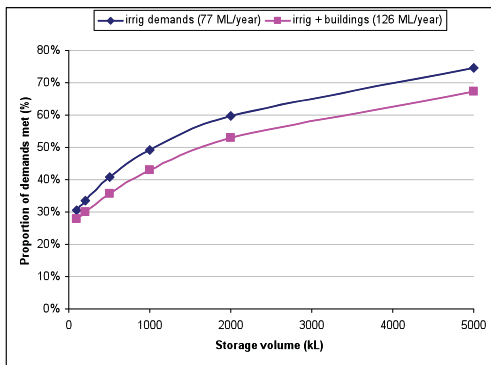
Both stormwater and wastewater supplies on the site are limited. Stormwater flows are also highly variable and stormwater harvesting relies on storage to balance supplies and demands. To assess the potential for stormwater to meet non-potable demands, and size appropriate storage systems, a daily water balance model has been set up. This model has initially been run for two stormwater harvesting scenarios, which are summarised in Table 62.

Scenario	Catchment	Water Demands	Storage
1	Whole site + external catchment	Each scenario was tested for two demand scenarios:	Each scenario was tested for a range of storage volumes, assuming that up to 300 ML would be provided in an open pond (and accounting for the associated evaporation losses)
2	Area draining to main channel, upstream of tidal section	(a) irrigation demands (77 ML/year) (b) irrigation (77 ML/year) plus non-potable demands in buildings, excluding laundry and hot water (49 ML/year)	

Scenario 1 represents the maximum potential for stormwater to supply irrigation demands. Scenario 2 is more realistic, as it will not be possible to drain every part of the site to a stormwater harvesting system. Option (b) would involve a reticulated supply to Callan Park's buildings, to supply toilet flushing and any cooling tower demands. Laundry and hot water demands have been excluded from this scenario because they require higher quality water and treated stormwater may not be suitable. In Section 6.2.1 it was shown that rainwater tanks could meet a good proportion of laundry and hot water demands.

Results for both stormwater scenarios are shown in Figure no. 86. These results show that for stormwater harvesting to supply a reasonable proportion of demands at Callan Park, a significant storage volume is required, with approximately 2,000 ML being optimal. Below this volume, the scheme's effectiveness drops quickly, while above this volume, larger storages provide diminishing returns in terms of the reliability of supply.

Based on the results for Scenario 2 (where water is only harvested



from the main channel), and based on a storage volume of 2,000 ML, stormwater harvesting would be able to supply approximately:

- 49% of irrigation demands (i.e. 38 ML/year); or
- 42% of irrigation + building non-potable demands (i.e. 54 ML/year);

Both options fall short of water conservation targets for the site, however the latter option represents the best outcome in terms of water savings. 54 ML/year represents approximately 41% of the site's total non-potable water demands.

A site investigation on 21 September 2010, after six days without rainfall, found a persistent baseflow in the concrete stormwater channel at the upstream end of the channel. This flow was estimated at 0.3 L/s, which is equivalent to approximately 25 kL/day or 9 ML/year. Persistent baseflows are a common feature of large stormwater catchments, and can arise from groundwater seepage, potable water or wastewater leaks or cross-connections. In Callan Park there was evidence of groundwater seepage in the channel – the reddish-orange deposits (evidence of iron compounds leached from the soil and groundwater) visible in Figure no. 87 are typical of groundwater flows in Sydney. This is also consistent with a catchment which has a large pervious fraction (therefore significant infiltration) and old stormwater infrastructure (therefore a likelihood of seepage into stormwater pipes).

Further investigation would be required to confirm whether this baseflow is persistent and to confirm the estimated flow rate, however based on the current estimate, it can potentially supply approximately 9 ML/year or 7% of the site's total non-potable water demands.

Wastewater recycling

There is potential to implement a sewer mining scheme at Callan Park. The potential daily flow available for sewer mining has been estimated at 400 kL/day, which is equivalent to 146 ML/year.

Despite the fact that the total annual supply from sewer mining exceeds the estimated total annual non-potable water demand for Callan Park (133 ML/year), it would not be possible to meet all the non-potable demands with recycled wastewater. There would be a significant shortfall in summer, when irrigation demands are at their highest. Recycled wastewater is also not likely to be suitable for supplying laundry and hot water demands.

Average irrigation demands in January (the month with the highest demands) have been estimated at approximately 15.6 ML or 500 kL/day. Demands in December are also 15.2 ML or 490 kL/day. In addition to irrigation demands, non-potable demands in buildings (other than laundry and hot water demands) average 135 kL/day year-round. Therefore the total daily demand for non-potable water would be approx. 635 kL/day in January and 625 kL/day in December.

If wastewater were used alone to meet the site's irrigation and selected non-potable demands (excluding laundry and hot water demands), then a constant supply of 400 kL/day could meet all of

these demands in February to September. However there would be a shortfall in October to January as follows:

- October: 2.4 ML
- November: 6.1 ML
- December: 7.0 ML
- January: 7.4 ML

Therefore the total shortfall would be approximately 23 ML/year. The total demand supplied would be approximately 103 ML/year. Recycled wastewater could therefore meet approximately 82% of the irrigation and selected non-potable demands, which is equivalent to 77% of the site's total non-potable demands.



Potential to meet a "zero water" target

Given the limited supply of wastewater and stormwater, it will be necessary to implement both in order to meet more than 80% of Callan Park's non-potable water demands, and there is still likely to be some shortfall on peak summer days during dry periods.

It is expected that with a carefully designed and well-managed system, a combination of rainwater tanks, stormwater harvesting and wastewater recycling will be able to come close to meeting 100% of the site's non-potable demands (which are 133 ML/year). However it is not likely to be worthwhile to design a system to meet 100% of the non-potable demands, as this would entail a high degree of redundancy and would require very large storage volumes to provide security of supply.

To provide an initial indication of the effectiveness of a combined wastewater recycling and stormwater harvesting scheme, a final stormwater harvesting scenario was modelled, where stormwater was used only to meet the shortfall identified in Section 6.2.3 after a 400 kL/day wastewater recycling scheme is implemented. Results for this scenario are shown in Figure no. 88.

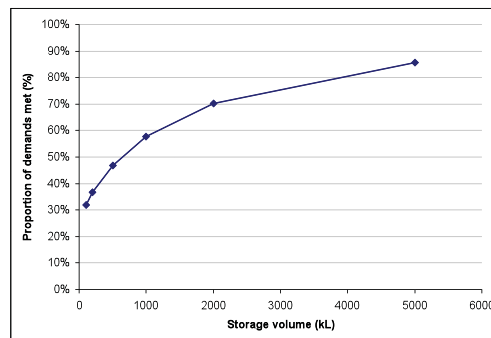


Figure no. 88 shows that a storage volume of 2,000 kL can supply approximately 70% of the shortfall, which is equivalent to 16 ML/year. This represents 12% of the site's total non-potable demands.

Table no. 63 ON THE NEXT PAGE summarises the potable water conservation and substitution strategy which has been developed in the previous sections, quantifying the volumes which can be supplied from various sources.

Note that the scenarios above exclude baseflow, which has been estimated at 9 ML/year, however the long-term reliability of this supply is uncertain.

TOP LEFT. Figure 86: Potential for stormwater harvesting to supply Callan Park's water demands: (a) where runoff from the whole site is captured in the harvesting scheme (top) and (b) where runoff is only captured from the main stormwater channel, upstream of the tidal section (bottom)
TOP RIGHT. Figure 87: Baseflows at the upstream end of the open concrete channel in Callan Park

A zero water target would mean looking for opportunities to "offset" any shortfall in meeting the non-potable demands, as well as offsetting the whole amount of the Park's potable water demands. This would be achieved by supplying water off site (e.g. to nearby facilities), as it is unlikely to be feasible/cost effective to supply water for potable purposes on site. Nearby opportunities are limited, but may include irrigation of King George Park or Leichhardt Park. These could be linked with a pipeline along the foreshore. Note that Leichhardt Park already has a stormwater harvesting scheme in place to meet water demands at the Leichhardt Oval, however other areas of the park (which includes some other sports fields) may be able to use additional recycled water.

Further from Callan Park, other sites with significant non-potable water demands may potentially include Bridgewater Park, Sydney Secondary College, Rozelle Public School, Orange Grove Public School, Easton Park or Blackmore Park. Providing recycled water to these sites would be more difficult/costly, as there would be a need to cross roadways and other infrastructure. However all of these sites are within 1 km of Callan Park.

Callan Park's potable water demands have been estimated at 18.2 ML/year. This is equivalent to the irrigation demands of approximately three sports ovals, each 1.0 ha in area (similar to King George Park). The total shortfall in Table 66 after rainwater tanks, stormwater harvesting and wastewater recycling are implemented has been estimated at 27 ML/year. This is equivalent to the irrigation demands of approximately four and a half 1.0 ha sports ovals. As supply reliability is likely to be less than 100%, a larger area would actually have to be connected to the system.

Physical plan for sustainable water supply

Based on the assessment above, a plan has been developed to illustrate the key physical infrastructure required to implement a sustainable water supply strategy at Callan Park. This is shown in the Water Overlay and includes:

- Recycled water reticulation – the proposed strategy includes a ring main following the alignment of the "infrastructure loop". This would be connected to each of the sources of supply and would carry treated water suitable for non-potable reuse (excluding laundry and hot water). The reticulation network would also include connections to each building and irrigated area; note that these smaller water supply lines are not shown in the Water Overlay diagram.
- Treated water storage – a storage tank would provide a buffer to balance peak demands with available supplies. At this stage a buffer tank of 650 kL has been suggested, which is just over the average daily non-potable water demands estimated for the peak month (i.e. during January). A location has been nominated under the new sports field on Balmain Road. This would be connected into the ring main so that it could either be filled from the main or

could provide supply into the main.

- Stormwater harvesting – stormwater (including any available base flows) would be harvested from the main channel. Stormwater storages have been proposed as follows:
 - A storage pond is proposed downstream of the city farm. It has been estimated that approximately 300 kL active storage volume can be accommodated in this location.
 - A second stormwater storage has been proposed by converting the existing swimming pool, adjacent to the city farm, into a stormwater storage. The estimated volume available here is also approximately 300 kL.
 - As the optimal storage volume is approximately 2,000 kL, a further 1,600 kL storage tank is proposed under the new Memorial Park. This location has been selected because it is also close to the stormwater channel and the Master Plan includes substantial modification of this area, including filling above the existing ground levels.

These storages should be linked together so that they operate effectively as one storage system. Stormwater would be extracted from these storage systems, treated online and fed into the recycled water ring main. To allow the system to meet peak daily demands when water is available, the stormwater treatment system would need to be designed for a flowrate of at least 250 kL/day, which is equivalent to approximately 3 L/s.

- Wastewater recycling – wastewater would be extracted from the sewer at the pumping station on the edge of King George Park, and treated in a 400 kL/day wastewater treatment plant. An indicative footprint for this plant is 100 m². A preferred location has been identified amongst the trees to the north of the buildings where Wards 12, 13 and 14 are located. Treated water would be fed into the recycled water ring main.

- Rainwater tanks (not shown) – the strategy should include rainwater tanks on the accommodation buildings. These can initially supply all non-potable demands in the building, then when the reticulated recycled water becomes available, the rainwater tanks should be modified to supply only those end uses where a higher quality is required (e.g. hot water and laundry) while recycled water is used for toilet flushing. If the non-potable water reticulation network cannot be implemented for more than 5-10 years, rainwater tanks may also be worthwhile as an interim measure for other buildings as well.

During concept design, the strategy for stormwater harvesting and wastewater recycling should be reviewed to optimise the system as a whole. More detailed water balance modelling is required for this task. It is likely that some of the storage volumes could be reduced by designing and operating the system to operate as a smart network where storages are interlinked.

Scenarios and options		Water savings	Remaining water demands	Proportion of water demands offset (compared to baseline)
Buildings	Baseline	0	126	-
	Best practice	52	74	41%
	Rainwater tanks for toilets and hot water	+5 =57	69	45%
	Option A: stormwater harvesting for all other non-potable demands	+21 = 78	48	62%
	Option B: wastewater recycling for all other non-potable demands	+49 =106	20	84%
Irrigation	Baseline	0	77	-
	Option A: stormwater harvesting	33	44	42%
	Option B: wastewater recycling	54	23	70%
	Option C: combined wastewater recycling and stormwater harvesting	54+16 =70	7	91%
Totals	Baseline	0	203	-
	Best practice	52	151	26%
	Rainwater tanks	+5 =57	146	28%
	Option A: stormwater harvesting	+54 =111	92	55%
	Option B: wastewater recycling	+103 =160	43	79%
	Option C: combined wastewater recycling and stormwater harvesting	=176	27	87%

BOTTOM. Table no. 63 Summary of potable water conservation and substitution strategy

OPPOSITE PAGE - BOTTOM RIGHT. Figure no. 88: Potential for stormwater harvesting to make up the shortfall in October to January after wastewater recycling meets other demands

Stormwater treatment

Callan Park occupies a relatively self-contained catchment (there is just a small external catchment which drains into the site from the south), and this presents an opportunity to achieve strong stormwater treatment outcomes for the catchment as a whole. The whole catchment can be treated to meet "best practice" stormwater quality targets and minimise the site's impact on the Harbour. This would involve the use of vegetated treatment systems (e.g. swales, wetlands, Bio-retention systems).

Considering the catchment as a whole, the total area is 70 ha and the impervious fraction has been estimated as 31%. The impervious area has been split into roads, roofs and other impervious areas (which have different characteristics in terms of pollutant generation) and mean annual pollutant loads have been estimated as:

- Total suspended solids (TSS): 80,800 kg/year
- Total phosphorus (TP): 176 kg/year
- Total nitrogen (TN): 1,320 kg/year

Best practice treatment targets (widely adopted in NSW and elsewhere in Australia) are pollutant removal rates of 85% for TSS, 65% for TP and 45% for TN. To achieve these targets would require the following total treatment system areas:

- Approximately 5,000 m² Bio-retention systems; or
- Approximately 15,000 m² wetlands.

A combination of swales, Bio-retention systems and wetlands could be used and should be distributed throughout the site according to the catchment and drainage characteristics.

The preferred locations for stormwater treatment systems have been determined in conjunction with the development of the overall Master Plan. These are shown in The Water Overlay. Each of the



treatment systems has been sized to meet the best practice objectives.

The stormwater treatment systems shown in the Water Overlay include a range of different systems including wetlands, Bio-retention systems and swales. Some of the proposed systems would be integrated into open space areas and are likely to include 'soft' vegetated edges, while others would be incorporated into more formal landscapes and are likely to include 'hard' edges. Some examples of typical stormwater treatment systems in parks are shown in Figure no. 90, to provide a general impression of the options available.



Waterway restoration

There is one major drainage line and several smaller drainage systems on the site, all of which are highly modified. Full restoration to natural conditions is not possible within the context of the proposed Master Plan, however there are good opportunities for partial restoration of these watercourses, including "daylighting" piped sections and re-vegetating with native species.

Waterway restoration can help re-establish a strong connection between catchments and receiving waters. It could link with bush regeneration activities already occurring in the Park; it could also enhance spaces for passive/contemplative recreation and reduce some of the large expanses of mown grass. There would also be links with the stormwater quality strategy.

Key opportunities for waterway restoration are highlighted in the Water Overlay. These include:

- Naturalising the concrete channel downstream of Military Drive. The Master Plan identifies this and the adjacent foreshore (where the seawall will be modified) as an area for salt marsh restoration;
- Restoring the heritage water features in Broughton Hall Gardens; and
- Daylighting pipes and restoring creeklines in conjunction with stormwater treatment systems where the topography suits and space allows.

The area of salt marsh will need to be carefully thought out to allow for both flow conveyance and salt marsh restoration. Salt marsh thrives in a hyper-saline environment, normally found at the upper limit of the tidal zone, where the salt marsh is not inundated by every tide but is inundated by the highest tides. Salt marsh will need to be protected from large freshwater flows from the upstream catchment and is likely to be feasible only as a fringing area around the channel. Within the channel, the natural levels are optimal for mangroves, which thrive in the intertidal zone where they are inundated in every high tide and exposed in every low tide.

Figure no. 91 shows a restored salt marsh at Sydney Olympic Park. Mangroves are visible in the background in areas with lower substrate levels.

Within Broughton Hall Gardens, restoration should focus on weed removal, repairing existing structures and protection of the heritage values. It would also be good to restore flows to these systems to restore pools and add interest, as there is very little flow in the creeklines in the Gardens. The top left image on the opposite page shows a section of the Broughton Hall Gardens where there was some flow after recent rain, suggesting the potential for an attractive natural water feature.

LEFT. Figure no. 90 From top to bottom: Example of a formal bioretention system in a park [Pirrama Park, Pyrmont]; Example of an informal bioretention system fringing parkland [Prince Henry, Little Bay]; Example of a bioretention swale in a park [Chain of Ponds Reserve, Strathfield South],

TOP RIGHT. Figure 91 Salt marsh at Sydney Olympic Park.



Community involvement in sustainable water management

There is an opportunity for Callan Park to act as a demonstration site for sustainable water management (as well as other sustainable practices). The Park could include both education and participatory opportunities, to help inspire and inform broader action amongst the community.

Demonstration projects could include:

- Water saving measures for houses and gardens
- Rainwater harvesting
- Greywater treatment
- Stormwater treatment techniques for household scale



BOTTOM LEFT. Figure no. 92. Ideas for sustainable water experimentation and demonstration at Callan Park, Green wall experiment [image from Bankstown City Council]; Greywater treatment wetland [http://urbangardenmagazine.com]; Urine separation and reuse [http://www.eawag.ch].

BOTTOM RIGHT. Figure no. 93. Proportion of future demands to be met by various sources at Callan Park.



There could also be opportunities within the Park to test and demonstrate novel technologies and techniques, including green walls and green roofs, composting toilets, urine separation and reuse systems, novel wastewater treatment systems, etc. There could be links with other facilities at Callan Park (for example urine could be reused as a valuable fertiliser in the productive landscapes on site). There could also be links with research as well as value in community involvement.

CERES in Melbourne (<http://www.ceres.org.au/>) is an example where visitors can learn about green technology including composting toilets, raingardens, vegetated wastewater treatment systems, etc. The CERES model encourages experimentation and demonstration of new technologies and practices.

Outcomes of the IWCM Strategy

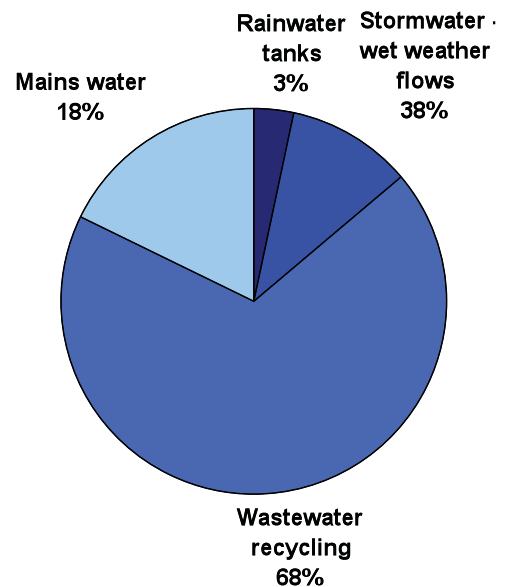
The IWCM Strategy for Callan Park has been developed to address the Objectives and Targets outlined in previously in this document.

In terms of water conservation, recycling and reuse, the proposed strategy is expected to exceed the best practice targets for buildings (60% reduction in mains water demands) and irrigation (80% reduction in mains water demands), and a strategy has been outlined which can potentially achieve the stretch target of zero net mains water demands for Callan Park.

Figure no. 93 below illustrates the proportion of Callan Park's future water demands (total 151 ML/year) which can be met with rainwater, stormwater and recycled wastewater. It also includes the shortfall which needs to be supplied from mains water (and can potentially be offset by supplying other off site demands).

In terms of stormwater treatment, this document has put forward a stormwater treatment plan capable of achieving best practice targets for pollutant load removal, including an 85% reduction in the mean annual load of TSS, 65% reduction in TP and 45% reduction in TN. The proposed stormwater harvesting scheme will contribute to even greater removal of pollutant loads, by harvesting approximately 50 ML/year of stormwater flows and preventing these flows (approx. 13% of total stormwater runoff) from discharging into Iron Cove.

It would not be feasible to meet the stretch target of reducing pollutant loads to pre-development levels. This can be achievable on sites



which have a large external catchment, so that the site can provide a service to a larger area. However Callan Park only has small external catchments and therefore it is very difficult for the site to provide additional pollutant removal beyond current best practice.

In terms of waterway restoration, this document has put forward a strategy which includes naturalisation of a section of concrete channel, restoration of salt marsh along the Iron Cove foreshore and restoration of creeklines within the Broughton Hall Gardens. The waterway restoration strategy has also identified several opportunities for daylighting pipelines immediately upstream of proposed stormwater treatment systems.

This IWCM Strategy has also identified opportunities for community involvement in sustainable water management, including demonstration projects, education and participatory activities. These opportunities could link to other elements of the Master Plan such as the city farm, the community garden and other productive landscapes.

Implementation of the IWCM Strategy

While some elements of the IWCM Strategy rely on centralised infrastructure (for example the recycled water supply main and treated water storage tank), there are many elements which will be decentralised and can be implemented utilising a staged approach:

- Water conservation can begin immediately. Potential mechanisms to encourage sustainable water management practices in individual buildings and landscaped areas at Callan Park. The proposed Callan Park Trust should play a role in facilitating sustainable water management using these mechanisms.
- Rainwater tanks can be retrofitted to existing buildings as they are refurbished and can be included in the design of new buildings. In this way, rainwater can begin to supply non-potable demands quickly, before other recycled water infrastructure is available. Rainwater tanks can be modified later on when recycled water becomes available.
- 3. The stormwater treatment strategy should be integrated with infrastructure and open space upgrades. The site's existing stormwater network is in poor condition, and this presents a good opportunity to move away from piped stormwater drainage and use swales and natural drainage lines instead. For example if the road network is modified, then new roads can be constructed to feed runoff into stormwater treatment systems rather than into the piped drainage system. Waterway restoration should also take place as specific areas are upgraded.
- 4. Once the key infrastructure is in place to form the recycled water network, including the ring main and treated water storage tank, non-potable water supplies can begin to feed into this network and individual buildings and landscaped areas can be hooked up via distribution mains. The recycled water network could initially operate using mains water if necessary, then gradually switch over to treated stormwater and recycled wastewater supplies as these become available.
- 5. Stormwater harvesting storage systems should be constructed as works are undertaken at their proposed locations, downstream of the city farm, at the existing swimming pool and in the proposed Memorial Park. This could occur before or after the recycled water network infrastructure is in place. Once both the storages and the recycled water network are in place, the stormwater treatment system can be completed and brought online. It may be possible to start supplying treated stormwater before all of the storages are complete, depending on the design of the system.
- 6. The wastewater recycling plant should be constructed once the recycled water network is in place or construction is underway.

Prior to commencing any detailed design or physical works associated with this IWCM Strategy, a thorough concept design is recommended to validate the estimates in this document and firm up the key elements of the strategy. This will ensure that the strategy can work as a whole and ensure early identification and resolution of potential conflicts with other services or features.

The concept design should include rainwater tank sizing and design information suitable for use in individual buildings, to inform this part of the strategy.

To ensure a consistent and high quality approach to design of stormwater treatment systems, it is recommended that a set of design guidelines should be produced to inform the design of stormwater treatment systems and waterway restoration activities at Callan Park. This will help ensure that the strategy is not reduced to a piecemeal approach. The proposed Callan Park Trust should play a role in implementing these guidelines.

The concept design should also address risks inherent in the IWCM strategy:

- Technical risks: for example poor water quality and intermittent flows present risks for recycling and reuse schemes

- Organisational risks: the sustainable water management strategy will require ongoing support for its implementation, operation and maintenance
- Financial risks: likewise, the strategy will require ongoing funding

REFERENCES

- Coffey (2002) "Rozelle Hospital Preliminary Contamination Assessment" prepared for NSW Health Department
- DEH (Department of Environment and Heritage) (2006) "Water Efficiency Guide: offices and public buildings" Commonwealth of Australia
- Institute for Sustainable Futures (2010) "Leichhardt Municipal Council Water Reuse Feasibility Study Report" prepared for Leichhardt Municipal Council
- URS (2008) "Callan Park, Utilities and Pavement Condition/ Capacity Report" prepared for Sydney Harbour Foreshore Authority
- Ryall Environmental (2010), Focussed Environmental Assessment, Callan Park, Rozelle NSW, Sydney

THE NEXT STEPS

The final stage of the Master Plan project is a public exhibition. The Final Master Plan and accompanying Plan of Management will be exhibited online and in Council buildings for a period of up to two months. This will take place between during February 2011.



STAGE 06 | STATUTORY NOTIFICATION

INTRODUCTION

The Draft Master Plan was prepared for the Callan Park site pursuant to the provisions of the Callan Park Act and State Environmental Planning Policy No.56. The Callan Park Master Plan, Draft Plan of Management and Conservation Management Plan were publically exhibited from Tuesday 15th February until Thursday 19th May 2011 along with the accompanying four Financial Models. In addition our community information sessions were also held during the exhibition period;

- Saturday 13th March 2011
- Sunday 20th March 2011
- Wednesday 30th March 2011
- Thursday 31st March 2011

During the exhibition period the community and key stakeholders were invited to participate in an online survey and/or send in written submissions commenting on the Draft Callan Park Master Plan.

SURVEY COMMENTARY

100 people commenced the Stage 6 survey and 96 people completed it.

1. Overall, what do you think about the exhibited Master Plan in its current form?

Excellent	9%
Very Good	35.4%
Good	11.5%
Poor	11.5%
Very Poor	19.8%

2. Do you recommend that Leichhardt Council adopt the exhibited Master Plan?

Yes	56.4%
No	43.6%

3. What do you like most about the exhibited Master Plan? The proposals for.....

Active & Passive Recreation	27.1%
Callan Point & Bush Regeneration	13.5%
Public Access	12.5%
Responds to community input/ feedback	7.3%
Mental Health & Community Wellness	7.3%
Callan Park Farm/Glovers Garden	6.3%
Mental Health framework	5.2%
Sustainability	5.2%
Nothing	5.2%
Foreshore	3.1%
Heritage landscape & Buildings	3.1%
Building demolitions	2.1%
Everything	2%

4. What do you like least about the exhibited Master Plan? The proposals for.....

Mental Health framework	31.3%
Nothing	27.1%
Building demolitions	10.4%
Active & Passive Recreation	7.3%
Callan Park Farm/Glovers Garden	4.2%
Public Access	3.1%
Callan Point & Bush Regeneration	1.0%
Nothing	5.2%
The Plan of Management	5.2%
Everything	3.1%
Mental Health & Community Wellness	1.0%
Sustainability	0.0%
Foreshore	1.0%
Heritage landscape & Buildings	0.0%

5. Which governance model do you recommend for Callan Park?

A statutory trust	87.1%
Separate parcels within Callan Park managed by NSW Health and Leichhardt Council	8.6%
Existing arrangements (NSW Health & SHFA)	4.3%

6. Order the 12 Overlays from 1 to 12, with 1 being the system you would like to see implemented first, and 12 being the system you think should have the lowest priority:

Priority 1 (highest)	Public Access
Priority 2	Active & Passive Recreation
Priority 3	Callan Point & Bush Regeneration
Priority 4	Callan Park Farm & Glovers Garden
Priority 5	Sustainability
Priority 6	Heritage Landscape & Buildings
Priority 7	Mental Health & Community Wellness
Priority 8	Existing health providers
Priority 9	Cultural Cluster
Priority 10	Building Demolition
Priority 11 (lowest)	Veterans Field

7. Who do you think should fund the \$300 million to fully implement the Master Plan and \$5 million per annum maintenance?

Federal Government	20.3%
State Government	78.0%
Leichhardt Council	1.7%

Age of respondents

15 – 24 years	1.0%
25 – 34 years	10.4%
35 – 44 years	28.1%
45 – 54 years	24.0%
55 – 64 years	20.8%
Over 65 years	15.6%

TOP LEFT. Table no. 64 Master Plan ratings
 HIGHER MIDDLE LEFT. Table no. 65 Ratings on whether Leichhardt Council should adopt the Master Plan
 LOWER MIDDLE LEFT. Table no. 66 Master Plan positives
 BOTTOM LEFT. Table no. 67 Master Plan negatives
 TOP RIGHT. Table no. 68 Preferred Governance model
 MIDDLE RIGHT. Table no. 69 Overlay rankings
 BOTTOM RIGHT. Table no. 70 Implement Master Plan

SUBMISSION COMMENTARY ON OVERLAYS

In total there were 92 written submissions to the Draft Master Plan. These submissions were entered into a spreadsheet for analysis. In total there were 920 individual comments contained within the 92 submissions.

The comments were categorised according to the 12 Overlays in the Draft Master Plan. As far as possible, they were then sub-categorised and grouped according to whether they were supportive of an aspect of the Draft Master Plan, or critical of an aspect of the Draft Master Plan.

In total, there were:

- 87 'positive' or supportive comments (made by 63 individuals or groups)
- 479 'critical' comments or comments opposed to a particular aspect of the Draft Master Plan (made by 75 individuals or groups), and
- 254 'neutral' statements which could not be categorised as neither positive or negative, made by 78 individuals or groups.

A number of individuals made both supportive, and critical comments on the Draft Master Plan.

		Critical	Supportive	Neutral
1	Biodiversity	34	17	27
2	Built Form & Infrastructure	53	11	23
3	Culture	30	5	10
4	Economy	28	2	4
5	Energy	4	2	15
6	Food	13	3	5
7	Governance	34	26	13
8	Health	107	62	82
9	Pollution	0	1	1
10	Transport	117	34	39
11	Waste	3	1	1
12	Water	8	1	1
	General (outside the Overlays)	48	22	33
		479	187	254

1. Biodiversity

Tree Removal

21 of the 33 critical comments about the Biodiversity Overlay related to the removal of trees (primarily, but not limited to, those in front of the Convalescent Cottages [B401-B404]). 2 submissions supported removing self-seeded trees.

Comment

The Draft Master Plan proposed to remove stands of trees or individual types of species based on heritage and conservation principles and a best practice approach to maintaining natural biodiversity. The proposals accord with the project principles established through the extensive community consultation in 2010.

Supported elements of the Overlay

There were 6 comments in favour of the bush corridor and/or bush regeneration. Heritage plantings were supported and the new boardwalk for pedestrian access to the Callan Point Beach was seen as enhancing the marine environment.

Recommendation

That Leichhardt Council accept the Biodiversity Overlay proposals as they are described in the Draft Master Plan.

Possible alternative

The National Trust of Australia recommended pruning trees in front of the Convalescent Cottages 'until they die off'. Council may wish to consider this strategy.

2. Built Form & Infrastructure

Building Removal

47 of the 53 critical comments about the Built Form & Infrastructure Overlay related to building demolition, either opposing the proposed demolition of particular buildings, or opposing the proposed demolition of any buildings. Some misunderstood the provisions of the Cal-

lan Park [Special Provisions] Act 2002, suggesting that any demolition was 'illegal' according to this legislation, and others suggested delaying any demolition until further studies could be undertaken.

Comment

The Draft Master Plan proposes to demolish 39 buildings based on heritage and conservation principles and the community's clear desire (expressed throughout consultation in 2010) to increase open space, demolish dilapidated buildings, and respect the heritage values of the site.

The Act does not prohibit building demolition. Section 7, Clause 5 of The Act reads: 'Buildings must not be erected at Callan Park outside the footprints or building envelopes of the buildings that existed immediately before the commencement of this Act. However, this subsection does not prevent the erection of temporary structures.'

The Act makes the point of buildings being erected only within existing footprints and envelopes. For a building to be erected within an existing footprint or envelope, the original or previous building must first be removed or demolished.

Supported elements of this Overlay

There were 6 comments in favour of building demolition, including support for the demolition of the Veterans Wards at the foreshore. Fibre-optic cables and the restoration and preservation of built structures and gardens were also mentioned.

Recommendation

That Leichhardt Council accept the Built Form and Infrastructure Overlay proposals as they are described in the Draft Master Plan.

3. Culture

The 30 critical comments about the Culture Overlay were more diverse, with 2 comments critical of the Callan Park Museum, 7 comments questioning the Cultural Cluster, 6 protesting the removal of the Spanish War Memorial and 4 opposing the Veteran's Field. Queries raised were that the proposed amount of gallery space exceeds the recommendations of the Guppy Associates report and that the proposed educational and cultural uses would be at the expense of facilities and services for those with a mental illness.

Comment

Community support for the cultural initiatives in the Draft Master Plan, in particular for the potential synergies between the mental health functions of Callan Park and the capacity of the arts to assist recovery from mental illness, was unwaveringly strong throughout the 2010 consultation.

The Draft Master Plan proposes that 8% of the floor area of Callan Park be devoted to Community use, 42% to Education uses, and 50% to Health uses. These are the 3 uses permitted under The Act, which does not prescribe that Health should be the dominant use.

The Spanish War Memorial will now remain as part of the Master Plan.

Supported elements of this Overlay

Veteran's Field, the educational/vocational/arts synergies with mental health services, the Callan Park Museum and the Harbour Bridge memorial were all mentioned positively.

Recommendation

That Leichhardt Council accept the Culture Overlay proposals as they are described in the Draft Master Plan.

4. Economy

Of the 28 critical comments relating to the Economy Overlay, 16 were by way of 'form letters' with identical phrasing about a range of issues relating to mental health. These 16 letters all proposed that '30% of employment opportunities on the site should be for people who have mental health issues'.

Comment

To our knowledge, this would involve some form of affirmative action or positive discrimination. In Australia, The Racial Discrimination Act 1975 promotes equality for the law for all persons, regardless of their race, colour or national or ethnic origin, but does not provide for positive discrimination.

The Sex Discrimination Act 1984 promotes equality between men and women by protecting people from discrimination on the grounds of sex, pregnancy and marital status, but does not provide for affirmative action or positive discrimination.

The Affirmative Action (Equal Opportunity for Women) Act 1986

TOP LEFT. Table no. 71 Written submissions

requires certain employers to promote equal opportunity for women in employment. This Act defines 'Affirmative action' as 'appropriate action to eliminate discrimination by the relevant employer against women in relation to employment matters'.

