



STAGE 07 | FINAL DRAFT MASTER PLAN
AS ADOPTED BY LEICHHARDT COUNCIL

INTRODUCTION

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

McGregor Coxall have prepared a liability disclaimer letter reference SU208 Callan Park Master Plan LTR009 and removed the names of the team in relation to the master plan changes contained in Stage 7 'Final Draft Master Plan as Adopted by Leichhardt Council'. The letter was sent to the General Manager at Leichhardt council on the 9th November 2011.

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

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

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

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

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

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

The following is an extract of the resolutions passed by Leichhardt Council during the course of the aforementioned Extraordinary and Ordinary Council Meeting:

Item 1: Callan Park Conservation Management Plan

C329/11

- That Council endorse the Updated Callan Park Conservation Management Plan, as amended in accordance with the Tanner Architects responses in annexure A to this report, for submission to the NSW Heritage Office and Heritage Council – along with all the exhibition submissions including that from NSW Health
- That Council note the advice from Tanner Architects that the Updated Callan Park Conservation Management Plan does not conflict with the Callan Park Master Plan.
- That Council ensure that all garden and building work across the site in all precincts is carried out under due supervision by appropriately qualified people in relation to heritage.

Item 2: Callan park Master Plan and Plan of Management

C330/11

Part A:

That Council adopt the Callan Park Masterplan and accompanying Plan of Management for submission to the State Government with the following amendments to be incorporated into the final Master Plan and Plan of Management documents:

1 Guiding Vision

Now that the draft Masterplan is nearing completion it is appropriate to incorporate an overarching Guiding Vision that gives direction and purpose to the draft Masterplan

Callan Park is an iconic heritage parkland of national significance which incorporates health, mental health, community and educational uses to the extent that these uses require and are compatible with the beauty and tranquillity of this parkland setting. Callan Park is primarily a sanctuary for mental health consumers. It is considered the jewel of the inner west and is a unique and treasured place for many.

2 Biodiversity Overlay (No 1)

- Prioritise the removal of *Celtis sinensis*.
- Ensures that the replacement policy priorities use of native species which have the potential to offer food and shelter for native birds and possums.
- The Biodiversity overlay section to incorporate provision for pruning of the trees in front of the Convalescent cottages until they die off rather than removal – in line with the recommendations of the National Trust of Australia – and to help protect native habitat.
- Establish a Wires aviary and native fauna educational centre in collaboration with mental health providers and consumers.
- That wildlife corridors be investigated, acknowledged and implemented.
- That the orchard be deleted as it:
- Destroys the sight lines from Balmain Road into the site
- Is an intrusion on the tranquil frontage of the site
- That, as the bush regeneration relies on the work of the Bushcare volunteers, suitable facilities be provided for this group which include storage area, kitchen area and bathroom facilities.

3 Built Form and Infrastructure Overlay (No 2)

- The Built Form and Infrastructure overlay to recognise that future management of the site will include dealing with matters such as allocation of buildings and parcels of land for future tenants. It will be at this point that the Trust will be better positioned to consider exactly which buildings are to be removed – with the benefit of the Master Plan and the Conservation Management Plan as a guide and control. There should be further consultation with the community by the Trust if any demolitions are to be considered.
- And that, in line with the demonstrated recreational shortfalls identified in Leichhardt Council's 2005 Recreation and Open Space Needs Study, priority should be given to the immediate upgrade of the existing playing fields, construction of the Glover St and Balmain Rd playing fields and implementation of the new Skate Park once the Master Plan is adopted.
- That council investigate seeking a temporary lease to assume the care and control of the sections of the site identified in the Master Plan for sporting fields and a skate park however this should in no way prejudice council's desire to establish a Trust for the Callan Park site.
- That a report be brought back to council in August on those investigations.
- That sporting facilities also be available for people recovering from mental illness.

4 Culture Overlay (No 3)

- The Cultural overlay section to retain the Spanish War Memorial
- That the Veteran's Field and Blackstone Memorial Wall be deleted in its proposed form as there are already 2 existing War memorials on site, and that the final decision in relation to this matter be referred to the Trust
- That an area be created around the Harbour Bridge Memorial for protection and to make it more visible.
- That the Mind Memorial be deleted.
- That the use of the Summer House as an Aboriginal exhibition space as opposed to an aboriginal cultural centre be investigated by the Trust as this does not address the aboriginal heritage of the point and entire site.
- That the new pathway from main gates to Kirkbride should meander around the existing plantings.

5 Economy Overlay (No 4)

- That Council recognise that in order to attract new NGO service to the site it may be necessary to charge below market rents for these services to and that the Trust be directed to review proposed rents over time to ensure new NGOs can afford to take up leases on the site.
- Recommend minimum 30% employment opportunities for mental health consumers

6 Energy Overlay (No 5) – no change

7 Food Overlay (No 6)

- That the number of additional cafes on the site be reduced from 4 to 2.
 - The two proposed cafes, Bootmakers and Sustain be mental health consumer run co-operatives or social enterprises run in partnership with mental health consumers
 - The expanded section of Glover St community garden to include additional plots for mental health consumers
 - If possible the proposed farm to be a partnership with mental health consumer organisations

 - Public access is key, and while the farm proposal has received wide support from the community, many have also expressed concerns about possible privatisation of public space. Public access must be maintained throughout the area set aside for the farm.
- It is therefore resolved that the proposed farm must maintain public access to all sections during daylight hours

8 Governance Overlay (No 7)

- That Council defer the governance items to the July Ordinary Meeting to consider and incorporate the following points;
- Number of Trustees
- Who the Trustees represent/ who they are appointed by
- Their qualifications
- That the Master Plan does not support the State Government offer for a 99 year lease to Leichhardt Council over 40 hectares of the entire 60 hectare site. This approach would have no overall management of the entire site – resulting in formalised separate parcels within the site with likely subdivision impacts – and culminating in splintered controls to different tiers of government.
- The Governance Overlay section of the Master Plan to provide for the establishment of a Trust for the future management of the entire Callan Park site – with the Trust's composition, objects and functions to be in line with the Callan Park Trust Bill 2004 and 2008 however to note that the currently circulated Trust Document was first formulated in 2004, and presented to Parliament in 2007 and 2008 but never enacted. Since that time circumstances have changed quite considerably, not the least being the fact that we now have a draft Masterplan.
- The Draft Trust Document adopted tonight, will form the basis for future negotiations with the State Government regarding the final form of words and composition of the proposed Trust

In this regard the following amendments may assist in ensuring that Trust document - previously presented to the NSW parliament in 2008, more accurately reflects the provisions of the draft Masterplan:

- Clause 3: The definitions may need to include a reference to the Masterplan.
 - Clause 5: Appointment, number, background and procedure of trustees appointment be modified to ensure that all issues raised by the Masterplan are adequately addressed the membership, for example:
- Proposed Trust Membership:
To be considered and determined at the July 2011 Ordinary Meeting. In addition that the following changes are made:
- Clause 6: Objects of Trust, may need to make reference to the management of the site in accordance with the provisions of the Callan Park Masterplan and Plan of Management.
 - Clause 7: General functions of Trust, may need to make reference to the management of the site in accordance with the provisions of the Callan Park Masterplan and Plan of Management.
 - Clause 8: General functions of Trust, in the context of the scope and content of the draft Masterplan, it may be necessary to confirm who will/can employ staff to carry out day to day management of the Callan park site.
 - Clause 16: Preparation of initial and subsequent plans of management, may need to cross reference this clause to ensure consistency with the Masterplan
 - Clause 22: Endowment, the annual endowment may also need to reflect the cost of capital projects in accordance with any adopted Long Term Strategic Asset Management Plan and/or Capital Works program.

Clarify in the financial modelling section of the Master Plan that all existing not for profit tenants at Callan Park be treated in the same way as existing NGOs and charities when leases or rents are negotiated

9 Health Overlay (No 8)

- The Health overlay section of the Master Plan to recognise that there is virtually unanimous support for mental health uses on the site. The Master Plan has embodied the Wellness Centre/ short stay accommodation option for people suffering or recovering from mental illness.
- That an alternative terminology to "Wellness Centre" be used which more accurately reflects the Mental Health uses on the site.
- The Master Plan leaves open the option of supporting any new and additional mental health services or facilities that are proposed on the site by NSW Health delivered in line with the Callan Park Act and as supported by the Callan Park and Broughton Hall Trust .
- That the Master Plan investigates the location of a labyrinth on the site
- That the Ambulance parking remain as is on the Balmain Road site.
- That the sports fields should not be designated to specific sports.
- That the existing Ambulance carparking be retained with the addition of Native flora screening. Moving this will divert too much traffic in and out of Wharf Road. Car spaces could be marked to make Carpark more effective.

That council reaffirms its position that Callan park and Broughton Hall be a Centre of Excellence in mental health and include the following:

- Council supports the 83 bed mental health accommodation for recovery from mental illness as detailed in the Master Plan
- Council continues to seek funding from the Federal and State Governments for the mental health accommodation and bridging centre for Callan Park and that this be given urgent consideration
- Vocational Skills Centre and education services be for people recovering from mental illness
- Space be provided for a men's shed
- Space be provided for a bicycle hub with mental health consumer input

10 Pollution Overlay (No 9)

- That the swimming pool be retained for use by the Mental Health Consumers

11 Transport Overlay (No 10)

- That the Transport overlay recognises the need to ensure an internal shuttle bus service links directly to a nearby Sydney Buses interchange. That Sydney Buses are not used inside Callan Park.
- The Transport overlay recognises that a bike hire scheme in Callan Park should be fully automated and link to a bike hire scheme beyond Callan Park
- Further that there be no removal or otherwise of the Balmain Rd brick wall apart from consulting further with the community on additional small pedestrian openings.
- That the main entrance remain at the Cecily Street traffic lights.
- The parking area adjacent to the NSW Ambulance headquarters be retained in preference to a new parking lot of Wharf Rd and behind the Ambulance headquarters with the issue to be determined by the Trust at a future date. Native flora screening on Balmain Road and the park
- To protect the amenity of surrounding residential areas parking provision near the Manning St entrance and in Glover St adjacent to former administrative building be eliminated.
- That the Master Plan make a firm commitment to the enduring peace and tranquillity of the site by ensuring that there be no additional parking beyond that which is now available and that recreational traffic access be limited to the site.
- That the Shuttle bus and electric vehicle recharge station be referred to the Trust for further consideration.
- That the following be referred to the Trust for further consultation: That the existing drop off point for Rozelle childcare centre be retained as traffic on Balmain Road makes this option too dangerous.
- The new entrance opposite Alberto Street should only be for pedestrians.
- That the proposed paved plaza at the entrance gate be deleted.

12 Waste Overlay (No 11)

— That the Water Mirrors be deleted.

13 Water Overlay (No 12) - no change

Part B:

1. Amend the Plan of Management to reflect the changes as contained in section 8 of this report and Annexure B

2. That the Callan Park Master Plan and accompanying Plan of Management along with copies of all the submissions to the exhibition drafts be forwarded to the Minister for Planning for adoption of the Master Plan as required under the provisions of State Environmental Planning Policy No 56 - Sydney Harbour Foreshores and Tributaries

3. That a copy of the Master Plan and Plan of Management also be forwarded to the Premier and other State Government Stakeholders – with a request that :

— The State Government commence planning for the formation and funding of the Callan Park Trust as proposed in the Master Plan

— A further request that the Premier acknowledge the State Government's obligations for the Callan Park site as a whole, by reimbursing Leichhardt Council half of the actual master planning costs.

— That the plan for a mental health recovery and bridging centre for Callan Park be given urgent attention

4. That all expressions of interest as submitted by various community groups and organisations wanting to offer community, health or education services at Callan Park also be submitted to the Minister for Planning for consideration by the Trust who will use the Master Plan as the framework to develop more detailed governance and implementation strategies as they relate to the occupation of the various buildings on site.

5. That Council note the advice from the heritage planners Tanner Architects that the Master Plan does not conflict with the updated Conservation Management Plan for Callan Park

RESOLUTION FROM 26/7/11 ORDINARY MEETING

Item 21a: Governance Arrangements - Callan Park

C371/11

That:

1. in recognition of the time that has elapsed since the possibility of establishing a Trust was first canvassed, and the change in circumstances since that time, in particular the fact that we now have draft Masterplan, Leichhardt Council:

a. endorses the establishment of a Trust for the future management of the entire Callan Park site, as outlined in the Governance Overlay of the Masterplan

b. recommends that the Trust's composition, objects and functions should be generally in line with the Trust Framework embodied Callan Park Trust Bill 2004 and 2008, noting however that the currently circulated Trust Document was first formulated in 2004, and presented to Parliament in 2007 and 2008 but never enacted.

2. In relation to a number of specific aspects of the proposed Callan Park Trust, Council confirm the following aspects of the Trust Framework, namely that:

(i) The name of the proposed Trust be the Callan Park and Broughton Hall Trust

(ii) The Trust objectives be generally in accordance with those contained in Clause 6 of the 2008 Trust Bill, but amended to make reference to the management of the site in accordance with the provisions of the Callan Park Masterplan and Plan of Management.

(iii) In recognition of the breadth and complexity of both the matters contained within the Draft Masterplan, and the matters likely to be overlooked by the proposed Trust, the Trust membership as outlined in Clause 5 of the 2008 Trust Bill be modified as follows:

(a) 1 trustee appointed by the Governor from the local council area to represent the traditional owners.

