



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		Gardeners and Trades
201	Stores	702	Store
202	Intractable Waste Store	703	Electricians Workshop
203	Disused Building	704	I.E., Centre
204	Engineers Store	705	Neurophysiological Lab
205	Bonnyview Cottage	706	Trades Workshop
206	Garage for B205	707	Trades Workshop
207	Main Canteen	708	Gardeners Store
208	Ward 16	709	Garage for B711
209	Ward 17	710	Garage for B712 and B713
210	Ward 18	711	Lilyfield Cottage No.4
211	Rehabilitation Unit	712	Lilyfield Cottage No.5
212	Amenities Block	713	Glebe Community Health
213	Writers Centre	714	Garage for B717
214	Gardeners Nursery	715	Garage for B718
215	Ambrosia Cottage	716	Garage for B719
216	Magnolia Cottage	717	Park Drive Cottage Parkview
217	Bluegum Cottage	718	Park Drive Cottage Rosella
218	Frangipanni Cottage	719	Park Drive Cottage Pine
219	Acacia Cottage	1048	Ambulance Training School
220	Ward 28 Administration	1048A	Ambulance Training School
221	Ward 28 West	1048B	Ambulance Training School
222	Ward 28 East, Palm Court	1047	NSW Ambulance Service
222A		1046	South Metro Regional Office
223	Cottage	1045	Vehicle Lockup
293	Carpenters Store	1045B	
294	Old ITU	1045A	Kitchen
295	Gardeners Shed	1046A	South Metro Regional Office
296	Linen Store	1095	Electrical Substation
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.

Key proposals from the Friends and Council (the plan contradicts) about 70% 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:

Renewed Kildebeck complex occupies 4.5 hectares of Callan park's site. The proposed new university precinct will have a footprint of 2.0ha. The temporary office other building amount to about 1.5 hectares. Roads and paths currently occupy 2ha. Add in that carpark. Public will be increased from the current 607 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 does not even take into account the fact 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.



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.

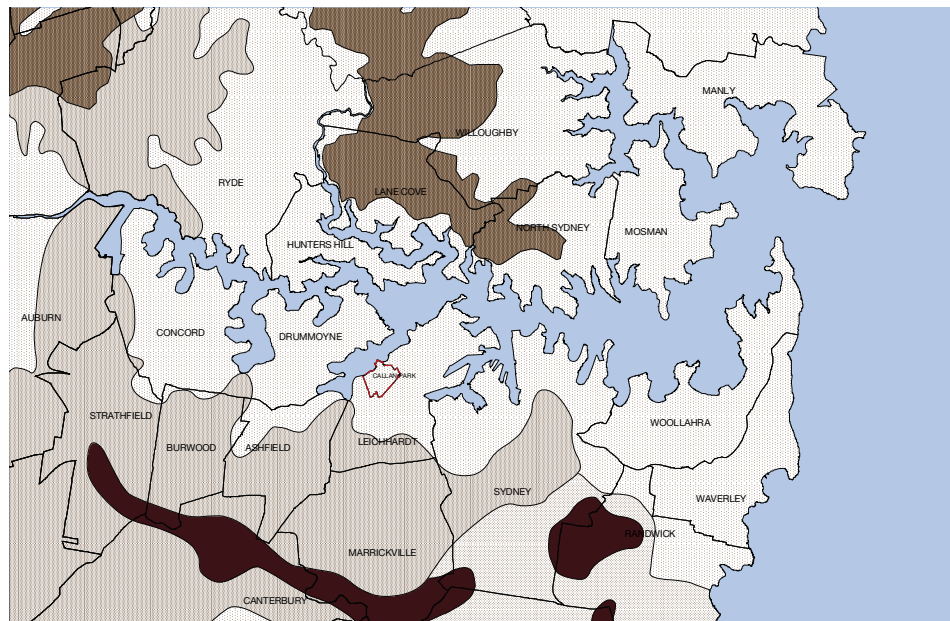
Expectations and the Way Forward

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.