The Disability Discrimination Act 1992 aims to eliminate discrimination against people on the ground of disability to ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community. The Age Discrimination Act 2004 provides for positive discrimination (actions to assist people of a particular age who experience a disadvantage because of their age).

It seems unlikely that a Master Plan could incorporate a provision requiring future tenants at Callan Park to abide by an affirmative action or positive discrimination program that is not possible under Commonwealth Law.

There were 4 negative comments about the fact that the Draft Master Plan does not refer to the Expressions of Interest (EOI's) Council received during consultation in 2010. The online EOI was always described as a 'non-binding' process that would 'assist Leichhardt Council determine how quickly it may be able to realise the Master Plan vision for Callan Park'. Council has recently contacted all those who submitted EOIs to thank them for their submissions and advise them that the details of their submission would be passed on to the proposed Trust.

6 comments opposed the number of cafes proposed in the Draft Master Plan (4). However each proposed café has the potential to provide training and employment opportunities for people recovering from mental illness. Therefore they are regarded as integral to the future operation of the Wellness Sanctuary.

Recommendation

That Leichhardt Council accept the Economy Overlay proposals as they are described in the Draft Master Plan.

5. Energy

3 of the 4 critical comments relating to the Energy Overlay, questioned the analysis that led to recommending green energy. The 4th described this Overlay as 'irrelevant' until the Master Plan is adopted and the land use is known.

Comment

Since the draft Project Principles were first put to public consultation in July 2010, there has been consistent support for 'ensuring that Callan Park is a world-leading model for social, environmental and economic sustainability' and for 'ensuring that uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability'.

It will not be possible to fulfil these Project Principles without the energy strategies detailed in the Draft Master Plan.

Supported elements of this Overlay

There was support for the whole Overlay and for site wide metering.

Recommendation

That Leichhardt Council accept the Energy Overlay proposals as they are described in the Draft Master Plan.

6. Food

1 critical comment questioned the expansion of Glovers Garden, 4 were opposed to the Callan Park Farm and 8 were opposed to the Orchard. Of these, 1 individual questioned both the Farm and the Orchard on the basis that they would reduce open space and therefore contravene The Callan Park (Special Provisions) Act 2002 (The Act), and 3 people were concerned that open space was being granted to private individuals through the creation of the Callan Park Farm.

Comment

'Open space' is not defined in Callan Park (Special Provisions) Act 2002. To our knowledge, the meaning of the term 'open space' must therefore be gleaned by interpreting its ordinary meaning within the purpose of Callan Park (Special Provisions) Act 2002. The 3rd object of The Act is 'to allow public access to that open space, including that foreshore, for public recreational purposes of both an active and a passive nature'. Community gardening is a public recreational use that already exists at Callan Park – and both the Farm and the Orchard will extend this type of public recreation within Callan Park. Neither will be 'granted' or dedicated to a particular organisation for their exclusive use, and both will be tended collectively by any members of the community wishing to access them.

Both aspects of the Draft Master Plan have been strongly sup-

ported by the local community since consultation began in 2010.

Supported elements of this Overlay

The 3 favourable submissions supported the expanded community garden and the Callan Park Farm.

Recommendation

That Leichhardt Council accept the Food Overlay proposals as they are described in the Draft Master Plan.

7. Governance

26 comments supported the Trust as proposed. Under the Callan Park (Special Provisions) Act 2002, options for a governance structure are either a Trust or management by Leichhardt Council. In the Stage 6 online survey during the Master Plan exhibition, 87% of 70 respondents agreed that the governance model should be a 'statutory trust managing the entire Callan Park site, funded by State Government but with Leichhardt Council and community members as trustees appointed by the state government'.

Critical submissions to the Draft Master Plan primarily referred to the form of the proposed Trust rather than the Trust model itself (only 3 suggested that Council should manage Callan Park, and another 2 suggested that a social enterprise should be the governing body. The latter is not possible under Callan Park (Special Provisions) Act 2002.

34 comments disagreed with the Trust which proposed a 7 member board comprising a CEO, the General Manager of Leichhardt Council, 3 members appointed by the State Government, 1 member from a Mental Health Advisory Board and 1 member from a Community Advisory Board.

14 suggested that the 'majority should be those with the lived experience of mental illness and organisations using the land'. Variations to this included suggesting 'mental health consumers, carers and NGOs' and 'aboriginal people with the lived experience of mental illness'.

3 recommended that the Board should include members from Council, health and 'those who have fought for Callan Park', 1 felt the 7 member board was too small and another recommended equal representation by Council and the state government. 1 supporter also cautioned that the 7 member board was too small.

1 suggested that Council adopt the model it endorsed 5 years ago: 3 nominated by the state government, 3 by Leichhardt Council, 1 elected by tenants, 1 from the National Trust, and 1 mental health representative.

A version of this last suggestion would seem to satisfy a desire for equal representation from Council and the state government. Given that the Trust will be required to deliver the Master Plan and implement the Plan of Management within the parameters of Callan Park (Special Provisions) Act 2002, it seems prudent that the Trust should have education, health and community expertise in its makeup.

Recommendation

Should Leichhardt Council wish to vary from the proposed Trust structure suggested in the Draft Master Plan, a satisfactory alternative could be:

- 3 members nominated by the State Government
- 3 members nominated by Leichhardt Council
- 1 member elected by tenants
- 1 member elected by the Community Advisory Board
- 1 member elected by the Mental Health Advisory Board

8. Health

85 of the 105 critical comments to the Health Overlay referred to Mental Health. 8 suggested that more consultation is required with consumers, carers and relevant groups. 17 noted that the Mental Health components of the Draft Master Plan are 'inadequate'. 18 felt that there should be no 're-creation of the former institution and no creation of new institutions'. 1 felt the 'whole site should be devoted to Mental Health.'

23 appeared opposed to the range of voluntary accommodation options for mental health consumers, their families and carers on a short term basis, although some of these submissions seemed to be based on misinformation, with 1 comment stating that 'building 400 more beds for people with mental health challenges is a significant step backwards', 2 other comments opposed 'permanent accommodation for consumers' and another suggested that 'large concentrations of beds on site could lead to the bad old days'.

The Draft Master Plan proposes adaptive re-use of a number of buildings for low, medium and high support voluntary short stay accommodation for mental health service users; and family visitor accommodation for mental health service users. The maximum number

of beds which could be provided within the suggested buildings is 83.

The mental health framework upon which this proposal is based envisages a spectrum of levels of time-limited, short to medium stay non-acute accommodation for people accessing on-site services, include no/low support, hostel or serviced apartment style accommodation, medium support HASI-style temporary accommodation for those requiring some supervision and high support in a more traditional sub-acute hospital style facility. This model would allow for step-up accommodation in situations where a mental health consumer requires support but is assessed as not requiring accommodation, and step-down accommodation which could offer options for mental health consumers to transition between hospital and returning home.

The Master Plan does not mention permanent accommodation or involuntary hospitalisation or institutionalisation.

During the Stage 4 consultation, there was strong support for the range of voluntary accommodation options proposed by the Master Plan. Only 43 people opposed the Health Overlay, including any accommodation for people with mental illness, whereas 177 specifically supported the proposal because 'it provides short and medium term non-acute beds for people with mental illness'.

3 comments were critical of 'bringing people to the site to become objects of Mental Health research' or 'clinical beds for research purposes'. The Master Plan does not propose this; instead it proposes developing an independent research and training organisation within the Mental Health and Community Wellness Centre to monitor and evaluate the various treatment programmes and facilities provided to mental health consumers. To attract any government funding, future research initiatives may need to meet relevant State and Federal research frameworks, which all include principles of consumer care and participation in research, which is recognised by the NSW State Government as essential in fostering future best practice.

One comment suggested that the Project Principles 'bear no relationship to the Mental Health Framework proposed by Professor Vaughan Carr'. The Mental Health Project Principle was proposed by participants at a Mental Health workshop where Professor Carr presented his 'Framework' for discussion amongst community members, consumers, carers and other professionals. The Mental Health Project Principle was subsequently confirmed by the community in an online survey devoted solely to this item.

None of those who had proposed that a social enterprise manage Callan Park commented on the Mental Health Overlay recommendation to 'provide opportunities for Mental Health Consumer led social enterprises on Callan Park under the remit of a not-for-profit health use'. While the Callan Park (Special Provisions) Act 2002 precludes a social enterprise as the governing body, those who wish to see social enterprises involved in Callan Park should be comforted by this recommendation.

7 comments found difficulty with the word 'Wellness' in the description of Callan Park as a 'Wellness Sanctuary'. They were concerned that the term provokes visions of a day spa-like environment with 'body massages, mud treatments and hot rocks'. In fact the word is regularly used in relation to mental health issues: in 2008, the NSW Government produced 'The Wellness Guide: A Resource to Support the Recovery Journey' as part of its \$1.05 billion mental health budget. In late 2010, NSW Health published the Consumer Wellness Plan, which was designed by mental health consumers.

There were 38 comments supporting the Mental Health proposals in the Draft Master Plan, one specifically referring to the 83 proposed beds on site and 3 urging more beds. One of the supportive comments noted 'this section of the Plan has gone through an extensive public consultation. We are convinced that public opinion continues to see Callan Park as a haven for people recovering from mental illness'.

The balance of critical comments to the Health Overlay focused on Active Recreation, with 7 opposing the Skatepark, 4 concerned that there were too many sports fields proposed, 1 rejecting the idea of a performance centre and indoor exercise area, 1 rejecting the rowing boat and kayaking launching jetty and another suggesting that the Multipurpose court should be retained as a tennis court.

There were 23 supportive statements about Active Recreation, commending the number of sports fields, the skatepark and the synergies with mental health services.

The 3rd object of the Callan Park (Special Provisions) Act 2002 is to 'allow public access to open space, including foreshore, for public recreational purposes of both an active and passive nature'. The Draft Master Plan proposes specific opportunities for both active and passive recreation, restoring synergies between mental health and active recreation, and addressing critical local needs identified by Leichhardt Council's Recreation and Open Space Needs Study 2005 (p30). The proposed location for the skatepark suits the needs of young people, who are also entitled to public access to Callan Park.

The proposed sports fields and skatepark were strongly supported during the Stage 4 consultation.

Recommendation

That Leichhardt Council accept the Health proposals as they are described in the Draft Master Plan.

9. Pollution

There were no comments critical of the Pollution Overlay, and 1 comment supporting the proposals in this Overlay.

10. Transport

29 individuals or groups made 117 comments critical of the Transport Overlay. 11 were concerned by proposals to remove part of the wall at Balmain Road (to allow footpath widening and public access to the orchard). 5 opposed the introduction of a bus service into Callan Park. 12 did not agree with creating a new vehicular entry at Alberto Street.

The main concerns of those who were critical of the Transport Overlay were potential traffic increases, parking increases and rearrangements to parking. There is concern from Manning Street residents about potential increases in local traffic. 11 individuals requested a traffic and/or parking study.

Comment

Currently there are 687 formal car parking spaces on site. Informally there is capacity for a significant amount of additional onstreet spaces spread across Callan Park. The Master Plan proposes consolidating and rearranging parking, mainly by moving it to the perimeter of Callan Park. Excluding on street parking in Glover Street, the Master Plan proposes 868 parking spaces, an increase of 181 spaces over the current arrangement.

The proposed 868 spaces will allow access by mental health consumers, carers and members of the public to the full range of new facilities which will emerge on site. The Transport Overlay recognises that the shift from institutional based care to voluntarily accessed mental health programmes will require an overall increase in designated parking areas to cater for the increased movements into and out of the site. The Draft Master Plan's strategy of dividing the site to allow limited private vehicle movement through the whole site will provide a balance between allowing equitable access to services and facilities and encouraging sustainable transport.

Supported elements of the Transport Overlay

There was some support for road closures, sustainable transport, electric vehicle charging, cycling paths, parking on the perimeter, bike and buggy hire, the shuttle bus, the new main entrance at Alberto Street, the rowing boat and kayaking launching jetty, and revised front fence and gatehouse.

"In response to some concerns voiced during the exhibition period. A Traffic/ Transport Study was commissioned to address traffic and parking concerns, the impact study supported the transport overlay recommendations.

Recommendation

That Leichhardt Council accept the Transport proposals as they are described in the Draft Master Plan.

11. Waste

1 individual was critical of the Waste Overlay, describing it as 'irrelevant'. 1 was opposed to the Water Mirror in Veteran's Field. 1 offered no objections.

Recommendation

That Leichhardt Council accept the Waste proposals as they are described in the Draft Master Plan.

12. Water

The 11 criticisms of the Water Overlay related to removing the pool. 1 commented 'the commendable water retention scheme can still be implemented and does not necessarily entail the elimination of the pool which can be used by recovering mental health patients and consumers and staff'.

There was 1 comment supportive of water harvesting.

Recommendation

That Leichhardt Council accept the Water proposals as they are described in the Draft Master Plan.

GENERAL SUBMISSION COMMENTARY

Consultation Process

There were 6 criticisms of the consultation process and methodology, suggesting that community comments were not as positive as stated in the Draft Master Plan, that questionable methods were used, and that the use of 'social media' style icons such as 'Like'/'Dislike' trivialised the process. 1 criticism suggested that the consultation processes ensured that 'the loudest voices were given the greatest weight'.

All community input into the Draft Master Plan was recorded and documented on the CallanParkYourPlan website. Summaries which have been published in reports (including the Draft Master Plan itself) can be verified against online community comments and the records of the numerous workshops held during 2010. Positive contributions have not been overstated and it is up to Leichhardt Council to determine whether it should respond to demonstrated support from many individuals or outspoken criticism from a few.

Legibility

There were 19 comments critical of the Draft Master Plan as a document: spelling errors, typographical errors, readability (due to its preparation in A3 format, making legibility at A4 difficult), overuse of technical jargon and the fact that the list of Action Items on page 168 contains no verbs.

Financial Modelling

The few comments received about financial modelling suggested that some figures may require checking, that assumptions about sports field income were overstated, and that the Draft Master Plan should establish priorities for the site so that governments and the public have a clear idea of what is required to deliver the plan.

General Criticism

The Draft Master Plan was criticised for 'trying to please everyone', for giving no consideration to the fact that 'community groups could carry out preservation', for leaving Council open to legal challenges because it proposes demolition, and for being an 'opportunity' to establish a myriad of government and community activities such as dance, music and theatre'. The Master Plan consultants were also criticised as being 'inexperienced in mental health'.

The Draft Master Plan which is before Leichhardt Council works within the framework of the Callan Park [Special Provisions] Act 2002, a piece of legislation that not only protects Callan Park but also clearly describes its future potential for community, health and education uses within one of Sydney's most precious open spaces. The Callan Park [Special Provisions] Act 2002 envisages a multi-dimensional future for Callan Park, incorporating synergies between and amongst a variety of uses and encouraging active and passive recreation in Callan Park's open spaces. Preparing a multi-dimensional Master Plan required a multi-disciplinary team of experienced professionals, including Professor Vaughan Carr, a highly regarded expert in mental health.

Support for the Draft Master Plan

The 22 general comments supporting the Draft Master Plan included statements such as 'I agree with most of the Master Plan', 'I enthusiastically support the draft Master Plan', 'realistic attempt to accommodate all interests', 'overall very supportive of the Master Plan' and 'congratulate Council and Consultants on a wide ranging and inclusive consultation process'.

'Neutral' Commentary

Commentary which was difficult to classify as either broadly 'critical' or broadly 'supportive' included statements like:

- Callan Park must be left for its natural beauty
- A licence is required for bush regeneration works
- A fauna survey is required
- Removal of feral animals needs to be addressed
- Provide an aviary site for WIRES
- Heritage is of the utmost importance
- Where did the stones go when Sydney University reduced the height of the walls
- The proposed boat storage building at the end of Glover Street does not appear to comply with the Callan Park (Special Provisions) Act 2002, unless the facility is not part of Callan Park
- Does the plan propose calling for existing tenants to remedy accretions outside the envelope?
- Page 184 Carbon Fund – references to NSW Feed in tariff and Carbon Trust
- Composition of the governing body is critical

- Legislation to protect heritage at Callan Park should be comprehensive
- A number of submissions proposed alternatives to items in the Master Plan, without being critical of it, e.g.:
 - Provide stairs to the beach and jetty
 - Include rowing club facilities
 - Add a rotunda for sports shelter
- Provide a summary table of proposed demolitions with brief comments
- Include a botanical walkway
- Change the name of Callan Park to an Aboriginal name
- Recognised all patients and community workers through interpretive signage
- Dedicate an area to indigenous life and culture
- Keep one of the Convalescent Cottages for community (not NGO) use
- A number of buildings should be used for the activities of a Mental Health Social enterprise
- Identify a passive aquatic recreational precinct
- Undertake a demographic audit of park users to confirm age and gender
- Peer operated accommodation may be an option
- Introduce an Australian National Wellness University
- Form a consumer run housing co-operative
- Provide skills parks for junior bike riders e.g dirt jumps, pump tracks
- Future tenants should be required to address how they intend to ensure people with lived experience of mental illness will benefit from their presence
- Introduce water based synthetic pitches for sport
- Include a labyrinth on the current bowling green
- Consider a boat ramp and parking
- Add a new gate at the top of Wharf Road for added protection from excessive traffic and parking
- Hold cycle events at Callan Park, add it to a tourism cycling trail, incorporate a cycle plan into Leichhardt bicycle strategy, add a bike hub resource
- Mention the current neglect of NSW Health
- Prioritise the 73 Actions on page 168 of the Master Plan.



STAGE 07 | FINAL DRAFT MASTER PLAN
AS ADOPTED BY LEICHHARDT COUNCIL

INTRODUCTION

Leichhardt Council in adopting the Callan Park Master Plan made a number of changes.

McGregor Coxall have prepared a liability disclaimer letter reference SU208 Callan Park Master Plan LTR009 and removed the names of the team in relation to the master plan changes contained in Stage 7 'Final Draft Master Plan as Adopted by Leichhardt Council'. The letter was sent to the General Manager at Leichhardt council on the 9th November 2011.

During the course of the notification period a number of matters were raised by key stakeholders and community representatives.

One of the most significant issues raised was the limited traffic analysis carried out as part of the Master Plan process. In response to this particular submission it was decided that GTA Consultants should undertake additional analysis in order to identify any potential transport implications resulting from the proposed draft Callan Park Master Plan, including the consideration of the following:

- existing traffic and parking conditions surrounding the site
- suitability of the proposed parking in terms of supply (quantity)
- the traffic generating characteristics of the proposed draft Master Plan
- suitability of the proposed access arrangements for Callan Park
- the transport impact of the proposed draft Master Plan on the surrounding road network

Following the conclusion of the formal exhibition period on the 19th May 2011 the master plan consultants reviewed all of the submissions received in respect of the exhibited documents. In response the consultants prepared two (2) reports for presentation to two meetings at Leichhardt Council, held on 19th and 26th July 2011, one report relating to the revised Callan Park Conservation Management Plan and a second report relating to the Draft Callan Park Master Plan and Draft Callan Park Plan of Management.

The content of the reports and the associated documents were considered by Council over the course of two meetings, namely:

- The Extraordinary Council Meeting held on 19th July
- The Ordinary Council Meeting held on 26th July

The following is an extract of the resolutions passed by Leichhardt Council during the course of the aforementioned Extraordinary and Ordinary Council Meeting:

Item 1: Callan Park Conservation Management Plan

C329/11

- That Council endorse the Updated Callan Park Conservation Management Plan, as amended in accordance with the Tanner Architects responses in annexure A to this report, for submission to the NSW Heritage Office and Heritage Council – along with all the exhibition submissions including that from NSW Health
- That Council note the advice from Tanner Architects that the Updated Callan Park Conservation Management Plan does not conflict with the Callan Park Master Plan.
- That Council ensure that all garden and building work across the site in all precincts is carried out under due supervision by appropriately qualified people in relation to heritage.

Item 2: Callan park Master Plan and Plan of Management

C330/11

Part A:

That Council adopt the Callan Park Masterplan and accompanying Plan of Management for submission to the State Government with the following amendments to be incorporated into the final Master Plan and Plan of Management documents:

1 Guiding Vision

Now that the draft Masterplan is nearing completion it is appropriate to incorporate an overarching Guiding Vision that gives direction and purpose to the draft Masterplan

Callan Park is an iconic heritage parkland of national significance which incorporates health, mental health, community and educational uses to the extent that these uses require and are compatible with the beauty and tranquillity of this parkland setting. Callan Park is primarily a sanctuary for mental health consumers. It is considered the jewel of the inner west and is a unique and treasured place for many.

2 Biodiversity Overlay (No 1)

- Prioritise the removal of *Celtis sinensis*.
- Ensures that the replacement policy priorities use of native species which have the potential to offer food and shelter for native birds and possums.
- The Biodiversity overlay section to incorporate provision for pruning of the trees in front of the Convalescent cottages until they die off rather than removal – in line with the recommendations of the National Trust of Australia – and to help protect native habitat.
- Establish a Wires aviary and native fauna educational centre in collaboration with mental health providers and consumers.
- That wildlife corridors be investigated, acknowledged and implemented.
- That the orchard be deleted as it:
- Destroys the sight lines from Balmain Road into the site
- Is an intrusion on the tranquil frontage of the site
- That, as the bush regeneration relies on the work of the Bushcare volunteers, suitable facilities be provided for this group which include storage area, kitchen area and bathroom facilities.

3 Built Form and Infrastructure Overlay (No 2)

- The Built Form and Infrastructure overlay to recognise that future management of the site will include dealing with matters such as allocation of buildings and parcels of land for future tenants. It will be at this point that the Trust will be better positioned to consider exactly which buildings are to be removed – with the benefit of the Master Plan and the Conservation Management Plan as a guide and control. There should be further consultation with the community by the Trust if any demolitions are to be considered.
- And that, in line with the demonstrated recreational shortfalls identified in Leichhardt Council's 2005 Recreation and Open Space Needs Study, priority should be given to the immediate upgrade of the existing playing fields, construction of the Glover St and Balmain Rd playing fields and implementation of the new Skate Park once the Master Plan is adopted.
- That council investigate seeking a temporary lease to assume the care and control of the sections of the site identified in the Master Plan for sporting fields and a skate park however this should in no way prejudice council's desire to establish a Trust for the Callan Park site.
- That a report be brought back to council in August on those investigations.
- That sporting facilities also be available for people recovering from mental illness.

4 Culture Overlay (No 3)

- The Cultural overlay section to retain the Spanish War Memorial
- That the Veteran's Field and Blackstone Memorial Wall be deleted in its proposed form as there are already 2 existing War memorials on site, and that the final decision in relation to this matter be referred to the Trust
- That an area be created around the Harbour Bridge Memorial for protection and to make it more visible.
- That the Mind Memorial be deleted.
- That the use of the Summer House as an Aboriginal exhibition space as opposed to an aboriginal cultural centre be investigated by the Trust as this does not address the aboriginal heritage of the point and entire site.
- That the new pathway from main gates to Kirkbride should meander around the existing plantings.

5 Economy Overlay (No 4)

- That Council recognise that in order to attract new NGO service to the site it may be necessary to charge below market rents for these services to and that the Trust be directed to review proposed rents over time to ensure new NGOs can afford to take up leases on the site.
- Recommend minimum 30% employment opportunities for mental health consumers

6 Energy Overlay (No 5) – no change

7 Food Overlay (No 6)

- That the number of additional cafes on the site be reduced from 4 to 2.
- The two proposed cafes, Bootmakers and Sustain be mental health consumer run co-operatives or social enterprises run in partnership with mental health consumers
- The expanded section of Glover St community garden to include additional plots for mental health consumers
- If possible the proposed farm to be a partnership with mental health consumer organisations

- Public access is key, and while the farm proposal has received wide support from the community, many have also expressed concerns about possible privatisation of public space. Public access must be maintained throughout the area set aside for the farm. It is therefore resolved that the proposed farm must maintain public access to all sections during daylight hours

8 Governance Overlay (No 7)

- That Council defer the governance items to the July Ordinary Meeting to consider and incorporate the following points;
- Number of Trustees
- Who the Trustees represent/ who they are appointed by
- Their qualifications
- That the Master Plan does not support the State Government offer for a 99 year lease to Leichhardt Council over 40 hectares of the entire 60 hectare site. This approach would have no overall management of the entire site – resulting in formalised separate parcels within the site with likely subdivision impacts – and culminating in splintered controls to different tiers of government.
- The Governance Overlay section of the Master Plan to provide for the establishment of a Trust for the future management of the entire Callan Park site – with the Trust's composition, objects and functions to be in line with the Callan Park Trust Bill 2004 and 2008 however to note that the currently circulated Trust Document was first formulated in 2004, and presented to Parliament in 2007 and 2008 but never enacted. Since that time circumstances have changed quite considerably, not the least being the fact that we now have a draft Masterplan.
- The Draft Trust Document adopted tonight, will form the basis for future negotiations with the State Government regarding the final form of words and composition of the proposed Trust

In this regard the following amendments may assist in ensuring that Trust document - previously presented to the NSW parliament in 2008, more accurately reflects the provisions of the draft Masterplan:

- Clause 3: The definitions may need to include a reference to the Masterplan.
- Clause 5: Appointment, number, background and procedure of trustees appointment be modified to ensure that all issues raised by the Masterplan are adequately addressed the membership, for example:
Proposed Trust Membership:
To be considered and determined at the July 2011 Ordinary Meeting. In addition that the following changes are made:
- Clause 6: Objects of Trust, may need to make reference to the management of the site in accordance with the provisions of the Callan Park Masterplan and Plan of Management.
- Clause 7: General functions of Trust, may need to make reference to the management of the site in accordance with the provisions of the Callan Park Masterplan and Plan of Management.
- Clause 8: General functions of Trust, in the context of the scope and content of the draft Masterplan, it may be necessary to confirm who will/can employ staff to carry out day to day management of the Callan park site.
- Clause 16: Preparation of initial and subsequent plans of management, may need to cross reference this clause to ensure consistency with the Masterplan
- Clause 22: Endowment, the annual endowment may also need to reflect the cost of capital projects in accordance with any adopted Long Term Strategic Asset Management Plan and/or Capital Works program.

Clarify in the financial modelling section of the Master Plan that all existing not for profit tenants at Callan Park be treated in the same way as existing NGOs and charities when leases or rents are negotiated

9 Health Overlay (No 8)

- The Health overlay section of the Master Plan to recognise that there is virtually unanimous support for mental health uses on the site. The Master Plan has embodied the Wellness Centre/ short stay accommodation option for people suffering or recovering from mental illness.
- That an alternative terminology to "Wellness Centre" be used which more accurately reflects the Mental Health uses on the site.
- The Master Plan leaves open the option of supporting any new and additional mental health services or facilities that are proposed on the site by NSW Health delivered in line with the Callan Park Act and as supported by the Callan Park and Broughton Hall Trust .
- That the Master Plan investigates the location of a labyrinth on the site
- That the Ambulance parking remain as is on the Balmain Road site.
- That the sports fields should not be designated to specific sports.
- That the existing Ambulance carparking be retained with the addition of Native flora screening. Moving this will divert too much traffic in and out of Wharf Road. Car spaces could be marked to make Carpark more effective.

That council reaffirms its position that Callan park and Broughton Hall be a Centre of Excellence in mental health and include the following:

- Council supports the 83 bed mental health accommodation for recovery from mental illness as detailed in the Master Plan
- Council continues to seek funding from the Federal and State Governments for the mental health accommodation and bridging centre for Callan Park and that this be given urgent consideration
- Vocational Skills Centre and education services be for people recovering from mental illness
- Space be provided for a men's shed
- Space be provided for a bicycle hub with mental health consumer input

10 Pollution Overlay (No 9)

- That the swimming pool be retained for use by the Mental Health Consumers

11 Transport Overlay (No 10)

- That the Transport overlay recognises the need to ensure an internal shuttle bus service links directly to a nearby Sydney Buses interchange. That Sydney Buses are not used inside Callan Park.
- The Transport overlay recognises that a bike hire scheme in Callan Park should be fully automated and link to a bike hire scheme beyond Callan Park
- Further that there be no removal or otherwise of the Balmain Rd brick wall apart from consulting further with the community on additional small pedestrian openings.
- That the main entrance remain at the Cecily Street traffic lights.
- The parking area adjacent to the NSW Ambulance headquarters be retained in preference to a new parking lot of Wharf Rd and behind the Ambulance headquarters with the issue to be determined by the Trust at a future date. Native flora screening on Balmain Road and the park
- To protect the amenity of surrounding residential areas parking provision near the Manning St entrance and in Glover St adjacent to former administrative building be eliminated.
- That the Master Plan make a firm commitment to the enduring peace and tranquillity of the site by ensuring that there be no additional parking beyond that which is now available and that recreational traffic access be limited to the site.
- That the Shuttle bus and electric vehicle recharge station be referred to the Trust for further consideration.
- That the following be referred to the Trust for further consultation: That the existing drop off point for Rozelle childcare centre be retained as traffic on Balmain Road makes this option too dangerous.
- The new entrance opposite Alberto Street should only be for pedestrians.
- That the proposed paved plaza at the entrance gate be deleted.

12 Waste Overlay (No 11)

— That the Water Mirrors be deleted.

13 Water Overlay (No 12) - no change

Part B:

1. Amend the Plan of Management to reflect the changes as contained in section 8 of this report and Annexure B

2. That the Callan Park Master Plan and accompanying Plan of Management along with copies of all the submissions to the exhibition drafts be forwarded to the Minister for Planning for adoption of the Master Plan as required under the provisions of State Environmental Planning Policy No 56 - Sydney Harbour Foreshores and Tributaries

3. That a copy of the Master Plan and Plan of Management also be forwarded to the Premier and other State Government Stakeholders – with a request that :

— The State Government commence planning for the formation and funding of the Callan Park Trust as proposed in the Master Plan

— A further request that the Premier acknowledge the State Government's obligations for the Callan Park site as a whole, by reimbursing Leichhardt Council half of the actual master planning costs.

— That the plan for a mental health recovery and bridging centre for Callan Park be given urgent attention

4. That all expressions of interest as submitted by various community groups and organisations wanting to offer community, health or education services at Callan Park also be submitted to the Minister for Planning for consideration by the Trust who will use the Master Plan as the framework to develop more detailed governance and implementation strategies as they relate to the occupation of the various buildings on site.

5. That Council note the advice from the heritage planners Tanner Architects that the Master Plan does not conflict with the updated Conservation Management Plan for Callan Park

RESOLUTION FROM 26/7/11 ORDINARY MEETING

Item 21a: Governance Arrangements - Callan Park

C371/11

That:

1. in recognition of the time that has elapsed since the possibility of establishing a Trust was first canvassed, and the change in circumstances since that time, in particular the fact that we now have draft Masterplan, Leichhardt Council:

a. endorses the establishment of a Trust for the future management of the entire Callan Park site, as outlined in the Governance Overlay of the Masterplan

b. recommends that the Trust's composition, objects and functions should be generally in line with the Trust Framework embodied Callan Park Trust Bill 2004 and 2008, noting however that the currently circulated Trust Document was first formulated in 2004, and presented to Parliament in 2007 and 2008 but never enacted.

2. In relation to a number of specific aspects of the proposed Callan Park Trust, Council confirm the following aspects of the Trust Framework, namely that:

(i) The name of the proposed Trust be the Callan Park and Broughton Hall Trust

(ii) The Trust objectives be generally in accordance with those contained in Clause 6 of the 2008 Trust Bill, but amended to make reference to the management of the site in accordance with the provisions of the Callan Park Masterplan and Plan of Management.

(iii) In recognition of the breadth and complexity of both the matters contained within the Draft Masterplan, and the matters likely to be overlooked by the proposed Trust, the Trust membership as outlined in Clause 5 of the 2008 Trust Bill be modified as follows:

(a) 1 trustee appointed by the Governor from the local council area to represent the traditional owners.

(b) 3 trustees appointed by the Governor on the recommendation of the Premier to represent the relevant State Government Ministers in

relation to Heritage, Health and Environmental considerations.

(c) 3 trustees appointed by the Governor on the recommendation of relevant local Council area and at least 1 of whom has expertise in heritage.

(d) 1 trustee appointed by the Governor to represent the Mental Health Consumers.

(e) 1 trustee appointed by the Governor from the local council area to represent the Friends of Callan Park.

(f) 1 trustee appointed by the Governor to represent Educational / Arts tenants/lessees eg the Sydney College of the Arts.

(g) 1 trustee appointed by the Governor from the local council area to represent Sporting Bodies.

(h) 1 trustee appointed by the Governor to represent Not for Profit Organisations (NGOs) which are tenants/lessees eg WHOS.

Each person appointed as a trustee must also have expertise in at least one of the following areas and that there is a diversity of expertise within the trust membership:

(a) park management (b) cultural heritage management (c) local community affairs (d) landscape history (e) finance (f) planning law (g) environment (h) mental health (i) Arts

3. In relation to the balance of the draft Governance Resolutions tabled at the extraordinary meeting held on Tuesday 19th July 2011, Leichhardt Council decline the State Government offer to lease 40 Ha of the Callan Park site for the following reasons:

(i) the Master Plan does not support the State Government offer for a 99 year lease to Leichhardt Council over 40 hectares of the entire 60 hectare site.

(ii) The transfer of part of the site to Leichhardt Council would fragment the overall management of the entire site – resulting in formalised separate parcels within the site with likely subdivision impacts – and culminating in splintered control and management by both different tiers of government and a range of government organisations.

4. That the proposed Trust Framework outlined in recommendations 1 and 2 above, be referred to Council's legal advisers for more detailed legal input and advice regarding the pros and cons of various approaches, wording etc.

5. That the Trust Board meetings be open meetings and the meetings be advertised beforehand.

GUIDING VISION

Callan Park is an iconic heritage parkland of national significance which incorporates health, mental health, community and educational uses to the extent that these uses require and are compatible with the beauty and tranquility of this parkland setting. Callan Park is primarily a sanctuary for mental health consumers. It is considered the jewel of the inner west and is a unique and treasured place for many.

THE MASTER PLAN OVERLAYS

The Master Plan recommendations have been arranged under the following overlays:

- Biodiversity,
- Built Form,
- Culture/Education,
- Economy,
- Pollution/Chemicals,
- Energy,
- Food,
- Governance,
- Health,
- Transport,
- Waste,
- Water.