(b) 3 trustees appointed by the Governor on the recommendation of the Premier to represent the relevant State Government Ministers in

relation to Heritage, Health and Environmental considerations.

(c) 3 trustees appointed by the Governor on the recommendation of relevant local Council area and at least 1 of whom has expertise in heritage.

(d) 1 trustee appointed by the Governor to represent the Mental Health Consumers.

(e) 1 trustee appointed by the Governor from the local council area to represent the Friends of Callan Park.

(f) 1 trustee appointed by the Governor to represent Educational / Arts tenants/lessees eg the Sydney College of the Arts.

(g) 1 trustee appointed by the Governor from the local council area to represent Sporting Bodies.

(h) 1 trustee appointed by the Governor to represent Not for Profit Organisations (NGOs) which are tenants/lessees eg WHOS.

Each person appointed as a trustee must also have expertise in at least one of the following areas and that there is a diversity of expertise within the trust membership:

(a) park management (b) cultural heritage management (c) local community affairs (d) landscape history (e) finance (f) planning law (g) environment (h) mental health (i) Arts

3. In relation to the balance of the draft Governance Resolutions tabled at the extraordinary meeting held on Tuesday 19th July 2011, Leichhardt Council decline the State Government offer to lease 40 Ha of the Callan Park site for the following reasons:

(i) the Master Plan does not support the State Government offer for a 99 year lease to Leichhardt Council over 40 hectares of the entire 60 hectare site.

(ii) The transfer of part of the site to Leichhardt Council would fragment the overall management of the entire site – resulting in formalised separate parcels within the site with likely subdivision impacts – and culminating in splintered control and management by both different tiers of government and a range of government organisations.

4. That the proposed Trust Framework outlined in recommendations 1 and 2 above, be referred to Council's legal advisers for more detailed legal input and advice regarding the pros and cons of various approaches, wording etc.

5. That the Trust Board meetings be open meetings and the meetings be advertised beforehand.

GUIDING VISION

Callan Park is an iconic heritage parkland of national significance which incorporates health, mental health, community and educational uses to the extent that these uses require and are compatible with the beauty and tranquility of this parkland setting. Callan Park is primarily a sanctuary for mental health consumers. It is considered the jewel of the inner west and is a unique and treasured place for many.

THE MASTER PLAN OVERLAYS

The Master Plan recommendations have been arranged under the following overlays:

- Biodiversity,
- Built Form,
- Culture/Education,
- Economy,
- Pollution/Chemicals,
- Energy,
- Food,
- Governance,
- Health,
- Transport,
- Waste,
- Water.

Each overlay is illustrated by an overlay drawing. The overlays are described by Scope, Existing situation, Objectives and Targets and finally implementation actions. There is also an explanation of how the overlay responds to the Project Principles, Sub Principles and community feedback received throughout the project. The proposed Trust will update the Plan of Management to support each Master Plan action detailing phasing and performance targets measurements and responsibilities, once government have adopted the Final Master Plan.

THE FINAL DRAFT MASTER PLAN AS ADOPTED BY LEICHHARDT COUNCIL

The following implementation actions are identified on the adjacent plan:

Public Access to Callan Park

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

Mental Health Related Facilities and Services

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

Callan Park Farm/ Glovers Community Garden

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

Memorials

- 24 Spanish War Memorial
- 25 Harbour Bridge Memorial

Cultural Cluster

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

Callan Point and Bush Regeneration

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

Active and Passive recreation

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

Foreshore

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

Existing Providers

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

Heritage Landscape and Buildings

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

NGO Incubators

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

Sustainability

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



ABOVE. Figure no. 94 Final Draft Master Plan.

Each proposition is detailed on the overlays that can be reviewed over the following pages. The Plan of Management provides further details on phasing and implementation.



OVERLAY 01 BIODIVERSITY

Scope

This system covers the natural ecologies of Callan Park both terrestrial and aquatic, including habitats of both resident and migratory species. The Master Plan protects and enhances the existing fauna and flora in Callan Park as well as making connections to existing habitats on its boundaries.

Existing Situation

Callan Point contains the only area of remnant Iron Bark forest within the Leichhardt Local Government area, and Callan Park and the Iron Cove foreshore environs provide habitats for native and exotic flora and fauna. A community led bush care and regeneration project has been under way since 1994. There are several areas of Callan Park where self-seeded exotic tree species have not been managed and a colony of stray cats lives within the Convalescence Cottages.

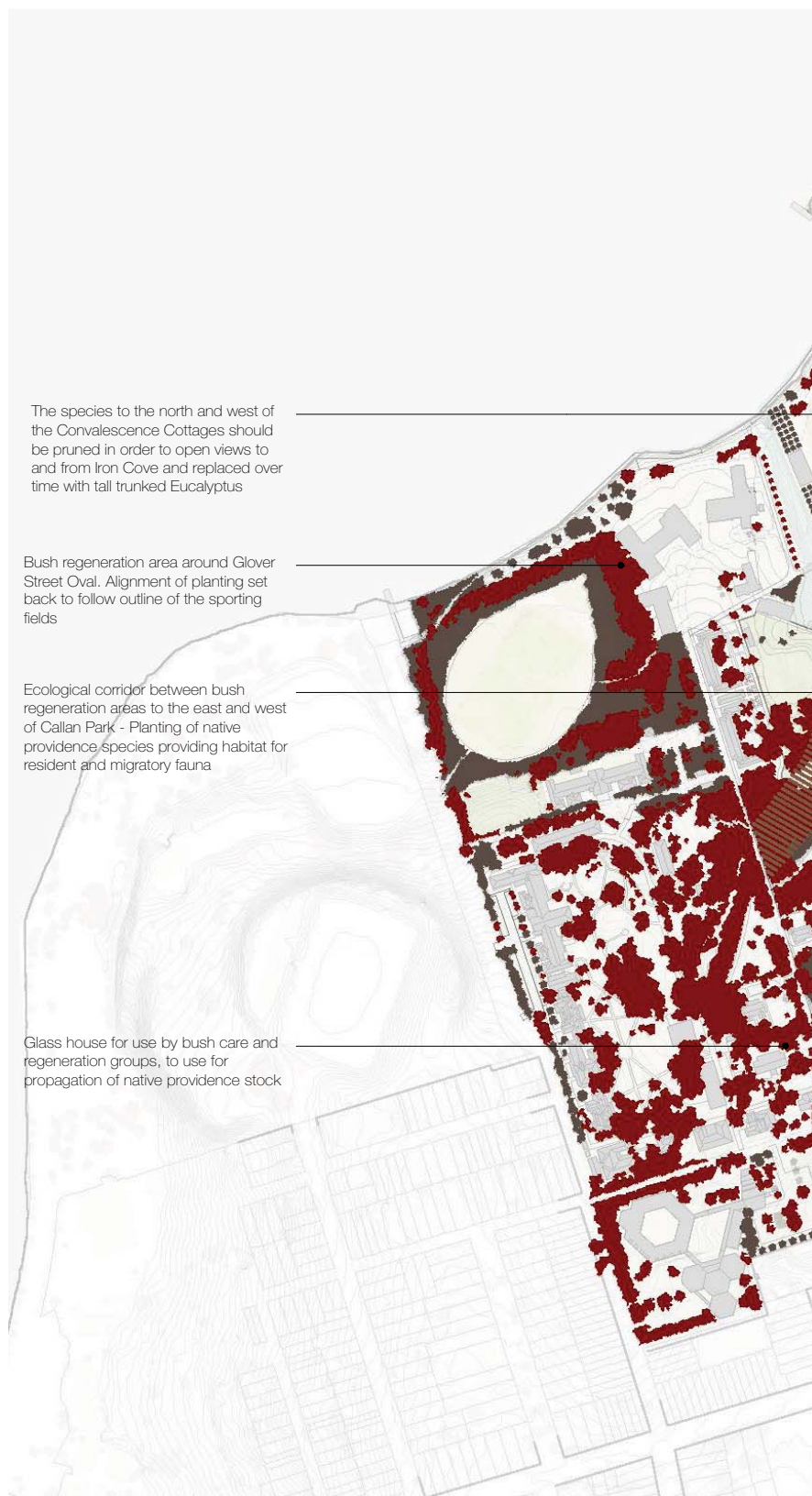
Objectives and Targets

The Master Plan will enhance the long-term ecological value of Callan Park and provide opportunities to connect wider habitats along Iron Cove.

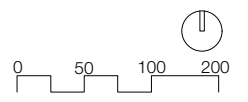
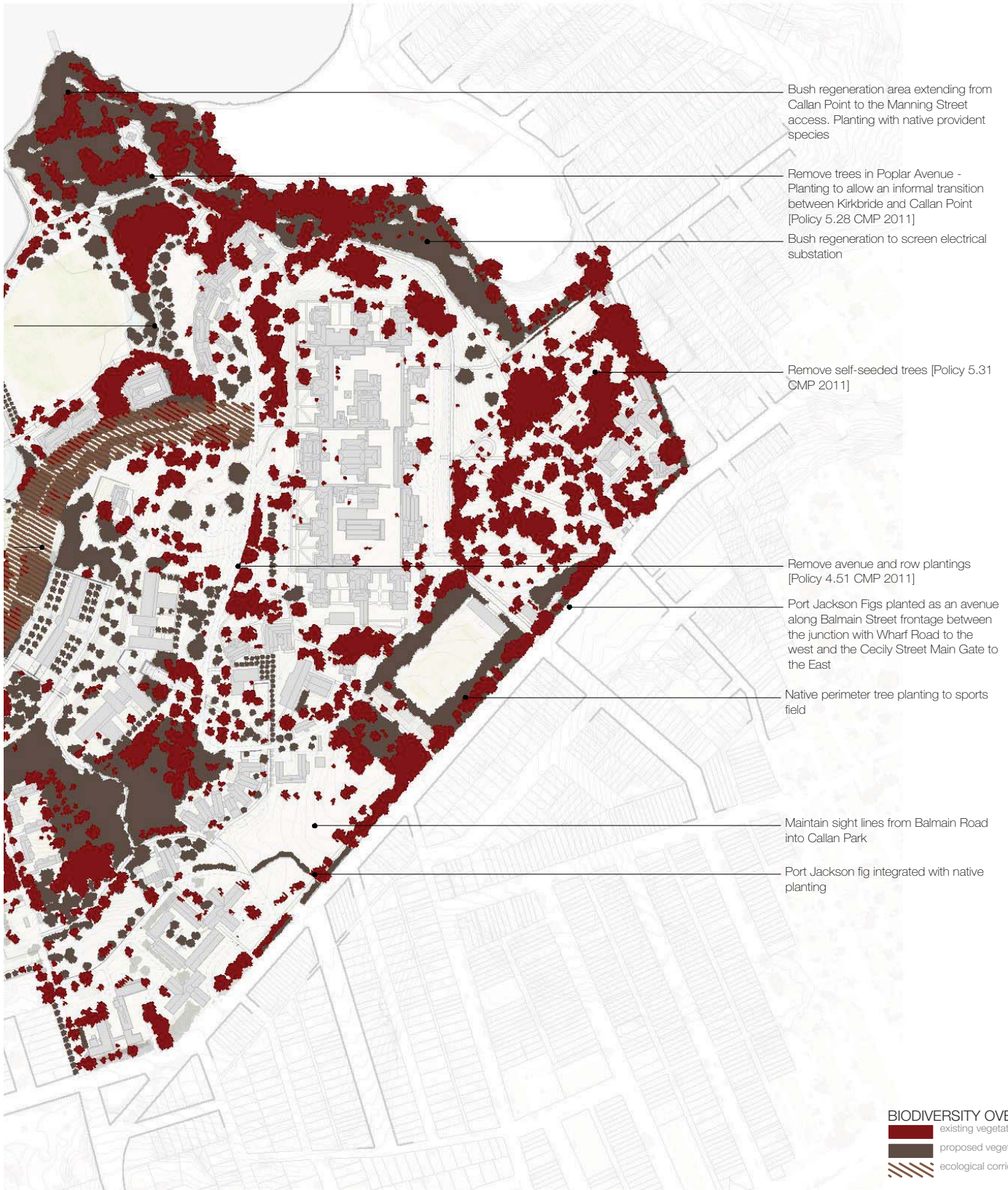
Implementation

The Master Plan identifies areas for further enhancement of both the existing terrestrial and aquatic habitats through the following measures:

- Prioritise the removal of *Celtis Sinensis*
- The replacement policy prioritises use of native species which have the potential to offer food and shelter for native birds and possums
- Bush regeneration from Callan Point through to the Manning Street pedestrian access point and around Glover Street Oval
- Bush regeneration at the eastern edge of Wharf Road between the NSW Ambulance campus to the south and the Wharf Road Apartments to the north around Glover Street Oval
- Pruning the existing trees screening the Convalescent Cottages [B401-B404] until they die and need replacing with native Tall Trunked Eucalyptus
- The proposed 'Trust' investigate the establishment of a 'Wires' aviary and native fauna educational centre in collaboration with mental health providers and consumers.
- The wildlife corridors be investigated, acknowledged and implemented
- Identification of an ecological corridor zone to connect the bush regeneration areas
- Suitable facilities provided for the 'Bush Care' volunteers, including storage area, kitchen area and bathroom facilities
- Planting of Port Jackson Figs along the Balmain Road frontage between the junction of Wharf Road and the eastern site boundary.
- Developing a GPS enabled smart phone application providing botanic data across Callan Park
- Limiting the new planting of exotic species to replacing dying and damaged trees that are part of the heritage gardens in the Broughton Hall and Pleasure Gardens; and in the Agricultural or horticultural area.
- The proposed trust establish suitable facilities for the existing Bush Care Group - including a storage area, kitchen area and bathroom.