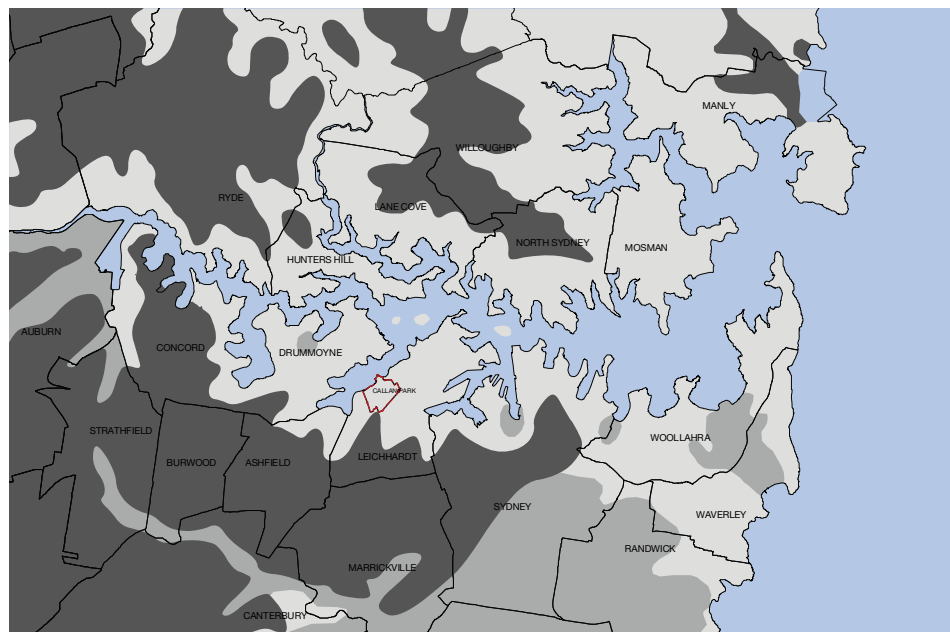
Bibliography

- 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.

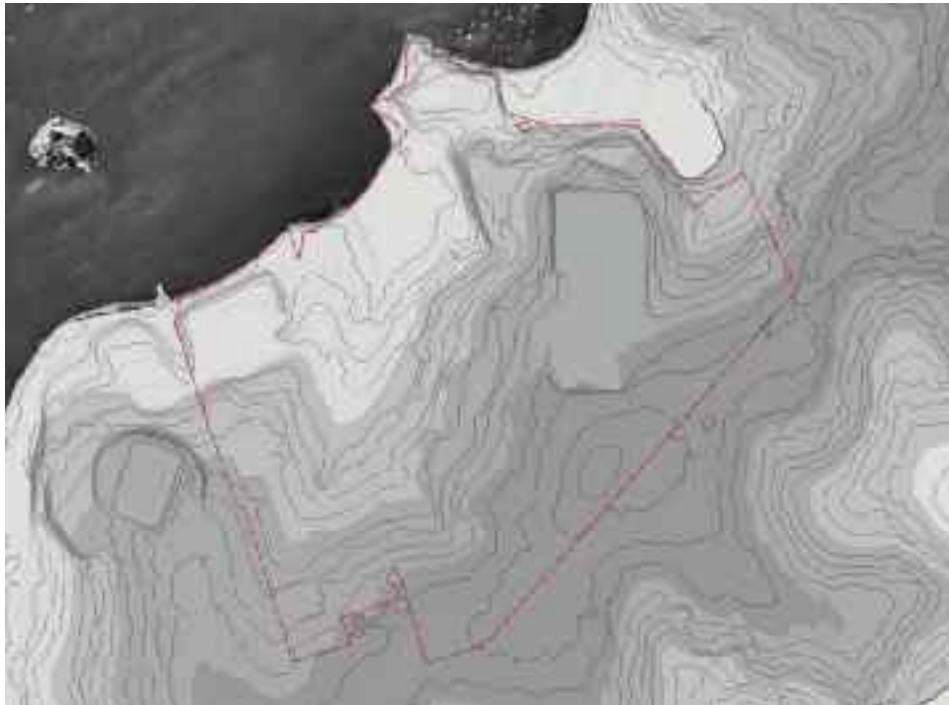
Area 6

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)