Each overlay is illustrated by an overlay drawing. The overlays are described by Scope, Existing situation, Objectives and Targets and finally implementation actions. There is also an explanation of how the overlay responds to the Project Principles, Sub Principles and community feedback received throughout the project. The proposed Trust will update the Plan of Management to support each Master Plan action detailing phasing and performance targets measurements and responsibilities, once government have adopted the Final Master Plan.

THE FINAL DRAFT MASTER PLAN AS ADOPTED BY LEICHHARDT COUNCIL

The following implementation actions are identified on the adjacent plan:

Public Access to Callan Park

- 1 Manning Street pedestrian access
- 2 Car access at Cecily Street
- 3 Alberto Street pedestrian access
- 4 Existing parking area
- 5 Existing Bay Run
- 6 Wharf Road vehicular access
- 7 Bike hire kiosk
- 8 Existing drop off to child care centre retained
- 9 New board walk for pedestrian access to the Callan Point beach
- 10 No vehicular access to the waterfront

Mental Health Related Facilities and Services

- 11 Kalouan sub-acute mental health accommodation
- 12 Vocational skills centre and education services for people recovering from mental illness [TAFE link]
- 13 Callan Park Mental Health related facility
- 14 Sustain - Cafe and restaurant
- 15 Wharf Road Apartments Medium support accommodation & Bootmakers Cafe
- 16 Bootmakers Cafe
- 17 Wharf Road Cottages [B214] Low support accommodation
- 18 Wharf Road House Families accommodation
- 19 Community spaces in the Cane Room [B512] and Building 504
- 20 Playground

Callan Park Farm/ Glovers Community Garden

- 21 Callan Park Farm
- 22 Glovers Community Garden
- 23 Expanded Glovers Community Garden

Memorials

- 24 Spanish War Memorial
- 25 Harbour Bridge Memorial

Cultural Cluster

- 26 Cultural Cluster Plaza
- 27 Sydney College of the Arts
- 28 Performance and rehearsal space
- 29 NSW Writers Centre [B213] - Main building
- 30 Extension to NSW Writers Centre
- 31 Studio and exhibition space, Sydney College of the Art and others
- 32 Art therapy and studio space

Callan Point and Bush Regeneration

- 33 Summer House heritage building [B494] retained for an Aboriginal Exhibition Space
- 34 Board walk through bushland
- 35 Bush regeneration
- 36 Bush regeneration around Glover Street Oval

Active and Passive recreation

- 37 Existing pool facility
- 38 Existing Waterfront Drive fields
- 39 New pavilion and amenities
- 40 Regional skatepark
- 41 Sports field
- 42 Realigned Bay Run, seating & level change
- 43 Glover Street Oval
- 44 Existing parking area on Glover Street
- 45 Tennis & basketball court
- 46 Investigate potential for kayak and rowing boat launching jetty
- 47 Indoor yoga & pilates

Foreshore

- 48 Reinstated salt marsh and new sea wall
- 49 Creek restoration
- 50 Wetland

Existing Providers

- 51 NSW Ambulance Headquarters [B1046]
- 52 NSW Ambulance expansion into Linen store [B296]
- 53 Existing parking with native flora screening
- 54 University of Tasmania
- 55 Existing buildings retained for future use

Heritage Landscape and Buildings

- 56 Moodie Street Cottage [B399] site maintenance administration and Bush Care Group facilities
- 57 Pleasure Gardens restored
- 58 Existing trees screening the Convalescent Cottages [B401-B404] pruned and replaced overtime with tall trunked Eucalyptus
- 59 Callan Park Museum located in Bonny View Cottage [B205]
- 60 Callan Park administration headquarters in Broughton Hall [B130]
- 61 Port Jackson fig integrated with native planting - brick wall retained
- 62 Cove garden

NGO Incubators

- 63 NGO opportunities within the cultural cluster
- 64 NGO opportunities in the Wellness Centre
- 65 Rose Cottage [Building 402]
- 66 Ward 12/13 [Building B488]

Sustainability

- 67 Recycled black water for non-potable reuse to all buildings
- 68 Irrigate sports field with recycled water
- 69 Treated stormwater stored on site for reuse - Wetland area treats stormwater prior to storage
- 70 Wetland filter storm water from central subcatchment
- 71 Non potable reuse pumping station



ABOVE. Figure no. 94 Final Draft Master Plan.

Each proposition is detailed on the overlays that can be reviewed over the following pages. The Plan of Management provides further details on phasing and implementation.



OVERLAY 01 BIODIVERSITY

Scope

This system covers the natural ecologies of Callan Park both terrestrial and aquatic, including habitats of both resident and migratory species. The Master Plan protects and enhances the existing fauna and flora in Callan Park as well as making connections to existing habitats on its boundaries.

Existing Situation

Callan Point contains the only area of remnant Iron Bark forest within the Leichhardt Local Government area, and Callan Park and the Iron Cove foreshore environs provide habitats for native and exotic flora and fauna. A community led bush care and regeneration project has been under way since 1994. There are several areas of Callan Park where self-seeded exotic tree species have not been managed and a colony of stray cats lives within the Convalescence Cottages.

Objectives and Targets

The Master Plan will enhance the long-term ecological value of Callan Park and provide opportunities to connect wider habitats along Iron Cove.

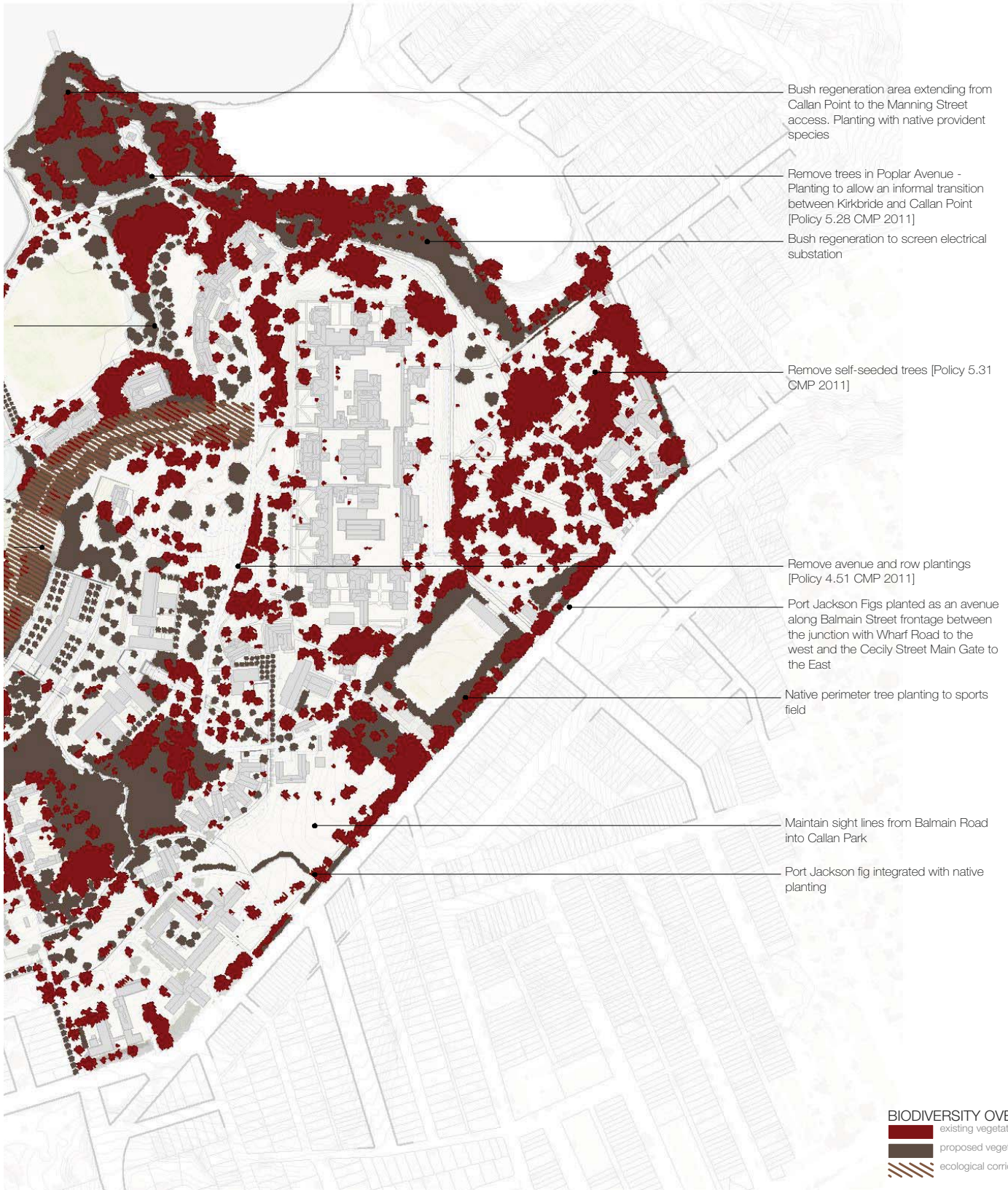
Implementation

The Master Plan identifies areas for further enhancement of both the existing terrestrial and aquatic habitats through the following measures:

- Prioritise the removal of *Celtis Sinensis*
- The replacement policy prioritises use of native species which have the potential to offer food and shelter for native birds and possums
- Bush regeneration from Callan Point through to the Manning Street pedestrian access point and around Glover Street Oval
- Bush regeneration at the eastern edge of Wharf Road between the NSW Ambulance campus to the south and the Wharf Road Apartments to the north around Glover Street Oval
- Pruning the existing trees screening the Convalescent Cottages [B401-B404] until they die and need replacing with native Tall Trunked Eucalyptus
- The proposed 'Trust' investigate the establishment of a 'Wires' aviary and native fauna educational centre in collaboration with mental health providers and consumers.
- The wildlife corridors be investigated, acknowledged and implemented
- Identification of an ecological corridor zone to connect the bush regeneration areas
- Suitable facilities provided for the 'Bush Care' volunteers, including storage area, kitchen area and bathroom facilities
- Planting of Port Jackson Figs along the Balmain Road frontage between the junction of Wharf Road and the eastern site boundary.
- Developing a GPS enabled smart phone application providing botanic data across Callan Park
- Limiting the new planting of exotic species to replacing dying and damaged trees that are part of the heritage gardens in the Broughton Hall and Pleasure Gardens; and in the Agricultural or horticultural area.
- The proposed trust establish suitable facilities for the existing Bush Care Group - including a storage area, kitchen area and bathroom.



ABOVE. Figure no. 95 Biodiversity overlay



OVERLAY 02 BUILT FORM AND INFRASTRUCTURE:

Scope

There is eighty-five and a half thousand square meters [85,500 m²] of floor space contained in over one hundred and forty buildings and structures located on Callan Park. Currently eighty-three of the buildings are vacant, representing nearly thirty-two thousand square metres [32,000 m²] of available floor-space. Excluding the Kirkbride Complex, twenty-three buildings have been classified as being of exceptional or high heritage status [CMP 2011]. The information in this section relates to all buildings, structures services and infrastructure on Callan Park, detailing uses, proposed demolitions and the footprints and building envelopes that will accommodate new structures. Recommendations for services infrastructure are also proposed.

It must be noted that the future arrangement of the site will include dealing with matters such as allocation of buildings and parcels of land for future tenants. It will be at this point that the proposed 'Trust' will be better positioned to consider exactly which buildings are to be removed - with the benefit of the Master Plan and the Conservation Management Plan as a guide and control. There should be further consultation with the community by the 'Trust' if any demolitions are to be considered.

Existing Situation

The plans in stage one detail the historic development of buildings and associated infrastructure on Callan Park. While the phasing of development and laise faire addition of buildings has helped give Callan Park its character some of the more recent buildings or groups of buildings have diminished the setting and quality of areas of Callan Park with significant heritage value. Since the transfer of the last patients from Callan Park in April 2008 many of the buildings and supporting site infrastructure have fallen into a state of severe dilapidation. NSW Health provided the Master Plan team with floor plans and building assessments conducted in 1995 for all the vacant buildings on Callan Park. This information along with the building inspection site survey conducted by members of the Master Plan team has contributed to the final Master Plan.

Objectives and Targets

The Master Plan sets out a framework for built form and infrastructure on Callan Park, with the over arching objectives being:

- Respecting the heritage values of the site through the selective demolition of intrusive and low heritage significance buildings as outlined in the CMP 2011.
- Identifying opportunities for new building and structures located within the footprint and envelopes of existing buildings.
- Defining uses for all buildings as either Community Education and Health use in accordance with the Callan Park [Special Provisions] Act 2002
- Recycling building waste on site or disposal of waste in accordance with best practice methods.
- Establishing a panel of emerging architects to ensure the adaptive re-use of buildings meets sustainability and design excellence objectives.
- Create a modern, efficient site infrastructure system that delivers leading sustainability outcomes.

Implementation

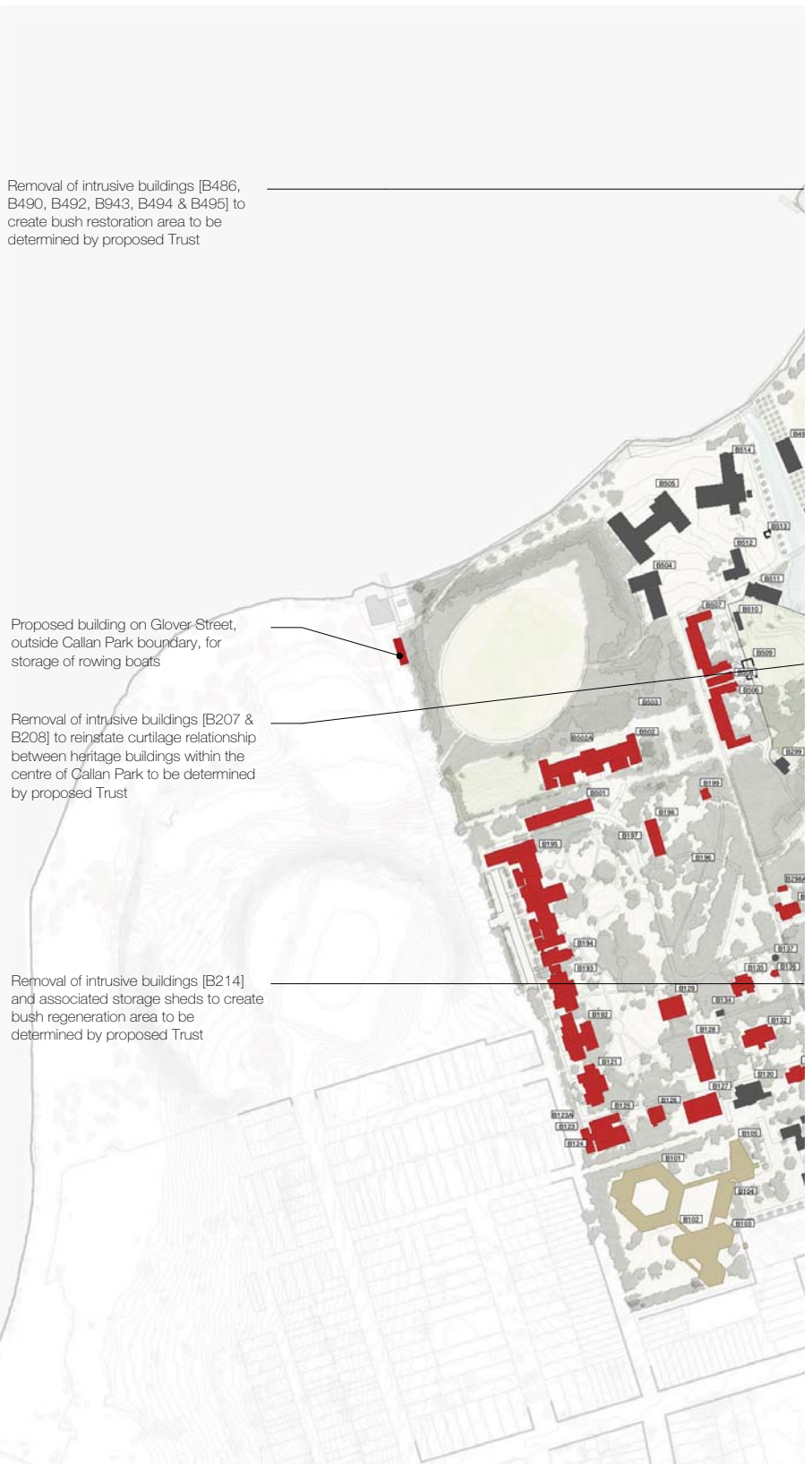
One of the key changes to Callan Park will be the demolition of thirty-nine buildings and structures. This programme of demolition has been proposed for the following reasons:

- To increase open space
- To provide purpose built structures for new activities such as bicycle hire and sports amenities
- To consolidate car parking on the edges of Callan Park
- To reinstate the relationship between the key heritage buildings and landscapes/views
- To create designated bush areas
- To demolish structures that are unsound and suffering from structural failure

A number of new structures and buildings are also proposed on Callan Park. These will be located within the footprints and envelopes of existing buildings to conform to the objects of the Callan Park [Special Provisions] Act 2002. New buildings will be located in the following areas:

- A pavilion and amenities block adjacent to the Balmain Oval
- Cycle hire stations in close proximity to the new Cecily Street site access
- 'Kalouan building [B209, B210]' has also been identified as a potential site for a purpose built facility, providing short term high support accommodation for Mental Health Consumers

In line with the demonstrated recreation needs shortfall in Leichhardt Councils 2005 'Recreation and Open Space Needs Study', priority should be given to the immediate upgrade of existing playing fields, construction of the Glover Street and Balmain Road playing fields and regional skatepark. The skatepark and sporting facilities must also be available for people recovering from mental illness.



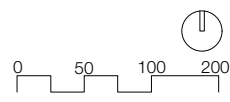
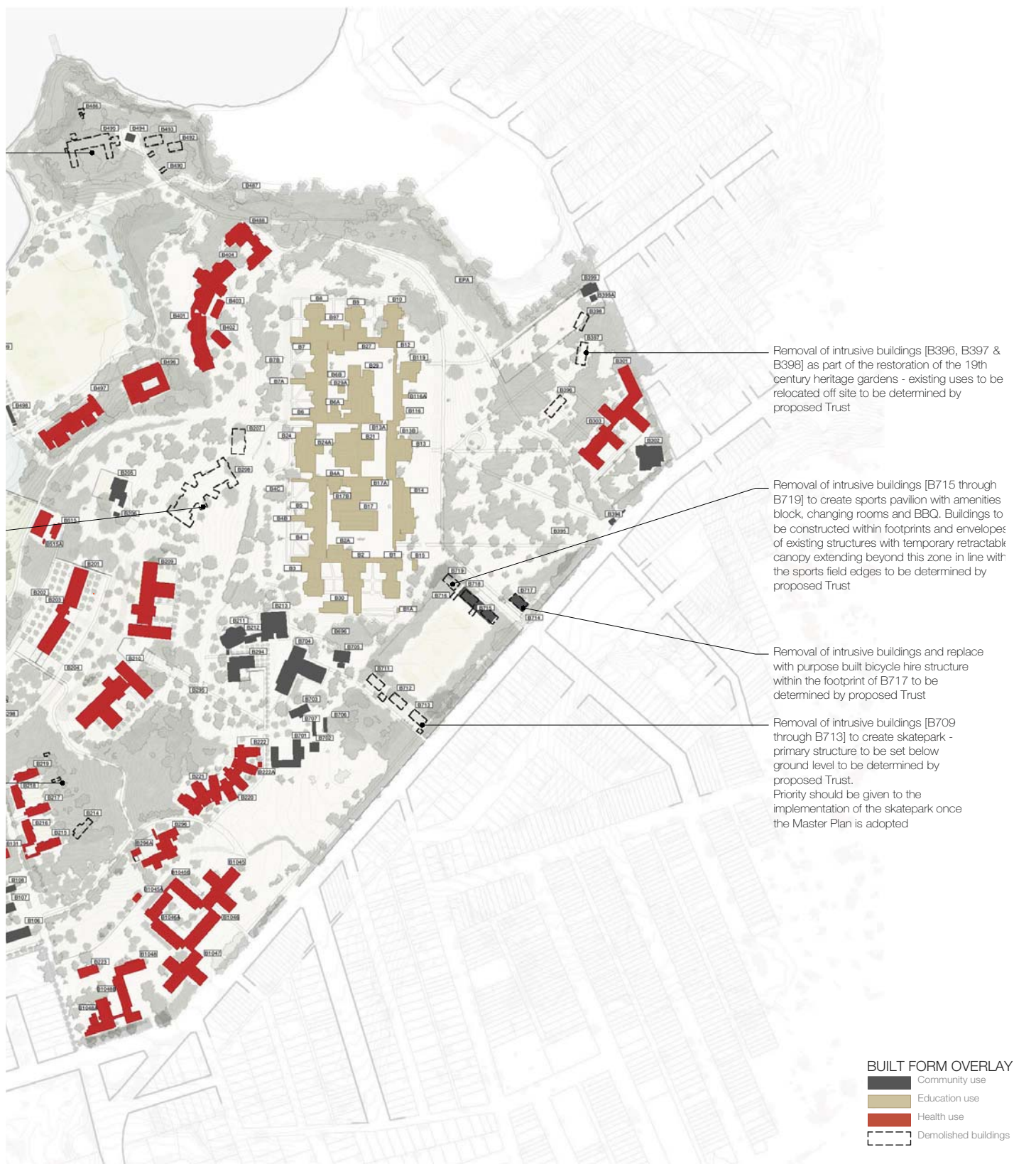
Removal of intrusive buildings [B486, B490, B492, B943, B494 & B495] to create bush restoration area to be determined by proposed Trust

Proposed building on Glover Street, outside Callan Park boundary, for storage of rowing boats

Removal of intrusive buildings [B207 & B208] to reinstate curtilage relationship between heritage buildings within the centre of Callan Park to be determined by proposed Trust

Removal of intrusive buildings [B214] and associated storage sheds to create bush regeneration area to be determined by proposed Trust

ABOVE. Figure no. 96 Built Form and Infrastructure overlay



OVERLAY 03 CULTURE

Scope

The scope of this system relates to the cultural uses of buildings on Callan Park, opportunities for interpretation of the cultural landscape, historic interpretation and initiatives that provide a framework for on-going community development. A key direction will be supporting synergies between culture, mental health and wellbeing.

Existing Situation

Callan Park is located on Leichhardt's cultural ridge line, a creative ribbon extending from Balmain through Rozelle to the cultural hub on Hawthorne Canal in the west. Callan Park accommodates some of Sydney's most important cultural stakeholders. Sydney College of the Arts [SCA] occupies the Kirkbride complex and the New South Wales Writers Centre [NSWWC] located in Garry Owen House. Both organisations have extensive programs in addition to their core activities. A number of venues and spaces are available for hire. Festivals and events also draw many groups to the park particularly in the summer months.

Callan Point is also the site of interpretative artworks and signage documenting the Aboriginal cultural heritage of the area. The post-colonial and recent cultural heritage of Callan Park is extensive and integral to the planning process. Included are the heritage gardens, memorials, vistas, the cultural topography and the built form.

The existing strong cultural presence of the two major arts institutions provides a solid base for the development of cultural activities in Callan Park. SCA and NSWWC represent a broad spectrum of the creative arts, and both institutions have the capacity to expand within the site.

Objectives and Targets

The targets for the Master Plan are:

- To both commemorate and celebrate the past and future cultural role of Callan Park
- To document the cultural heritage of Callan Park through an on site museum and interpretative signage to educate visitors to Callan Park
- To develop a national centre of excellence to support the links between art and mental health
- To create an international artist in residency program that focuses on 'outsider art' and artists who explore issues of mental health in their work.
- To provide opportunities for performance based cultural activities such as music, dance and theatre
- To provide spaces for year round outdoor performance and events within the cultural cluster
- To provide a range of studio, rehearsal and workshop spaces for local artists and arts based NGOs
- To offer short term and incubator spaces for emerging artists and creative groups
- To ensure the potential for robust, long term tenancies in key locations

Implementation

The Master Plan makes the following recommendations:

- The formation of a 'cultural cluster' in close proximity to the Sydney College of the Arts and NSW Writers Centre
- The proposed Trust investigate the use of the Summer House as an Aboriginal Exhibition Space - as opposed to an Aboriginal Cultural Centre, to determine the most appropriate means of acknowledging the aboriginal heritage of both Callan Park and Callan Point.
- An initiative to link art, creativity and wellness through the establishment of a Centre for Art, Mental Health and Wellbeing based on the Cité Internationale des Arts model that focuses on artists with experience of mental health illnesses
- The expansion of NSW Writers Centre
- The development of an on-site museum and new interpretive signage to encourage a greater depth of understanding of the history of Callan Park
- The restoration of the heritage Broughton Hall Gardens and Pleasure Gardens
- The restoration of the Spanish War Memorial
- The restoration of the Harbour Bridge memorial and its surroundings, better protecting the memorial and making it more visible
- Links between culture, community and environment with a new bush trail that starts close to the Manning Street entrance finishing at Callan Point.
- Designated performance space artist studio and exhibition space within the cultural cluster
- A sustainable living centre located in B299 that is linked to the Callan Park Farm

Enhance existing aboriginal interpretative signs and protect European rock carvings from damage by diverting pathway

Create foreshore boardwalk from the Western tip of Callan Point to North tip of Callan Point incorporating Jetties. Investigate opportunities for interpretative material and public art

Maintain Sydney Harbour Bridge Memorial and establish area around it to make it visible and protected

Remove unsympathetic lighting and seating [Policy 5.42 CMP 2011] and replace with new street furniture once a signage and street furniture strategy for the whole site has been developed

"Museum of the mind" in Bonny View Cottage to exhibit the site's heritage and host visiting exhibitions

Reconstruct former garden layout and create links to the Cultural Cluster [Policy 5.48 CMP 2011]

Conserve and repair all oriental inspired structures in Broughton Hall gardens [Policy 5.57 CMP 2011]

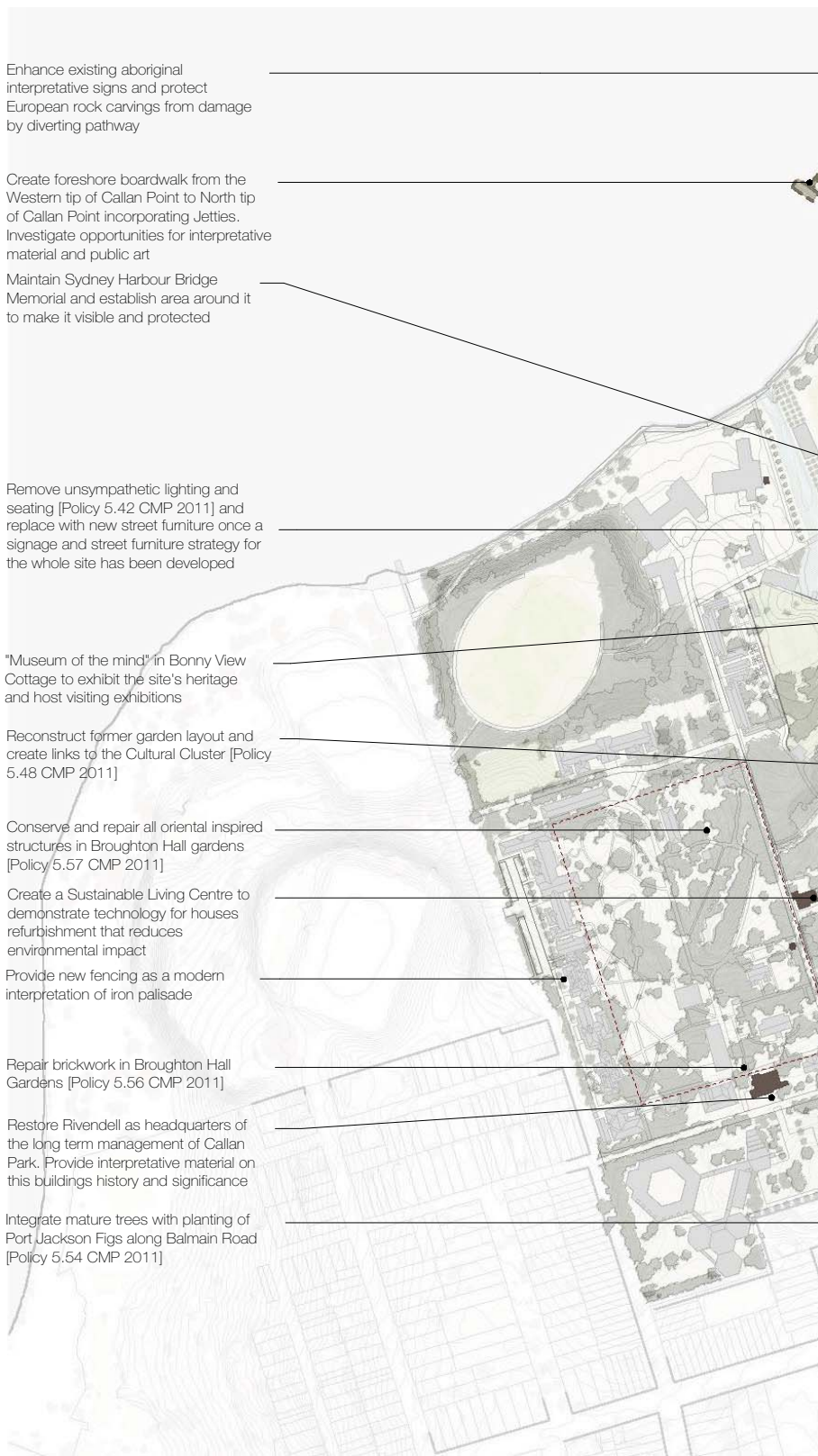
Create a Sustainable Living Centre to demonstrate technology for houses refurbishment that reduces environmental impact

Provide new fencing as a modern interpretation of iron palisade

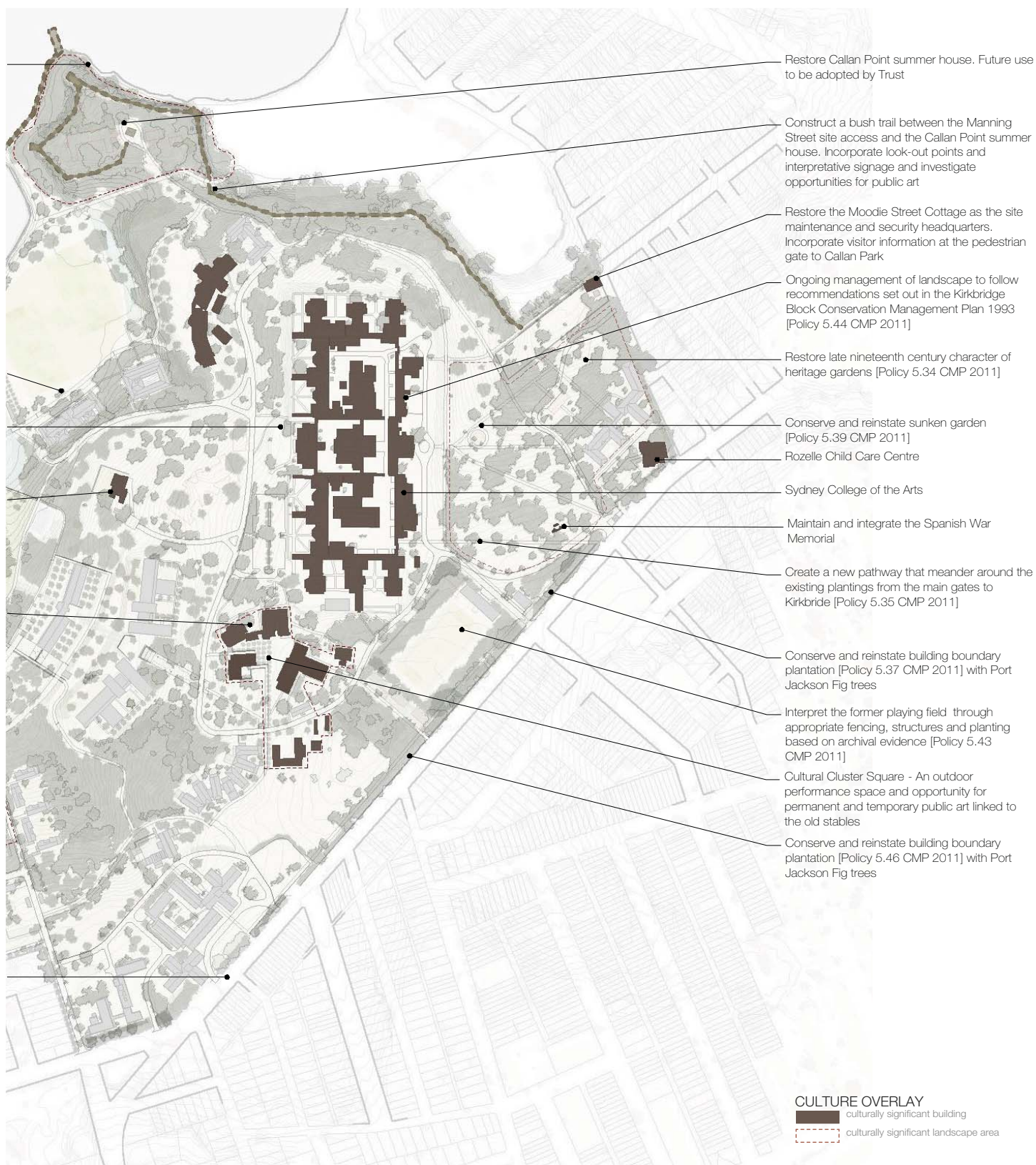
Repair brickwork in Broughton Hall Gardens [Policy 5.56 CMP 2011]

Restore Rivendell as headquarters of the long term management of Callan Park. Provide interpretative material on this buildings history and significance

Integrate mature trees with planting of Port Jackson Figs along Balmain Road [Policy 5.54 CMP 2011]



ABOVE. Figure no. 97 Culture overlay



Restore Callan Point summer house. Future use to be adopted by Trust

Construct a bush trail between the Manning Street site access and the Callan Point summer house. Incorporate look-out points and interpretative signage and investigate opportunities for public art

Restore the Moodie Street Cottage as the site maintenance and security headquarters. Incorporate visitor information at the pedestrian gate to Callan Park

Ongoing management of landscape to follow recommendations set out in the Kirkbride Block Conservation Management Plan 1993 [Policy 5.44 CMP 2011]

Restore late nineteenth century character of heritage gardens [Policy 5.34 CMP 2011]

Conserve and reinstate sunken garden [Policy 5.39 CMP 2011]

Rozelle Child Care Centre

Sydney College of the Arts

Maintain and integrate the Spanish War Memorial

Create a new pathway that meander around the existing plantings from the main gates to Kirkbride [Policy 5.35 CMP 2011]

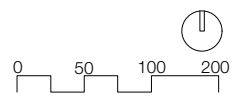
Conserve and reinstate building boundary plantation [Policy 5.37 CMP 2011] with Port Jackson Fig trees

Interpret the former playing field through appropriate fencing, structures and planting based on archival evidence [Policy 5.43 CMP 2011]

Cultural Cluster Square - An outdoor performance space and opportunity for permanent and temporary public art linked to the old stables

Conserve and reinstate building boundary plantation [Policy 5.46 CMP 2011] with Port Jackson Fig trees

CULTURE OVERLAY
 ■ culturally significant building
 ▭ culturally significant landscape area



OVERLAY 04 ECONOMY

Scope

The scope of this system relates to the ongoing funding of activities on Callan Park by State and other groups and organisations. As discussed previously the Callan Park (Special Provisions) Act 2002 places controls on the ability to generate economic activity on Callan Park. These controls are related to the permissible uses as follows:

- Community uses must be on a not-for-profit basis
- Educational uses must be on a not-for-profit basis
- Health uses must can take place on either a for-profit or not-for-profit basis

In order to attract new NGO services to the site it may be necessary to charge below market rents for these services. The 'Trust' should be directed to review proposed rents over time to ensure new NGO's can afford to take up leases on the site.