ABOVE. Figure no. 95 Biodiversity overlay



OVERLAY 02 BUILT FORM AND INFRASTRUCTURE:

Scope

There is eighty-five and a half thousand square meters [85,500 m²] of floor space contained in over one hundred and forty buildings and structures located on Callan Park. Currently eighty-three of the buildings are vacant, representing nearly thirty-two thousand square metres [32,000 m²] of available floor-space. Excluding the Kirkbride Complex, twenty-three buildings have been classified as being of exceptional or high heritage status [CMP 2011]. The information in this section relates to all buildings, structures services and infrastructure on Callan Park, detailing uses, proposed demolitions and the footprints and building envelopes that will accommodate new structures. Recommendations for services infrastructure are also proposed.

It must be noted that the future arrangement of the site will include dealing with matters such as allocation of buildings and parcels of land for future tenants. It will be at this point that the proposed 'Trust' will be better positioned to consider exactly which buildings are to be removed - with the benefit of the Master Plan and the Conservation Management Plan as a guide and control. There should be further consultation with the community by the 'Trust' if any demolitions are to be considered.

Existing Situation

The plans in stage one detail the historic development of buildings and associated infrastructure on Callan Park. While the phasing of development and laise faire addition of buildings has helped give Callan Park its character some of the more recent buildings or groups of buildings have diminished the setting and quality of areas of Callan Park with significant heritage value. Since the transfer of the last patients from Callan Park in April 2008 many of the buildings and supporting site infrastructure have fallen into a state of severe dilapidation. NSW Health provided the Master Plan team with floor plans and building assessments conducted in 1995 for all the vacant buildings on Callan Park. This information along with the building inspection site survey conducted by members of the Master Plan team has contributed to the final Master Plan.

Objectives and Targets

The Master Plan sets out a framework for built form and infrastructure on Callan Park, with the over arching objectives being:

- Respecting the heritage values of the site through the selective demolition of intrusive and low heritage significance buildings as outlined in the CMP 2011.
- Identifying opportunities for new building and structures located within the footprint and envelopes of existing buildings.
- Defining uses for all buildings as either Community Education and Health use in accordance with the Callan Park [Special Provisions] Act 2002
- Recycling building waste on site or disposal of waste in accordance with best practice methods.
- Establishing a panel of emerging architects to ensure the adaptive re-use of buildings meets sustainability and design excellence objectives.
- Create a modern, efficient site infrastructure system that delivers leading sustainability outcomes.

Implementation

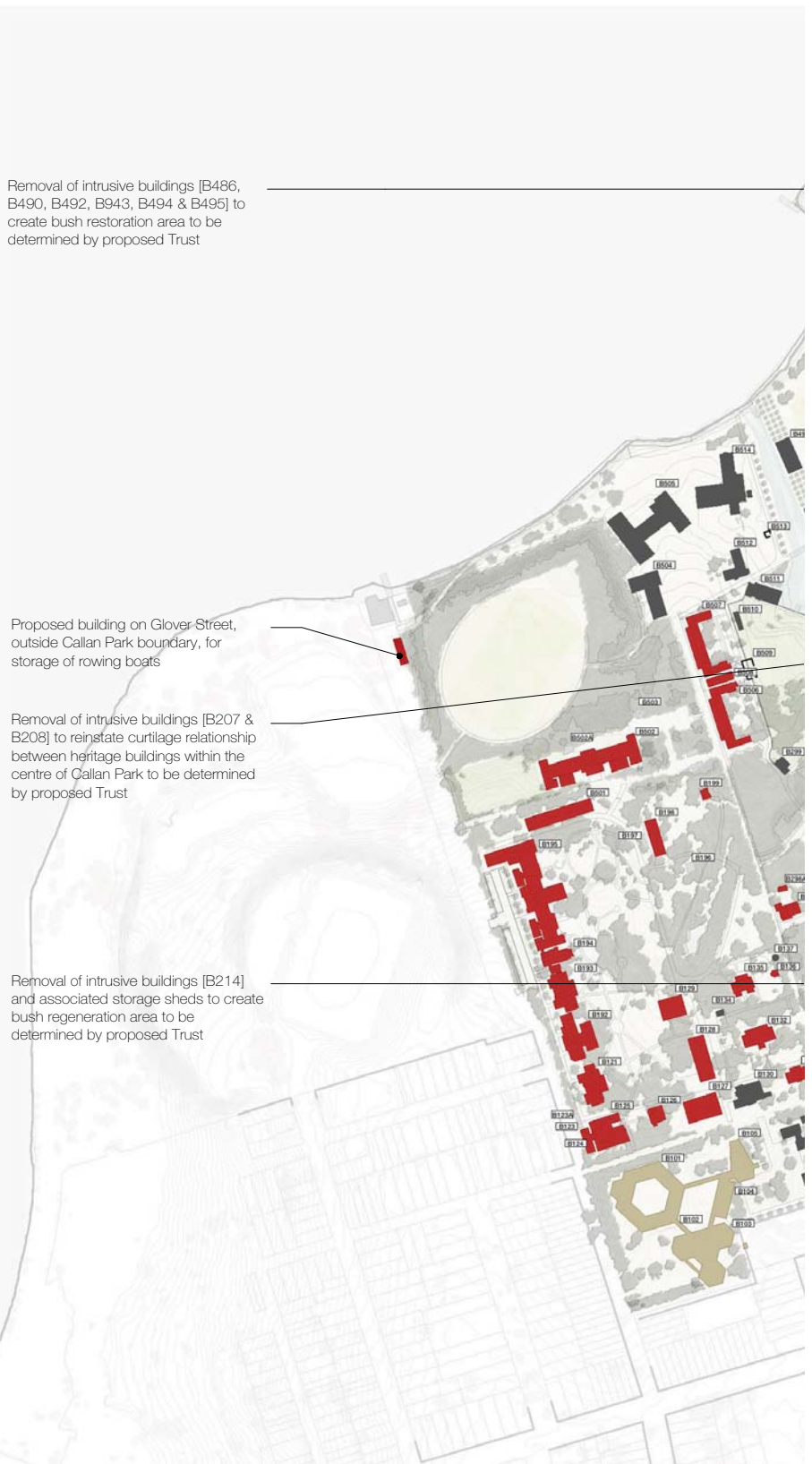
One of the key changes to Callan Park will be the demolition of thirty-nine buildings and structures. This programme of demolition has been proposed for the following reasons:

- To increase open space
- To provide purpose built structures for new activities such as bicycle hire and sports amenities
- To consolidate car parking on the edges of Callan Park
- To reinstate the relationship between the key heritage buildings and landscapes/views
- To create designated bush areas
- To demolish structures that are unsound and suffering from structural failure

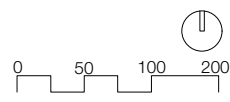
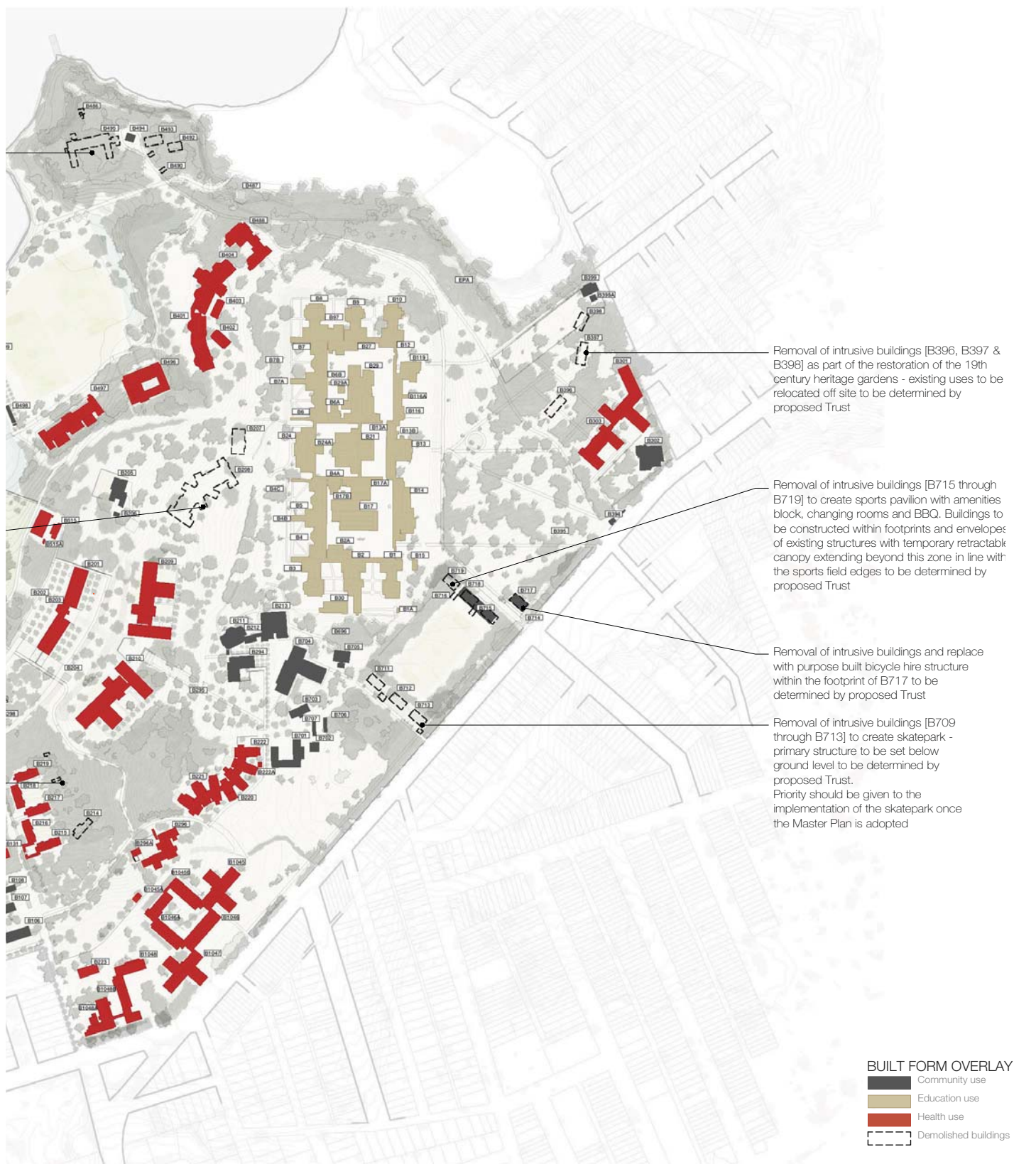
A number of new structures and buildings are also proposed on Callan Park. These will be located within the footprints and envelopes of existing buildings to conform to the objects of the Callan Park [Special Provisions] Act 2002. New buildings will be located in the following areas:

- A pavilion and amenities block adjacent to the Balmain Oval
- Cycle hire stations in close proximity to the new Cecily Street site access
- 'Kalouan building [B209, B210]' has also been identified as a potential site for a purpose built facility, providing short term high support accommodation for Mental Health Consumers

In line with the demonstrated recreation needs shortfall in Leichhardt Councils 2005 'Recreation and Open Space Needs Study', priority should be given to the immediate upgrade of existing playing fields, construction of the Glover Street and Balmain Road playing fields and regional skatepark. The skatepark and sporting facilities must also be available for people recovering from mental illness.



ABOVE. Figure no. 96 Built Form and Infrastructure overlay



OVERLAY 03 CULTURE

Scope

The scope of this system relates to the cultural uses of buildings on Callan Park, opportunities for interpretation of the cultural landscape, historic interpretation and initiatives that provide a framework for on-going community development. A key direction will be supporting synergies between culture, mental health and wellbeing.

Existing Situation

Callan Park is located on Leichhardt's cultural ridge line, a creative ribbon extending from Balmain through Rozelle to the cultural hub on Hawthorne Canal in the west. Callan Park accommodates some of Sydney's most important cultural stakeholders. Sydney College of the Arts [SCA] occupies the Kirkbride complex and the New South Wales Writers Centre [NSWWC] located in Garry Owen House. Both organisations have extensive programs in addition to their core activities. A number of venues and spaces are available for hire. Festivals and events also draw many groups to the park particularly in the summer months.

Callan Point is also the site of interpretative artworks and signage documenting the Aboriginal cultural heritage of the area. The post-colonial and recent cultural heritage of Callan Park is extensive and integral to the planning process. Included are the heritage gardens, memorials, vistas, the cultural topography and the built form.

The existing strong cultural presence of the two major arts institutions provides a solid base for the development of cultural activities in Callan Park. SCA and NSWWC represent a broad spectrum of the creative arts, and both institutions have the capacity to expand within the site.