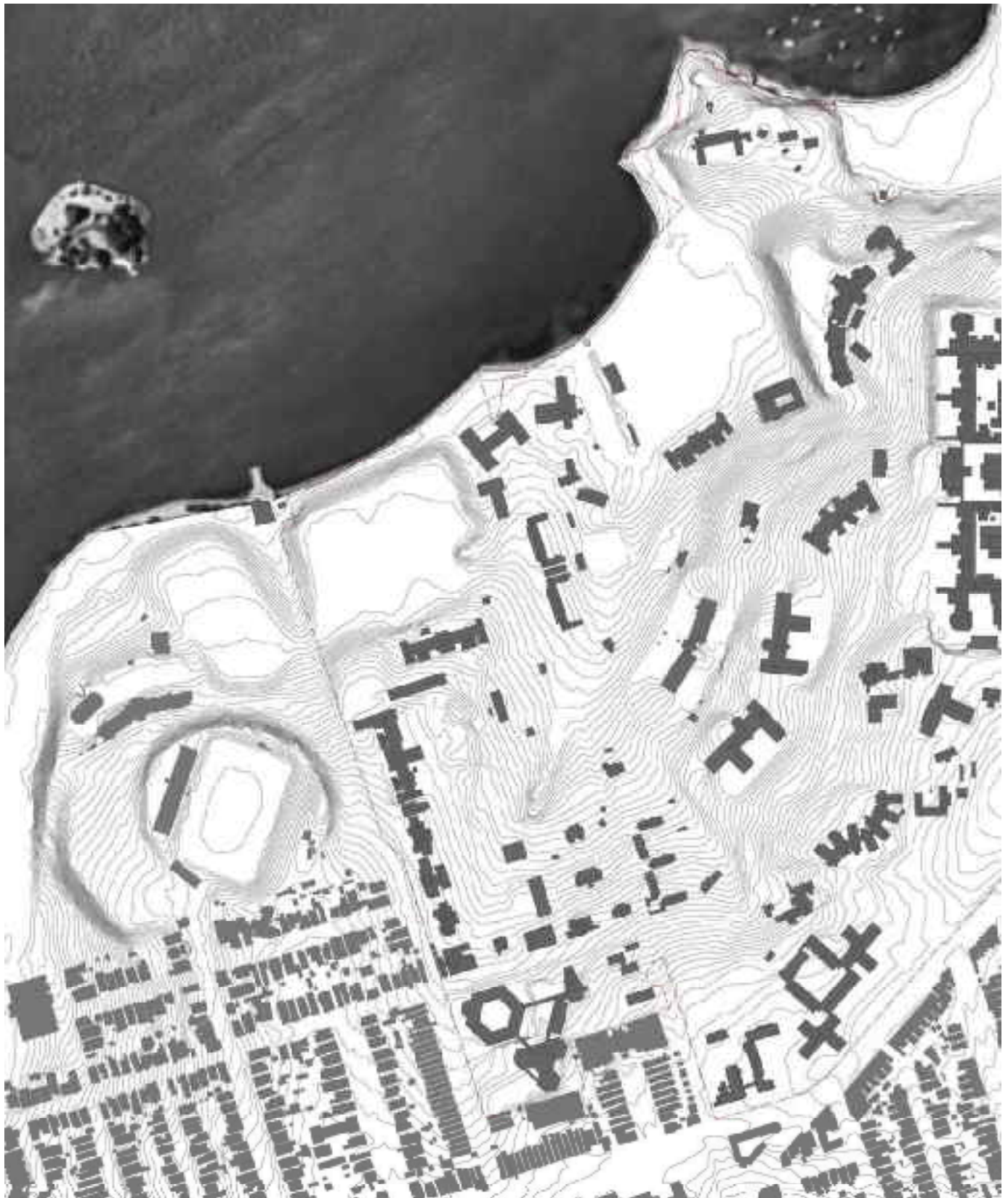
- Consider renewable energy where appropriate – i.e. solar powered external lighting
- Potential of increasing ecological land value and biodiversity by introducing saltmarshes, wetlands and mangroves and remediating any contaminated land
- Encourage community gardens for local food production and permaculture 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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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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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