Existing condition and situation

Based on the Master Plan terms, current understanding grounds and essential maintenance of derelict buildings are funded through a \$1.8 million dollar budget. We are unable to quantify the maintenance budget for individual leased and licenced buildings. The site currently generates approximately \$250,000 (refer to appendix) of rental income from the NGOs located to the west of Wharf Road.

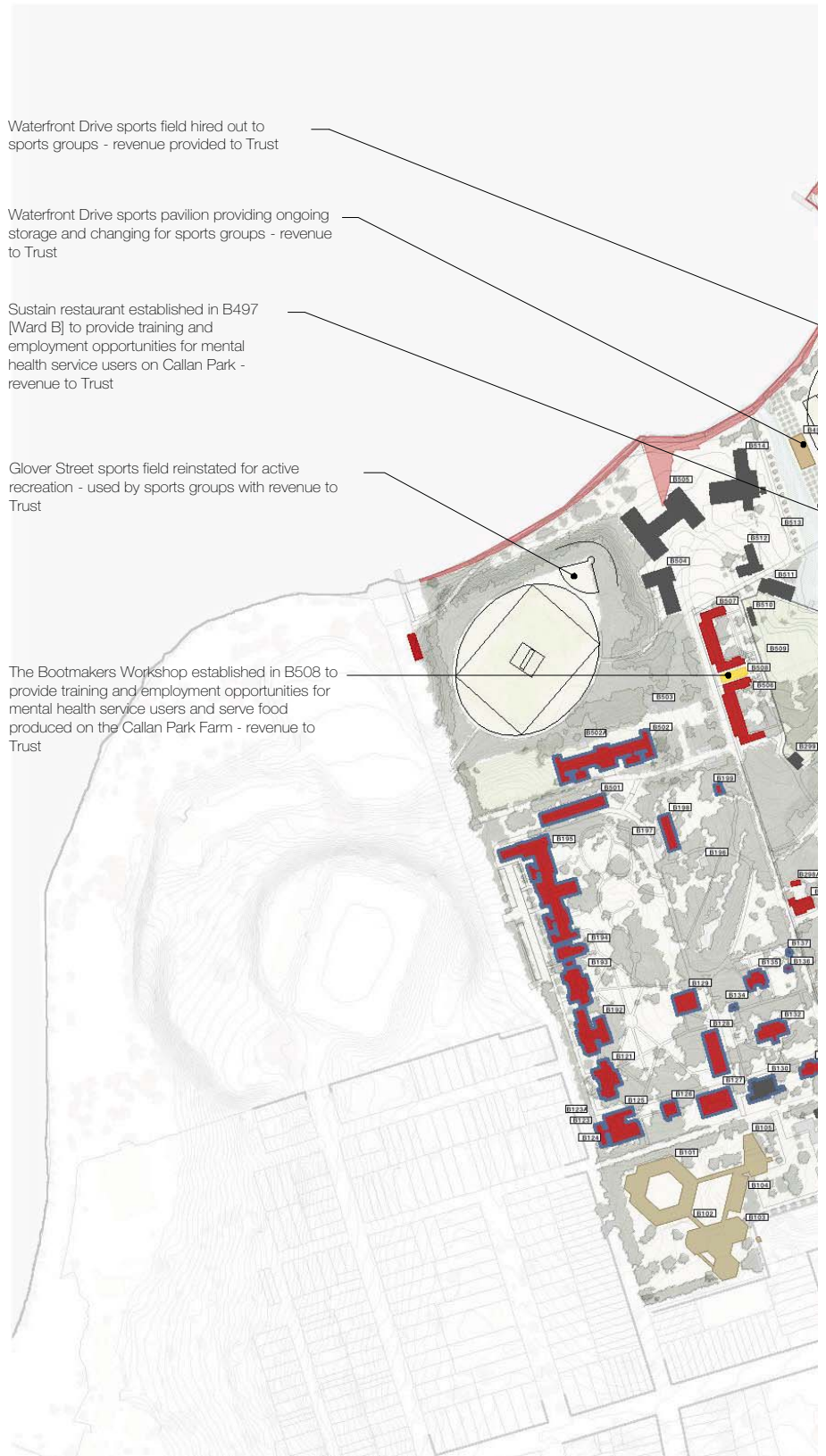
Objectives and Targets

The targets for the Master Plan are:

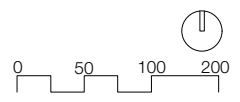
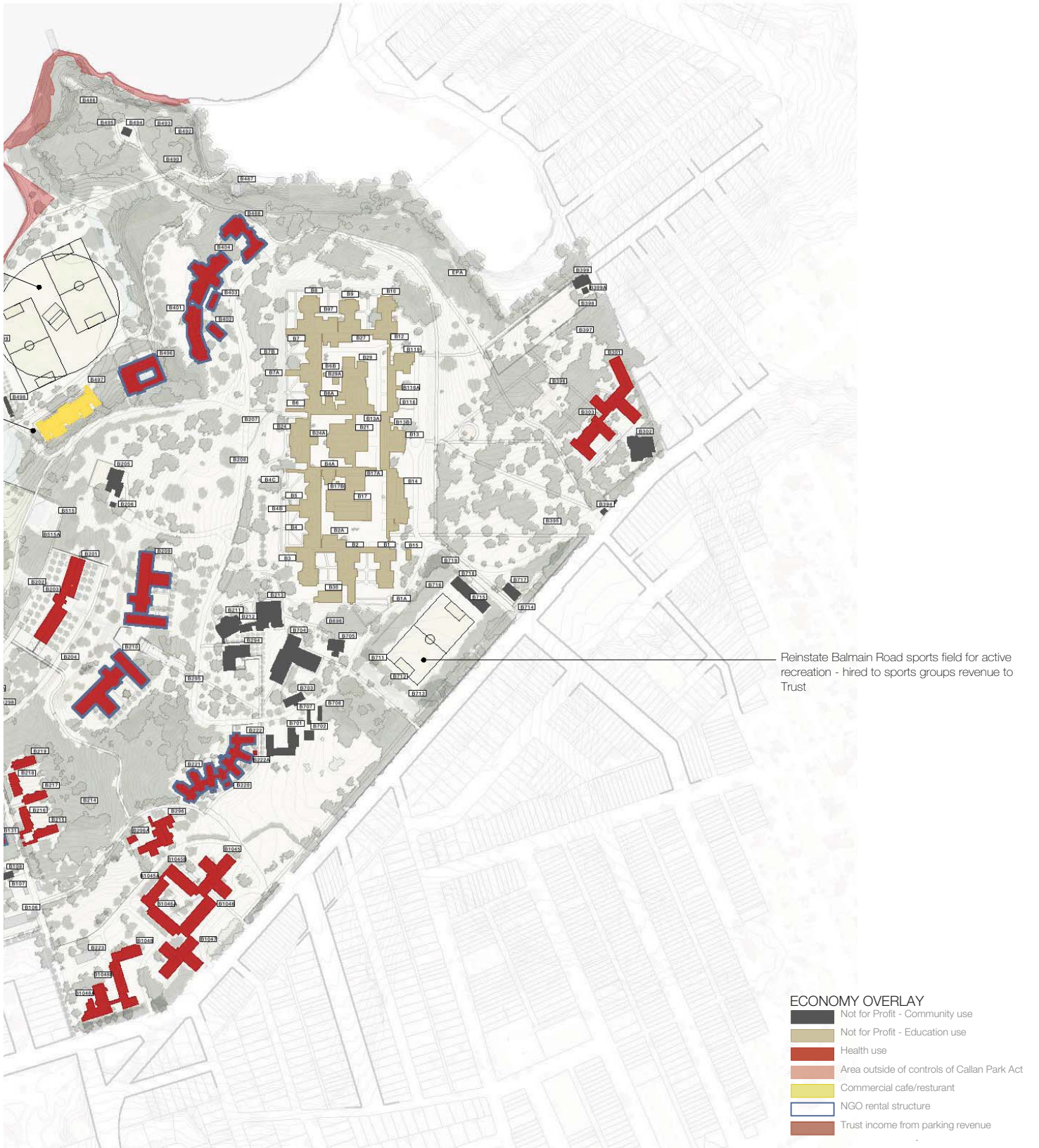
- To ensure the long term financial sustainability of Callan Park
- Provide a minimum of 30% employment opportunities for mental health consumers
- To ensure open, transparent and accountable management of income and expenditure by the Callan Park governance organisation
- To ensure Callan Park secures the Federal and State funding required to implement the Master Plan
- To maximise governance income generated through site leases
- To maximise governance income generated from other uses on Callan Park
- To work with local businesses and statutory authorities to ensure mutual benefit from the implementation of the master plan
- The Bootmakers and Sustain cafe's to be operated as mental health consumer run co-operatives or social enterprises run in partnership with mental health consumers

Implementation

The Callan Park governance organisation the 'Trust' will have ultimate responsibility for coordinating economic activity.



ABOVE. Figure no. 98 Economy overlay



OVERLAY 05 ENERGY

Scope

This system relates primarily to the energy infrastructure on Callan Park providing power, heating and cooling to buildings and site structures. Much of the infrastructure will be below ground level although the inclusion of roof mounted panels for solar power generation and hot water supply will have a visual impact across Callan Park requiring careful integration.

Existing Situation

The condition of much of the sites power infrastructure is currently unknown. Power is provided through four on-site substations with high voltage links to the local Energy Australia network. Metering is centralised and maintenance is currently undertaken on an ad-hoc basis with work carried out in response to break downs in the system rather than as part of an on-going maintenance programme.

Objectives and Targets

The over arching objective of the Master Plan is to create a zero carbon park providing a high quality environment for its users and visitor and opportunities for education around sustainable living. To achieve carbon neutral for operational energy by 2030, the strategy will be to refurbish all existing buildings to reach minimum levels of compliance with regards to the latest BCA regulations. Also to assess each building on an individual basis to consider how the buildings can be further improved to operate at a higher level of energy efficiency. This may include implementing operable skylights for daylight penetration where possible to reduce reliance on artificial lighting.

The zero carbon targets will be achieved in the following ways:

- Through the refurbishment of existing buildings and the use of low energy fittings
- Through on-site power generation, OPV and Tri-generation
- Through the use of Solar hot water
- Through the purchase of electricity from green power providers
- Through continued education of visitors and users of Callan Park
- To use best practice heritage techniques when developing strategies for incorporating sustainability measures to exceptional and high significance heritage buildings
- Providing on-site recharge points for electric vehicles including the proposed electric shuttle bus
- Instigate building performance monitoring of energy use and production
- Achieve Carbon Neutral for Operational Energy by 2030.

Strategies for implementation

Sustainable Refurbishment of Existing Buildings

The initial step will be to target a 40% reduction in energy consumption compared to a base case scenario for energy consumption of typical existing buildings.

Strategies to achieve the target are as follows:

- Increased day lighting levels to reduce artificial lighting loads – reduce lighting power to 5 W/m²
- Mixed-Mode buildings and use of natural ventilation through operable façade and design for cross flow ventilation
- Ensure building envelope is optimised - building sealing and insulation

Low Carbon Energy Infrastructure

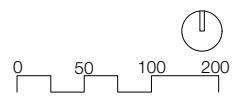
Buildings which will require cooling and heating due to the nature of the use of the building or during the peak climate conditions will need a fuel source of either electricity or gas. Gas is a less carbon intensive method of providing heating and cooling and a cogeneration system can be implemented to provide electricity at a higher level of efficiency with the by pass product of waste heat either used for heating or to drive absorption coolers for cooling purposes.

Site wide energy infrastructure strategies include:

- Combined Heat Power (CHP) utilising gas to produce electricity and utilise waste heat for hot water or for a Tri-generation scheme to run Absorption chillers which utilise low grade heat to produce chilled water.
- If we reduce the site wide building consumption by 40% through sustainable refurbishment we will require an area of 250 m x 250 m for PV panels to offset the remaining site wide energy requirements – this is a big area!
- The options for the site wide infrastructure are to implement a large scale central cogeneration system and distribute waste heat pipes for buildings to connect into or provide a gas ring around the site for smaller scale localised Tri-generation systems to serve buildings.
- Each have advantages and disadvantages as discussed below:



ABOVE. Figure no. 99 Energy overlay



OVERLAY 06 FOOD

Scope

This system relates to the production and consumption of food at Callan Park.

Existing Situation

There is a long history of organised agriculture on Callan Park, from the kitchen gardens and livestock that supported the early gentleman's estates on the site to the community garden on Glover Street - Sydney's oldest. Glovers Community Garden is the only area of Callan Park that has any organised productive agricultural capacity and it is well subscribed.

There are currently no commercial stand-alone cafes or restaurants on Callan Park, although there is a cafe within the Sydney College of the Arts that is open to the public. There are also canteens within some of the larger organisations on Callan Park that cater for staff and people undergoing treatment within the NGO area.

Objectives and Targets

The key element of the Master Plan is to promote the development of sustainable urban agriculture to benefit both the mental and physical wellness of park users. Objectives include:

- Creating opportunities for employment, education and participation for Mental Health Consumers across the urban agriculture projects on Callan Park
- Providing opportunities for community building with local residents
- Recognising the long history of food production on Callan Park and provide educational opportunities around sustainable living for the community
- Promotion of the best practice sustainable permaculture and organic or biodynamic food production principles

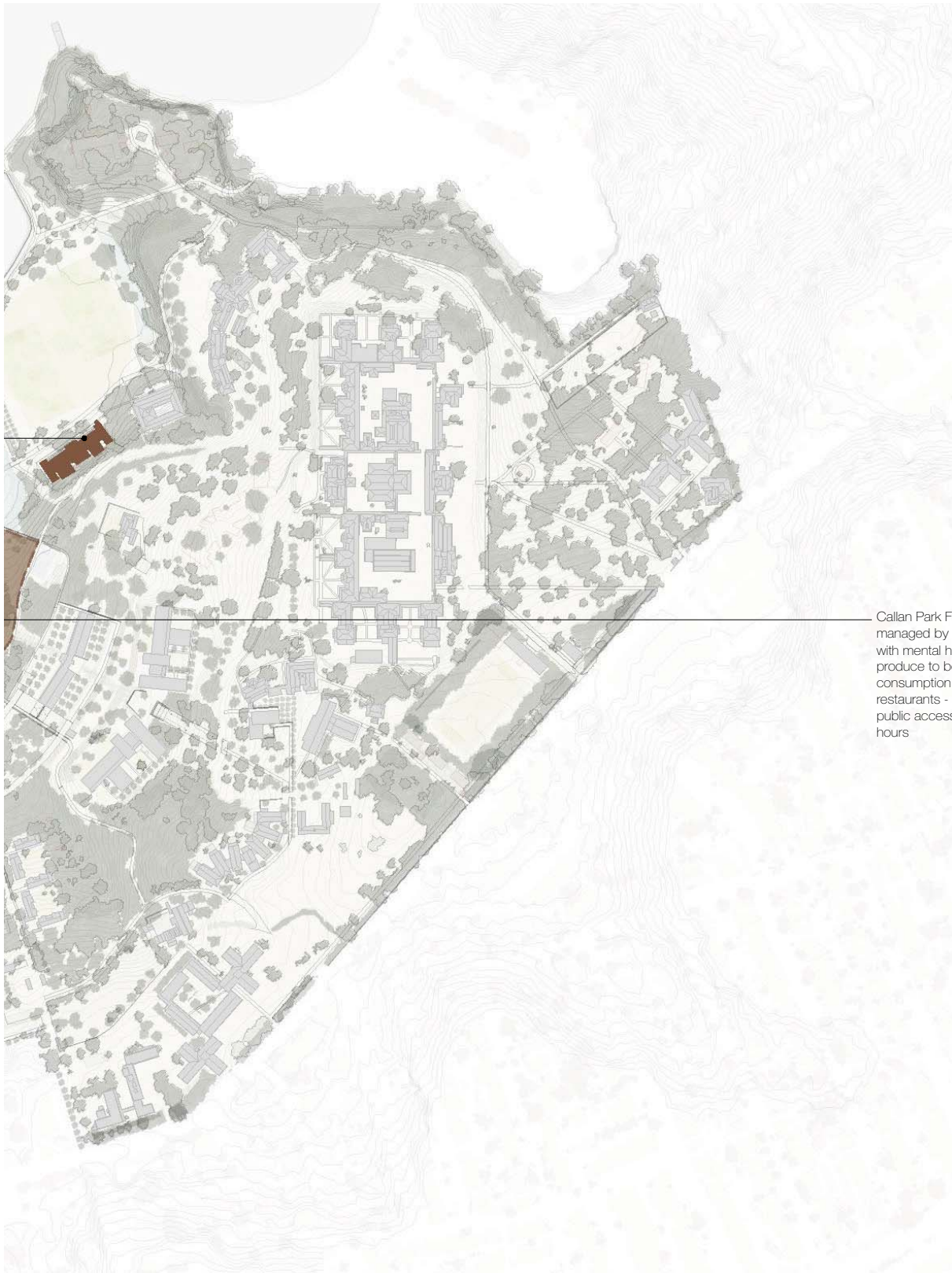
Implementation

The following actions for the Master Plan relate to food production and consumption on Callan Park:

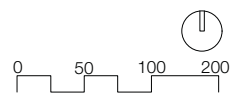
- The establishment of Callan Park Farm to be in partnership with mental health consumer organisations
- Callan Park Farm must maintain public access to all sections during daylight hours
- The expansion of the Glover Street Community Garden to include additional plots for mental health consumers
- The planting of a community agricultural or horticultural area on the Balmain Road frontage
- The provision of two cafes and restaurants serving organic produce grown on Callan Park
- The two proposed cafe's, Bootmakers and Sustain be mental health consumer run co-operatives or social enterprises run in partnership with mental health consumers
- The development of capacity building links with local organisations that promote backyard and urban agriculture



ABOVE. Figure no. 100 Food overlay



Callan Park Farm to be established and managed by community group in partnership with mental health consumer organisations - produce to be provided to kitchens for consumption on Callan Park cafe's and restaurants - Callan Park Farm must maintain public access to all sections during daylight hours



OVERLAY 07 GOVERNANCE

Scope

Governance is the activity of governing. It is the democratic process of decision making and administration that will ensure public expectations for the Callan Park site are enacted. The governance system enables the granting of power to a selected group who should be elected or appointed through a transparent process and are responsible for the management or leadership processes with respect to the site. The governance representatives also have a responsibility to verify performance and to ensure the corporate goals of the governing body are delivered. The corporate goals for the governing body should be tied to the Master Plan and Plan of Management for the site.

In the case of Callan Park the governing body must be a not for profit organisation to facilitate delivery of the objects of the Callan Park [Special Provision] Act 2002.

Existing Situation

Governance of Callan Park is currently splintered across a number of government and non-government groups. The 61 hectare Callan Park site is currently owned by the NSW Department of Health. NSW Maritime control a strip of land along the foreshore at Iron Cove. A range of leases have been granted by the Minister to various organisations including Sydney College of the Arts and the Writers Centre. A comprehensive schedule of the existing leases is contained in the master plan building asset register. Site maintenance and management is undertaken by at least four different groups including The Sydney Harbour Foreshore Authority [SHFA], NSW Department of Health, Sydney South West Area Health and some non government organisations including WHO'S. Limited coordination or sharing of information is undertaken between these groups.

Objectives and Targets

Delivery of the Callan Park Master Plan and Plan of Management requires the incorporation of an independent body that can operate at arms length from government. One of its main objectives will be to depoliticise decision-making processes so that implementation of long term actions and operations can be undertaken outside election cycles. Also the body needs to be able to negotiate with different tiers of government and various NSW State agencies as the Park provides both local and regional services.

The consultation work has identified that there is community demand for the body to function with public transparency and accountability. The Callan Park [Special Provision] Act 2002 requires any transfer of management for buildings to either Council or a Trust. That means that the governance model must be either a Trust or Council run body.

Due to the inter governmental complexity, mix of uses, building and infrastructure restoration costs and size of the Callan Park project it would be prudent to adopt a Trust model. The governance model should make a complimentary fit to the other NSW Government Park Trusts.

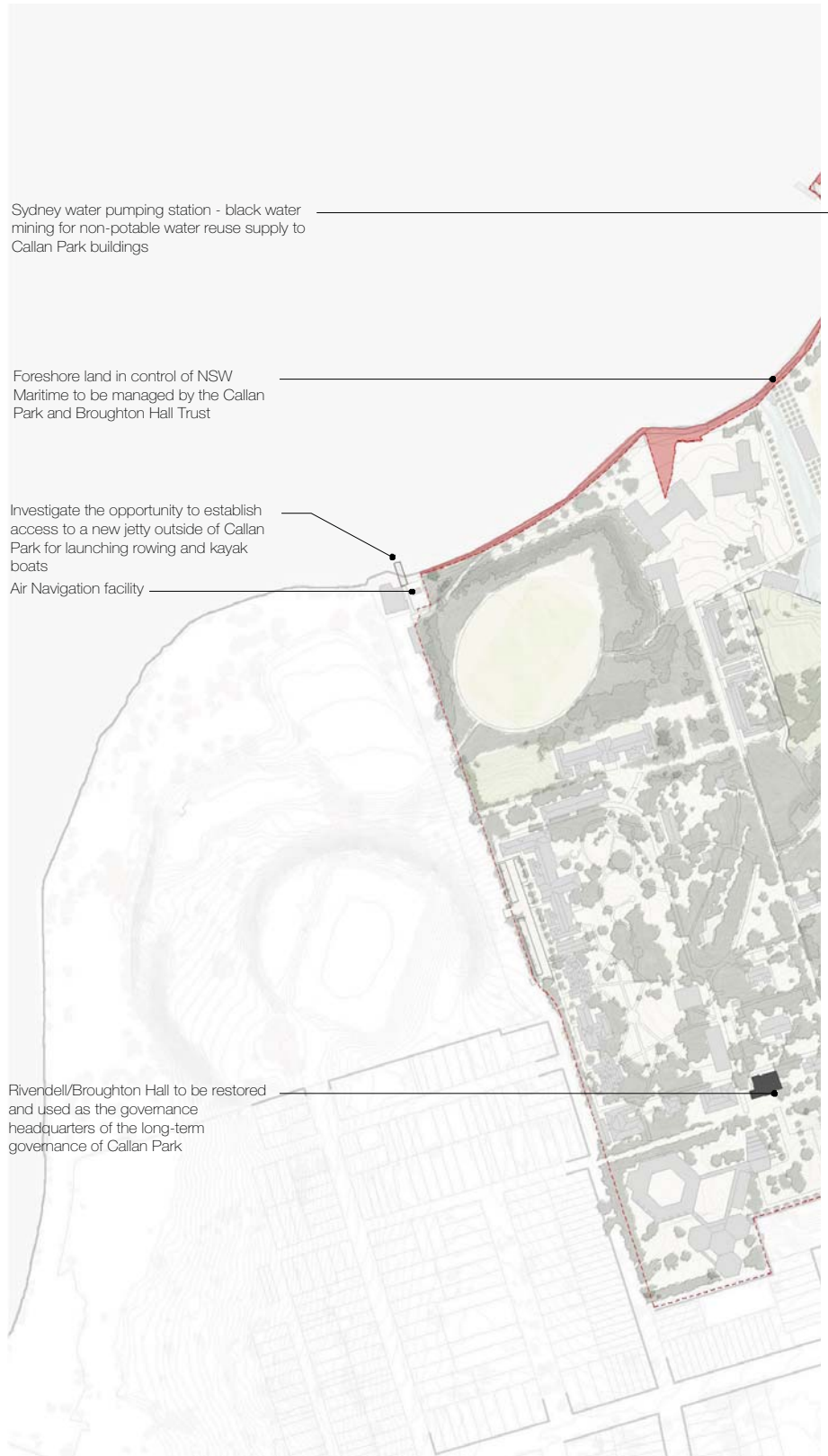
In recognition of the time that has elapsed since the possibility of establishing a 'Trust' was first canvassed, and the change in circumstances since that time, in particular the fact that we now have a Final Draft Master Plan, Leichhardt Council:

- endorses the establishment of a 'Trust' for the future management of the entire Callan Park site, as outlined in the Governance Overlay of the Master Plan
- recommends that the Trust's composition, objects and functions should be generally in line with the trust framework embodied Callan Park Trust Bill 2004 and 2008, noting however that the currently circulated Trust document was first formulated in 2004, and presented to Parliament in 2007 and 2008 but never enacted.
- The name of the Trust be the Callan Park and Broughton Hall Trust
- The Trust objectives be generally in accordance with those contained in Clause 6 of the 2008 Trust Bill, but amended to make reference to the management of the site in accordance with the provisions of the Callan Park Master Plan and Plan of Management
- The 'Trust' Board meetings should be open meetings and publicised beforehand.

Implementation

The proposed governance model for Callan Park is a State owned Trust. The Callan Park NSW Government Trust will be required to:

- Implement the Callan Park [Special Provision] Act 2002 and the Callan Park Master plan 'Wellness Sanctuary' together with the Plan of Management across the entire 61 hectare site area
- Act as a not-for-profit financial vehicle for capturing and reinvesting revenue



ABOVE. Figure no. 101 Governance overlay

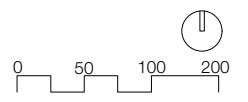


Site security, maintenance, asset administration and bicycle storage compound - screening and design of compound perimeter designed to minimise impact on heritage gardens

Rozelle Child Care Centre - 21 year lease

Sydney College of the Arts - 99 year lease

Sydney Writers Centre



- Attract and manage revenue streams while containing cost to create a long term sustainable bottom line
- Publish transparent financial reports that can be assessed against corporate objectives
- Manage buildings as required by the Callan Park [Special Provision] Act 2002
- Manage complex inter-governmental jurisdictions between Federal, NSW and Local Government agencies across health, education and community services.
- Utilise accepted models for similar sites such as; Centennial Parklands, Botanic Gardens and Parramatta Park
- Incorporate democratic community and Leichhardt Council representation
- Undertake security, maintenance and project delivery operations across the 61 hectare site
- Assemble and control a multidisciplinary management and operations team
- Effectively manage the Callan Park cultural and natural heritage
- Manage the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape and significant trees
- Ensure no future sub-division of the site occurs
- Act as the single body responsible for decision making at Callan Park

The key mandate of the Board will be to implement the Callan Park [Special Provision] Act 2002 and the Callan Park Master Plan 'Mental health related Facilities' together with the Plan of Management.

Modification of Clause 5 of the 2008 Trust Bill

In recognition of the breadth and complexity of both the matters contained within the Draft Master Plan, and the matters likely to be oversighted by the proposed Trust, the Trust membership as outlined in Clause 5 of the 2008 Trust Bill should be modified as follows:

- 1 trustee appointed by the Governor from the local council area to represent the traditional owners;
- 3 trustees appointed by the Governor on the recommendation of the Premier to represent the relevant State Government Ministers in relation to Heritage, Health and Environmental considerations;
- 3 trustees appointed by the Governor on the recommendation of relevant local council area and at least one of whom has expertise in heritage;
- 1 trustee appointed by the Governor to represent the Mental Health consumers;
- 1 trustee appointed by the Governor to represent the Friends of Callan Park;
- 1 trustee appointed by the Governor to represent Educational/ Arts tenants/lessees e.g the Sydney College of Arts;
- 1 trustee appointed by the Governor from the local council area to represent Sporting Bodies;
- 1 trustee appointed by the Governor to represent Not for Profit organisations (NGO's) which are tenants/lessees e.g WHOS;

Each person appointed as a trustee must also have expertise in at least one of the following areas and that there is a diversity of expertise within the trust membership;

- Park Management
- Cultural Heritage Management
- Local Community Affairs
- Landscape History
- Finance
- Planning
- Law
- Environment
- Mental Health
- Arts

OVERLAY 08 HEALTH

Scope

As the major prescribed use under the Callan Park [Special Provisions] Act 2002 mental health provides the most opportunity for returning the site for highest community benefit. The 'Wellness Sanctuary' concept developed by the community combines mental and physical services in a modern far reaching way. Recognising that there was virtually unanimous support for mental health uses on the site, the master plan embodies the Wellness Centre/ short stay accommodation option for people suffering or recovering from mental illness.

The mental health framework for the project was developed by Professor Vaughan Carr in conjunction with the design team.

Existing Situation

Since the closure of Rozelle Hospital there have been no state operated public health facilities on Callan Park other than NSW ambulance and nursing accommodation. A number of NGO organisations occupy buildings under the management of NSW Health and SSWAHS. NSW Ambulance also have their regional headquarters on Callan Park and use these buildings for a range of operational and response activities.

Objectives and Targets

As set out in stage four of the community consultation the shared vision for Callan Park is a 'Wellness Sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community. The key objective is to deliver a Master Plan that fulfils the 'Wellness Sanctuary' concept and leaves open the option of supporting any new and additional mental health services or facilities that are proposed on the site by NSW Health. These additional services should be delivered in line with the Callan Park Act and supported by the Callan Park and Broughton Hall Trust.