Objectives and Targets

The targets for the Master Plan are:

- To both commemorate and celebrate the past and future cultural role of Callan Park
- To document the cultural heritage of Callan Park through an on site museum and interpretative signage to educate visitors to Callan Park
- To develop a national centre of excellence to support the links between art and mental health
- To create an international artist in residency program that focuses on 'outsider art' and artists who explore issues of mental health in their work.
- To provide opportunities for performance based cultural activities such as music, dance and theatre
- To provide spaces for year round outdoor performance and events within the cultural cluster
- To provide a range of studio, rehearsal and workshop spaces for local artists and arts based NGOs
- To offer short term and incubator spaces for emerging artists and creative groups
- To ensure the potential for robust, long term tenancies in key locations

Implementation

The Master Plan makes the following recommendations:

- The formation of a 'cultural cluster' in close proximity to the Sydney College of the Arts and NSW Writers Centre
- The proposed Trust investigate the use of the Summer House as an Aboriginal Exhibition Space - as opposed to an Aboriginal Cultural Centre, to determine the most appropriate means of acknowledging the aboriginal heritage of both Callan Park and Callan Point.
- An initiative to link art, creativity and wellness through the establishment of a Centre for Art, Mental Health and Wellbeing based on the Cité Internationale des Arts model that focuses on artists with experience of mental health illnesses
- The expansion of NSW Writers Centre
- The development of an on-site museum and new interpretive signage to encourage a greater depth of understanding of the history of Callan Park
- The restoration of the heritage Broughton Hall Gardens and Pleasure Gardens
- The restoration of the Spanish War Memorial
- The restoration of the Harbour Bridge memorial and its surroundings, better protecting the memorial and making it more visible
- Links between culture, community and environment with a new bush trail that starts close to the Manning Street entrance finishing at Callan Point.
- Designated performance space artist studio and exhibition space within the cultural cluster
- A sustainable living centre located in B299 that is linked to the Callan Park Farm

Enhance existing aboriginal interpretative signs and protect European rock carvings from damage by diverting pathway

Create foreshore boardwalk from the Western tip of Callan Point to North tip of Callan Point incorporating Jetties. Investigate opportunities for interpretative material and public art

Maintain Sydney Harbour Bridge Memorial and establish area around it to make it visible and protected

Remove unsympathetic lighting and seating [Policy 5.42 CMP 2011] and replace with new street furniture once a signage and street furniture strategy for the whole site has been developed

"Museum of the mind" in Bonny View Cottage to exhibit the site's heritage and host visiting exhibitions

Reconstruct former garden layout and create links to the Cultural Cluster [Policy 5.48 CMP 2011]

Conserve and repair all oriental inspired structures in Broughton Hall gardens [Policy 5.57 CMP 2011]

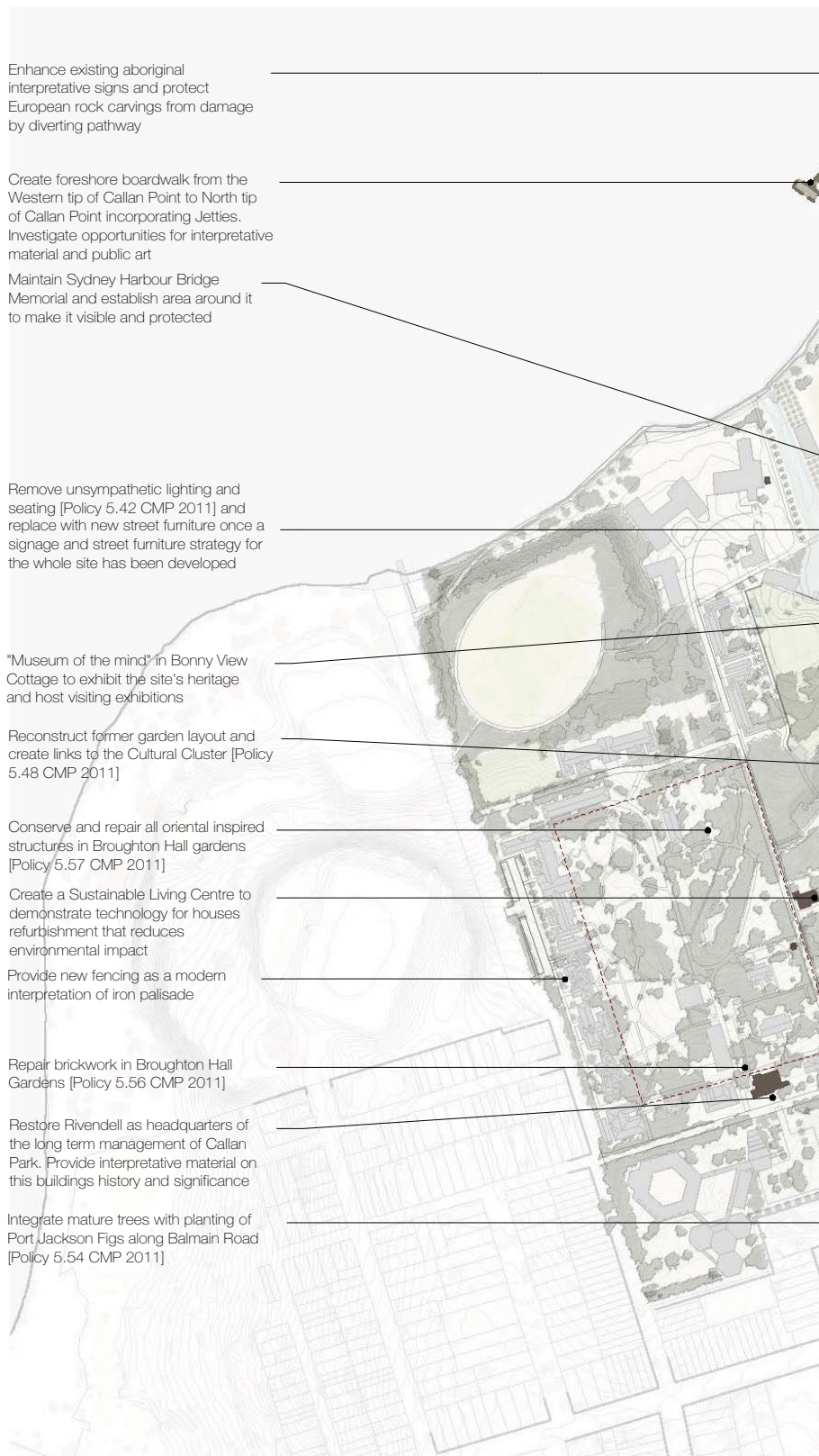
Create a Sustainable Living Centre to demonstrate technology for houses refurbishment that reduces environmental impact

Provide new fencing as a modern interpretation of iron palisade

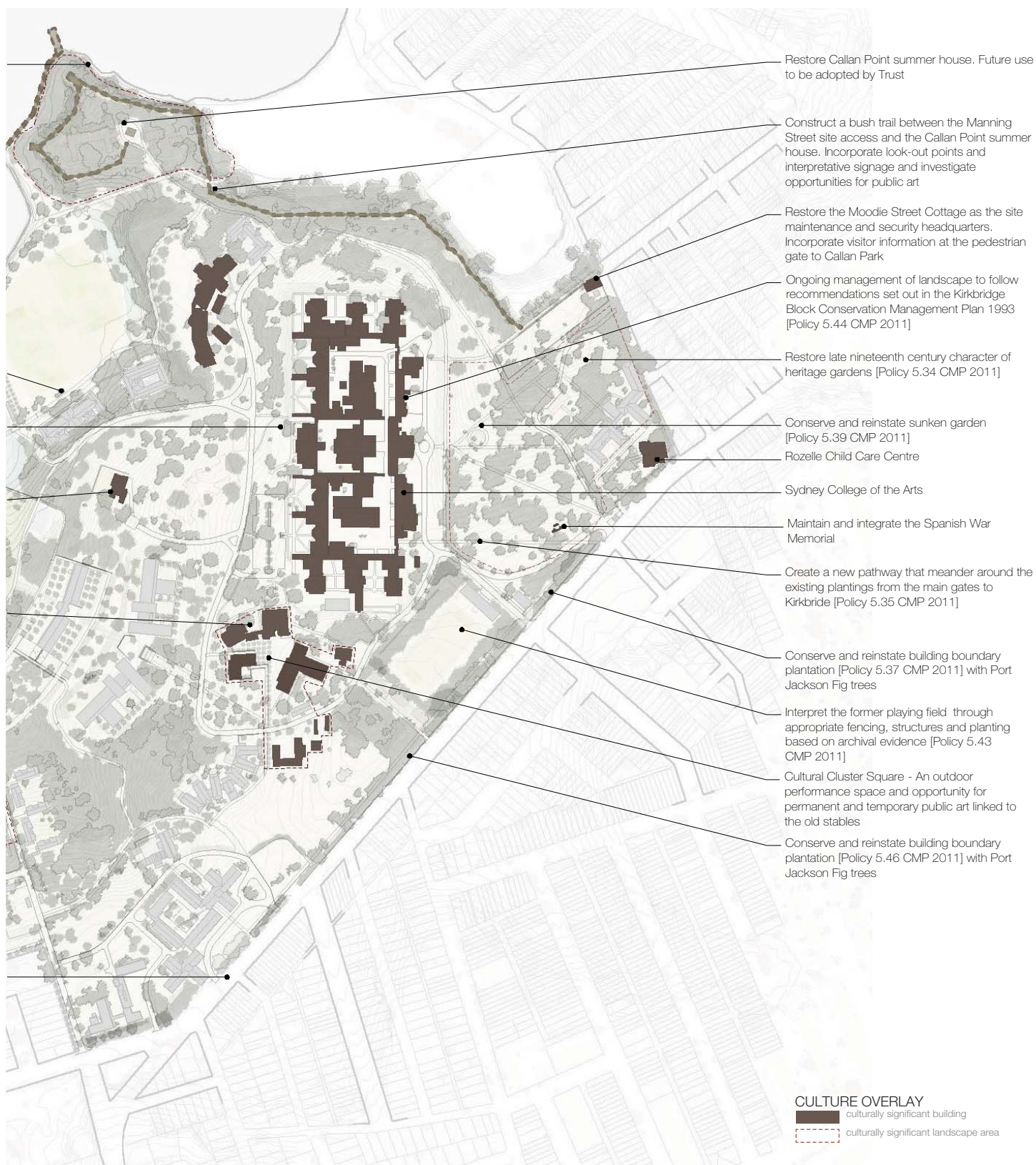
Repair brickwork in Broughton Hall Gardens [Policy 5.56 CMP 2011]

Restore Rivendell as headquarters of the long term management of Callan Park. Provide interpretative material on this buildings history and significance

Integrate mature trees with planting of Port Jackson Figs along Balmain Road [Policy 5.54 CMP 2011]



ABOVE. Figure no. 97 Culture overlay



Restore Callan Point summer house. Future use to be adopted by Trust

Construct a bush trail between the Manning Street site access and the Callan Point summer house. Incorporate look-out points and interpretative signage and investigate opportunities for public art

Restore the Moodie Street Cottage as the site maintenance and security headquarters. Incorporate visitor information at the pedestrian gate to Callan Park

Ongoing management of landscape to follow recommendations set out in the Kirkbride Block Conservation Management Plan 1993 [Policy 5.44 CMP 2011]

Restore late nineteenth century character of heritage gardens [Policy 5.34 CMP 2011]

Conserve and reinstate sunken garden [Policy 5.39 CMP 2011]

Rozelle Child Care Centre

Sydney College of the Arts

Maintain and integrate the Spanish War Memorial

Create a new pathway that meander around the existing plantings from the main gates to Kirkbride [Policy 5.35 CMP 2011]

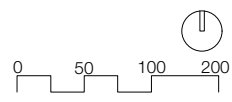
Conserve and reinstate building boundary plantation [Policy 5.37 CMP 2011] with Port Jackson Fig trees

Interpret the former playing field through appropriate fencing, structures and planting based on archival evidence [Policy 5.43 CMP 2011]

Cultural Cluster Square - An outdoor performance space and opportunity for permanent and temporary public art linked to the old stables

Conserve and reinstate building boundary plantation [Policy 5.46 CMP 2011] with Port Jackson Fig trees

CULTURE OVERLAY
 ■ culturally significant building
 ▭ culturally significant landscape area



OVERLAY 04 ECONOMY

Scope

The scope of this system relates to the ongoing funding of activities on Callan Park by State and other groups and organisations. As discussed previously the Callan Park (Special Provisions) Act 2002 places controls on the ability to generate economic activity on Callan Park. These controls are related to the permissible uses as follows:

- Community uses must be on a not-for-profit basis
- Educational uses must be on a not-for-profit basis
- Health uses must can take place on either a for-profit or not-for-profit basis

In order to attract new NGO services to the site it may be necessary to charge below market rents for these services. The 'Trust' should be directed to review proposed rents over time to ensure new NGO's can afford to take up leases on the site.

Existing condition and situation

Based on the Master Plan terms, current understanding grounds and essential maintenance of derelict buildings are funded through a \$1.8 million dollar budget. We are unable to quantify the maintenance budget for individual leased and licenced buildings. The site currently generates approximately \$250,000 (refer to appendix) of rental income from the NGOs located to the west of Wharf Road.