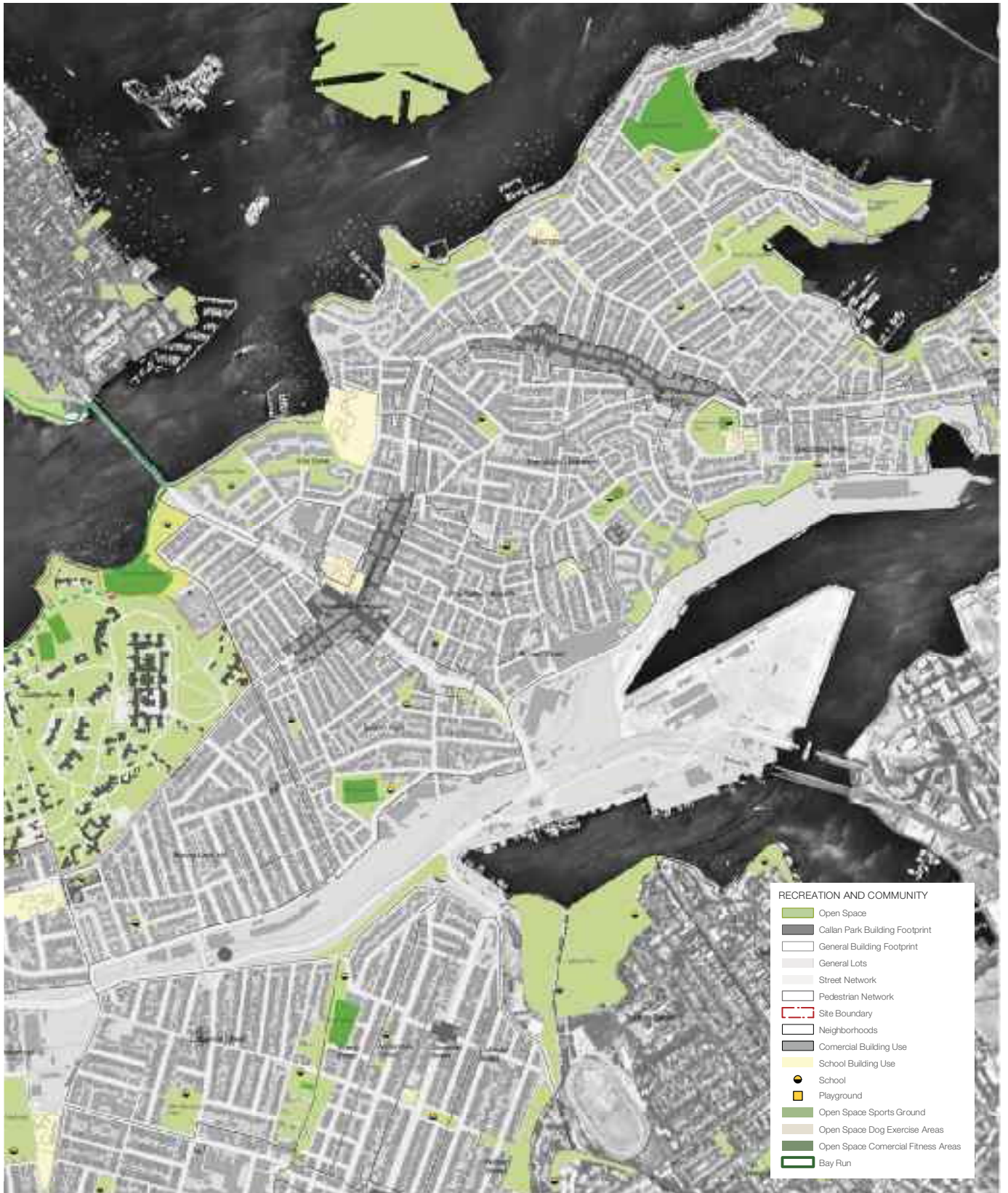
Like many urban areas Leichhardt has a deficiency in public open space. Leichhardt has an open space ratio of 1.7 ha per one thousand residents; the national benchmark is 2.8 hectares per one thousand residents.

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. Barnet 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



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.

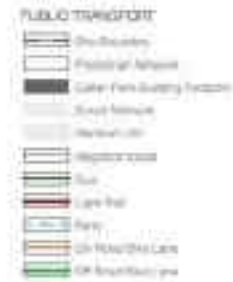
- The master plan should formulate a clearly understandable management structure for conserving heritage significance;
- The master plan should provide specific and clear guidelines for the conservation and appropriate modification of significant buildings.
- The master plan should provide specific and 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