The council re-affirms its position that Callan Park and Broughton Hall should be a Centre of Excellence in mental health including the following:

- Council supports the 83 bed mental health accommodation for recovery from mental illness as detailed in the Master Plan
- Council continues to seek funding from the Federal and State Governments for the mental health accommodation and bridging centre for Callan park and that this is to be given urgent consideration
- Vocational Skills Centre and education services be for people recovering from mental illness
- Space be provided for a 'Men's Shed'
- Space to be provided for a bicycle hub with mental health consumer input
- Alternatively terminology to 'Wellness Centre Sanctuary' should be considered to more accurately reflect the mental health uses on the site

Implementation

The following recommendations relate to health services on Callan Park:

- Establishment of a governance group for the mental health services on Callan Park that coordinates all related activities and has representation from Mental Health Consumers, carers and clinical professionals
- The development of a charter that makes a commitment to providing employment and training opportunities for Mental Health Consumers within organisations operating from Callan Park
- To work with the cultural stakeholders on Callan Park to develop a national centre to promote the linkages between Art, Mental Health and Wellbeing, including an international artist in residency programme that focuses on 'outsider art' and artists that explore issues of mental health in their work.
- To work with the local sports groups and organisations to develop programmes for Mental Health Consumers
- Creation of a Mental Health and Community Wellness Centre providing a range of services such as, peer support, primary care, psychiatric evaluations and lifestyle support
- To work with Aboriginal groups to establish how targeted mental health services can be provided on Callan Park.
- Development of an independent research and training organisation within the Mental Health and Community Wellness Centre to monitor and evaluate the various treatment programmes and facilities provided to the Mental Health Consumers



Convalescence Cottages [B401, B402, B403, B404] for NGO mental health service provider includes : support groups, day centers, art and mental health activities and social enterprises

Waterfront Drive sports field upgraded with realigned sports fields - final configuration subject to detailed design study - all the sporting facilities are available for people recovering from mental illness

Waterfront Drive sports pavilion providing ongoing storage and changing for sports groups - area around pavilion to have formal tree avenue

Sustain restaurant established in B497 providing training and employment opportunities for mental health service users on Callan Park

Swimming pool to be retained for use by the mental health consumers

Southern portion of D.V.A Administration building [B504] refurbished to provide amenities and changing facilities

Glover Street sport field upgraded - final arrangement of sports fields and uses determined by needs assessment and detailed design investigations - all the sporting facilities are available for people recovering from mental illness

Adaptive reuse of Ward D and E [B506, B507] to provide low and medium support short stay accommodation for mental health service users

Investigate the recommendation for a building, in Glover Street outside Callan Park, for storage of rowing boats

Refurbishment of the Bootmakers Workshop to create the Bootmakers Cafe. Cafe to provide work opportunities for mental health services users and serve food produced on the Callan Park Farm

Adaptive reuse of the Stores Building [B201] to provide education services for mental health service users and Menshed - Services linked to TAFE and NGO groups

Performance Centre [B704] in Cultural Cluster to provide shared space for indoor exercise classes such as pilates, yoga and aerobics

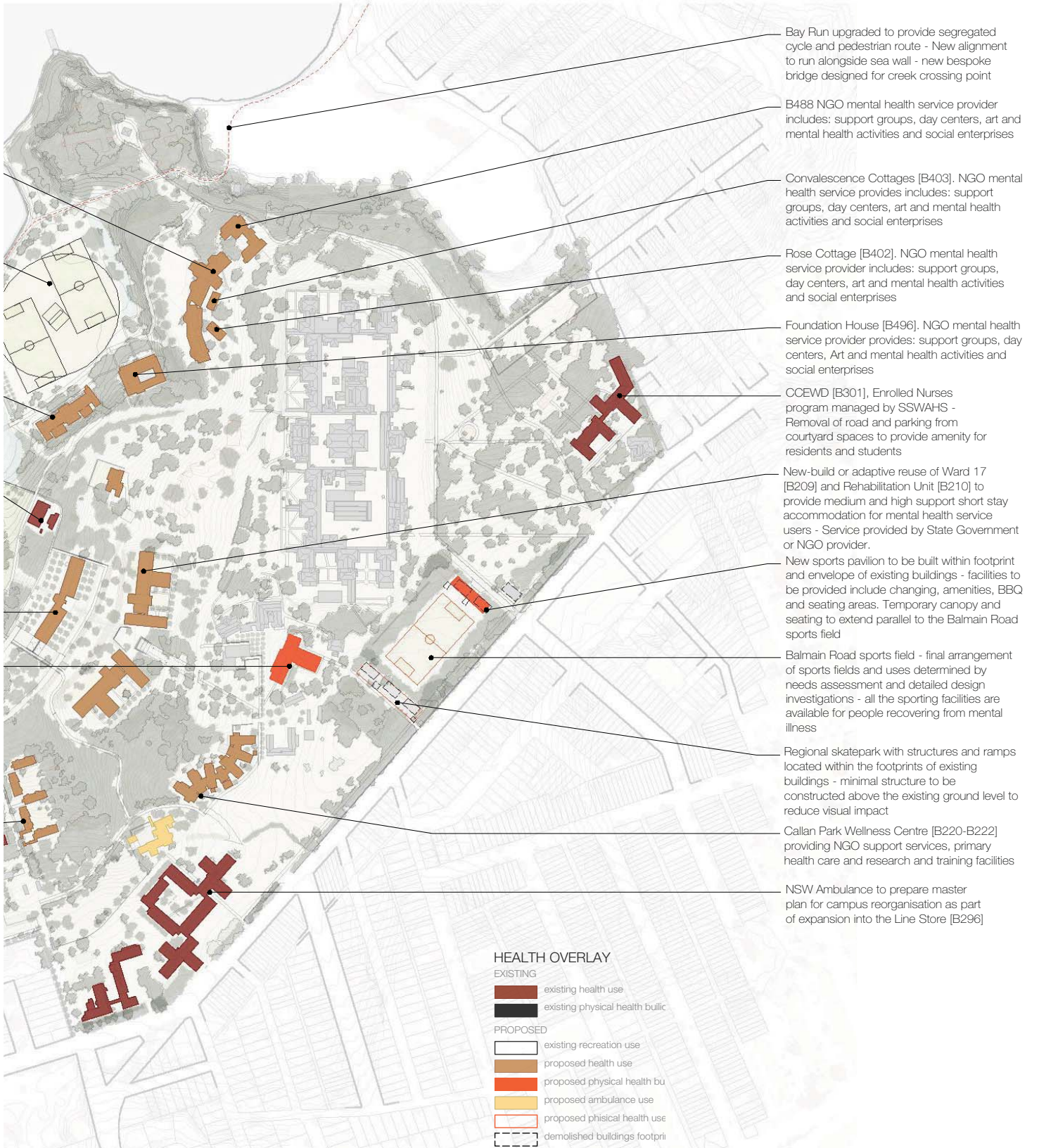
Adaptive reuse of ITU Store [B298] to provide family visitor accommodation for mental health service users

Restore hard-surface sports court to provide for tennis, basketball and netball

Adaptive reuse of Ambrosia Cottage, Magnolia Cottage, Bluegum Cottage, Frangipanni Cottage, [B215 -B219] to provide low and medium support short stay accommodation for mental health services users

Evan Jones Lecture Theatre to be used as a shared public resource by all health organisations on site

ABOVE. Figure no. 102 Health overlay



- Creation of a Vocational skills centre and education services for Mental Health Consumers with a TAFE link to provide accreditations and a Men-shed facility.
- To investigate the location of a labyrinth on the site
- The swimming pool be retained for use by Mental Health consumers
- To provide opportunities for Mental Health Consumer led social enterprises on Callan Park under the remit of a for-profit health use
- To provide a range of non-acute voluntary accommodation options for Mental Health Consumers, their families and carers on a short term basis with a suite of accommodation to cater for various levels of independent living
- To work with NSW Ambulance for a detailed campus Master Plan consolidating parking and services on their existing site
- To refurbish the existing Waterfront Drive playing fields
- To reinstate playing fields on Glover Street and Balmain Road working with local sports groups to determine the best future configuration and access arrangements based on a 25 hour weekly sporting calendar
- To provide purpose built amenities adjacent to the Balmain Road Sports field and upgraded amenities adjacent to the Glover Street Oval sports fields
- To work with the local community and stakeholders to design and build a regional skate park adjacent to the Balmain Road sports field with structures set below the existing ground level and constructed within the footprints and envelopes of the existing building
- To undertake detailed design studies to upgrade the existing Bay Run as a segregated pedestrian and cycle pathway
- To provide indoor space for exercise classes such as yoga, pilates and aerobics
- To work with NSW Health to remove parking and reorganise the external spaces around the nurses training buildings.
- To exhibit movable heritage items related to Mental Health within the Callan Park Museum at Bonny View Cottage

OVERLAY 09 POLLUTION

Scope

Pollution encompasses both the existing areas of the site that are contaminated due to past activities and the capacity for new uses and activities to pollute and damage the environment in and around Callan Park.

Existing Situation

A number of contamination studies have been undertaken over the past ten years to determine the extent of ground contamination at Callan Park. A series of zones have been established as areas of concern where further studies and remediation will be required as part of the implementation of the Master Plan. There is also an understanding that there are high pollutant levels in all sediments along the shore of Iron Cove.

The master plan process has not been able to quantify the volumes of polluting materials and chemicals that are used on site.

In submitting the Master Plan to government, Leichhardt Council advise the government that the final adopted master plan will inform the following;

- Final preliminary site investigation
- Any detailed site investigation to determine the nature and extent of contamination
- A remediation plan to render the site fit for purpose in accordance with the master plan
- A validation report confirming site is fit for purpose and Master Plan can be implemented

Objectives and Targets

The actions and initiatives of the Master Plan provide an opportunity for specific remediation in association with project delivery. Definitive identification of areas with contamination is still required following further testing. The decontamination and management of polluted areas will need to be undertaken to protect the community from harm

Implementation

Undertake detailed contamination studies to support the Master Plan proposals and develop an ongoing remediation strategy for project delivery including:

- On-site cleaning and sorting of all demolition waste that does not require specialist disposal for on site reuse
- Audit existing consumption of pollutants and chemicals and then develop strategies for achieving zero pollution and zero waste
- Storage and reuse of demolition material on site
- Develop a system for the collection of organic waste for on site composting from surrounding neighbourhoods for use in urban agriculture

Technical assessment

Sydney Soil and Environmental Laboratory Assessment

Contaminant issues on the site have been extensively surveyed and the major areas of potential impact identified. Future work should concentrate on site-specific issues as the master plan is progressively implemented over time. Each area within the zones of potential pollution identified in the overlay will need a Detailed Site Investigation [DSI] taking into account the nature of the development and potential receiving environment impacts. The preferred and most sustainable response to a requirement to is develop a Remediation Action Plan (RAP).

Despite extensive geotechnical and contaminant soil survey little or no information is available to assess soils for horticultural quality. Given the importance of restoration of the living heritage collection and construction of new food and amenity gardens it will be necessary to conduct agronomic-based soil investigations as areas are developed or restored.

Further investigation required to determine extent of sediment pollution to foreshore seabed - Testing and remediation to be carried out as part of any foreshore works and projects

Area 7: Iron Cove Foreshore: Some volumes of uncontrolled fill material requiring capping management - Further investigation and remediation to be undertaken as part of any foreshore project implementation

Area 4: Ward 14 fill area: Considerable volumes of uncontrolled fill material requiring capping management - Further investigation and remediation to be carried out as part of vegetation works on the embankment

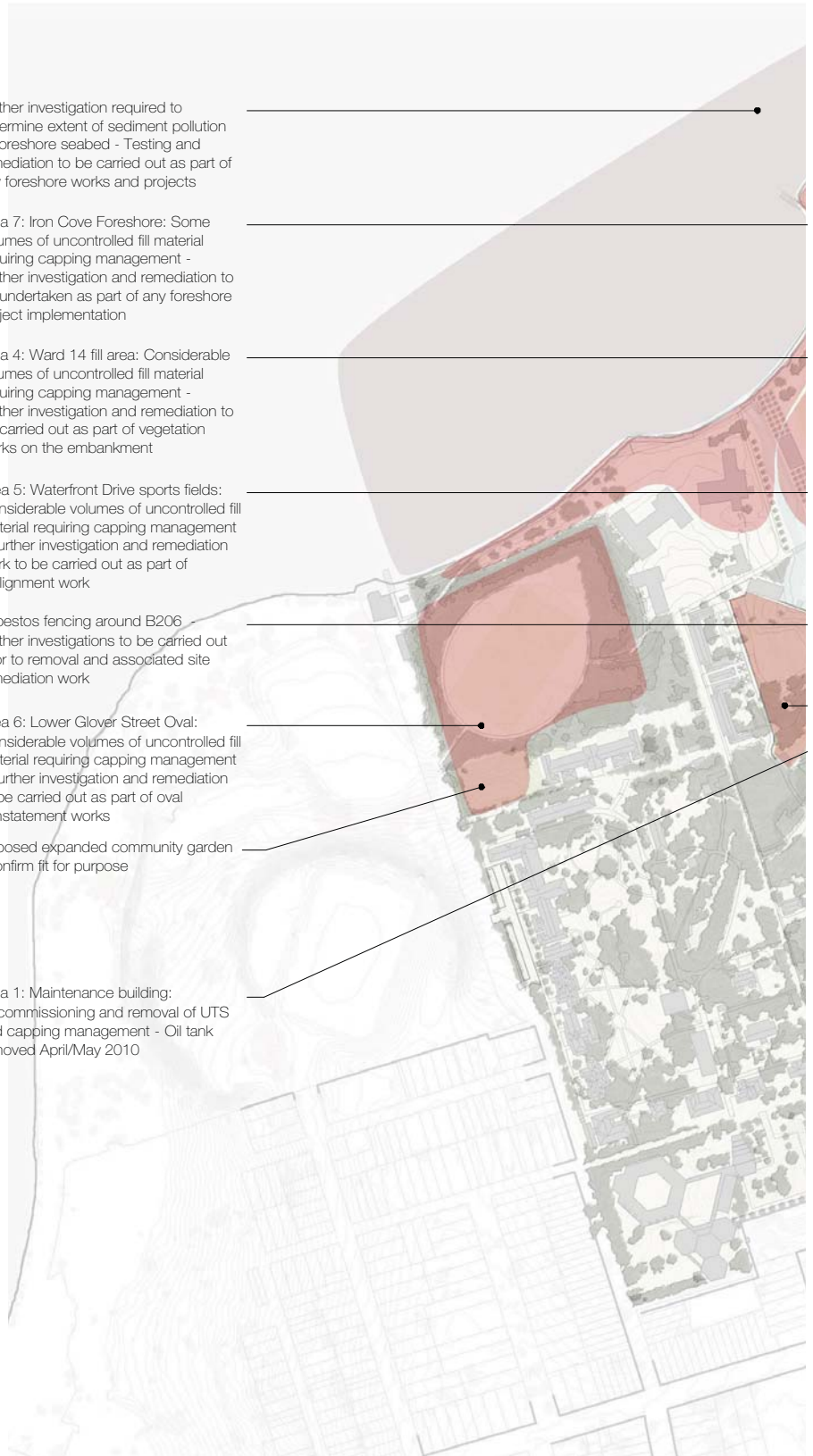
Area 5: Waterfront Drive sports fields: Considerable volumes of uncontrolled fill material requiring capping management - Further investigation and remediation work to be carried out as part of realignment work

Asbestos fencing around B206 - Further investigations to be carried out prior to removal and associated site remediation work

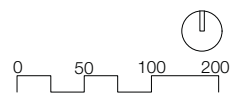
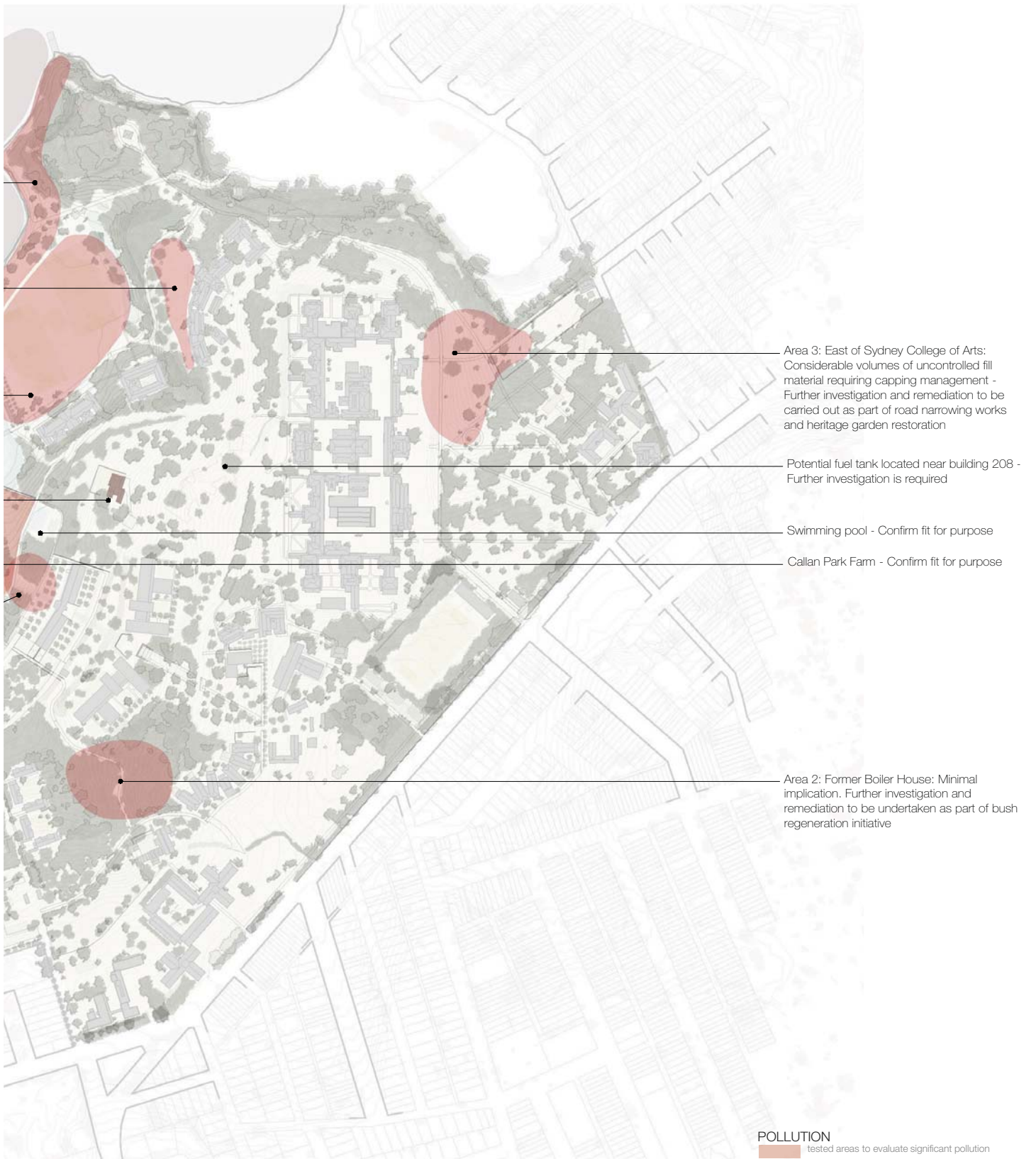
Area 6: Lower Glover Street Oval: Considerable volumes of uncontrolled fill material requiring capping management - Further investigation and remediation to be carried out as part of oval reinstatement works

Proposed expanded community garden - Confirm fit for purpose

Area 1: Maintenance building: Decommissioning and removal of UTS and capping management - Oil tank removed April/May 2010



ABOVE. Figure no. 103 Pollution overlay



OVERLAY 10 TRANSPORT

Scope

The transportation system on Callan Park encompasses all the movement systems, public and private, pedestrian and motorised. It includes all paths, roads, parking areas and spaces where people congregate as well as access points for non motorised aquatic vessels.

Existing Situation

The network of sealed roads and paths on Callan Park has not been subject to any on-going maintenance programme in recent years and ranges from severely degraded to fair condition. There is currently no consistent enforcement or regulation of parking on Callan Park. This is particularly evident in and around the NSW Ambulance Headquarters during the week, and on Wharf Road on the weekends when sporting events and the weekend market at Orange Grove School generate considerable demand. Buses along Balmain Road provide public Transport access to Callan Park, and there are currently no designated cycle paths within Callan Park.

Objectives and Targets

The Callan Park Master Plan makes a firm commitment to enduring peace and tranquillity of the site by ensuring that there be no additional parking beyond that which is now available. The Master Plan seeks to reconcile the objective of minimising private vehicular travel and encouraging sustainable transport, while at the same time providing good access to the proposed uses and services on Callan Park. The over arching objective of the transport strategy is to conceptualise Callan Park as a series of destinations where private vehicle use is strictly limited. This approach will require changes by the existing tenants on Callan Park as well as the groups that use Callan Park for other activities such as sports or meetings.

Implementation

The Master Plan makes the following recommendations:

- Downgrade existing roads to create shared and segregated pedestrian and cycle paths
- Divide the site access to limit private vehicle movement
- Reinstate a pedestrian access point on Manning Street
- Formalise pedestrian desire lines into paths
- Maintain car access from Cecily Street and retain a pedestrian entrance at Alberto Street
- Provide an electric shuttle bus that links directly to a nearby Sydney Transport Interchange (the site is not suitable for Sydney Buses)
- Provide cycle hire stations to encourage sustainable transport

Transport and access assessment

Introduction

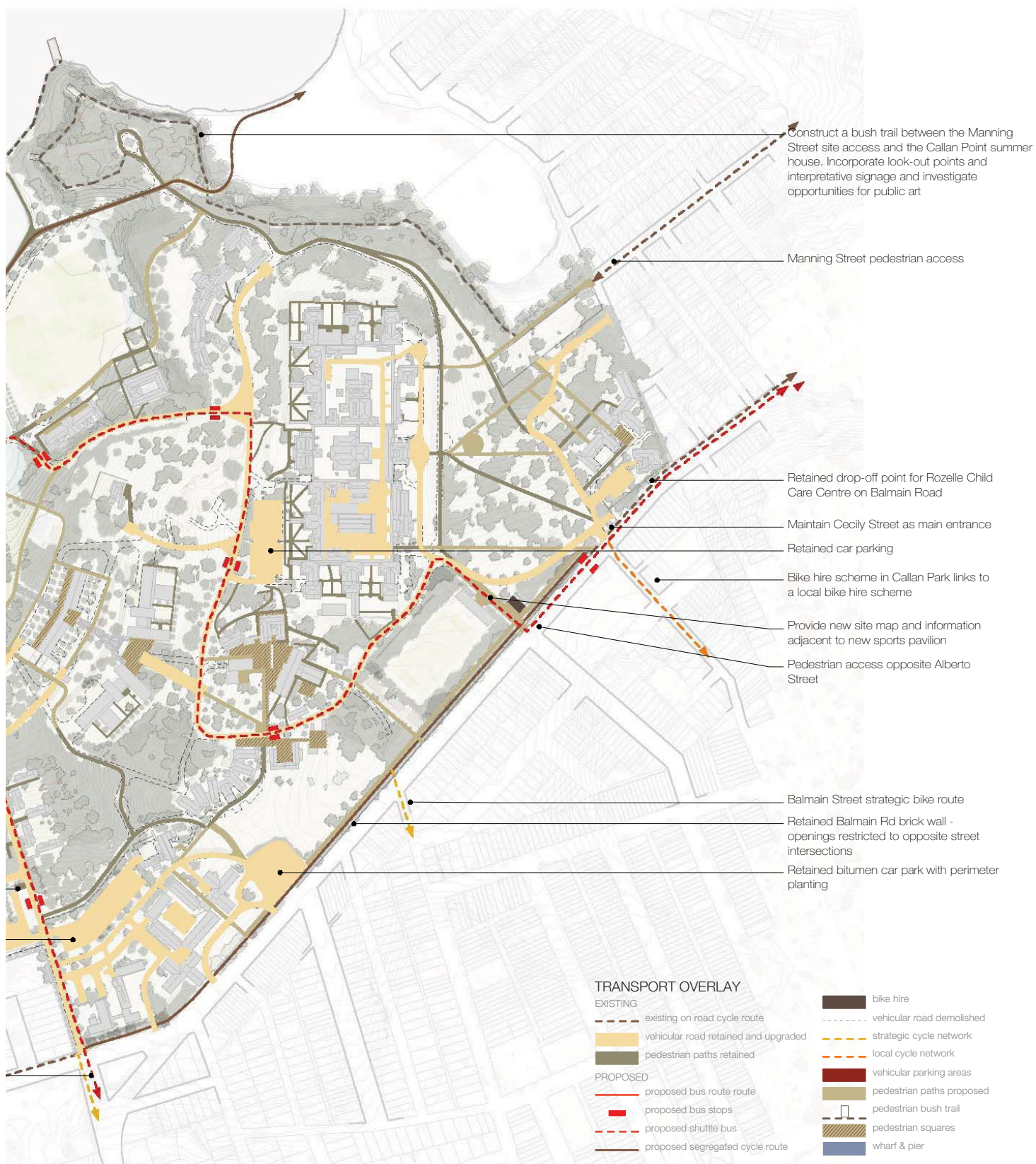
The community has endorsed a plan for Callan Park which delivers a vision for a Wellness Sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community. Other key features of the preferred Master Plan include:

- open space and access to the foreshore
- allowance for sports activities as well as quiet reflection
- address existing traffic problems
- reinstate native bushland
- encouragement for community organisations to keep delivering crucial services
- building on the arts and cultural platform created by the Sydney College of the Arts and the NSW Writer's Centre
- restored heritage buildings that continue to allow public access.

These features are based around the core values of sustainability and community wellness.



ABOVE. Figure no. 104 Transport overlay



Master Plan Vision

In terms of traffic, transport and parking, the concept of a 'wellness sanctuary' is supported through the following key initiatives:

- focussing on provision of sustainable transport – providing greater travel choices than the private vehicle alone
- reducing traffic intrusion including noise and visual impact
- providing good active travel facilities to support safe walking and cycling, supporting health and wellbeing
- providing pedestrian-only areas that do not allow vehicle access.

Master Plan Features

Public Transport

Shuttle Bus

A shuttle bus is proposed for inclusion at the site to support internal site movements.

The Shuttle Bus would be designed to service internal land uses only and would be able to transport visitors from Balmain Road bus stops and on-site car parks around to all land uses within the site.

The proposed shuttle vehicle would be an electric mini-bus which could carry approximately 20 passengers, linking directly to the nearby Sydney Buses Interchange.

Further details regarding the potential shuttle bus service are subject to further testing and feasibility analysis.

The Shuttle Bus and electric vehicle recharge station should be referred to the Trust for further consideration. A feasibility analysis is required to confirm the scope and scale of the shuttle bus service, including routes, vehicle types, times of operation and fee structure (i.e. free or fee paying). Consideration would need to be given to the type/ size of vehicle to be used in conjunction with the proposed travel route(s) within Callan Park, to ensure suitable manoeuvrability requirements (similar to the diversion of existing bus route/s above), as well as turn-around areas as appropriate.

The cost of operating a shuttle bus would depend on whether it services the site internally only or both internal and external destinations. In the case of an internal service, the service would be funded wholly by Callan Park (e.g. by a newly-established Callan Park Trust). If the service were to travel outside of Callan Park and hence providing some benefit to users not necessarily visiting Callan Park, then Leichhardt Council would be responsible for providing a proportion of the funding to establish, operate and maintain the service.

Access to Light Rail

Lilyfield Light Rail Station is located approximately 600m south of the boundary of Callan Park and is best accessed via Grove Street (approximately 8-10 minute walk or 2 minute bicycle ride).

The State Government's Metropolitan Transport Plan (draft released in 2010) allocated funding to extend the light rail line from Lilyfield to Dulwich Hill, which would increase the catchment area for light rail users and allow for connections to Parramatta Road bus services and the Western heavy rail line.

The Master Plan proposes to establish a new pedestrian/ cyclist access point into Callan Park opposite the intersection of Balmain Road and Grove Street, thereby improving the connection to the light rail station.

Walking and Cycling

Active Travel Loop

The Bay Run is a popular walking and cycling path around Iron Cove which passes through the northern portion of Callan Park. The Sydney Harbour Foreshore Authority (SHFA), who is currently responsible for the maintenance of the foreshore area along the north side of Callan Park, has upgraded the existing unsealed section of the Bay Run,

It is proposed to provide an active travel loop of Callan Park as part of the Master Plan which would act as an extension of the Bay Run route to create a training loop and/or provide an alternative route through the park. This facility would be a shared path of up to 5.0m wide for use by both pedestrians and cyclists. It would ideally be located wholly within the site and not be shared with the roadway/ vehicle routes.

Integration with Cycle and Pedestrian Network

The Master Plan provides pedestrian and cyclist access along all Callan Park frontages which ensure high accessibility/ permeability and encourage greater pedestrian use of the park. This includes a minimum of four accesses along Balmain Road, including a new access at Balmain Road located centrally along the site, at Manning Street opposite Moodie Street on the east side of the site, at several locations along Wharf Road and to the waterfront and the Bay Run. These additional pedestrian access points also improve access to the public transport facilities along the site frontage, which includes five public bus stops and a link to the Metro Light Rail.

The Master Plan layout would improve access to and within Callan Park for pedestrians and cyclists, including:

- increasing overall movement access into and throughout the site, allowing pedestrians and cyclists to easily negotiate all areas and land uses
- reducing pedestrian/vehicle conflict by providing dedicated pedestrian only or shared bicycle and pedestrian facilities, many as a result of converting existing roadways to footpaths
- designing paths to safely accommodate the range of expected users and minimise conflicts between pedestrians and cyclists
- designing paths that offer better access for mobility-impaired pedestrians, including wheelchair users and people with prams
- integrating the new facilities with the existing cycle and pedestrian network.

There are signalised pedestrian crossing facilities at two locations along Balmain Road and Darling Street in the vicinity of the site – Wharf Road and Cecily Street. There is also a signalised crossing facility at Waterloo Street/ Beilmore Street located further northeast towards Victoria Road.

Pedestrian refuge crossings are provided at a number of points and there is a marked pedestrian "zebra" crossing on Perry Street at Glover Street. There is a large portion of the site frontage that does not have a safe crossing point, with 650m between Wharf Road and Alberto Street and 500m between Alberto Street and Waterloo Street/ Beilmore Street. The need for additional signalised crossing points should be reviewed over time as a result of pedestrian demand and observed desire lines.

Balmain Road is a strategic bicycle route in accordance with the Leichhardt Bicycle Strategy, providing a connection between Leichhardt and Balmain. Leichhardt Council has plans to improve the on-road bicycle facilities along this route adjacent to Callan Park through the provision of a bicycle lane, which is scheduled to occur in the 2011/2012 financial year.

The key links and proposed facilities are shown in Figure no. 104.

Bicycle Hire Scheme

A bike hire scheme based in Callan Park would make cycling available for visitors to travel internally around the site as well as to surrounding local destinations such as Balmain. The bike hire scheme would be fully automated and link to any bike hire schemes established for the area beyond Callan Park.

There are proposed to be two bike share pods located within Callan Park. Ideally these pods would be complemented by pods outside of the site, such as at Darling Street in the shopping/retail district and at Lilyfield light rail station. This would give people a place to securely park bicycles as part of their local travel.

An example service is run by the Western Sydney Cycling Network (WSCN), based in Fairfield (<http://www.westernsydneycyclingnetwork.com.au/>). This bicycle recycling program consists of the three main themes of: donation of bikes, repair of bikes and the loan of bikes to the public. The community is welcome to donate any old/unused bikes to the recycling program by dropping them off during club open hours. Volunteers work on bikes to return them to a standard for re-use on a community loan system. In this example, recycled bicycles are loaned on a permanent basis for the one-time cost of \$25, which includes the provision of a helmet if necessary.

In applying this example to Callan Park, the bicycle recycling would involve public donations and time from volunteer bicycle repair mechanics, with the recycled bicycles loaned on an hourly or daily basis for free or a small fee. A number of bicycle locking systems are available to allow the scheme to operate without full-time staffing requirements. This implementation strategy would provide opportunities for community involvement and provide a more cost-effective solution than formal bike hire schemes.

Access and Vehicle Circulation

The Master Plan provides two access points into Callan Park, namely at Wharf Road and the main access point at Cecily Street.

Wharf Street is an existing access point which is controlled by traffic signals at its intersection with Balmain Road and Perry Street.

The Cecily Street access point is maintained off darling Street. The existing access is controlled by traffic signals, whilst the existing intersection of Balmain Road and Alberto Street is sign-controlled only. As part of the Master Plan, traffic signals would be retained at the Cecily Street intersection.

The internal road network has been consolidated to a few key roads which service all land uses and the on-site car parking. However, it is not possible to travel internally from one side of the site to another, limiting vehicle intrusion into pedestrianised areas.

Parking

The Master Plan aims to even out the usage of car parking across both the weekdays and weekends.

A large portion of the parking supply is located close to the arterial road network, namely the retained parking off Wharf Road near Balmain Road. This limits the need for vehicles to travel very far into Callan Park, contributing to a reduction in vehicle intrusion.

The proposed Master Plan land uses consist predominantly of mental health accommodation and a wellness centre, community spaces (including administration and bookable space), a public gallery and a cultural quarter surrounding the existing writers centre. These land uses equate to are-establishment in land use of 23,253sqm, in addition to the existing supply of 24,582sqm (excluding the University). As such, the area of land use floor space is effectively being doubled across Callan Park. However, the master plan makes a firm commitment to the enduring peace and tranquillity of the site by ensuring that there be no additional parking beyond the 519 existing car parking spaces and that recreation traffic access be limited to the site.

In order to promote sustainable modes of transport, it is desirable to limit additional parking on the site and encourage access via alternative methods of transport, such as a shuttle bus, cycling and walking.

Transport Targets

The key transport targets for the Callan Park Master Plan are related to mode splits for transport modes other than single-occupant private vehicles. However, baseline information about how people travel to Callan Park needs to be captured so that achievable mode split targets can be set.

The recommended way to monitor travel mode splits and to limit the number of single-occupancy vehicle journeys for travel to and from a site is through the use of a Green Travel Plan.

Principle objectives of a Green Travel Plan include:

- i limit the overall number of vehicle trips by employees
- ii manage the demand for on-site car parking
- iii limit the level of car travel to the development by visitors
- iv encourage the use of public transport, walking and cycling by employees commuting to work and for visitors.

A Green Travel Plan would contain a number of recommended initiatives for development and implementation to achieve these principle objectives.

Typically Green Travel Plan targets are set in order to gauge the effect of initiatives in reducing private car usage. Targets are generally set in the context of an existing workforce or population whose demographics and travel characteristics are already known. As such, the first step for Callan Park would be to undertake a travel survey for employees and visitors to the site to establish baseline transport characteristics. Using these results, appropriate targets for trips undertaken by public transport, walking and cycling could be established. This is likely to be based on a target reduction in vehicle trips to the site over a 3-5 year period, for example 10% reduction, with a resultant increase in trips made by public transport, cycling and walking.

A Green Travel Plan Working Group would need to be established to take responsibility for coordinating the Green Travel Plan management and implementation. The Working Group would comprise 4-6 people representing a range of tenants and site users. This group could be led by the trust who would facilitate Working Group meetings and take responsibility for monitoring and reviewing the Green Travel Plan document.

The primary aims of the Working Group would include:

- review Green Travel Plan initiatives and determine a program for implementation
- provide suggestions and ideas
- provide feedback on activities and initiatives
- review material
- assist Green Travel Plan coordinator to promote activities
- assist Green Travel Plan coordinator to disseminate information
- advocate sustainable transport modes generally amongst employees and customers.

The use of a Green Travel Plan to encourage the use of public transport, walking and cycling as viable transport modes for travel to and from Callan Park is in-line with Leichhardt Council's goal to:

- reduce car dependency for journeys within, into and out of the Leichhardt Municipality
- increase the proportion of commuter trips that use public transport or active transport
- promote solutions to the accessibility needs of Leichhardt's community.

OVERLAY 11 WASTE

Scope

This system encompasses all unwanted or unused materials disposed of as a result of activities on Callan Park. Some of this material is recycled and some goes to landfill.

Existing Situation

The Master Plan process has not been able to quantify the volumes and type of waste removed from Callan Park and to what extent this waste is recycled.