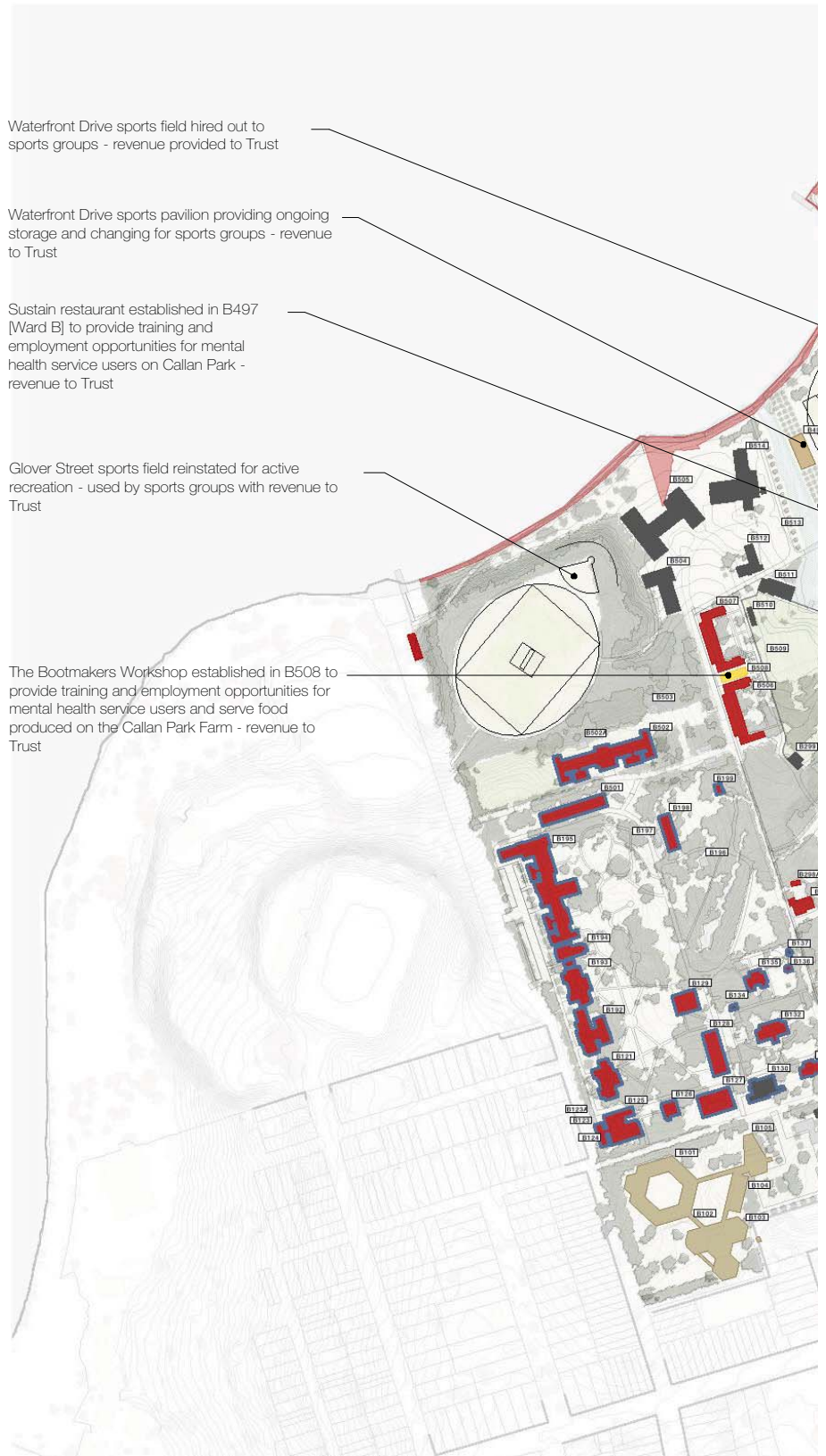
Objectives and Targets

The targets for the Master Plan are:

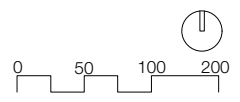
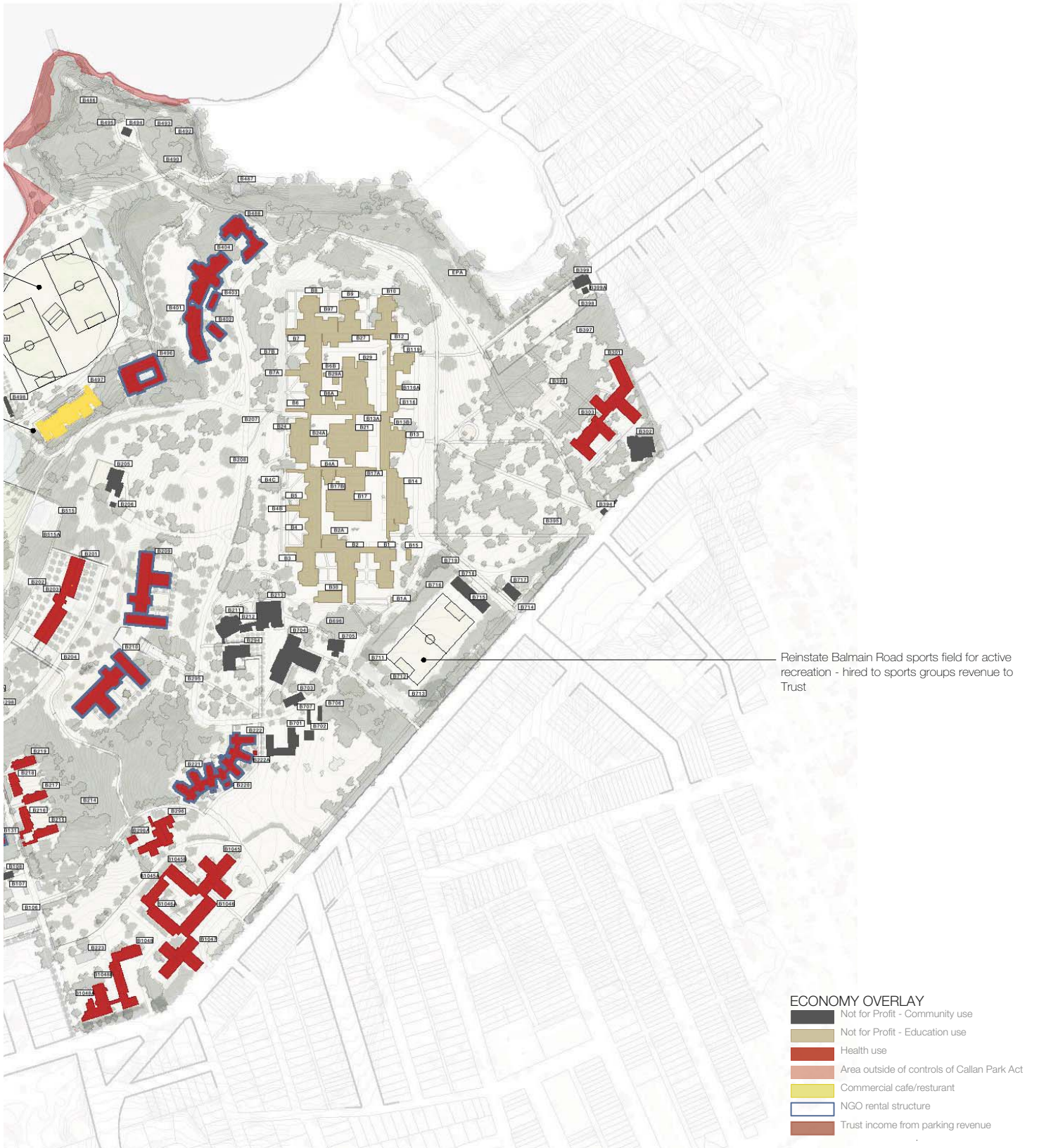
- To ensure the long term financial sustainability of Callan Park
- Provide a minimum of 30% employment opportunities for mental health consumers
- To ensure open, transparent and accountable management of income and expenditure by the Callan Park governance organisation
- To ensure Callan Park secures the Federal and State funding required to implement the Master Plan
- To maximise governance income generated through site leases
- To maximise governance income generated from other uses on Callan Park
- To work with local businesses and statutory authorities to ensure mutual benefit from the implementation of the master plan
- The Bootmakers and Sustain cafe's to be operated as mental health consumer run co-operatives or social enterprises run in partnership with mental health consumers

Implementation

The Callan Park governance organisation the 'Trust' will have ultimate responsibility for coordinating economic activity.



ABOVE. Figure no. 98 Economy overlay



OVERLAY 05 ENERGY

Scope

This system relates primarily to the energy infrastructure on Callan Park providing power, heating and cooling to buildings and site structures. Much of the infrastructure will be below ground level although the inclusion of roof mounted panels for solar power generation and hot water supply will have a visual impact across Callan Park requiring careful integration.

Existing Situation

The condition of much of the sites power infrastructure is currently unknown. Power is provided through four on-site substations with high voltage links to the local Energy Australia network. Metering is centralised and maintenance is currently undertaken on an ad-hoc basis with work carried out in response to break downs in the system rather than as part of an on-going maintenance programme.

Objectives and Targets

The over arching objective of the Master Plan is to create a zero carbon park providing a high quality environment for its users and visitor and opportunities for education around sustainable living. To achieve carbon neutral for operational energy by 2030, the strategy will be to refurbish all existing buildings to reach minimum levels of compliance with regards to the latest BCA regulations. Also to assess each building on an individual basis to consider how the buildings can be further improved to operate at a higher level of energy efficiency. This may include implementing operable skylights for daylight penetration where possible to reduce reliance on artificial lighting.

The zero carbon targets will be achieved in the following ways:

- Through the refurbishment of existing buildings and the use of low energy fittings
- Through on-site power generation, OPV and Tri-generation
- Through the use of Solar hot water
- Through the purchase of electricity from green power providers
- Through continued education of visitors and users of Callan Park
- To use best practice heritage techniques when developing strategies for incorporating sustainability measures to exceptional and high significance heritage buildings
- Providing on-site recharge points for electric vehicles including the proposed electric shuttle bus
- Instigate building performance monitoring of energy use and production
- Achieve Carbon Neutral for Operational Energy by 2030.

Strategies for implementation

Sustainable Refurbishment of Existing Buildings

The initial step will be to target a 40% reduction in energy consumption compared to a base case scenario for energy consumption of typical existing buildings.

Strategies to achieve the target are as follows:

- Increased day lighting levels to reduce artificial lighting loads – reduce lighting power to 5 W/m²
- Mixed-Mode buildings and use of natural ventilation through operable façade and design for cross flow ventilation
- Ensure building envelope is optimised - building sealing and insulation

Low Carbon Energy Infrastructure

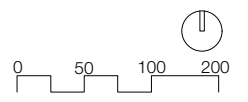
Buildings which will require cooling and heating due to the nature of the use of the building or during the peak climate conditions will need a fuel source of either electricity or gas. Gas is a less carbon intensive method of providing heating and cooling and a cogeneration system can be implemented to provide electricity at a higher level of efficiency with the by pass product of waste heat either used for heating or to drive absorption coolers for cooling purposes.

Site wide energy infrastructure strategies include:

- Combined Heat Power (CHP) utilising gas to produce electricity and utilise waste heat for hot water or for a Tri-generation scheme to run Absorption chillers which utilise low grade heat to produce chilled water.
- If we reduce the site wide building consumption by 40% through sustainable refurbishment we will require an area of 250 m x 250 m for PV panels to offset the remaining site wide energy requirements – this is a big area!
- The options for the site wide infrastructure are to implement a large scale central cogeneration system and distribute waste heat pipes for buildings to connect into or provide a gas ring around the site for smaller scale localised Tri-generation systems to serve buildings.
- Each have advantages and disadvantages as discussed below:



ABOVE. Figure no. 99 Energy overlay



OVERLAY 06 FOOD

Scope

This system relates to the production and consumption of food at Callan Park.

Existing Situation

There is a long history of organised agriculture on Callan Park, from the kitchen gardens and livestock that supported the early gentleman's estates on the site to the community garden on Glover Street - Sydney's oldest. Glovers Community Garden is the only area of Callan Park that has any organised productive agricultural capacity and it is well subscribed.

There are currently no commercial stand-alone cafes or restaurants on Callan Park, although there is a cafe within the Sydney College of the Arts that is open to the public. There are also canteens within some of the larger organisations on Callan Park that cater for staff and people undergoing treatment within the NGO area.

Objectives and Targets

The key element of the Master Plan is to promote the development of sustainable urban agriculture to benefit both the mental and physical wellness of park users. Objectives include:

- Creating opportunities for employment, education and participation for Mental Health Consumers across the urban agriculture projects on Callan Park
- Providing opportunities for community building with local residents
- Recognising the long history of food production on Callan Park and provide educational opportunities around sustainable living for the community
- Promotion of the best practice sustainable permaculture and organic or biodynamic food production principles

Implementation

The following actions for the Master Plan relate to food production and consumption on Callan Park:

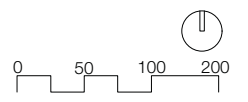
- The establishment of Callan Park Farm to be in partnership with mental health consumer organisations
- Callan Park Farm must maintain public access to all sections during daylight hours
- The expansion of the Glover Street Community Garden to include additional plots for mental health consumers
- The planting of a community agricultural or horticultural area on the Balmain Road frontage
- The provision of two cafes and restaurants serving organic produce grown on Callan Park
- The two proposed cafe's, Bootmakers and Sustain be mental health consumer run co-operatives or social enterprises run in partnership with mental health consumers
- The development of capacity building links with local organisations that promote backyard and urban agriculture



ABOVE. Figure no. 100 Food overlay



Callan Park Farm to be established and managed by community group in partnership with mental health consumer organisations - produce to be provided to kitchens for consumption on Callan Park cafe's and restaurants - Callan Park Farm must maintain public access to all sections during daylight hours



OVERLAY 07 GOVERNANCE

Scope

Governance is the activity of governing. It is the democratic process of decision making and administration that will ensure public expectations for the Callan Park site are enacted. The governance system enables the granting of power to a selected group who should be elected or appointed through a transparent process and are responsible for the management or leadership processes with respect to the site. The governance representatives also have a responsibility to verify performance and to ensure the corporate goals of the governing body are delivered. The corporate goals for the governing body should be tied to the Master Plan and Plan of Management for the site.