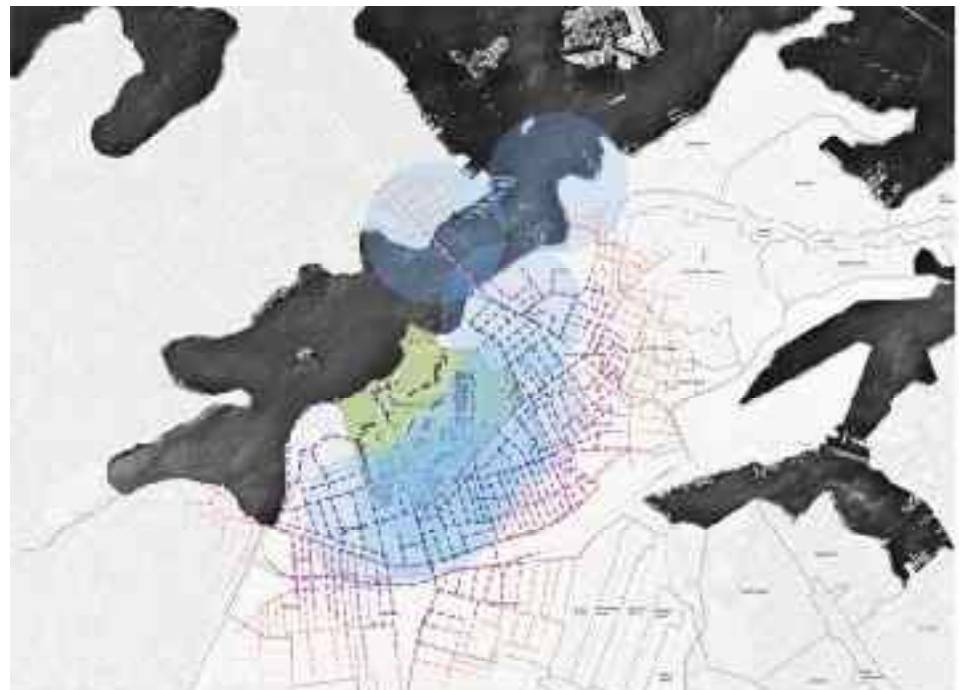
to a low speed environment. Whilst this is a constraint in terms of vehicle accessibility, the typically low vehicle speeds provides a safer road environment for pedestrians and cyclists.

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

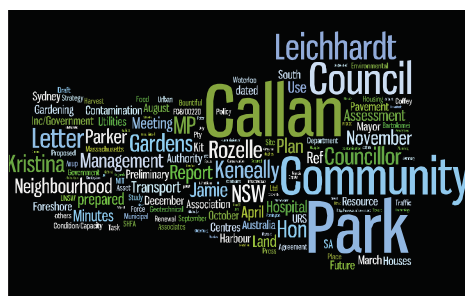
In June 2010 a multi-disciplinary consultant team led by McGregor Coxall were appointed to develop a master plan for Callan Park.

– 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 uniting 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

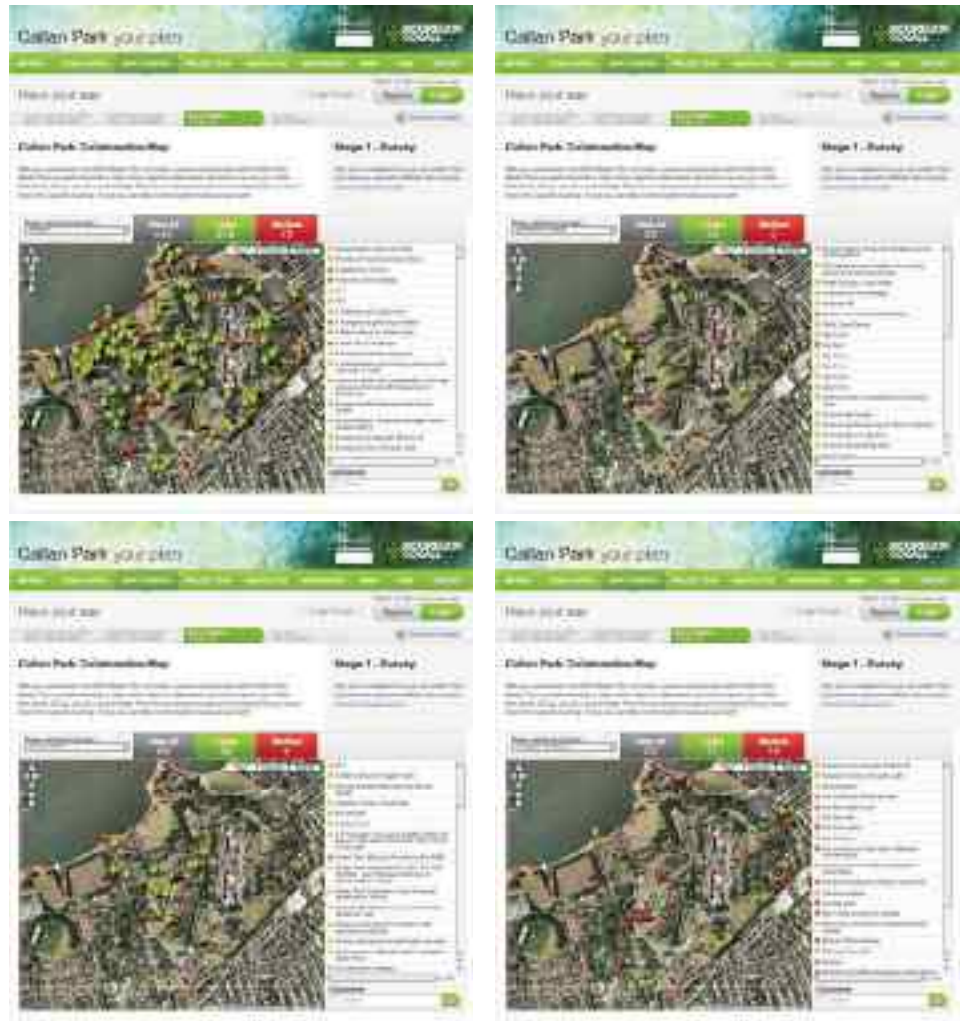
- 'Solar electricity in farms and gardens'
- 'Water capture facility'
- 'Wind energy systems'
- 'Infrastructure as sustainable as possible'
- 'Solar panels - selling to the grid'