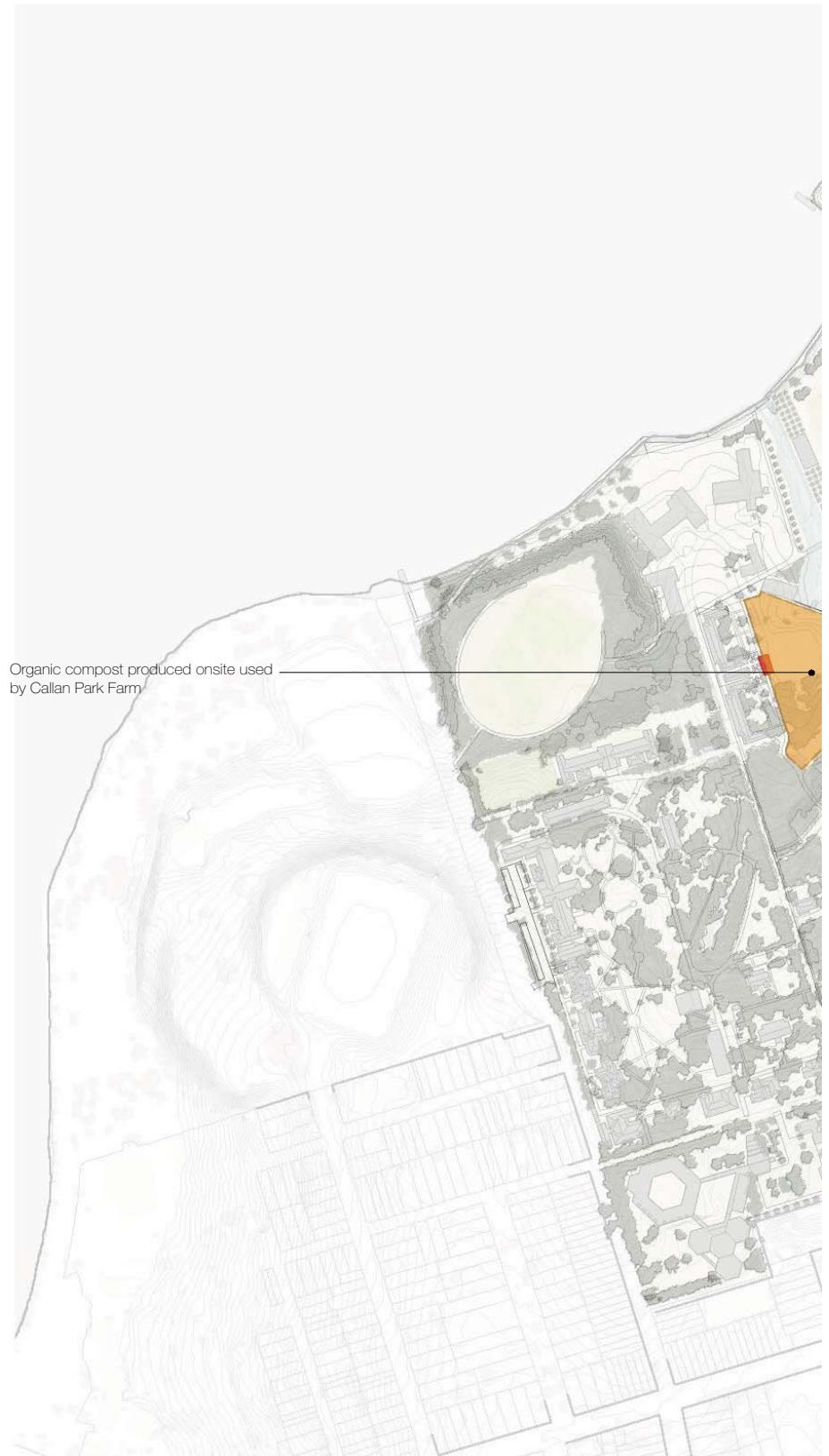
Objectives and Targets

The over arching objective will be to work towards a zero waste development with the use of 100% recyclable material and 100% recycling of waste products. The proposal for demolition of buildings on Callan Park presents an opportunity to manage and recycle construction waste and use this material in future projects on Callan Park.

Implementation

To achieve a zero waste target the following actions and initiatives are proposed:

- Audit existing waste consumption, waste generation and recycling practices and then develop strategies for achieving zero waste
- Store and reuse demolition material on site
- Implement composting of organic material produced on site
- Develop a system for the collection of organic waste for on site composting from surrounding neighbourhoods
- Develop a waste export policy that stipulates which types of materials may be taken off site and acceptable treatment / recycling / waste disposal methodologies



ABOVE. Figure no. 105 Wasr overlay



OVERLAY 12 WATER

Scope

This system encompasses natural and man-made bodies of water in and around Callan Park. There are a number of activities that require a supply of water or are based on water. Additionally it is equally important to treat water that passes through Callan Park as part of the urban stormwater catchment area.

Objectives and Targets

The over arching target for water use on Callan Park is for the site to have zero water use and become a net water exporter to the surrounding neighbourhood. To meet this objective a range of Water Sensitive Urban Design initiatives are proposed both as stand alone initiatives and as part of the required infrastructure upgrades. Additionally the Master Plan will provide better access to the foreshore of Iron Cove for passive recreation and water based active recreational uses. The implementation of the Master Plan must also include the potential impacts of climate change and sea level rise into any foreshore restoration and renewal works. The Master Plan also sets out a series of proposals to restore the sites aquatic habitats and systems.

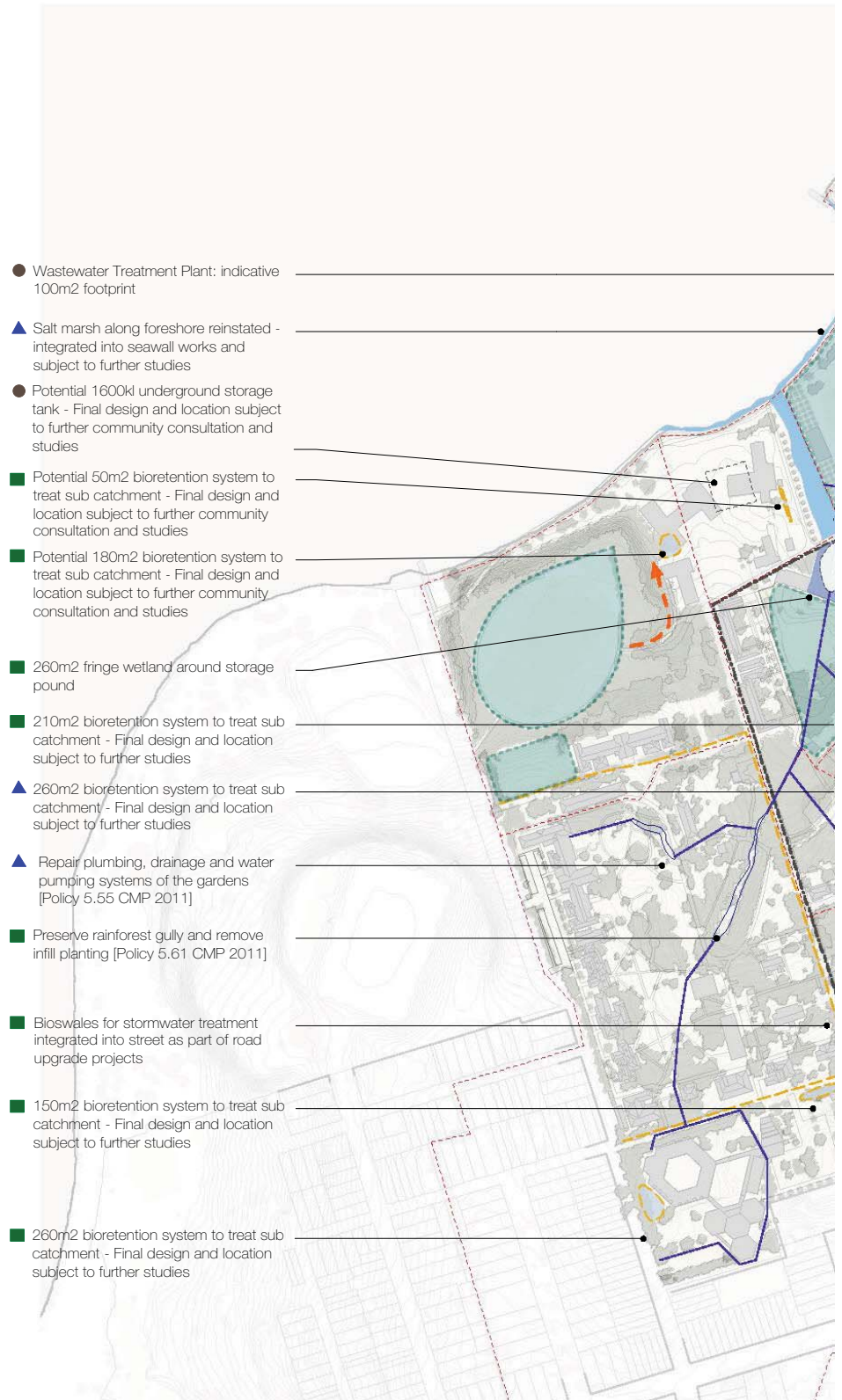
Implementation

The following actions are proposed:

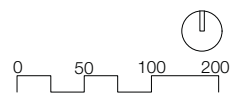
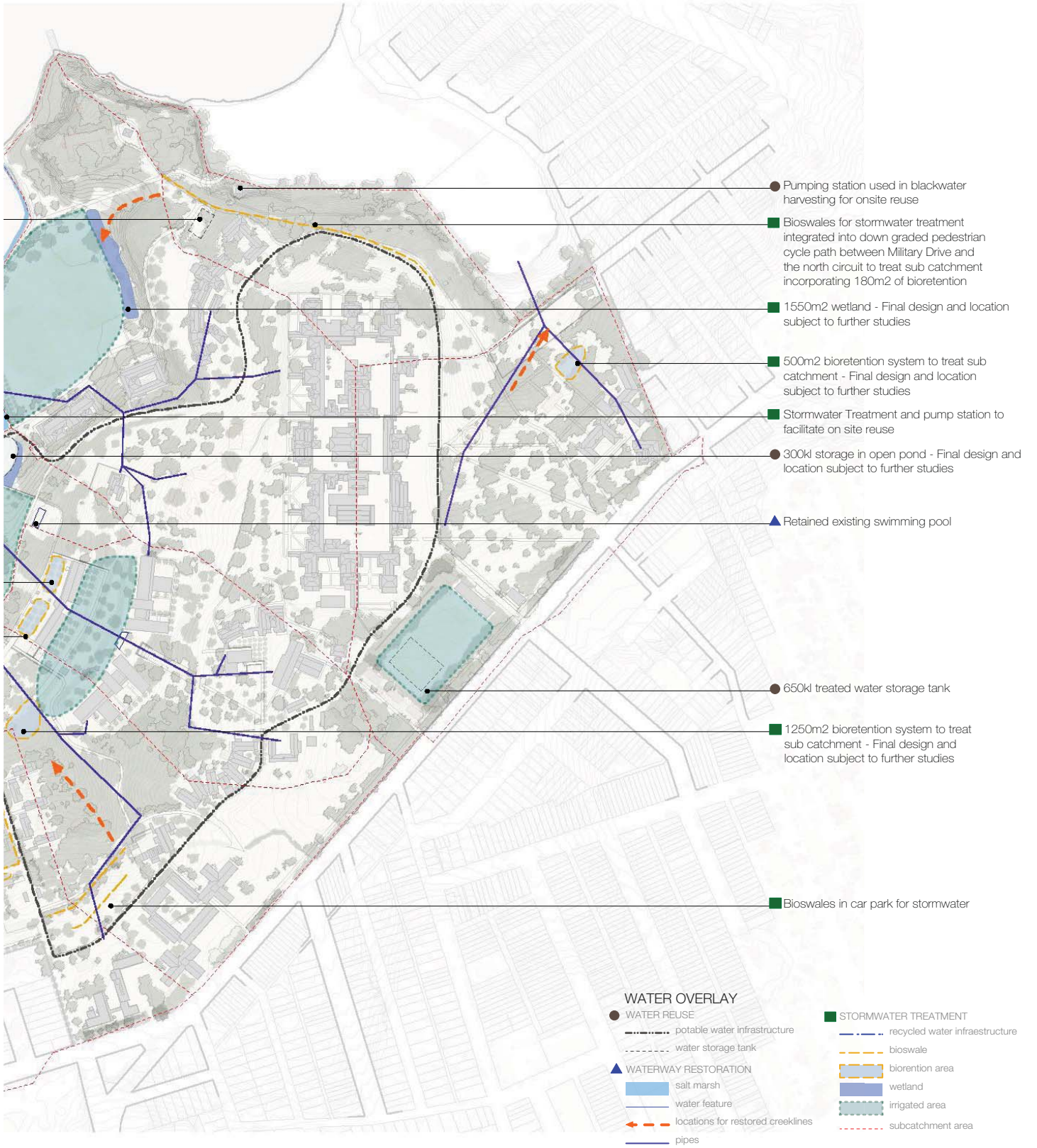
- Building refurbishments will meet the highest levels of current best practice water conservation measures
- Appropriate studies will be conducted to inform any work carried out at Callan Point to ensure the ecological and cultural heritage of the area is not compromised
- Incorporation of Water Sensitive Urban Design (WSUD) infrastructure as part of the site-wide upgrade and renewal of site services
- Treating all stormwater stored on site for reuse in Bio-retention systems
- Integrating WSUD design into all public domain design and infrastructure projects
- Storing treated water in underground and above ground storage tanks for reuse
- Nil irrigation of grass with mains potable water
- Recycled water to be used for all required irrigation
- The use of Black water mining technology to provide water for reuse on site
- Exporting treated storm water to the surrounding neighbourhood for non-potable use
- Employing best practice water conservation measures as part of any adaptive reuse or building restoration initiative
- Integration of water delivery infrastructure with the proposed site-wide main to include new piping for potable and non-potable water supply.

The Master Plan also promotes the importance of the foreshore and natural water courses within Callan Park. As part of the foreshore enhancement works the endangered coastal salt marsh habitat is restored and a natural creek is reinstated to replace the concrete channel to the west of the Waterfront Drive. The Master Plan also identifies a series of locations for creek and water course restoration.

Authority).



ABOVE. Figure no. 106 Water overlay



MATTERS FOR FURTHER INVESTIGATION

1	The proposed 'Trust' investigate the establishment of a 'Wires' aviary and native fauna educational centre in collaboration with mental health providers and consumers.
2	The proposed trust investigate and where appropriate establish wildlife corridors across the Callan Park site.
3	The proposed trust establish suitable facilities for the existing Bush Care Group - including a storage area, kitchen area and bathroom facilities.
4	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan. The proposed Trust should consult the community before approving the removal of any buildings.
5	Utilising information collected by way of an "Expressions of Interest" process included in the draft master Plan and allocate all buildings to be retained on site in a manner that is consistent with: The Callan Park Act The Conservation Management Plan and the Master Plan Providing NGO's with reduced rental rates,
6	In recognition of the demonstrated recreational shortfalls identified in Leichhardt Council's 2005 Recreation and Open Space Needs Study, the proposed Trust give priority to the immediate upgrade of the existing playing fields, construction of the Glover Street and Balmain Road playing fields and implementation of the new Skate Park.
7	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust consult the community before approving the removal of any buildings in the area of the previously proposed Veteran's Field and Blackstone Memorial Wall.
8	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust investigate the use of the Summer House as an Aboriginal Exhibition Space - as opposed to an Aboriginal Cultural Centre, to determine the most appropriate means of acknowledging the aboriginal heritage of both Callan Park and Callan Point.
9	The proposed Trust review proposed rents over time to ensure new NGOs can afford to take up leases on the site.
10	Utilising the 'Expressions of Interest' and the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust investigate alternative uses for the two café sites.
11	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust work with Mental Health consumers to explore opportunities to establish the proposed Bootmakers and Sustain Cafes as co-operatives or social enterprises.
12	The proposed Trust work with Mental Health consumer organisations to explore opportunities to operate the proposed Callan Park Farm in partnership with Mental Health consumer organisations.
13	The proposed Trust identify alternative terminology to "Wellness Centre", which more accurately reflects the Mental Health uses on the site.
14	The proposed Trust ensure that all mental health services and/or facilities proposed on the site by NSW Health are consistent with the provisions of the Callan Park Act and the Master Plan.
15	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust investigate the location of a labyrinth on the site.
16	The proposed Trust work with NSW Ambulance to amend layout of the NSW Ambulance car park to improve its effectiveness.
17	The proposed Trust work with Mental Health consumer organisations to explore opportunities to retain and operate the existing swimming pool for use by Mental Health consumers.
18	The proposed Trust work to maintain the enduring peace and tranquility of the site by ensuring that there is no additional parking beyond that which is now available and that recreational traffic access be limited to the site.
19	The current Draft Plan of Management will have to be finalised by the proposed Trust, once the State Government has adopted a Master Plan for the Callan Park site. The Plan of Management must give effect to the Master Plan and this cannot occur until a Master Plan has been adopted by the State Government. Hence it is prudent to defer any further changes to the Plan of Management at this point in time.



APPENDIX

FINANCIAL MODEL AND CASH FLOW COMMENTARY

Hill PDA

Introduction

In order to understand the financial implications of the Callan Park Master Plan a financial model has been developed to provide a theoretical cash flow over 15 years and establish funding requirements. Inputs have been derived from cost and revenue studies conducted by the Master Plan team.

It has been assumed that the Callan Park Trust is to be established as the managing entity for the park, which will have the role of developing a sustainable business plan for development and management of the park. This is similar to a number of other trusts established to manage and develop parkland assets in New South Wales including the Centennial Parklands and Moore Park Trust, Royal Botanic Gardens Trust and Western Sydney Parklands Trust. The Callan Park Trust will become responsible for maintaining and restoring the parkland itself, managing existing tenants, refurbishing under-utilised assets for lease and developing modern infrastructure. In order to reach a sustainable financial position, the trust will need to develop new revenue streams which can be used to reduce the net funding requirements during development and fund ongoing maintenance and development of the park after completion.

Land Uses

The objective of the Master Plan is to create sustainable land uses and financial outcomes compatible with the heritage, landscape and statutory constraints of Callan Park and the Callan Park Act. The objective of the financial model is to demonstrate the financial assumptions and cash flows derived from the proposal and allow sensitivity testing of inputs in the form of revenue and expenditure. The model will also indicate the funding requirements during the course of the development and potential sources of funds for specific elements of the proposal.

The vision for Callan Park is based on a Wellness Sanctuary which will focus on expanding mental health services provided on the site to encompass a broad range of government and non-government organisations. A significant number of community, education and cultural uses are also proposed for the site making use of the large number of buildings on the site, although 38 buildings are proposed to be demolished.

Permissible uses at Callan Park are restricted to education, health and not for profit uses which means that revenues may also be constrained by the depth of demand from complying tenants. The major occupiers of the site are the University of Sydney and the Department of Health including the Sydney South West Area Health Service and NSW Ambulance Service. These occupiers do not pay rent although the university is a tenant under a 99 year lease and has restored the buildings for its use.

Market Research

In order to produce revenue assumptions for the proposal, market research was conducted into achievable rents for heritage and non-heritage buildings in existing or refurbished condition. This research focussed on office type uses proposed for many of the retained buildings and also takes account of the nature of proposed tenants such as NGO's and government.

It should be noted that due to the restrictive nature of the permissible uses at Callan Park, the depth of the market for the developable area is being tested through an expression of interest process which has identified several community based organisations with needs but very few commercial organisations. This may well be due a lack of awareness of opportunities at Callan Park beyond the local community and therefore a wider promotion will be required to establish market demand to inform the program.

Revenue to be derived from a number of sources has been estimated from market research and assessment of other parks such as the Royal Botanic Gardens, Centennial Park and Western Sydney Parklands and includes:

- Existing NGO tenants and Government Health occupiers (mostly not paying rent at the present time);
- Leasing of refurbished buildings for Health, Education and uses ancillary to the operations of the Trust;
- Metered and ticketed parking, monthly parking licences and infringement notices;
- Licenced use of sporting fields;

Events such as weddings, but excluding, filming and photographic shoots due to NSW Government policy to encourage film industry activity;

The costs of establishing and operating the Trust including park maintenance have been estimated following research of similar trust

organisations. The Trust costs have been divided into administrative costs and park maintenance costs. Administrative costs have been derived from published data for similar trust structures but assuming outsourcing of services within Government where possible to be efficient and reduce staff numbers, a total of 15 including gardeners. Park maintenance costs have been derived from estimates provided by Leichhardt Council for staff, supplies and equipment running costs. Capital costs of restoring the parkland are covered in infrastructure, while professional fees for project managing all other capital works are also included in refurbishment and infrastructure costs not Trust costs.

Financial Modelling

The cash flow model has been developed from the MS Excel based database assembled by Cox McGregor. This database includes detailed building information including areas, capital costs, proposed uses, funding, and timing. Capital costs comprise two components being infrastructure and building refurbishment costs. Refurbishment costs are further divided into the building restoration and the sustainability initiatives. The model shows the cash flow for full refurbishment of all buildings except existing NSW Health buildings which are only improved through sustainability initiatives.

Infrastructure renewal costs are included in the cash flow with proposed timing to allow occupation of buildings and access to sustainability initiatives. These costs also include new parks and sports fields, car parks, wharves, roads, paths, tree planting and removal, in addition to stormwater, power, communications and gas infrastructure. These are high level costs and include 20% for professional fees and contingencies.

The cash flows are based on 2010 prices and are not escalated in the model. The model is a high level cash flow tool which allows testing of different staging of works, income and funding assumptions, and variations to capital costs. It is not intended as a budgeting tool in the short term and is based on broad assumptions without reference to the characteristics of individual buildings, site conditions or staging impacts.

Appendix 1 contains the Base Case Financial Model.

Assumptions

In order to develop the model for Callan Park a large number of assumptions have been made to establish the framework for the base case cash flow. A detailed list of assumptions is included in Appendix 2.

Grants

It is assumed that significant grant funding from the NSW Government would be required to establish and operate the Callan Park Trust. In addition a significant injection of funds for capital restoration of buildings and infrastructure will also be required.

No grant funds have been included in the model at this stage and may be available for heritage works from the Heritage Branch of the Department of Planning, but only to community organisations with care control and management of heritage buildings or artifacts. This will offer avenues for non-government organisations to access funds if they have a long term lease, although the maximum grant is \$75,000.

The Department of Environment, Conservation and Water (DEC-CW) provides grants to community groups and not for profit organisations of up to \$40,000 for water and energy saving projects under its Community Savers Program. The program excludes photo voltaic systems.

NSW Health is eligible for up to \$1m per project in Government loans under the Sustainable Government Investment Program but the project must produce an internal rate of return of at least 12% and repay the loan over seven years. Also the project must not be part of NSW Health's capital program and at least 75% of the benefits must be from water and energy savings. Photovoltaic systems may meet these criteria.

Renewable Energy Certificates

Renewable Energy Certificates (REC's) may be available for the installation of solar hot water and renewable energy generation. These certificates can be sold at market value after installation effectively reducing the cost of installation. The model excludes discounts which may be derived from sale of REC's, the price of which fluctuates according to market forces.

Infrastructure

We note that the infrastructure provided is to achieve the vision of Callan Park as a world-leading model for social, environmental and economic sustainability. At this stage no detailed cost benefit analysis of the various initiatives has been undertaken to establish the economic rationale for each element of the proposal. This means that there is scope to refine the mix of initiatives to achieve the best economic

outcome in tandem with meeting sustainability goals.

The concept of applying initiatives on a district basis can achieve economies of scale and improve financial viability but more detailed studies should be undertaken to establish the costs and benefits when developing a detailed Business Plan.

The installation of a Tri-generation Plant which produces electricity and heat from gas is proposed to reduce carbon emissions at Callan Park and utilise waste heat for the park buildings. The cost of the plant and in ground conduits for water and electricity is estimated to be \$40.5m. It may be possible to use a BOOT (build own operate transfer) scheme to develop the plant subject to guaranteed electricity consumption and price, reducing the capital cost by approximately \$24m. However carbon emission reductions may be obtained without such investment if remote power generation becomes less carbon intensive over the next 15 years, responding to Government carbon reduction policies.

Commentary

The financial model has used costs provided by the Project Team and has sought to verify the basis for these only at a high level. Therefore assumptions in Appendix 1 have been used to complete the model. Before progressing further to develop a business case or other more detailed analysis of the master plan, further development of the estimates and more detailed site investigation is recommended. The results of the financial model indicate a total expenditure on capital works of \$242m as follows:

- Building refurbishment including sustainability and fitout costs: \$112m
- Infrastructure and landscaping: \$130m.

Obviously with such a large capital program, a business case which examines all components of the program will be required. Both infrastructure and building refurbishment will need to be examined and more detailed investigations completed to allow such a business case to be developed. In particular the demand for the buildings based on permissible uses will need to be established and the program may need to be staged to meet this demand over many years.

Approximately 90% of income is derived from rental income. In order to offset capital and recurrent costs of the Trust, it is assumed that the existing buildings occupied by NSW Health will be transferred to the Trust and rental income will become receivable by the Trust, based on the existing condition of the buildings. NGO leases will also be transferred to the Trust and any income will become receivable by the Trust.

Approximately 9% of revenue is derived from car parking where a mixture of monthly parking licences for tenants and hourly fees for visitors is charged. Approximately 15% of this revenue is derived from infringement notices. Whether this revenue is achievable will depend on a number of factors including community attitudes, the demand from tenants and visitors, public transport options and parking options in the vicinity of the park.

Approximately 1% of income is derived from events and sporting fields. There is a shortage of sporting fields and in Sydney and demand should be strong for new fields provided, although good access and parking will also be in demand. There may be a need to provide a shuttle bus if demand exceeds spaces within an easy walk of the waterfront fields.

Revenue from car parking is dependent on existing leases, tenants and visitors. This in turn is driven by the renewal program including reconstruction of roads, parking bays and car parks. The existing program delays these works until 2016-2019 and opportunities to bring these works forward should be examined. The takeup of new buildings and demand for car parking will determine revenue which could be as high as \$100 per space per month if demand is solid. Enforcement of parking fines (including staff and court costs) is likely to exceed revenue from enforcement in early years.

Infrastructure costs of \$130m appear to be to be very high in comparison to building refurbishment costs and will need to be tested using cost benefit analysis to assess their appropriateness and opportunities for private investment for such elements as the tri-generation plant.

Staging

Implementation of the Master Plan should be guided by a Delivery Plan which is based on a detailed study of infrastructure proposed to service different precincts to ensure an efficient and cost effective program. This will also include a detailed understanding of the site relating to contamination, existing infrastructure, archaeology and geotechnical conditions.

Critical to the effective delivery of the cash flow will be a careful consideration of the staging of works to ensure that income is maximised. In particular completion of roads and car parks is required to receive car parking income. Upgrading of infrastructure to service refurbished buildings is also essential for occupation at market rents.

A Delivery Plan should assess the impact of works on existing occupiers and ensure that development is managed to complete precincts progressively rather than working on too many fronts, but also concentrating on releasing greatest value in the initial stages.

Technical studies which explore the financial feasibility of various initiatives will need to be completed to inform the scope and timing under the Delivery Plan, especially in relation to the infrastructure proposed.

Policy

The ability to secure revenue is affected by certain NSW Government policies and legislation and some of these may be reviewed and amended over time. The restricted uses at Callan Park pose a considerable risk to the development of sustainable uses and rental streams from the heritage buildings which are required to fund the ongoing maintenance and operational costs and contribute to the capital works.

As the uses at Callan Park are limited, further market demand testing will be required to establish the depth and nature of demand especially in respect of the non-government organisations.

The ban by the NSW Government on government charges for film and photographic shoots will have some impact on potential revenues although not a significant one. Enforcement of infringement notices may require new regulations to ensure that these powers are in place for the Trust and thus protect potential revenues from parking.

The Western Sydney Parklands Trust (WSPT) seeks to reduce its costs for providing sporting fields and other active open space by passing care control and management to adjoining Councils and this may offer opportunities to provide more efficient maintenance of these facilities. WSPT also aims to become self funding through long term ground leases permitting development of parts of its parklands similar to the lease to the College of the Arts although the value was absorbed by restoration of the heritage buildings. Such long term leasing is not permissible under the existing Callan Park Act without special approvals which could be required for major investments by the private sector which have a relatively low return.

Additional Options Study

To compare the Final Draft Master Plan two additional options have been modelled to provide a comparison and aid the development of a business case for the Final Draft Master Plan. In summary three options have been modelled.

The following summary describes the main features of the different models:

Model no 1 - Full Master Plan Implementation

This model represents the preferred option illustrated in the Final Master Plan report. The main features are as follows:

- Park and infrastructure maintenance costs amounting to \$2 million per annum (note this excludes any annual building maintenance works estimated at \$2.44 million per annum and park renewal works estimated by Council to cost an additional \$450,000 per year)
- Capital renewal costs for parks and infrastructure of \$2.4 million per annum applying annually from year 12 onwards (cf council's estimate above of \$2.9 million)
- Park and infrastructure improvement costs of \$131 million over 11 years including :
 - Stormwater harvesting and water quality improvements - \$6.1 m
 - Trigenation - \$40.5 m
 - Network infrastructure upgrades - \$19.7 m
 - Roads and paths - \$16 m
 - Heritage gardens, recreation and landscaping - \$16.8 m
 - Sporting fields - \$3.2 m including professional fees
 - Trees - \$6.3 m
- Buildings demolition, refurbishment and fit out of \$112 million over 12 years
- \$600,000 to establish the Trust and approximately \$1.01 million per annum to operate
- Revenue exceeding expenses after 12 years provided full market rent was achieved from all rental properties

Model no 2 - Part Master Plan Implementation

This model is based on the full master plan implementation model under a Trust with the following changes that limit capital expenditure:

- Provides for the retention of all existing NGO rents, 40% market rate rents for any new NGO's and full market rent for all other non

- NGO buildings (rather than all buildings at market rent)
- Excludes all infrastructure upgrades other than the essentials eg power, sewerage, gas services ; reconstruction of roads and paths (\$39 m)
- Excludes any car parking income,
- Excludes any garden restorations etc
- Includes provision of the new playing fields (\$3.2 m)
- Includes buildings demolition, refurbishment and fit out of \$86 million over 11 years

Revenue will also exceed expenses under this model after 12 years and respective building upgrade costs for Community, Health and Education have been identified in the cash flow table.

Model No 3 - 99 Year Lease Of 40 Hectares To Leichhardt Council

This model is based on the State Government proposal to subdivide and lease council 40 hectares with the status quo retained for all the remaining Callan Park areas (eg NGOs, ambulance etc) as follows:

- No park, infrastructure or building upgrades other than provision of the new playing fields (\$3.2 m)
- Allows for \$1.6 m of urgent repairs (given there will be no short term capital improvements)
- Provides for Leichhardt Council spending \$2.6 million per annum on :
 - Management staff and overheads - \$400,000 (place manager, technical assistant and 1 admin)
 - Site security and insurance - \$850,000
 - Park power and water - \$48,000
 - Parks maintenance - \$663,390
 - Playing field renovations - \$73,000
 - Parks renewal works (paths, seats, playgrounds etc) - \$450,000
 - Basic infrastructure maintenance and renewal - \$131,500
 - No rental income other than ground fees

Model no 4 - Minimalist model under a Trust

This model is based on model no 3 above but with the whole site managed under a Trust, as follows:

- One off Trust establishment costs of \$600,000
- Provides for the Trust spending \$3.1 m per annum on :
 - Management staff and overheads - \$1.01 million
 - Site security and insurance - \$850,000 same as option 3
 - Park power and water - \$48,000 same as option 3
 - Parks maintenance - \$789,500
 - Playing field renovations - \$73,000
 - Parks renewal works (paths, seats, playgrounds etc) - \$675,000 (in lieu of \$450,000 for the former 40 ha site)
 - Basic infrastructure maintenance and renewal - \$197,250
 - Rental income received on the basis of existing NGO rents

This model provides for a base platform under the preferred Trust model to add park, infrastructure and building upgrades as and when funds become available

Building Refurbishment Assumptions

DCWC

- Please note that every project is unique and as such applying such a broad costing approach as \$ / unit to the refurbishment of the existing buildings and major infrastructure works can provide an INDICATIVE COST only. As such we would strongly recommend that these costings be treated as provisional until such time as further information becomes available and a more accurate costing technique is possible.
- The building refurbishment allowance would generally provide for brining the external envelope of the building up to a weather tight level and for upgrading services infrastructure to current standards. These allowances take into consideration the heritage nature of the buildings also.
- The costs for the fit-out works provide for the internal re-configuration of the building to reflect its use along with what would be expected as a typical standard finishes and services installations. These costs generally include for build in items but exclude any loose furniture, fixtures and fittings.
- The costs associated with the building works also respect the sustainable nature of the scheme. Whilst not specifically achieving a particular Green Star rating the costs provide for best practice in building standards.