In the case of Callan Park the governing body must be a not for profit organisation to facilitate delivery of the objects of the Callan Park [Special Provision] Act 2002.

Existing Situation

Governance of Callan Park is currently splintered across a number of government and non-government groups. The 61 hectare Callan Park site is currently owned by the NSW Department of Health. NSW Maritime control a strip of land along the foreshore at Iron Cove. A range of leases have been granted by the Minister to various organisations including Sydney College of the Arts and the Writers Centre. A comprehensive schedule of the existing leases is contained in the master plan building asset register. Site maintenance and management is undertaken by at least four different groups including The Sydney Harbour Foreshore Authority [SHFA], NSW Department of Health, Sydney South West Area Health and some non government organisations including WHO'S. Limited coordination or sharing of information is undertaken between these groups.

Objectives and Targets

Delivery of the Callan Park Master Plan and Plan of Management requires the incorporation of an independent body that can operate at arms length from government. One of its main objectives will be to depoliticise decision-making processes so that implementation of long term actions and operations can be undertaken outside election cycles. Also the body needs to be able to negotiate with different tiers of government and various NSW State agencies as the Park provides both local and regional services.

The consultation work has identified that there is community demand for the body to function with public transparency and accountability. The Callan Park [Special Provision] Act 2002 requires any transfer of management for buildings to either Council or a Trust. That means that the governance model must be either a Trust or Council run body.

Due to the inter governmental complexity, mix of uses, building and infrastructure restoration costs and size of the Callan Park project it would be prudent to adopt a Trust model. The governance model should make a complimentary fit to the other NSW Government Park Trusts.

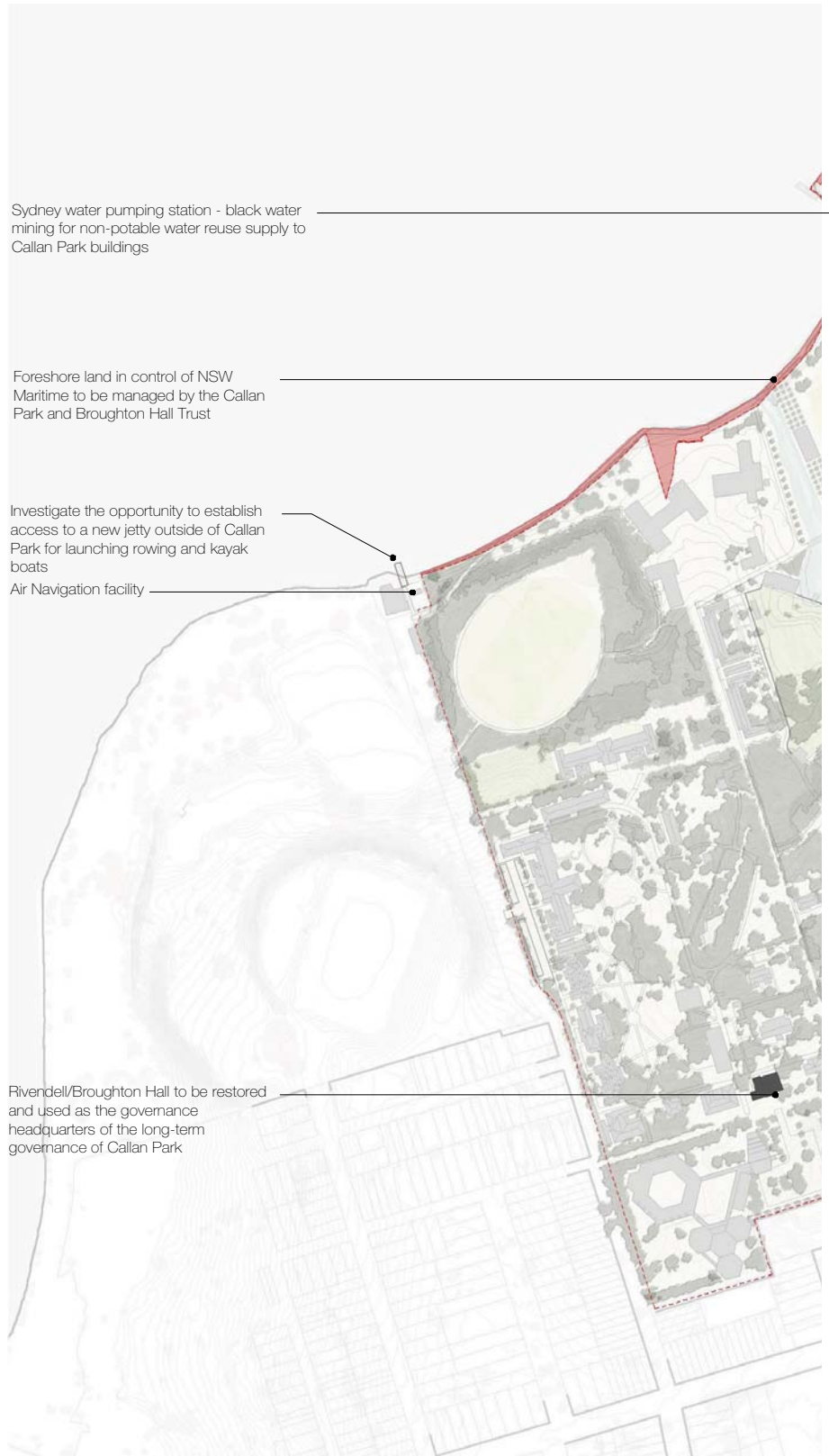
In recognition of the time that has elapsed since the possibility of establishing a 'Trust' was first canvassed, and the change in circumstances since that time, in particular the fact that we now have a Final Draft Master Plan, Leichhardt Council:

- endorses the establishment of a 'Trust' for the future management of the entire Callan Park site, as outlined in the Governance Overlay of the Master Plan
- recommends that the Trust's composition, objects and functions should be generally in line with the trust framework embodied Callan Park Trust Bill 2004 and 2008, noting however that the currently circulated Trust document was first formulated in 2004, and presented to Parliament in 2007 and 2008 but never enacted.
- The name of the Trust be the Callan Park and Broughton Hall Trust
- The Trust objectives be generally in accordance with those contained in Clause 6 of the 2008 Trust Bill, but amended to make reference to the management of the site in accordance with the provisions of the Callan Park Master Plan and Plan of Management
- The 'Trust' Board meetings should be open meetings and publicised beforehand.

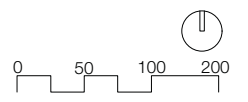
Implementation

The proposed governance model for Callan Park is a State owned Trust. The Callan Park NSW Government Trust will be required to:

- Implement the Callan Park [Special Provision] Act 2002 and the Callan Park Master plan 'Wellness Sanctuary' together with the Plan of Management across the entire 61 hectare site area
- Act as a not-for-profit financial vehicle for capturing and reinvesting revenue



ABOVE. Figure no. 101 Governance overlay



- Attract and manage revenue streams while containing cost to create a long term sustainable bottom line
- Publish transparent financial reports that can be assessed against corporate objectives
- Manage buildings as required by the Callan Park [Special Provision] Act 2002
- Manage complex inter-governmental jurisdictions between Federal, NSW and Local Government agencies across health, education and community services.
- Utilise accepted models for similar sites such as; Centennial Parklands, Botanic Gardens and Parramatta Park
- Incorporate democratic community and Leichhardt Council representation
- Undertake security, maintenance and project delivery operations across the 61 hectare site
- Assemble and control a multidisciplinary management and operations team
- Effectively manage the Callan Park cultural and natural heritage
- Manage the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape and significant trees
- Ensure no future sub-division of the site occurs
- Act as the single body responsible for decision making at Callan Park

The key mandate of the Board will be to implement the Callan Park [Special Provision] Act 2002 and the Callan Park Master Plan 'Mental health related Facilities' together with the Plan of Management.

Modification of Clause 5 of the 2008 Trust Bill

In recognition of the breadth and complexity of both the matters contained within the Draft Master Plan, and the matters likely to be oversighted by the proposed Trust, the Trust membership as outlined in Clause 5 of the 2008 Trust Bill should be modified as follows:

- 1 trustee appointed by the Governor from the local council area to represent the traditional owners;
- 3 trustees appointed by the Governor on the recommendation of the Premier to represent the relevant State Government Ministers in relation to Heritage, Health and Environmental considerations;
- 3 trustees appointed by the Governor on the recommendation of relevant local council area and at least one of whom has expertise in heritage;
- 1 trustee appointed by the Governor to represent the Mental Health consumers;
- 1 trustee appointed by the Governor to represent the Friends of Callan Park;
- 1 trustee appointed by the Governor to represent Educational/ Arts tenants/lessees e.g the Sydney College of Arts;
- 1 trustee appointed by the Governor from the local council area to represent Sporting Bodies;
- 1 trustee appointed by the Governor to represent Not for Profit organisations (NGO's) which are tenants/lessees e.g WHOS;

Each person appointed as a trustee must also have expertise in at least one of the following areas and that there is a diversity of expertise within the trust membership;

- Park Management
- Cultural Heritage Management
- Local Community Affairs
- Landscape History
- Finance
- Planning
- Law
- Environment
- Mental Health
- Arts

OVERLAY 08 HEALTH

Scope

As the major prescribed use under the Callan Park [Special Provisions] Act 2002 mental health provides the most opportunity for returning the site for highest community benefit. The 'Wellness Sanctuary' concept developed by the community combines mental and physical services in a modern far reaching way. Recognising that there was virtually unanimous support for mental health uses on the site, the master plan embodies the Wellness Centre/ short stay accommodation option for people suffering or recovering from mental illness.

The mental health framework for the project was developed by Professor Vaughan Carr in conjunction with the design team.

Existing Situation

Since the closure of Rozelle Hospital there have been no state operated public health facilities on Callan Park other than NSW ambulance and nursing accommodation. A number of NGO organisations occupy buildings under the management of NSW Health and SSWAHS. NSW Ambulance also have their regional headquarters on Callan Park and use these buildings for a range of operational and response activities.

Objectives and Targets

As set out in stage four of the community consultation the shared vision for Callan Park is a 'Wellness Sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community. The key objective is to deliver a Master Plan that fulfils the 'Wellness Sanctuary' concept and leaves open the option of supporting any new and additional mental health services or facilities that are proposed on the site by NSW Health. These additional services should be delivered in line with the Callan Park Act and supported by the Callan Park and Broughton Hall Trust.

The council re-affirms its position that Callan Park and Broughton Hall should be a Centre of Excellence in mental health including the following:

- Council supports the 83 bed mental health accommodation for recovery from mental illness as detailed in the Master Plan
- Council continues to seek funding from the Federal and State Governments for the mental health accommodation and bridging centre for Callan park and that this is to be given urgent consideration
- Vocational Skills Centre and education services be for people recovering from mental illness
- Space be provided for a 'Men's Shed'
- Space to be provided for a bicycle hub with mental health consumer input
- Alternatively terminology to 'Wellness Centre Sanctuary' should be considered to more accurately reflect the mental health uses on the site

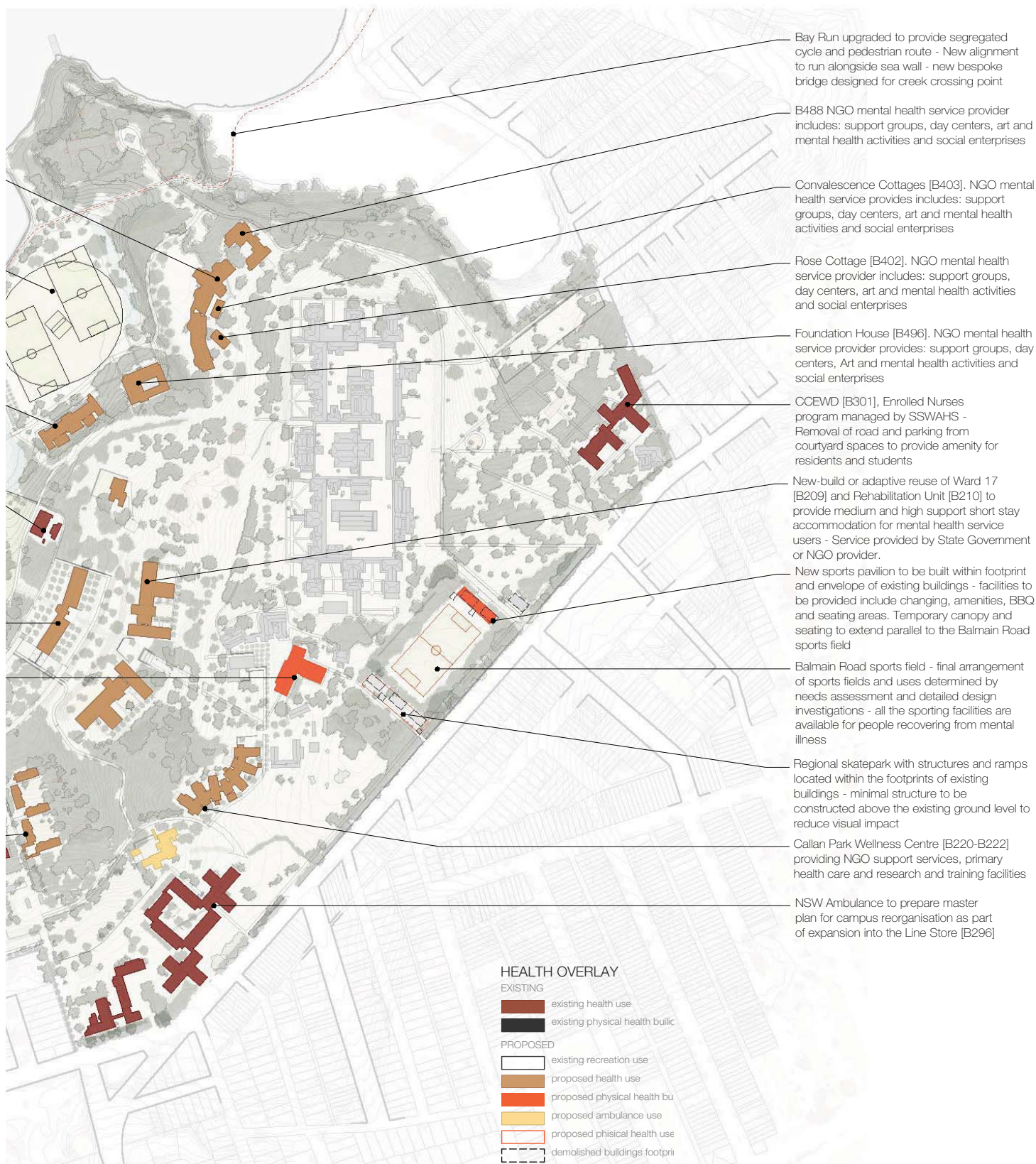
Implementation

The following recommendations relate to health services on Callan Park:

- Establishment of a governance group for the mental health services on Callan Park that coordinates all related activities and has representation from Mental Health Consumers, carers and clinical professionals
- The development of a charter that makes a commitment to providing employment and training opportunities for Mental Health Consumers within organisations operating from Callan Park
- To work with the cultural stakeholders on Callan Park to develop a national centre to promote the linkages between Art, Mental Health and Wellbeing, including an international artist in residency programme that focuses on 'outsider art' and artists that explore issues of mental health in their work.
- To work with the local sports groups and organisations to develop programmes for Mental Health Consumers
- Creation of a Mental Health and Community Wellness Centre providing a range of services such as, peer support, primary care, psychiatric evaluations and lifestyle support
- To work with Aboriginal groups to establish how targeted mental health services can be provided on Callan Park.
- Development of an independent research and training organisation within the Mental Health and Community Wellness Centre to monitor and evaluate the various treatment programmes and facilities provided to the Mental Health Consumers



ABOVE. Figure no. 102 Health overlay



- Creation of a Vocational skills centre and education services for Mental Health Consumers with a TAFE link to provide accreditations and a Men-shed facility.
- To investigate the location of a labyrinth on the site
- The swimming pool be retained for use by Mental Health consumers
- To provide opportunities for Mental Health Consumer led social enterprises on Callan Park under the remit of a for-profit health use
- To provide a range of non-acute voluntary accommodation options for Mental Health Consumers, their families and carers on a short term basis with a suite of accommodation to cater for various levels of independent living
- To work with NSW Ambulance for a detailed campus Master Plan consolidating parking and services on their existing site
- To refurbish the existing Waterfront Drive playing fields
- To reinstate playing fields on Glover Street and Balmain Road working with local sports groups to determine the best future configuration and access arrangements based on a 25 hour weekly sporting calendar
- To provide purpose built amenities adjacent to the Balmain Road Sports field and upgraded amenities adjacent to the Glover Street Oval sports fields
- To work with the local community and stakeholders to design and build a regional skate park adjacent to the Balmain Road sports field with structures set below the existing ground level and constructed within the footprints and envelopes of the existing building
- To undertake detailed design studies to upgrade the existing Bay Run as a segregated pedestrian and cycle pathway
- To provide indoor space for exercise classes such as yoga, pilates and aerobics
- To work with NSW Health to remove parking and reorganise the external spaces around the nurses training buildings.
- To exhibit movable heritage items related to Mental Health within the Callan Park Museum at Bonny View Cottage

OVERLAY 09 POLLUTION

Scope

Pollution encompasses both the existing areas of the site that are contaminated due to past activities and the capacity for new uses and activities to pollute and damage the environment in and around Callan Park.

Existing Situation

A number of contamination studies have been undertaken over the past ten years to determine the extent of ground contamination at Callan Park. A series of zones have been established as areas of concern where further studies and remediation will be required as part of the implementation of the Master Plan. There is also an understanding that there are high pollutant levels in all sediments along the shore of Iron Cove.

The master plan process has not been able to quantify the volumes of polluting materials and chemicals that are used on site.

In submitting the Master Plan to government, Leichhardt Council advise the government that the final adopted master plan will inform the following;

- Final preliminary site investigation
- Any detailed site investigation to determine the nature and extent of contamination
- A remediation plan to render the site fit for purpose in accordance with the master plan
- A validation report confirming site is fit for purpose and Master Plan can be implemented

Objectives and Targets

The actions and initiatives of the Master Plan provide an opportunity for specific remediation in association with project delivery. Definitive identification of areas with contamination is still required following further testing. The decontamination and management of polluted areas will need to be undertaken to protect the community from harm

Implementation

Undertake detailed contamination studies to support the Master Plan proposals and develop an ongoing remediation strategy for project delivery including:

- On-site cleaning and sorting of all demolition waste that does not require specialist disposal for on site reuse
- Audit existing consumption of pollutants and chemicals and then develop strategies for achieving zero pollution and zero waste
- Storage and reuse of demolition material on site
- Develop a system for the collection of organic waste for on site composting from surrounding neighbourhoods for use in urban agriculture

Technical assessment

Sydney Soil and Environmental Laboratory Assessment

Contaminant issues on the site have been extensively surveyed and the major areas of potential impact identified. Future work should concentrate on site-specific issues as the master plan is progressively implemented over time. Each area within the zones of potential pollution identified in the overlay will need a Detailed Site Investigation [DSI] taking into account the nature of the development and potential receiving environment impacts. The preferred and most sustainable response to a requirement to is develop a Remediation Action Plan (RAP).

Despite extensive geotechnical and contaminant soil survey little or no information is available to assess soils for horticultural quality. Given the importance of restoration of the living heritage collection and construction of new food and amenity gardens it will be necessary to conduct agronomic-based soil investigations as areas are developed or restored.

Further investigation required to determine extent of sediment pollution to foreshore seabed - Testing and remediation to be carried out as part of any foreshore works and projects

Area 7: Iron Cove Foreshore: Some volumes of uncontrolled fill material requiring capping management - Further investigation and remediation to be undertaken as part of any foreshore project implementation

Area 4: Ward 14 fill area: Considerable volumes of uncontrolled fill material requiring capping management - Further investigation and remediation to be carried out as part of vegetation works on the embankment

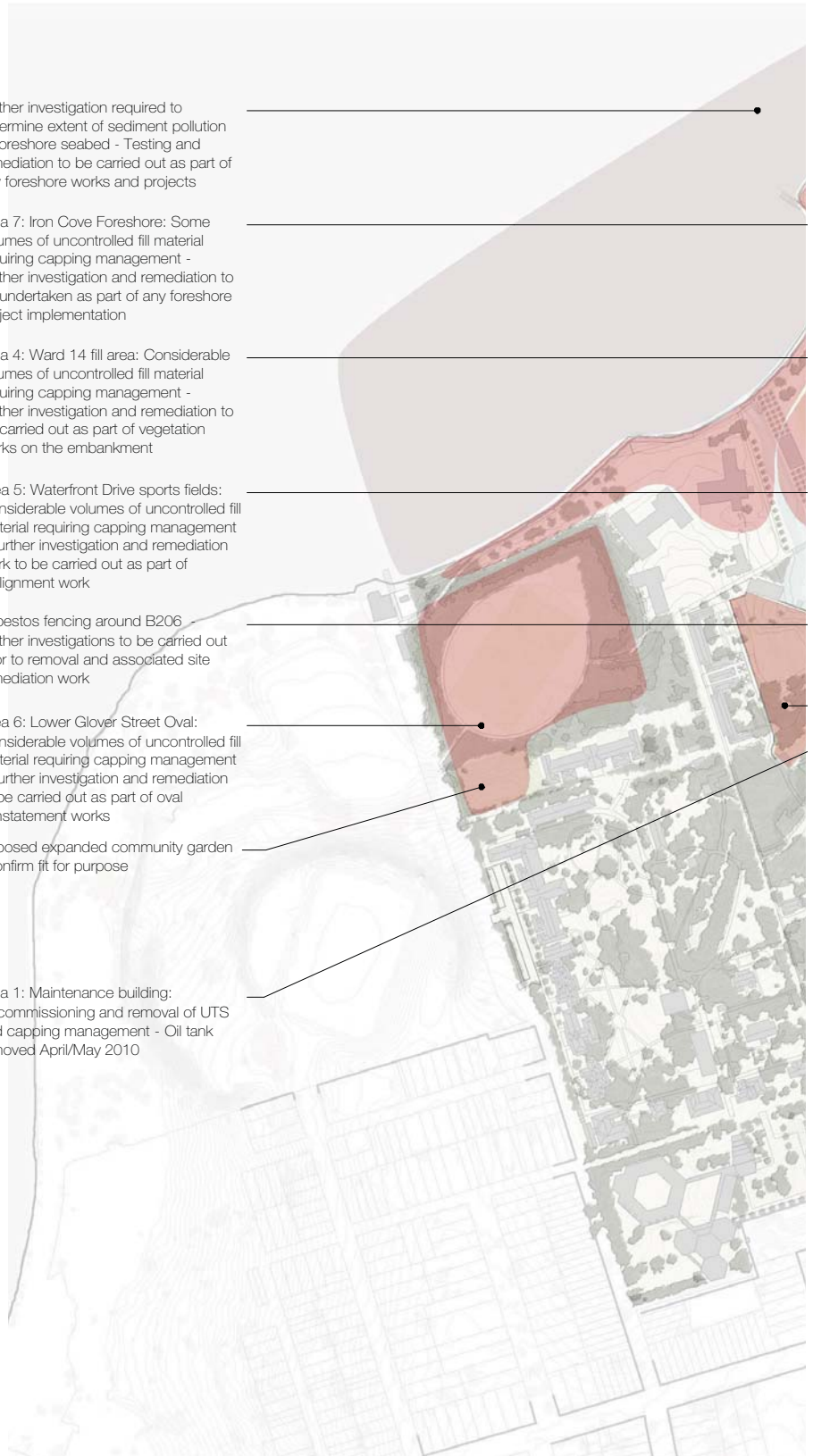
Area 5: Waterfront Drive sports fields: Considerable volumes of uncontrolled fill material requiring capping management - Further investigation and remediation work to be carried out as part of realignment work

Asbestos fencing around B206 - Further investigations to be carried out prior to removal and associated site remediation work

Area 6: Lower Glover Street Oval: Considerable volumes of uncontrolled fill material requiring capping management - Further investigation and remediation to be carried out as part of oval reinstatement works

Proposed expanded community garden - Confirm fit for purpose

Area 1: Maintenance building: Decommissioning and removal of UTS and capping management - Oil tank removed April/May 2010



ABOVE. Figure no. 103 Pollution overlay



OVERLAY 10 TRANSPORT

Scope

The transportation system on Callan Park encompasses all the movement systems, public and private, pedestrian and motorised. It includes all paths, roads, parking areas and spaces where people congregate as well as access points for non motorised aquatic vessels.

Existing Situation

The network of sealed roads and paths on Callan Park has not been subject to any on-going maintenance programme in recent years and ranges from severely degraded to fair condition. There is currently no consistent enforcement or regulation of parking on Callan Park. This is particularly evident in and around the NSW Ambulance Headquarters during the week, and on Wharf Road on the weekends when sporting events and the weekend market at Orange Grove School generate considerable demand. Buses along Balmain Road provide public Transport access to Callan Park, and there are currently no designated cycle paths within Callan Park.

Objectives and Targets

The Callan Park Master Plan makes a firm commitment to enduring peace and tranquillity of the site by ensuring that there be no additional parking beyond that which is now available. The Master Plan seeks to reconcile the objective of minimising private vehicular travel and encouraging sustainable transport, while at the same time providing good access to the proposed uses and services on Callan Park. The overarching objective of the transport strategy is to conceptualise Callan Park as a series of destinations where private vehicle use is strictly limited. This approach will require changes by the existing tenants on Callan Park as well as the groups that use Callan Park for other activities such as sports or meetings.