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'

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5 contributions focused on uses at the site, e.g.:

- 'Cafes and support retail to raise money'
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2 comments were specifically about governance:

- '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'

Issues drawn from this discussion:

- Governance
- Sustainability
- Heritage Interpretation
- Open Space
- Design Quality
- Uses on the Site

Building Assessment and Costs

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.

19 made suggestions about governance e.g.:

- '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
- Environmental Sustainability
- Financial Sustainability
- Uses on the Site
- Synergies/ links between activities and uses

CALLAN PARK (Special Provisions) Act 2002

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.

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- '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/inner skill'
- '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.

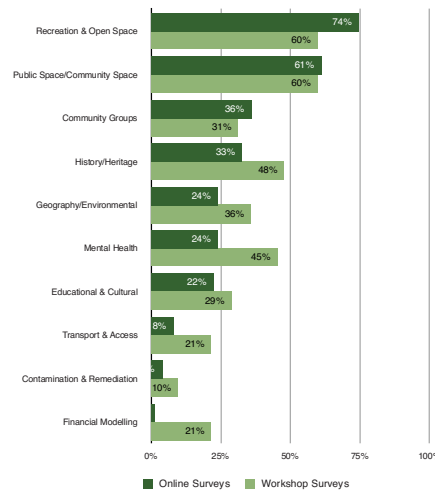
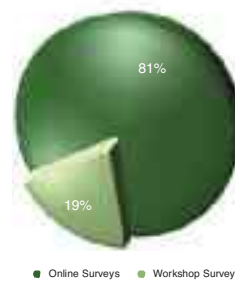
- 'Facility for small public mooring – limit boat size'

- '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.

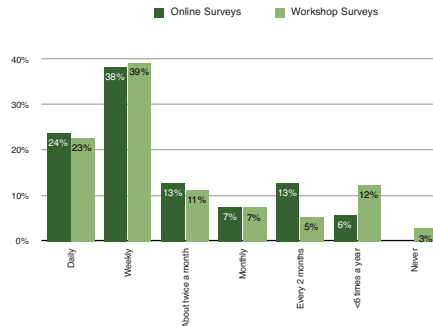
Almost half of the Workshop respondents were also interested in Mental Health (45%) and History/Heritage (48%). Although Online respondents also nominated these themes, the frequency of nomination was not quite as high: Mental Health (24%) and History/Heritage (33%).

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.

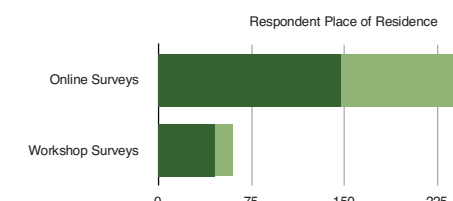
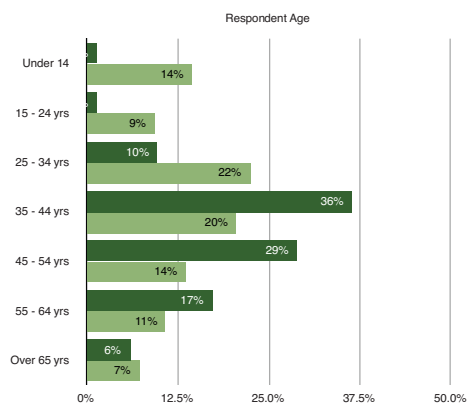
Within the general theme of 'Open Space' there is a strong sub-theme which suggests the importance of the current 'unstructured' nature of Callan Park to its users.

'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