GOVERNANCE COSTS [TRUST]

STAFF COSTS	PARK COSTS	ADMIN COSTS
Average salary @ RBG is 80,000		
ANNUAL SALARIES	1,200,000	500,000
ON COSTS	180,000	75,000
SUB TOTAL	1,380,000	575,000
MAINTENANCE COSTS	PARK COSTS	ADMIN COSTS
INFRASTRUCTURE MAINTENANCE	131,000	
SUPPLIES & EQUIPMENT	143,000	
SECURITY		550,000
WASTE		250,000
INSURANCE		300,000
IT		15,000
PRINTING/SUPPLIES		30,000
LEGAL FEES		100,000
POWER/WATER/RATES		48,000
TELEPHONE		35,000
PROFESSIONAL FEES		IN CAPITAL
TRUST FEES		25,000
SUB TOTAL	\$274,000	\$1,353,000
COSTS		
ESTABLISH TRUST	350,000	
PREPARE TEN YEAR DELIVERY PLAN	250,000	
SUB TOTAL	\$600,000	
ANNUAL TOTAL	\$849,000	\$2,158,000

SITE INFRASTRUCTURES, SUSTAINABILITY AND LANDSCAPE

DELIVERY PHASING				
	COST	PHASE	START	DURATION
Addition to cash flow for Professional Fees and contingencies	20.00%			
DECONTAMINATION	20			
Shared services trench	\$10,000,000	2	2013	3
TOTAL	\$10,000,000			
SITE WIDE INFRASTRUCTURE				
Shared services trench	\$1,186,500	2	2013	3
Upgrade of sewage system	\$1,039,600	2	2013	3
Sea wall upgrade	\$508,500	2	2013	3
Street lighting for site	\$593,250	2	2013	3
Fire Hydrant System	\$282,500	2	2013	3
Gas	\$452,000	2	2013	3
Services Trenches	\$720,000			
Water Supply	\$0	2	2013	3
TOTAL	\$4,782,350			
STORM WATER TREATMENT				
Bioretention system [swales/wetlands]	\$1,716,470	2	2013	3
Swales	\$117,238	2	2013	3
Wetlands	\$613,590	2	2013	3
Pumping stations	\$11,300	2	2013	3
TOTAL	\$2,458,598			
STREAM RESTORATION AND SALT MARSH				
water course reconstruction at creek mouth	\$609,070	2	2013	3
salt marsh	\$187,580	2	2013	3

TOTAL	\$796,650			
STORM WATER REUSE				
underground storage tanks	\$723,200	2	2013	3
open storage pond	\$135,600	2	2013	3
convert swimming pool to storage	\$101,700	2	2013	3
post-storage treatment system	\$84,750	2	2013	3
PUMPING STATION	\$45,200	2	2013	3
Allow for pipe connections	\$113,000	2	2013	3
Excavation to underground storage tank and	\$178,200	2	2013	3
TOTAL	\$1,381,650			
WASTEWATER REUSE				
BLACKWATER MINING TREATMENT STATION	\$1,356,000	3	2016	3
PUMPING STATION	\$67,800	3	2016	3
TOTAL	\$1,423,800			
REUSE NETWORK INFRASTRUCTURE				
Treated water storage tank	\$293,800	3	2016	3
Water distribution mains	\$490,000	3	2016	3
Irrigation for sports fields	\$300,000	3	2016	3
Excavation to underground storage tank	\$52,800	3	2016	3
TOTAL	\$1,136,600			
IT				
New broadband network	\$1,695,000	2	2013	3
TOTAL	\$1,695,000			
POWER				
upgrade of existing power lines and cables	\$2,825,000	2	2013	3
Main Switch Boards	\$113,000	2	2013	3
Main Distribution Boards	\$180,800	2	2013	3
TOTAL	\$3,118,800			
SUSTAINABILITY				
Trigeneration Systems [Power/Heating/Cooling]				
10 systems supplying 700 Kw cooling	\$0	4	2019	3
Total Installed cost of Trigeneration systems	\$24,000,000	4	2019	3
Cost of piping and FCUs as \$200 /m2	\$16,560,000	4	2019	3
TOTAL	\$40,560,000			
SPECIAL PROJECTS				
veterans park	\$ 4,836,000	2	2013	3
Board-walk in callan Point bush regeneration area	\$ 462,000	2	2013	3
New wharfs (3no.)	\$ 2,880,000	3	2016	6
Demolition of wall to Balmain road	\$ 133,200	2	2013	3
Skate Park	\$ 240,000	2	2013	3
Orchard	\$ 200,160	3	2016	3
Restoration of the Pleasure Gardens	\$ 2,528,340	3	2016	3
Restoration of the Broughton Hall Gardens	\$ 3,776,520	3	2016	3
Bay Run	\$ 1,500,000	2	2013	3
Construction of new sports pavilion on Balmai	\$ 250,000	3	2016	3
TOTAL	\$16,806,220			
SPORTS FIELDS				
Balmain Road	\$673,860	2	2013	3
Glover Street Waterfront Drive	\$1,217,920	2	2013	3
	\$868,816	3	2016	3
Resurface Tennis Courts in NGO Sector	\$7,500	2	2013	3
TOTAL	\$2,768,096			
ROADS AND PATHS				
Road reconstruction	\$ 3,913,586	3	2016	3
Road demolition	\$ 4,200,018	3	2016	3
new paths	\$ 1,545,120	3	2016	3
new hardscape plazas at Cecily Street entrance	\$ 1,920,000	3	2016	3
new hardscape plazas at Cultural Quarter	\$ 1,920,000	3	2016	3
new parking areas	\$ 2,459,160	3	2016	3
TOTAL	\$15,957,884			
SOFT LANDSCAPE				
Tree planting	\$ 6,000,000	3	2016	3
Tree Removal	\$ 288,000	3	2016	3
TOTAL	\$ 6,288,000			
TOTAL COST	\$109,173,647			

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent	79,043,298	0	2,456,145	2,465,961	3,802,590	3,802,955
Events	1,220,940	0	23,940	47,880	95,760	95,760
Car Parking	8,050,700	0	201,268	201,268	201,268	201,268
Grant Income	0	0	0	0	0	0
TOTAL	88,314,938	0	2,681,352	2,715,109	4,099,618	4,099,983
EXPENDITURE						
Demolition, Refurbishment and Fitout	112,219,322	0	0	50,169,535	14,350	3,179,459
Infrastructure	130,144,376	0	0	13,033,411	13,033,411	13,033,411
Trust Admin Costs	31,291,000	1,079,000	2,158,000	2,158,000	2,158,000	2,158,000
Trust Establishment Costs	600,000	600,000				
Park Maintenance Costs (inc wages)	11,546,375	493,375	789,500	789,500	789,500	789,500
Basic infrastructure mtce & renewal	2,761,500		197,250	197,250	197,250	197,250
1% Capital Replacement Costs	9,694,548					
TOTAL	298,257,122	2,172,375	3,144,750	66,347,696	16,192,511	19,357,620
NET CASH FLOW	-209,942,184	-2,172,375	-463,398	-63,632,587	-12,092,893	-15,257,637
Cumulative NCF		-2,172,375	-2,635,773	-66,268,360	-78,361,253	-93,618,890
NPV @	0%	-209,942,184				
NPV @	4%	-180,314,302				
NPV @	7%	-153,876,855				
NPV @	10%	-135,773,451				
Escalation	0%					

CASHFLOW MODEL NO. 1

Assumptions:

- As Option 3 allows for NGO buildings to be upgraded by Trust, no rent holidays are included
- Rent commencement and rate shown in Callan Park Do not Edit Worksheet Columns CK and CI respectively
- Rents increase \$10psm after sustainability upgrade and to market after refurbishment if applicable
- Events income based on assumptions in Events worksheet for Playing Fields, weddings, venue hire and photo shoots
- Car Parking Income based on assumptions in Car Parking worksheet including infringement income, wardens, enforcement costs, casual and permanent parking.
- Grant income to be inserted by Trust
- Demolition timing and cost shown in Callan Park Do not edit worksheet columns CA to CC
- Refurbishment/Fitout Costs and timing contained in Callan Park Do not Edit Worksheet Columns BU to BY
- Sustainability costs contained in Infrastructure Costs Worksheet and highlighted in yellow in columns F and G
- Sustainability upgrade timing contained in Callan Park Do not Edit Worksheet in column CF and applicable properties in Column BU
- Trust Establishment and Administrative Costs are contained in Trust Worksheet -assumed 50% in 2011
- Park Maintenance Costs are included in Trust Worksheet column D and include gardeners, equipment and supplies
- Capital Replacement costs are incurred after 10 years at 1% p.a. of total capital expended for infrastructure and refurbishment.
- All NGO, Not for Profit and Charitable Organisations are to be treated in the same manner in relation to the negotiation of property rentals and leases

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
3,951,993	4,368,998	5,012,405	6,169,001	6,960,879	7,505,958	8,061,586	8,160,119	8,162,171	8,162,536
95,760	95,760	95,760	95,760	95,760	95,760	95,760	95,760	95,760	95,760
402,535	402,535	805,070	805,070	805,070	805,070	805,070	805,070	805,070	805,070
0	0	0	0	0	0	0	0	0	0
4,450,288	4,867,293	5,913,235	7,069,831	7,861,709	8,406,788	8,962,416	9,060,949	9,063,001	9,063,366
10,417,190	4,665,268	5,702,893	24,459,877	9,046,031	3,885,743	678,976	0	0	0
13,548,048	13,548,048	13,548,048	16,800,000	16,800,000	16,800,000	0	0	0	0
2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000
789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500
197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250
						2,423,637	2,423,637	2,423,637	2,423,637
27,109,987	21,358,066	22,395,691	44,404,627	28,990,781	23,830,493	6,247,363	5,568,387	5,568,387	5,568,387
-22,659,700	-16,490,773	-16,482,456	-37,334,796	-21,129,072	-15,423,705	2,715,052	3,492,562	3,494,614	3,494,979
-116,278,590	-132,769,363	-149,251,819	-186,586,615	-207,715,687	-223,139,392	-220,424,340	-216,931,778	-213,437,163	-209,942,184

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent	68,231,853	0	2,299,961	2,309,778	3,612,015	3,612,380
Events	979,200	0	19,200	38,400	76,800	76,800
Car Parking	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0
TOTAL	69,211,053	0	2,319,161	2,348,178	3,688,815	3,689,180
EXPENDITURE						
Community (includes demolitions)	16,250,917	0	0	6,763,983	14,350	2,078,654
Education	21,959,588	0	0	2,998,128	0	0
Health	48,021,781	0	0	33,423,598	0	657,796
Infrastructure Upgrade Costs	39,335,555	0	0	7,917,172	7,917,172	7,917,172
Trust Admin Costs	31,291,000	1,079,000	2,158,000	2,158,000	2,158,000	2,158,000
Trust Establishment Costs	600,000	600,000	0	0	0	0
Park Maintenance Costs (inc wages)	11,546,375	493,375	789,500	789,500	789,500	789,500
Basic infrastructure mtce & renewal	2,761,500	0	197,250	197,250	197,250	197,250
1% Capital Maintenance Costs	5,022,714	0	0	0	0	0
TOTAL	176,789,430	2,172,375	3,144,750	54,247,631	11,076,272	13,798,371
NET CASH FLOW	-107,578,377	-2,172,375	-825,589	-51,899,453	-7,387,457	-10,109,191
Cumulative NCF		-2,172,375	-2,997,964	-54,897,417	-62,284,874	-72,394,065
NPV @	0%	-107,578,377				
NPV @	4%	-97,620,682				
NPV @	7%	-87,398,993				
NPV @	10%	-79,813,131				
Escalation	0%					

CASHFLOW MODEL NO. 2

Assumptions:

- As Option 4 allows for NGO buildings to be upgraded by Trust, no rent holidays are included
- Rent commencement and rate shown in Callan Park Do not Edit Worksheet Columns CK and CI respectively
- Rents are based on discounted rents for all unrefurbished buildings and existing rents for NGO tenancies
- Refurbished buildings are leased at market rent except for new NGO tenancies which are at 40% of market rent.
- No sustainability upgrades are included for any buildings - removed from Infrastructure Costs worksheet cell E107
- Events income based on assumptions in Events worksheet for Playing Fields only
- No car parking income is included
- Grant income includes items marked 'GRANT FUNDED' in Column L of Infrastructure Costs Worksheet and is received in year of expenditure, calculated in line 182 of High Level Costs worksheet
- Demolition timing and cost shown in Callan Park Do not edit worksheet columns CA to CC and included in Community Costs
- Refurbishment/fitout Costs and timing contained in Callan Park Do not Edit Worksheet Columns BU to BY and includes vacant buildings only split into Health, Education and Community
- Infrastructure costs are the same as Option 3 except that items marked 'YES' in Column L of Infrastructure Costs worksheet are excluded
- Trust Establishment and Administrative Costs are the same as Option 3 and contained in Trust Worksheet -assumed 50% in 2011
- Park Maintenance Costs are included in Trust Worksheet column D and include gardeners, equipment and supplies and the same as Option 3
- Capital Replacement costs are incurred after 10 years at 1% p.a. of total capital expended for infrastructure and refurbishment.
- All NGO, Not for Profit and Charitable Organisations are to be treated in the same manner in relation to the negotiation of property rentals and leases

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
3,696,665	4,095,364	4,370,275	5,141,207	5,761,733	6,263,791	6,759,449	6,769,379	6,769,745	6,770,110
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
3,773,465	4,172,164	4,447,075	5,218,007	5,838,533	6,340,591	6,836,249	6,846,179	6,846,545	6,846,910
332,563	0	237,493	3,512,376	0	3,311,498	0	0	0	0
0	3,963,058	0	7,435,042	7,563,360	0	0	0	0	0
8,946,945	0	0	4,993,443	0	0	0	0	0	0
5,194,680	5,194,680	5,194,680	0	0	0	0	0	0	0
2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000
0	0	0	0	0	0	0	0	0	0
789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500
197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250
0	0	0	0	0	0	1,255,678	1,255,678	1,255,678	1,255,678
17,618,937	12,302,488	8,576,923	19,085,611	10,708,110	6,456,248	4,400,428	4,400,428	4,400,428	4,400,428
-13,845,472	-8,130,324	-4,129,848	-13,867,603	-4,869,577	-115,658	2,435,821	2,445,750	2,446,116	2,446,481
-86,239,536	-94,369,860	-98,499,708	-112,367,311	-117,236,889	-117,352,546	-114,916,725	-112,470,975	-110,024,859	-107,578,377

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent						
Playing Field Income	1,056,000	19,200	38,400	76,800	76,800	76,800
Car Parking	0	0	0	0	0	0
Grant Income (playing fields)	3,312,715	0	1,656,358	1,656,358	0	0
TOTAL	4,368,715	19,200	1,694,758	1,733,158	76,800	76,800
EXPENDITURE						
Building Demolition, Refurbishment and Fitout	0	0	0	0	0	0
Playing field upgrades	3,312,715		1,656,358	1,656,358		
Urgent Repairs	1,631,520	0	815,760	815,760	0	0
Park Maintenance	10,641,155	331,695	736,390	736,390	736,390	736,390
Park Overheads	18,172,000		1,298,000	1,298,000	1,298,000	1,298,000
Park Renewal works	6,300,000		450,000	450,000	450,000	450,000
Basic infrastructure mtce & renewal	1,841,000		131,500	131,500	131,500	131,500
Infrastructure Upgrades	0	0	0	0	0	0
TOTAL	41,898,390	331,695	5,088,008	5,088,008	2,615,890	2,615,890
NET CASH FLOW	-37,529,675	-312,495	-3,393,250	-3,354,850	-2,539,090	-2,539,090
Cumulative NCF		-312,495	-3,705,745	-7,060,595	-9,599,685	-12,138,775
NPV @	0%	-37,529,675				
NPV @	4%	-28,708,738				
NPV @	7%	-24,028,822				
NPV @	10%	-20,467,868				
Escalation	0%					

CASHFLOW MODEL NO. 3

Assumptions:

- 99 year lease commences mid 2011 and urgent repairs in 2012 -2013
- No rent from existing buildings because they are not in the LMC lease area
- Playing field income is the same as Option 3. No car parking or events income included
- Grant income to be added
- No demolition, refurbishment or fitout building works are included.
- Infrastructure works include new playing fields for Balmain Rd, Glover St and Waterfront drive field spread over 2 years with grants from State Gov
- Urgent repairs are obtained from LMC estimates (see Parks worksheet)
- Annual Park Maintenance as advised by LMC
- Annual LMC overheads includes infrastructure maintenance and renewal plus electricity, security, water and annual playing field renovations
- Parks renewal costs have been allowed for the parks infrastructure such as seats, paths, bins, playgrounds etc
- All NGO, Not for Profit and Charitable Organisations are to be treated in the same manner in relation to the negotiation of property rentals and leases

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
736,390	736,390	736,390	736,390	736,390	736,390	736,390	736,390	736,390	736,390
1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000
450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
131,500	131,500	131,500	131,500	131,500	131,500	131,500	131,500	131,500	131,500
0	0	0	0	0	0	0	0	0	0
2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890
-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090
-14,677,865	-17,216,955	-19,756,045	-22,295,135	-24,834,225	-27,373,315	-29,912,405	-32,451,495	-34,990,585	-37,529,675

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent	3,625,000	125,000	250,000	250,000	250,000	250,000
Playing Field Income	1,056,000	19,200	38,400	76,800	76,800	76,800
Car Parking	0	0	0	0	0	0
Grant Income (playing fields)	3,312,715	0	1,656,358	1,656,358	0	0
TOTAL	7,993,715	144,200	1,944,758	1,983,158	326,800	326,800
EXPENDITURE						
Building Demolition, Refurbishment and Fitout	0	0	0	0	0	0
Playing field upgrades	3,312,715		1,656,358	1,656,358		
Urgent Repairs	1,631,520	0	815,760	815,760	0	0
Infrastructure Upgrade costs			0	0	0	0
Trust admin costs		1,079,000	2,158,000	2,158,000	2,158,000	2,158,000
Trust establishment costs		600,000				
Park Maintenance	11,447,750	394,750	789,500	789,500	789,500	789,500
Park Renewal works	9,450,000	337,500	675,000	675,000	675,000	675,000
Basic infrastructure mtce & renewal	2,761,500		197,250	197,250	197,250	197,250
Infrastructure Upgrades	0	0	0	0	0	0
TOTAL	61,431,985	3,011,250	6,291,868	6,291,868	3,819,750	3,819,750
NET CASH FLOW	-53,438,270	-2,867,050	-4,347,110	-4,308,710	-3,492,950	-3,492,950
Cumulative NCF		-2,867,050	-7,214,160	-11,522,870	-15,015,820	-18,508,770
NPV @	0%	-53,438,270				
NPV @	4%	-41,339,034				
NPV @	7%	-34,925,329				
NPV @	10%	-30,049,212				

CASHFLOW MODEL NO. 3

Assumptions:

- 99 year lease commences mid 2011 and urgent repairs in 2012 -2013
- No rent from existing buildings because they are not in the LMC lease area
- Playing field income is the same as Option 3. No car parking or events income included
- Grant income to be added
- No demolition, refurbishment or fitout building works are included.
- Infrastructure works include new playing fields for Balmain Rd, Glover St and Waterfront drive field spread over 2 years with grants from State Gov
- Urgent repairs are obtained from LMC estimates (see Parks worksheet)
- Annual Park Maintenance as advised by LMC
- Annual LMC overheads includes infrastructure maintenance and renewal plus electricity, security, water and annual playing field renovations
- Parks renewal costs have been allowed for the parks infrastructure such as seats, paths, bins, playgrounds etc

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
326,800	326,800	326,800	326,800	326,800	326,800	326,800	326,800	326,800	326,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000
789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500
675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000
197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250
0	0	0	0	0	0	0	0	0	0
3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750
-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950
-22,001,720	-25,494,670	-28,987,620	-32,480,570	-35,973,520	-39,466,470	-42,959,420	-46,452,370	-49,945,320	-53,438,270

LIST NUMBER	BUILDING NUMBER	BUILDING NAME	MANAGED BY	VACCANT	OCCUPIED	UNOCCUPIED	CONSTRUCTION DATE CMP 2002	HERITAGE CLASSIFICATION	BUILDING CONDITION GOOD	BUILDING CONDITION POOR	TOTAL [M2]	INDICATIVE RECURB COST	CALLAN PARK ACT - USE CLASS	TENANT [GOVERNMENT]	TENANT [NGO]	TENANT [HEALTH FOR-PROFIT]		
1	101	Administration Block	SSWAHS		X		c.1961-63	E			1363.0	2,044,545	COMMUNITY					
2	102				X			E			13.9	20,835						
3	103	Day Studio	SSWAHS		X		c.1961-63	E			1161.1	1,741,620						
4	104	Day Hospital Block C	SSWAHS		X		c.1961-63	E			280.1	420,195						
5	105	Evan Jones Theatre	SSWAHS		X		c.1961-63	E			524.9	787,350						
6	106	JMO Flats	SSWAHS		X		c.1961-63	E			543.9							
7	107	Home Units	SSWAHS		X		c.1961-63	E			521.5	782,310						
8	108		SSWAHS	X			c.1961-63	E	x		80.8	121,170						
11	124		NSW Dept. Health		X			F			112.9	169,350	COMMUNITY					
					X													
					X													
12	125		NSW Dept. Health		X		c.1927-29	B			1629.5	2,445,940						
					X													
13	127	Library	NSW Dept. Health		X		1932-33	C			1308.0	1,961,955						
14	129	Daintree House			X		1960	F			237.7			COMMUNITY				
15	130	Rivendell				X	c.1841-2	B		XX	730.0							
16	126	Tree Tops	NSW Dept. Health		X		c.1920	B			418.5	627,720						
17	131	Rehab Cottages			X		1935	C										
18	134	Glass House				X		N/A			26.5	39,810						
19	135	The Arbour	NSW Dept. Health		X		C1933-35	C			205.9	308,895						
20	136	Garage for B135			X		c.1930's	C			28.8	43,125						
21	137	Garden House				X	c.1930's	B			16.2	24,285						
22	193	Ward 25	NSW Dept. Health		X		c.1920	A			907.9							
23	194	Doctors Office	NSW Dept. Health		X		C.1958	D			217.2							
24	121	Ward 24			X		c.1920	A			887.1							
25	128	Broughton Hall			X		1971	F			428.7	643,095						
26	132	Broughton Recreation Hall	NSW Dept. Health		X		c.1935	C			337.8							
27	192	Old Medical Records			X		c.1932	B			568.5	852,795						
28	195	Ward 26, Ward 27			X		c.1932	D			2102.8	3,154,215						
29	196	Garage / Storage			X		c.1931	F			53.4	80,085						
30	197	Gardeners Store and WC				X		D			19.9	29,850						
31	198	Workshop			X		c.1937	D			174.7	262,095						
32	199	Broughton Hall Chapel	NSW Dept. Health		X		c.1927	D			477.7	716,475						
33	201	Stores	SHFA	X			1965	F	x		2241.2	3,361,725	EDUCATION					
34	202	Intractable Waste Store	SHFA	X				F		X	3.9	5,835						
35	203	Disused Building	SHFA	X				F		X	3.9	5,835						
36	204	Engineers Store	SHFA	X				N/A		X	17.4	26,100						
37	205	Bonnyview Cottage	SHFA	X			1879	A	x	x	291.5		EDUCATION					
38	206	Garage for B205	SHFA	X				A			20.9		EDUCATION					
39	207	Main Canteen	SHFA	X			1958	F	x		531.6	797,400						

TRUST	RATE [M2]	ENVELOPE COST	FIT OUT USE	FIT OUT RATE SQ.M	FIT OUT COST	BUILDING TO BE DEMOLISHED	DEMOLITION COST [M2]	DEMOLITION COST TOTAL	PHASE	START	DURATION	NET RENT (\$/SQM)	RENT (\$/ann)	START OF REVENUE
	503	822,541								2018	1	150	173,786	2012
	503	8,382								2018	1	150	1,771	2012
	503	700,671								2018	1	150	148,038	2012
	503	169,049								2018	1	150	35,717	2012
	503	316,759								2018	1	150	66,925	2012
	N/A	-				YES	250	135,985	2	2013	1	-	-	-
	N/A	-				YES	250	130,385	2	2013	1	-	-	-
t	2,153	208,692	OFFICE	800	77,549				3	2018	1	-	-	-
	503	68,131								2019	1	150	14,395	2019
	503	983,370								2019	1	150	207,766	2019
	503	789,314								2018	1	150	166,766	2012
	N/A	-										150	30,303	2020
t	3,653	3,199,842	OFFICE	900	788,378				2	2013	1	-	-	-
	503	252,538								2019	1	150	53,356	2012
	N/A	-										-	-	-
	503	124,272								2020	1	150	26,256	2020
	N/A	-										-	-	2020
	503	547,910								2022	1	150	115,762	2022
	503	131,067								2022	1	150	27,692	2022
	503	535,322								2018	1	150	113,103	2018
	503	258,723								2018	1	150	54,663	2018
	503	203,832								2018	1	150	43,066	2018
	503	343,088								2018	1	150	72,488	2018
	503	1,268,972								2018	1	150	268,108	2018
	N/A	-										150	6,807	2023
	N/A	-										-	-	-
	N/A	-										150	22,278	2012
	N/A	-										150	60,900	2020
t	2,153	5,789,932	EDUCATION	800	2,151,504				4	2019	1	250	476,244	2022
t		-				YES	250	794	2	2013	1	-	-	-
t		-				YES	250	794	2	2013	1	-	-	-
t		-				YES	250	794	2	2013	1	-	-	-
t	3,153	1,102,880	MUSEUM	1,100	384,780				2	2013	1	-	-	-
t		-							2	2013	1	-	-	-
t		-				YES	250	132,900	2	2013	1	-	-	-

LIST NUMBER	BUILDING NUMBER	BUILDING NAME	MANAGED BY	VACCANT	OCCUPIED	UNOCCUPIED	CONSTRUCTION DATE CMP 2002	HERITAGE CLASSIFICATION	BUILDING CONDITION GOOD	BUILDING CONDITION POOR	TOTAL [M2]	INDICATIVE RECURB COST	CALLAN PARK ACT - USE CLASS	TENANT [GOVERNMENT]	TENANT [NGO]	TENANT [HEALTH FOR-PROFIT]
40	208	Ward 16	SHFA	X			1948	F	x		3144.5	4,716,690				
41	209	Ward 17	SHFA	X			1959	F	x		1725.0	2,587,530	HEALTH			
42	210	Ward 18	SHFA	X				F			1725.0	2,587,530	HEALTH			
43	211	Rehabilitation Unit	SHFA	X			1885	A	x		301.9		EDUCATION			
44	212	Amenities Block	SHFA	X			1885	A			56.7		EDUCATION			
45	213	Writers Centre	TBC		X		1837-1839	A			883.0					
46	214	Gardeners Nursery	SHFA	X			unknown	D			92.4	138,525				
47	215	Ambrosia Cottage	SHFA		X		1991-92	E			177.9	266,895	HEALTH			
48	216	Magnolia Cottage	SHFA	X			1991-92	E	x		176.6	264,840	HEALTH			
49	217	Bluegum Cottage	SHFA	X				E	x		176.6	264,840	HEALTH			
50	218	Frangipanni Cottage	SHFA	X				E	x		176.6	264,840	HEALTH			
51	219	Acacia Cottage	SHFA	X				E	x		177.9	266,895	HEALTH			
52	220	Ward 28 Administration	SHFA	X			1991-92	E	x		142.7	214,005	HEALTH			
53	221	Ward 28 West	SHFA	X			1991-92	E	x		737.4	1,106,100	HEALTH			
54	222	Ward 28 East, Palm Court	SHFA	X			1991-92	E	x		789.6	1,184,370	HEALTH			
55	222A		SHFA	X				E	x		12.6	18,900				
56	223	Cottage	SHFA			X	c.1973?	E			102.6	153,885				
57	293	Carpenters Store	SHFA	X				N/A			58.2	87,360				
58	294	Old ITU	SHFA	X			1970	F	x		465.3	697,965	EDUCATION			
59	295	Gardeners Shed	SHFA	X				N/A			58.2	87,270				
60	296	Linen Store	SHFA			X	1961	F			1075.1	1,612,710	HEALTH			
61	298	ITU Stores	SHFA	X			1903	B		x	142.4		HEALTH			
62	298A	ITU Stores	SHFA	X				B		x	22.5	33,720				
63	299	ITU Stores	SHFA	X			unknown	D	x		90.4	135,525	EDUCATION			
64	301	Callan Park Nurses Home	SSWAHS		X			F			2349.1	3,523,695				
65	303	Ceida	NSW Dept. Health		X		1925 addition	F			1985.9	2,978,820				
66	394	Gate House	SHFA		X		1912	A			28.8	43,200	COMMUNITY			
67	395	Ward Memorial	SHFA		X			N/A			13.7	20,505				
68	396	Arcadia Cottage	SSWAHS		X		1970	F			216.0	324,030				
69	397	Manning Street Cottage			X			F			138.9	208,290				
70	398	Willows Cottage			X			F			139.4	209,115				
71	398A	Willows Cottage			X			F			47.9	71,850	COMMUNITY			

TRUST	RATE [M2]	ENVELOPE COST	FIT OUT USE	FIT OUT RATE SQ.M	FIT OUT COST	BUILDING TO BE DEMOLISHED	DEMOLITION COST [M2]	DEMOLITION COST TOTAL	PHASE	START	DURATION	NET RENT (\$/SQM)	RENT (\$/ann)	START OF REVENUE
t			-		-	YES	250	786,115	2	2013	1	-		
t	2,653	5,491,541	HEALTH/ACCOMMODATION	1,200	2,484,029				3	2013	1	250	366,567	2019
t	2,653	5,491,541	HEALTH/ACCOMMODATION	1,200	2,484,029				3	2013	1	250	366,567	2019
t	2,653	961,215	OFFICE	1,000	362,328				2	2013	1	-		2014
t	2,653	180,534	OFFICE	1,000	68,052				2	2013	1	-		2014
t	N/A		-		-					2013		-		
t			-		-	YES	250	23,088	2	2013	1	-		
t	2,153	459,676	HEALTH/ACCOMMODATION	1,200	256,219				2	2013	1	250	37,810	2014
t	2,153	456,137	HEALTH/ACCOMMODATION	1,200	254,246				2	2013	1	250	37,519	2014
t	2,153	456,137	HEALTH/ACCOMMODATION	1,200	254,246				2	2013	1	250	37,519	2014
t	2,153	456,137	HEALTH/ACCOMMODATION	1,200	254,246				2	2013	1	250	37,519	2014
t	2,153	459,676	HEALTH/ACCOMMODATION	1,200	256,219				2	2013	1	250	37,810	2014
t	2,153	368,583	HEALTH/DAY CLINIC	1,200	205,445				2	2013	1	250	30,317	2014
t	2,153	1,905,047	HEALTH/DAY CLINIC	1,200	1,061,856				2	2013	1	250	156,698	2014
t	2,153	2,039,852	HEALTH/DAY CLINIC	1,200	1,136,995				2	2013	1	250	167,786	2014
t	N/A		-		-							-		
t			-		-	YES	250	25,648	2	2015	1	-		
t	N/A		-		-							-		
t	2,153	1,202,112	OFFICE	800	446,698				3	2017	1	250	98,878	2018
t			-		-							-		
t	2,153	2,777,586	OFFICE	800	1,032,134				2	2013	1	250	228,467	2014
t	2,953	504,519	HEALTH/ACCOMMODATION	1,400	239,198				2	2015	1	250	30,256	2016
t			-		-				2	2015	1	250	4,777	2016
t	2,153	233,416	HEALTH/ACCOMMODATION	1,400	151,788				2	2013	1	250	19,199	2014
t	N/A		-		-							150	299,514	2012
t	N/A		-		-							150	253,200	2012
t	2,153	74,404	OFFICE	1,000	34,560				2	2015	1	-		
t	N/A		-		-							150	1,743	2012
t			-		-	YES	250	54,005	2	2016	1	-		
t			-		-	YES	250	34,715	2	2016	1	-		
t	N/A		-		-	YES	250	34,853	2	2013	1	-		
t	2,153	123,748	OFFICE	800	45,984				2	2013	1	-		2012

LIST NUMBER	BUILDING NUMBER	BUILDING NAME	MANAGED BY	VACCANT	OCCUPIED	UNOCCUPIED	CONSTRUCTION DATE CMP 2002	HERITAGE CLASSIFICATION	BUILDING CONDITION GOOD	BUILDING CONDITION POOR	TOTAL [M2]	INDICATIVE RECURB COST	CALLAN PARK ACT - USE CLASS	TENANT [GOVERNMENT]	TENANT [NGO]	TENANT [HEALTH FOR-PROFIT]
107	515	Swimming pool changing rooms	SHFA	X			1960's	F	x		89.2	133,815				
108	515A		SHFA	X				N/A			8.4	12,660				
109	601	Gardeners Shed	SHFA	X				N/A			58.2	87,225				
110	696	WC	SHFA	X			Recent	F			33.0	49,470				
111	701	Fitters, Gardeners	SHFA	X			1916	B		x	472.3		EDUCATION			
112	702	Gardeners and Trades Store	SHFA	X			1901	C		VERY POOR	76.1	114,090	EDUCATION			
113	703	Electricians Workshop	SHFA	X			1955	E	x		150.0	225,000	EDUCATION			
114	704	I.E.. Centre	SHFA	X			1963	F		x	1045.4	1,568,025	COMMUNITY			
115	705	Neurophysiological Lab	SHFA	X			1895 / 94A 1	B		X	183.1		EDUCATION			
116	706	Trades Workshop	SHFA	X			1940	C		X	58.1	87,135				
117	707	Trades Workshop	SHFA	X			1940	C		x	58.6	87,900				
118	708	Gardeners Store	SHFA	X			1940	C			58.3	87,390				
119	709	Garage for B711	SHFA	X			1960-65	F		VERY POOR	23.3	34,875				
120	710	Garage for B712 and B713	SHFA	X			1960-65	F		VERY POOR	43.7	65,520				
121	711	Lilyfield Cottage No.4	SHFA	X			1960-65	F		VERY POOR	139.5	209,205				
122	712	Lilyfield Cottage No.5	SHFA	X			1960-65	F	x		139.5	209,205				
123	713	Glebe Community Health	SHFA	X			1960-65	F		VERY POOR	139.5	209,205				
124	714	Garage for B717	SHFA	X			1960-65	F		VERY POOR	21.7	32,490				
125	715	Garage for B718	SHFA	X			1960-65	F		VERY POOR	23.3	34,875				
126	716	Garage for B719	SHFA	X			1960-65	F		VERY POOR	23.3	34,890				
127	717	Park Drive Cottage Parkview	SHFA	X			1960-65	F		VERY POOR	140.6	210,930				
128	718	Park Drive Cottage Rosella	SHFA	X			1960-65	F		VERY POOR	140.6	210,930				
129	719	Park Drive Cottage Pine	SHFA	X			1960-65	F		VERY POOR	140.6	210,930				
130	1048	Ambulance Training School			X		1961	F			653.0	979,455				
131	1048A	Ambulance Training School			X		1961	E			2461.0	3,691,515				
132	1048B	Ambulance Training School			X			E			136.8	205,200				
133	1047	NSW Ambulance Service			X		1959	E			932.5	1,398,810				
134	1046	South Metro Regional Office			X		1959	E			529.2	793,800				
135	1045	Vehicle Lockup			X		1959	E			928.7	1,393,095				
136	1045B				X			E			278.5	417,675				
137	1045A	Kitchen			X		1959	E			550.5	825,780				
138	1046A	South Metro Regional Office			X		1959	E			296.3	444,390				
139	1095	Electrical Substation	SHFA		X			E			51.6	77,340				

TRUST	RATE [M2]	ENVELOPE COST	FIT OUT USE	FIT OUT RATE SQ.M	FIT OUT COST	BUILDING TO BE DEMOLISHED	DEMOLITION COST [M2]	DEMOLITION COST TOTAL	PHASE	START	DURATION	NET RENT (\$/SQM)	RENT (\$/ann)	START OF REVENUE
t			-		-	YES	250	22,303	2	2013	1	-	-	-
t			-		-	YES	250	2,110	2	2015	1	-	-	-
t			-		-	YES	250	14,538	2	2015	1	-	-	-
t			-		-	YES	250	8,245	2	2015	1	-	-	-
t	2,953	1,673,437	OFFICE	900	510,041				3	2017	1	250	100,355	2018
t	2,503	228,444	OFFICE	800	73,018				3	2017	1	250	16,163	2018
t	2,153	387,520	OFFICE	800	144,000				3	2017	1	250	31,875	2018
t	2,503	3,139,672	OFFICE	800	1,003,536				4	2019	1	250	222,137	2020
t	3,453	758,793	OFFICE	900	197,780				4	2019	1	100	15,566	2020
	NA		-		-									
	NA		-		-									
	NA		-		-									
t			-		-	YES	250	5,813	2	2016	1	-	-	-
t			-		-	YES	250	10,920	2	2016	1	-	-	-
t			-		-	YES	250	34,868	2	2016	1	-	-	-
t			-		-	YES	250	34,868	2	2016	1	-	-	-
t			-		-	YES	250	34,868	2	2016	1	-	-	-
t			-		-	YES	250	5,415	2	2016	1	-	-	-
t			-		-	YES	250	5,813	2	2016	1	-	-	-
t			-		-	YES	250	5,815	2	2016	1	-	-	-
t			-		-	YES	250	35,155	2	2016	1	-	-	-
t			-		-	YES	250	35,155	2	2016	1	-	-	-
t			-		-	YES	250	35,155	2	2016	1	-	-	-
	503	394,044			-					2019	1	150	83,254	2012
	503	1,485,133			-					2019	1	150	313,779	2012
	503	82,554			-					2019	1	150	17,442	2012
	503	562,755			-					2019	1	150	118,899	2012
	503	319,354			-					2019	1	150	67,473	2012
	503	560,456			-					2019	1	150	118,413	2012
	503	168,035			-					2019	1	150	35,502	2012
	503	332,219			-					2019	1	150	70,191	2012
	503	178,782			-					2019	1	150	37,773	2012
	N/A		-		-	YES	250	12,890	2	2019	1	-	-	-

PARKING

	Metered spaces	Cars on Monthly Licence	Monthly Rate	Annual Revenue	Monthly revenue Weekend Hou
1 Military Drive	52		96	59,904	96
2 Central Avenue	56		96	64,512	
3 Glover St	35		96	40,320	
4 Wharf Rd Nth		30	50	18,000	
5 Manning St		54	50	32,400	
6 Museum	20		96	23,040	
7 Kirkbride		0	0	0	
8 Glover St Nth		32	50	19,200	
9 Broughton		66	0	0	
10 Vocational Centre		12	50	7,200	
11 Kalouan	37		96	42,624	
12 Writers		58	50	34,800	
13 Cultural Cluster		20	50	12,000	
14 Glover St Sth	78		96	89,856	
15 Wharf Rd East	147		96	169,344	
16 Wharf Rd West		140	50	84,000	
17 UTAS		36	50	21,600	
18 NSW Ambulance		105	50	63,000	
Infringement notices	425	553	96	781,800	
Total			15%	117,270	Note Callan Park Act may not allow enforcen
Less staff costs		2 part time wardens @\$30000+15%		899,070	
Less court costs				69,000	
				25,000	
			Total	805,070	0.319126847

Royal Botanical Gardens achieved \$2.3m from 338 parking bays and 42 meters in 2009/2010 equivalent to
 Royal Botanical Gardens achieved \$1.4m from 338 parking bays in infringement notices in 2009/2010 equivalent to
 Total Parking related revenue

Relative parking rate 68%

EVENTS

	NUMBER	RATE PER DAY	DAYS PER MONTH	PER ANNUM
WEDDINGS		270	4	12,960
PHOTO SHOOTS		750	1	0
VENUE HIRE		500	1	6,000
SPORTS FIELDS	4	320	5	76,800
TOTAL				95,760

Sports Fields

Assume	Rate per hour	40.00
	hours per day	
	average	8.00
	days per weekend	2.00
	Weeks per annum peak	30.00
	No of fields	4.00
	Annual Revenue	76800

* Note: Photo shoots excluded due to NSW Government policy not to charge for film related hire.

COMPARATIVE PARKLAND TRUST STRUCTURES

Hill PDA

Using Centennial Park and Parramatta Park as case studies this briefing note summarises the key characteristics of a parkland trust, to enable Council to make an informed decision regarding the options available for the long term management of Callan Park.

Centennial Park And Moore Park Trust (Cpmpt)

The CPMP Trust was established in 1983 under the Centennial Park and Moore Park Trust Act to govern Centennial Parklands, which consists of more than 360ha across Centennial Park, Queens Park and Moore Park. It includes the Moore Park Entertainment Precinct (the Hordern Pavilion, Royal Hall of Industries, Fox Studios, Centennial Parklands Equestrian Centre and the Entertainment Quarter). The Parklands attract more than 10m visitors each year.

The CPMP Trust Vision is:

“To manage Centennial Parklands as a place of national significance for the enjoyment, social connection and wellbeing of the community.”

Core values include:

- Conservation and celebration of the Parklands’ heritage and significance in the development of Sydney and the nation;
- Provision of opportunities for all people to enjoy a diversity of leisure, arts, sporting, entertainment and educational experiences;
- Conservation and stewardship of the Parklands’ environmental values; and
- Delivery of a high quality visitor experience underpinned by a strong economic return.

Statutory Framework

CPMP Trust is a statutory body established under the CPMP Trust Act (1983) to be responsible for the governance and management of the Parklands.

Key objectives of the CPMP Trust are to:

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

The main goals within the Corporate Plan closely align to these objectives:

- Maintain and strengthen the integrity of Centennial Parklands;
- Ensure equity of access and diversity of leisure experiences;
- Work in partnership with key stakeholders; and
- Achieve a sustainable organisation that delivers sound business practice and improved revenue in addition to assured core government funding.

Organisational Structure

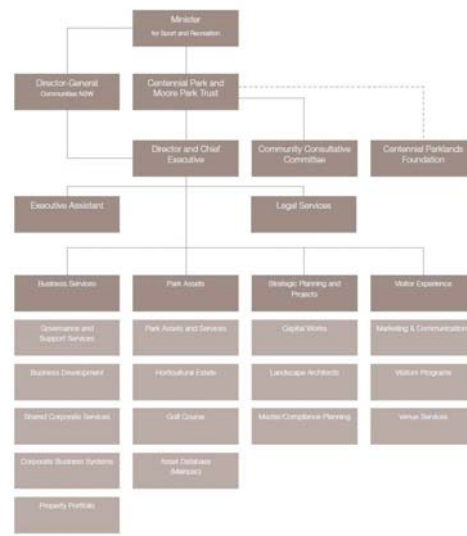
- The Trust is governed by a Board of 8 Trustees appointed by the NSW Minister for Sport and Recreation. The Board must include one nominee from the Community Consultative Committee.
- The Board of Trustees is responsible for overseeing the management and policy direction of the Trust. The Board of Trustees generally meets monthly.
- The Trust’s Director and Chief Executive are responsible for the day-to-day operation and management of the Parklands and delivering the Trust’s priorities. They report to the Board of Trustees and the Director-General of the Department of the Arts, Sport and Recreation.
- There are 66 staff at the Parklands’ who together with a further 200 contract staff are responsible for delivery of maintenance and programs.
- Businesses on Trust lands employ a further estimated 1,500 staff with that number increasing during major filming and events in the precinct.

Key Responsibilities

The CPMP Trust Act (1983) requires the Board of Trustees to prepare a Plan of Management which informs and guides a number of more detailed plans, including the shorter term Corporate Plan (2-3 years). The statutory Plan of Management (2006-2016), approved by the Minister, provides the Trust with the strategic management framework for long term decision making.

The CPMP Trust’s main responsibility is to ensure the delivery of the

Figure 1 - CMPMT Operational Structure



Source: Centennial Parklands Corporate Plan 2007 – 2010

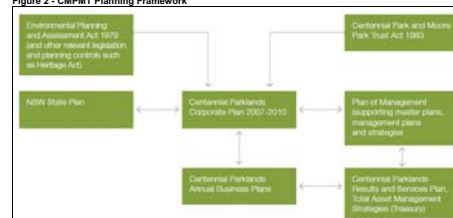
Corporate Plan which aligns with the Plan of Management. Key activities involve:

- Resource management, public access and use of the Parklands;
- Effectively managing the Parklands’ cultural and natural heritage;
- Managing the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape, particularly trees;
- Planning for and sustainably managing, the demands of an ever increasing number of park users, especially a rapidly growing local residential population; and
- Improving existing and seeking new revenue streams while containing operational costs.

Examples of major economic achievements over recent years include:

- Increased self-generated funding from 79% to 87% of total annual operating budget in past five years, while continuing to achieve goals and maintain assets.
- Increased stable revenue streams for an estimated 92% of annual revenue.
- Improved financial returns from commercial leases and licenses (currently 27 in place).
- Developed and began implementing Strategic Financial Plan 2005-2010.
- Strengthened business development and services capability to the Trust.
- Implemented new and improved financial and customer booking database systems.
- Trust Amending Regulation for events gazetted, allowing for increased events patronage and income.
- Prepared asset management strategy.
- Park Improvement Plan provided for upgrades to a number of facilities including Golf Course/Driving Range and Restaurant.

Figure 2 - CMPMT Planning Framework



Source: Centennial Parklands Annual Report 2008 – 2009

Financial Performance

The Trust’s operations are supported by park user fees and charges, leases, licences and concessions, as well as funding from the NSW Government. Since the mid-1990s, the Trust has greatly increased its level of self-generated revenue as (shown in Figure 3 below). This

represents a reversal of the funding ratios in place during the 1980s. It's understood that almost 70% of this revenue was derived from the commercial operations at Moore Park including the golf course, tennis courts and car parks.

NSW Grants equate to only 21% of the total revenue received. Appendix 1 provides a more detailed breakdown of the Trust's expenditure.

Figure 3 - Summary of CMPMT Revenue and Expenditure



Source: Centennial Parklands Annual Report 2008 - 2009

The CMPMT is quite unique in that its financial reliance on grants has been reduced primarily due to the conversion of the former Moore Park Showground site to Fox Studios and the Entertainment Quarter, as well as the State Government's transfer of ownership for this site to the Trust.

Due to its acquisition of revenue raising assets and the proportionate reduction in State Government recurrent funding, the Trust now allocates considerably more business resources towards managing and developing its commercial leases and licenses and other financially viable assets.

Currently valued at approximately \$740m, the Trust's assets vary in age, condition and performance. The Trust commits about 1% of this asset value to the annual maintenance of these assets, against a preferred commitment of 3%.

Paramatta Park Trust (PPT)

Paramatta Park is a public park on the western edge Parramatta CBD. It is a major historic site and at 85ha provides recreational and sporting facilities for the community, attracting 1.5m people each year. It is an important recreation space for the area and is designated as a cultural landscape of National significance.

The PPT vision is:

"To improve Parramatta Park through leadership in conservation and management, as a rich resource to be experienced and appreciated by the Australian community"

Core values include:

- Passionate Advocacy for the heritage significance and integrity of the Park's landscape;
- Commitment to achieving our vision;
- Dedication as the Park's custodian;
- Equitable Access for all Team work and Partnerships with the community;
- Creativity in finding solutions; and
- Excellence in park management, service and conservation planning.

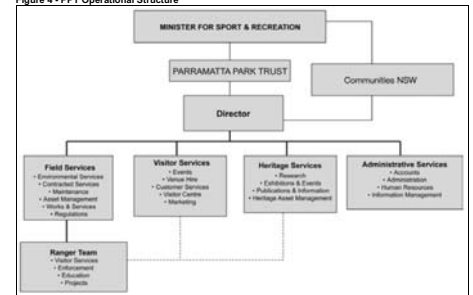
Statutory Framework

PPT is a statutory body established under the Parramatta Park Trust Act 2001 to manage and control the Trust lands known as Parramatta Park.

Key objectives of the PPT are to:

- Maintain and improve the Trust lands;
- Encourage the use and enjoyment of the Trust lands by the public by promoting the recreational, historical, scientific, educational and cultural heritage value of the lands;
- Ensure the conservation of the natural and cultural heritage values of the Trust lands and the protection of the environment within those lands; and
- Other objectives, consistent with the functions of the Trust in relation to the trust lands, as the Trust considers appropriate.
- Organisational Structure
- The Minister for Sport and Recreation has administrative responsibility for the Paramatta Park Trust Act 2001 and the Paramatta

Figure 4 - PPT Operational Structure



Source: PPT Annual Report 2008-2009

- Park (Old Government House) Act (1967).
- A Board of 7 Trustees are appointed by and are responsible to the Minister for Sport and Recreation.
- The Director is responsible for the administration and management of trust lands and is subject to the control and direction of the Trust. The Director also reports to the Director-General of Communities NSW for administrative purposes.
- Members of the Trust oversee the management and strategic direction of the organisation and meet regularly to consider policy and programs on advice from Park management.
- The small staff unit at the Park manages operations including environmental services, conservation, field services, heritage and visitor services and educational and administration services.
- Horticulture and facilities maintenance, including broad-acre mowing, native vegetation and tree management and security functions are provided under service delivery contracts.

Key Responsibilities

As a trust, the main responsibilities are to ensure:

- Lands are used for recreational, historic, scientific, educational and cultural heritage purposes;
- There is an adequate provision of services and amenities to enhance the visitor experience;
- Open space is maintained for leisure, education, recreation and sporting activities;
- The park is promoted and provide education and interpretative information and media;
- Information is disseminated; and
- Maintenance, control and management of the lands.

The PPT Act (2001) requires the Board of Trustees to prepare a Conservation and Management Plan which must set a strategic direction and framework for the operation of the park and a policy context that helps to determine appropriate land uses, management of the assets and heritage obligations. There are a number of detailed plans that sit under the main document including the Trust's Corporate Plan and Annual Business Plans.

In addition to the key responsibilities outlined above, these more detailed plans emphasise the strategic focus of the Trust includes generating sustainable resources to achieve the PPT's plans.

Examples of major grant funded projects the PPT has delivered between 2007 and 2009 are:

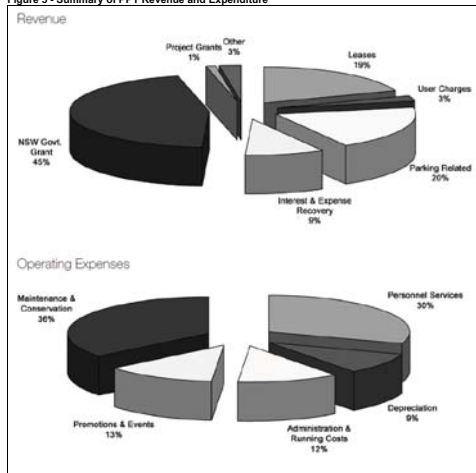
- Project management of the Federal Envirofund Parramatta River Erosion Control Project, which included liaising with steering committee, project site design, sourcing all materials, and contractor, volunteer and budget management.
- Project management of Stage 1 of the NSW Environmental Trust Rehabilitation and Restoration Grant – Sydney Coastal River-Flat Forest Rehabilitation was completed successfully in February 2009. The annual progress report was submitted to the Environmental Trust in February 2009. Works completed included Flying-fox signage, 280m of rural style fencing, extensive bush regeneration, and erosion control.
- Project management of the NSW Environmental Trust Protecting

Table 1 - Summary of Financial Performance 2008 and 2009

Revenue Sources		Core expenditure	
NSW Government Grant (communities NSW)		Administration and park operations	
Commercial leases and licenses		Horticultural and facility maintenance	
Car parking		Estate management	
Venue Hire		Conservation works	
Sponsorship		Education and public programs,	
		Park improvements and services	
2008	\$2,638,000	2008	\$2,436,000
2009	\$2,814,000	2009	\$2,757,000

Figure 5 below highlights that NSW Grants equate to almost half of the total revenue received.

Figure 5 - Summary of PPT Revenue and Expenditure



Source: PPT Annual Report 2008-2009

APPENDIX 1 - DETAILED EXTRACT FROM ACCOUNTS FOR CPMT

PROJECT	EXPENDITURE (\$'000)
Environment	471
• Kensington Pond stormwater inlet improvements	
• Ongoing tree removals and re-planting across the Parklands	
• Ongoing bush regeneration at York Road and Bird Sanctuary	
Transport and Access	191
• New precinct and safety signage at the Equitation Centre	
• New signage in Restaurant precinct	
• Design and development of new tree plaques	
Landscape Facilities	182
• New safety and security features at Moore Park Golf	
• Completion of playground upgrade in Centennial Park and Queens Park	
• Stable door improvements within C Pavilion at Equitation Centre	
Visitor Information and Services	3,324
• Amenities upgrade near Queens Park playground and Paddington Gates playground, including new urinals accessible outside	
• Development of new Education Precinct and Learning Centre (opened September 2008)	
• Completion of the restaurant refurbishment and establishment of the visitor information counter	
• Completion of the restaurant precinct including the landscaped surrounds to the new facility, the new 0-5 year old playground, Superline Grass landscaping, paths and accessible picnic facilities	
• New Korean War Memorial in Moore Park West (donated by NSW Department of Commerce)	
Heritage Conservation	309
• Re-commissioning of the heritage round house weather station and new seating	
• Commencement of a Conservation Management Plan review	
• Upgrade to the amenities in Hudson Pavilion and Royal Hall of Industries	
• Restoration of the Charles Dickens statue (Jandarmes)	
Utilities	375
• Drainage modification at the Golf Driving Range, general plumbing and electrical repairs	
• Replacement of office FAX, server upgrade and equipment	
Annual Provisions	1,110
• Major equipment replacements for arboricultural, horticultural and golf staff	
• Commencement of storage shed for office accommodation within the Parklands depot	
• Capitalised on- costs	
TOTAL	6,992

Source: Centennial Parklands Annual Report 2008 - 2009

CENTENNIAL PARK AND MOORE PARK TRUST

INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2009

	NOTE	2009 \$'000	2008 \$'000
REVENUE			
Sale of goods and services		9,177	8,616
Investment revenue		8,614	8,306
Retained taxes, fees and fines		390	451
Grants and contributions		7,388	6,902
Other revenue		1,204	753
Total Revenue	2	26,773	25,038
EXPENSES			
Personnel services		5,659	5,483
Other operating		14,113	13,097
Depreciation and amortisation		5,885	5,615
Loss/(Gain) on disposal of assets		591	164
Total Expenses	3	26,248	24,359
SURPLUS FOR THE YEAR		525	679

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

STATEMENT OF RECOGNISED INCOME AND EXPENSE FOR THE YEAR ENDED 30 JUNE 2009

	NOTE	2009 \$'000	2008 \$'000
Net increase in property, plant and equipment revaluation reserve		7,819	5,604
Total Income and Expense Recognised Directly in Equity	14	7,819	5,604
Surplus for the Year		525	679
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	14	8,344	6,283

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
(b) Investment revenue		
TCorp Hour-Glass Investment facilities designated at fair value through profit or loss	552	715
Interest revenue from financial assets not at fair value through profit or loss	19	25
Rents	8,043	7,555
Total	8,614	8,306

(c) Retained taxes, fees and fines		
Fines received from issuance of infringement notices for breaches of Trust regulations	390	451
Total	390	451

(d) Grants and contributions		
Grants	6,141	6,524
NSW Government through the Department of the Arts, Sport and Recreation*	-	10
Sydney Swans	-	9
NSW Rugby Union Limited	-	23
Waverley Council	397	336
Centennial Parklands Foundation		
Total	6,538	6,902

Contributions of assets		
Department of Premier and Cabinet	850	-
Total	850	-
Total grants and contributions	7,388	6,902

* Conditions on NSW Government Grants - the Trust has an obligation to achieve outcomes as agreed with NSW Treasury and outlined in its yearly business plan

(e) Other revenue		
Assets recognised first time:		
• Land and Buildings (Note 9(e))	-	13
• Infrastructure Systems - Other (Note 9(e))	160	130
Insurance recoveries	275	122
Legal Fee recoveries	-	36
Expense recoveries	724	428
Other	45	34
Total	1,204	753

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
3. EXPENSES		
(a) Personnel services		
Salaries and wages (including recreation leave)	4,929	4,750
Superannuation - defined contribution plans	323	317
Long service leave	12	1
Workers' compensation insurance	97	93
Payroll tax and fringe benefits tax	275	304
Other	23	18
Total	5,659	5,483

Personnel services were provided to the Trust by the Department of the Arts, Sport and Recreation.

The amount of personnel services costs that have been capitalised in particular fixed asset accounts (and therefore excluded from the above) totalled \$423,355 (2008: \$366,164). The Trust has provided grants and goods and services to the Centennial Parklands Foundation amounting to \$197,374 during the year ended 30 June 2009 (2008: \$212,000).

(b) Other operating		
Bad debts	27	56
Operating lease rental expense:		
• minimum lease payments	74	75
Golf Course operations:		
• cost of sales	1,450	1,321
• operating expenses		
pro shop and driving range	933	804
food and beverage	556	492
administration and other	735	720
Maintenance	3,275	2,972
Insurance	804	779
Consultants	8	-
Power and water	245	186
Legal fees	271	288
Waste removal and cleaning	765	668
Security	794	612
Training	42	55

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
Telephone	77	76
Fees for service	1,418	1,213
Supplies and materials	345	334
IT maintenance	165	180
Printing and advertising	398	383
Other	1,731	1,683
Total	14,113	13,097
* Reconciliation		
Maintenance expense, as above	3,275	2,972
Maintenance related employee expenses included in Note 3(a)	99	122
Total maintenance expenses included in Note 3(a) and 3(b)	3,374	3,094
(c) Depreciation and amortisation		
Depreciation		
Buildings	1,799	1,770
Infrastructure systems	3,721	3,491
Plant and equipment	296	286
Total	5,816	5,547
Amortisation		
Amortisation of capitalised expenditure on management agreements	10	10
Amortisation of intangible assets	59	58
Total	69	68
Total depreciation and amortisation	5,885	5,615
(d) Gain/(Loss) on Disposal of Assets		
Gain/(Loss) on disposal of plant and equipment		
Proceeds from disposal	34	45
Less: Written down value of assets disposed	(625)	(209)
Total	(591)	(164)

4. INDIVIDUALLY SIGNIFICANT ITEMS

There are no significant items that are relevant in explaining the financial performance.

CASH FLOW STATEMENT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

Notes	2009 \$	2008 \$
CASH FLOW FROM OPERATING ACTIVITIES		
<i>Payments</i>		
Payments to suppliers	(2,286,165)	(2,278,590)
Total Payments	(2,286,165)	(2,278,590)
<i>Receipts</i>		
Receipts from customers	862,783	1,456,432
Interest received	105,689	101,799
Total Receipts	968,472	1,558,231
<i>Cash flow from Government</i>		
Grants received	1,383,078	1,372,810
Net cash provided by government	1,383,078	1,372,810
NET CASH PROVIDED BY OPERATING ACTIVITIES	11(b) 65,385	652,451
CASH FLOW FROM INVESTING ACTIVITIES		
Payment for purchase of capital items	(502,167)	(188,582)
NET CASH USED IN INVESTING ACTIVITIES	(502,167)	(188,582)
Net Increase / (Decrease) in cash held	(436,802)	463,869
Cash and cash equivalents at beginning of period	1,992,484	1,528,615
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	11(a) 1,555,682	1,992,484

The accompanying notes form part of these financial statements.

our Places grant for the Domain Creek Aboriginal Landscape Trail which included liaising with steering committee, project site design, sourcing all materials, and contractor, volunteer and budget management.

- Completion of the Old Government House & Domain project funded in part under the National Heritage Investment Initiative.
- Obtaining a grant of \$33,5000 (2007) from the Australian Government Envirofund (the Natural Heritage Trust) to undertake a project of "soft" bio-engineering erosion control techniques that recreate natural riverbank forms and reduce erosion along the Parramatta River in the parklands.

Financial Performance

The Trust is a non-budget dependent statutory body. Key revenue sources and expenditure are summarised in the table below with more detailed information attached as Appendix 2.

Appendix - Detailed Extract From Accounts for PPT

Notes to and forming part of the financial Statements for the financial year ended 30 June 2009

	2009 \$	2008 \$
2 OPERATING EXPENSES		
<i>(a) Personnel Services are acquired from Communities NSW, and the cost comprises:</i>		
Salaries & wages	737,879	659,954
Superannuation entitlements	60,228	49,614
Annual leave & long service leave	14,207	46,690
Payroll Tax	3,930	3,862
Workers Compensation	14,344	19,152
Total Personnel Services/Expenses	830,588	779,272
<i>(b) Depreciation expense:</i>		
Buildings	149,592	148,750
Road and other infrastructure	80,290	78,821
Plant and equipment	17,771	13,108
Motor vehicle	7,831	7,831
Furniture and fittings	2,911	2,911
Total Depreciation Expense	258,395	253,420
<i>(c) Other expenses:</i>		
Insurance	37,368	49,454
Audit remuneration	16,400	17,100
Legal and accounting	17,993	20,067
Motor vehicle expenses and travel	7,538	7,677
Office running costs	260,298	241,850
Total Other Expenses	337,597	346,148
<i>Phoneline</i>		
Events	354,048	128,853
Total Other Expenses	691,646	474,901
<i>Maintenance</i>		
Parklands	801,820	754,651
Buildings	184,313	163,259
Total Other Expenses	986,133	917,910
Total Other Expenses	1,083,887	1,043,121

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	2009 \$	2008 \$
3 REVENUE FROM CONTINUING OPERATIONS		
<i>(a) User charges</i>		
Leases	549,696	527,197
Casual hire and events	70,742	85,613
Total	620,438	612,810
<i>(b) Other Revenue</i>		
Interest received from financial assets not at fair value	65,570	101,799
TCorp Hour Glass Facility designated at fair value through profit and loss	40,119	0
Parking related income	534,893	538,714
Grants income	131,883	7,790
Expense recovery	12,938	17,464
Insurance recovery	3,176	3,304
Total	872,577	872,566
<i>NSW Government Grant</i>		
Department of Environment, Water, Heritage and the Arts	1,283,000	1,282,000
Other	28,519	120,810
Total	1,311,519	1,402,810
Total Revenue	2,214,591	2,637,650

	2009 \$	2008 \$
4 RECEIVABLES		
Trade receivables	497,037	34,332
Goods and services tax receivable	43,549	95,589
Prepayments	0	228
Total	540,586	130,149

At 30 June the ageing analysis of trade receivables is as follows:

	Total \$000's	0 - 30 Days \$000's	31 - 60 Days \$000's	61 - 90 Days \$000's	90 + Days \$000's
2009	457.8	441.2	9.1	0.2	7.3
	100 %	98.4 %	2.0 %	0.0 %	1.6 %
2008	34.5	19.5	5.8	1.3	7.9
	100 %	56.5 %	16.8 %	3.8 %	22.9 %

Receivables of \$16,579 were past due at 30 June 2009 (\$15,037 at 30 June 2008) but not considered impaired. Payment terms on these amounts have not been slipped. The Trust is satisfied that payment will be received in full.

1.12 Operating lease commitments - trust as lessor

The Trust has commercial property leases that have been classified as operating leases as the Trust retains all significant risks and rewards of ownership of these properties.

1.13 Income tax

The activities of the Trust are exempt from the provisions of the Income Tax Assessment Act and other Federal legislation, with the exception of the requirement to pay fringe benefit tax and goods and services tax.

1.14 Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due. For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Income Statement.

Any reversals of impairment losses are reversed through the Income Statement, where there is objective evidence. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

1.15 New Australian Accounting Standards issued but not Effective

At reporting date a number of Australian Accounting Standards have not been issued by the AASB but are not yet operative. These have not been subject to early adoption by the Trust. The following is a list of those standards that will have an impact on the financial report:

— AASB 101 Presentation of Financial Statements - prescribes the basis for presentation of financial statements

— AASB 2007 - 08 & AASB 2007-10 Amendments to Australian Accounting Standards arising from AASB 101.

These standards will be implemented for the 2009/10 financial year.

TABLE OF SUPPORTING DOCUMENTS

Stage	Private Documents	
Stage 1 and 2	Community Consultation	- Submissions - No Consent to publish
Stage 3	-	-
Stage 4	Community Consultation	- Submissions - EOI Lists
Stage 5 and 6	Community Consultation	- Final Submissions

Stage	Public Documents	
1	Background Documents	<p>A. Heritage/ Landscape/ Ecology</p> <ul style="list-style-type: none"> - A1. Rozelle Hospital Conservation Management Plan - A2. Heritage Report - Callan Park Land Use Plan 2007 - Appendix A - A3. Callan Point Aboriginal Heritage Management Plan - A4. An Archaeological Investigation of Aboriginal Sites at Callan Point and Yurulbin Point - A5. Conservation Management Plan for Callan Point, Rozelle - A6. Callan Point Rock Engravings Survey Project - A7. A Landscape Conservation Plan for the Rozelle Hospital - A8. Rozelle Hospital Open Space Management Plan - A9. Rozelle Hospital Ecological Assessment - A10. Rozelle Hospital Heritage Stud - Research Design Archeological Excavation and Recording Sandstone Path, Callan Point, Rozelle Hospital Precinct - Statement of Heritage Impact - Saltmarsh Revegetation Investigation Final Report - Leichardt Saltmarsh Feasibility Study - Leichardt Saltmarsh Feasibility Study - Appendix A <hr/> <p>B. General Studies</p> <ul style="list-style-type: none"> - B1. Master Development Control Plan for Rozelle Hospital, Sydney - B2. Master Plan for the Rozelle Hospital Site - B3. Draft Callan Park - Land Use Plan - B4. Rozelle Hospital Preliminary Infrastructure Investigation - B5. Rozelle Hospital Site Land Use Considerations - Submission to the Minister of Planning - B6. Callan park Operations Guidelines - B7. Building Area Audit, Callan Park - in Appendices to the Draft Callan Park Land Use Plan - B8. BCA Building and Fire Audit - B9. Table of Fire Services Systems - Callan Park - B10. Sydney Fire Protections quote to supply Routine Essential Service Maintenance at Callan Park - B11. Callan Park, Utilities and Pavement Condition/Capacity Report - B12. Quote from Roseville Plumbing to upgrade Rozelle Hospital Swimming Pool - B13. Quote from D.R.King Plumbing Service Pty Ltd re: Rozelle Hospital Oval Drainage - Glover Street. - B14. Quote from Hyder Consulting re: Rozelle Hospital Oval Drainage - Glover Street. - B15. Information Clarification Register - B16. Rozelle Hospital Photographic Records - B17. Leichhardt Council Submission (Part 1) on Draft Amendment No.7 to SEPP56 & the Draft Master Plan for the Rozelle Hospital site - B18. Leichhardt Council Submission (Part 2) on Draft Amendment No.7 to SEPP56 & the Draft Master Plan for the Rozelle Hospital sit - B19. Leichhardt Council Submission on the Draft Callan Park Land Use Plan - B20. Copies of Relevant Legislation - Part of Appendices of the Nov 2007 Draft Callan Park Land Use Plan - B21. Memorandum of Understanding between Minister administering Callan Park Act - Uni of Syd - SHFA - Part of Appendices of the Nov 2007 Draft Callan Park Land Use Plan - B22. Nov 2007 Draft Callan Park Land Use Plan Findings - B23. Nov 2007 Draft Callan Park Land Use Plan Assessment Report - June 2008 - B24. Operational Audit of Rozelle Hospital - B25. Response from Sydney Harbour Foreshore Authority to List of Callan Park Studies - 3 December 2008 - B26. Sydney Fire Protection Annual Fire Safety Statement - Callan Park Site

		<ul style="list-style-type: none"> - B27. CD of Callan Park CAD Files - B28. CD of Callan Park Land Use Plan - September 2008 - B29. Internal Memorandum - Sydney South West Area Health Service - Re: Work Programs for Outdoor Services within Rozelle Hospital - B30. Leichhardt Council detailed cost analyses for asset maintenance, renewal and upgrade - B31. Leichhardt Council list of tenancies - B32. Review of Leichhardt Council recreational sports fields proposal - B33. Community Survey Callan Park - B34. Callan Park roadways pavement condition assessment - B35. Advice Leichhardt Council Development at Callan Park - Survey Drawings <hr/> <p>C. Noise Considerations</p> <hr/> <p>- C1. Rozelle Hospital Site - Suitability for Residential Development - Acoustic Assessment</p> <hr/> <p>D. Contamination and Geotechnical</p> <hr/> <ul style="list-style-type: none"> - D1. Stage 1 Preliminary Geotechnical and Contamination Study - Issues Paper on Geotechnical & Environmental Constraints in Master Planning for site Redevelopment - D2. Rozelle Hospital Preliminary Geotechnical Investigation - D3. Rozelle Hospital Preliminary Contamination Assessment - D4. Peer review by W.R.Ryall of Contamination Management Pty Ltd of Rozelle Hospital Geotechnical & Contamination Assessment Reports undertaken by Coffey Geosciences Pty Ltd - D5. Management Of Contamination in the Proposed Development Of Callan Park - Part of Appendices of the Nov 2007 Draft Callan Park Land Use Plan - D6. Asbestos /Hazardous Materials Management Plan - Selected Buildings - Callan Park/Rozelle Hospital Complex - D7. Proposal for Limited Scope Contamination Assessment - lower Glover Street Oval - Callan Park, Rozelle - D8. Focused Environmental Site Assessment, Callan Park, Rozelle - D9. Focused Environmental Site Assessment, Proposed Community Gardens, Callan Park, Rozelle <hr/> <p>E. Traffic & Transport</p> <hr/> <ul style="list-style-type: none"> - E2. Callan Park Land Use Plan Transport Assessment - E3. Callan Park Land Use Plan Transport Management & Accessibility Plan - Draft <hr/> <p>F. Social, Economic & Other</p> <hr/> <ul style="list-style-type: none"> - F1. Rozelle Hospital Redevelopment - Social Impact Report - F2. Economic Analysis of Potential Uses, and Assessment of various options and financial modelling of the agreed master plan - report never sighted by Leichhardt Council - Copy of Report not Supplied to Council - F3. Callan Park Economic and Social Impact Assessment - F4. ESD Assessment - F5. Community Reference Panel Meeting Minutes
	Consultant Discussion Papers	<ul style="list-style-type: none"> - The Callan Park (Special Provisions) Act 2002 - Site History & Heritage - Public Space / Community Space - Geography & Environmental - Educational & Cultural land uses - Community Groups - Mental Health - Recreation - Contamination & Remediation - Transport & Access - Infrastructure - Building Assessment & Costs - Economic & Financial
Stage 1 and 2	Community Consultation Report	<ul style="list-style-type: none"> - Submissions - Consent to Publish - Stage 1 Survey Report - Stage1 Workshop Report - Stage 2 Combined Report - Stage 2 Survey Report
Stage 3	Community Consultation Report	<ul style="list-style-type: none"> - Submissions - Mental Health Submissions - Stage 3 Combined Report
Stage 4	Community Consultation	<ul style="list-style-type: none"> - Submissions - No specific consent - Visitor Book
	Community Consultation Report	<ul style="list-style-type: none"> - Stage 4 Combined Report
Stage 5 and 6	Community Consultation Report	<ul style="list-style-type: none"> - Stage 5 and 6 - Statutory Notifications