Implementation

The Master Plan makes the following recommendations:

- Downgrade existing roads to create shared and segregated pedestrian and cycle paths
- Divide the site access to limit private vehicle movement
- Reinstate a pedestrian access point on Manning Street
- Formalise pedestrian desire lines into paths
- Maintain car access from Cecily Street and retain a pedestrian entrance at Alberto Street
- Provide an electric shuttle bus that links directly to a nearby Sydney Transport Interchange (the site is not suitable for Sydney Buses)
- Provide cycle hire stations to encourage sustainable transport

Transport and access assessment

Introduction

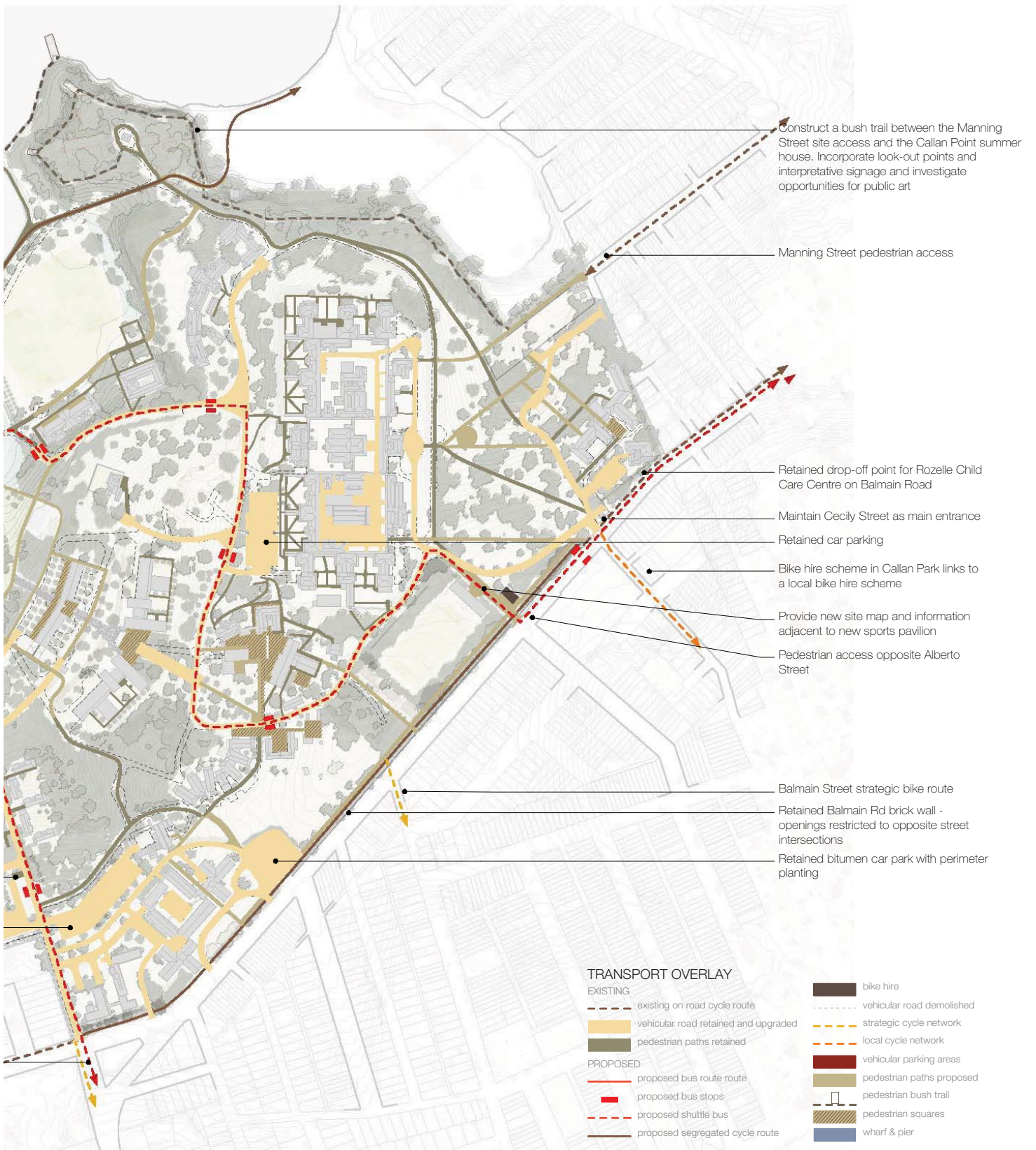
The community has endorsed a plan for Callan Park which delivers a vision for a Wellness Sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community. Other key features of the preferred Master Plan include:

- open space and access to the foreshore
- allowance for sports activities as well as quiet reflection
- address existing traffic problems
- reinstate native bushland
- encouragement for community organisations to keep delivering crucial services
- building on the arts and cultural platform created by the Sydney College of the Arts and the NSW Writer's Centre
- restored heritage buildings that continue to allow public access.

These features are based around the core values of sustainability and community wellness.



ABOVE. Figure no. 104 Transport overlay



Master Plan Vision

In terms of traffic, transport and parking, the concept of a 'wellness sanctuary' is supported through the following key initiatives:

- focussing on provision of sustainable transport – providing greater travel choices than the private vehicle alone
- reducing traffic intrusion including noise and visual impact
- providing good active travel facilities to support safe walking and cycling, supporting health and wellbeing
- providing pedestrian-only areas that do not allow vehicle access.

Master Plan Features

Public Transport

Shuttle Bus

A shuttle bus is proposed for inclusion at the site to support internal site movements.

The Shuttle Bus would be designed to service internal land uses only and would be able to transport visitors from Balmain Road bus stops and on-site car parks around to all land uses within the site.

The proposed shuttle vehicle would be an electric mini-bus which could carry approximately 20 passengers, linking directly to the nearby Sydney Buses Interchange.

Further details regarding the potential shuttle bus service are subject to further testing and feasibility analysis.

The Shuttle Bus and electric vehicle recharge station should be referred to the Trust for further consideration. A feasibility analysis is required to confirm the scope and scale of the shuttle bus service, including routes, vehicle types, times of operation and fee structure (i.e. free or fee paying). Consideration would need to be given to the type/ size of vehicle to be used in conjunction with the proposed travel route(s) within Callan Park, to ensure suitable manoeuvrability requirements (similar to the diversion of existing bus route/s above), as well as turn-around areas as appropriate.

The cost of operating a shuttle bus would depend on whether it services the site internally only or both internal and external destinations. In the case of an internal service, the service would be funded wholly by Callan Park (e.g. by a newly-established Callan Park Trust). If the service were to travel outside of Callan Park and hence providing some benefit to users not necessarily visiting Callan Park, then Leichhardt Council would be responsible for providing a proportion of the funding to establish, operate and maintain the service.

Access to Light Rail

Lilyfield Light Rail Station is located approximately 600m south of the boundary of Callan Park and is best accessed via Grove Street (approximately 8-10 minute walk or 2 minute bicycle ride).

The State Government's Metropolitan Transport Plan (draft released in 2010) allocated funding to extend the light rail line from Lilyfield to Dulwich Hill, which would increase the catchment area for light rail users and allow for connections to Parramatta Road bus services and the Western heavy rail line.

The Master Plan proposes to establish a new pedestrian/ cyclist access point into Callan Park opposite the intersection of Balmain Road and Grove Street, thereby improving the connection to the light rail station.

Walking and Cycling

Active Travel Loop

The Bay Run is a popular walking and cycling path around Iron Cove which passes through the northern portion of Callan Park. The Sydney Harbour Foreshore Authority (SHFA), who is currently responsible for the maintenance of the foreshore area along the north side of Callan Park, has upgraded the existing unsealed section of the Bay Run,

It is proposed to provide an active travel loop of Callan Park as part of the Master Plan which would act as an extension of the Bay Run route to create a training loop and/or provide an alternative route through the park. This facility would be a shared path of up to 5.0m wide for use by both pedestrians and cyclists. It would ideally be located wholly within the site and not be shared with the roadway/ vehicle routes.

Integration with Cycle and Pedestrian Network

The Master Plan provides pedestrian and cyclist access along all Callan Park frontages which ensure high accessibility/ permeability and encourage greater pedestrian use of the park. This includes a minimum of four accesses along Balmain Road, including a new access at Balmain Road located centrally along the site, at Manning Street opposite Moodie Street on the east side of the site, at several locations along Wharf Road and to the waterfront and the Bay Run. These additional pedestrian access points also improve access to the public transport facilities along the site frontage, which includes five public bus stops and a link to the Metro Light Rail.

The Master Plan layout would improve access to and within Callan Park for pedestrians and cyclists, including:

- increasing overall movement access into and throughout the site, allowing pedestrians and cyclists to easily negotiate all areas and land uses
- reducing pedestrian/vehicle conflict by providing dedicated pedestrian only or shared bicycle and pedestrian facilities, many as a result of converting existing roadways to footpaths
- designing paths to safely accommodate the range of expected users and minimise conflicts between pedestrians and cyclists
- designing paths that offer better access for mobility-impaired pedestrians, including wheelchair users and people with prams
- integrating the new facilities with the existing cycle and pedestrian network.

There are signalised pedestrian crossing facilities at two locations along Balmain Road and Darling Street in the vicinity of the site – Wharf Road and Cecily Street. There is also a signalised crossing facility at Waterloo Street/ Beilmore Street located further northeast towards Victoria Road.

Pedestrian refuge crossings are provided at a number of points and there is a marked pedestrian "zebra" crossing on Perry Street at Glover Street. There is a large portion of the site frontage that does not have a safe crossing point, with 650m between Wharf Road and Alberto Street and 500m between Alberto Street and Waterloo Street/ Beilmore Street. The need for additional signalised crossing points should be reviewed over time as a result of pedestrian demand and observed desire lines.

Balmain Road is a strategic bicycle route in accordance with the Leichhardt Bicycle Strategy, providing a connection between Leichhardt and Balmain. Leichhardt Council has plans to improve the on-road bicycle facilities along this route adjacent to Callan Park through the provision of a bicycle lane, which is scheduled to occur in the 2011/2012 financial year.

The key links and proposed facilities are shown in Figure no. 104.

Bicycle Hire Scheme

A bike hire scheme based in Callan Park would make cycling available for visitors to travel internally around the site as well as to surrounding local destinations such as Balmain. The bike hire scheme would be fully automated and link to any bike hire schemes established for the area beyond Callan Park.

There are proposed to be two bike share pods located within Callan Park. Ideally these pods would be complemented by pods outside of the site, such as at Darling Street in the shopping/retail district and at Lilyfield light rail station. This would give people a place to securely park bicycles as part of their local travel.

An example service is run by the Western Sydney Cycling Network (WSCN), based in Fairfield (<http://www.westernsydneycyclingnetwork.com.au/>). This bicycle recycling program consists of the three main themes of: donation of bikes, repair of bikes and the loan of bikes to the public. The community is welcome to donate any old/unused bikes to the recycling program by dropping them off during club open hours. Volunteers work on bikes to return them to a standard for re-use on a community loan system. In this example, recycled bicycles are loaned on a permanent basis for the one-time cost of \$25, which includes the provision of a helmet if necessary.

In applying this example to Callan Park, the bicycle recycling would involve public donations and time from volunteer bicycle repair mechanics, with the recycled bicycles loaned on an hourly or daily basis for free or a small fee. A number of bicycle locking systems are available to allow the scheme to operate without full-time staffing requirements. This implementation strategy would provide opportunities for community involvement and provide a more cost-effective solution than formal bike hire schemes.

Access and Vehicle Circulation

The Master Plan provides two access points into Callan Park, namely at Wharf Road and the main access point at Cecily Street.

Wharf Street is an existing access point which is controlled by traffic signals at its intersection with Balmain Road and Perry Street.

The Cecily Street access point is maintained off darling Street. The existing access is controlled by traffic signals, whilst the existing intersection of Balmain Road and Alberto Street is sign-controlled only. As part of the Master Plan, traffic signals would be retained at the Cecily Street intersection.

The internal road network has been consolidated to a few key roads which service all land uses and the on-site car parking. However, it is not possible to travel internally from one side of the site to another, limiting vehicle intrusion into pedestrianised areas.

Parking

The Master Plan aims to even out the usage of car parking across both the weekdays and weekends.

A large portion of the parking supply is located close to the arterial road network, namely the retained parking off Wharf Road near Balmain Road. This limits the need for vehicles to travel very far into Callan Park, contributing to a reduction in vehicle intrusion.

The proposed Master Plan land uses consist predominantly of mental health accommodation and a wellness centre, community spaces (including administration and bookable space), a public gallery and a cultural quarter surrounding the existing writers centre. These land uses equate to are-establishment in land use of 23,253sqm, in addition to the existing supply of 24,582sqm (excluding the University). As such, the area of land use floor space is effectively being doubled across Callan Park. However, the master plan makes a firm commitment to the enduring peace and tranquillity of the site by ensuring that there be no additional parking beyond the 519 existing car parking spaces and that recreation traffic access be limited to the site.

In order to promote sustainable modes of transport, it is desirable to limit additional parking on the site and encourage access via alternative methods of transport, such as a shuttle bus, cycling and walking.

Transport Targets

The key transport targets for the Callan Park Master Plan are related to mode splits for transport modes other than single-occupant private vehicles. However, baseline information about how people travel to Callan Park needs to be captured so that achievable mode split targets can be set.

The recommended way to monitor travel mode splits and to limit the number of single-occupancy vehicle journeys for travel to and from a site is through the use of a Green Travel Plan.

Principle objectives of a Green Travel Plan include:

- i limit the overall number of vehicle trips by employees
- ii manage the demand for on-site car parking
- iii limit the level of car travel to the development by visitors
- iv encourage the use of public transport, walking and cycling by employees commuting to work and for visitors.

A Green Travel Plan would contain a number of recommended initiatives for development and implementation to achieve these principle objectives.

Typically Green Travel Plan targets are set in order to gauge the effect of initiatives in reducing private car usage. Targets are generally set in the context of an existing workforce or population whose demographics and travel characteristics are already known. As such, the first step for Callan Park would be to undertake a travel survey for employees and visitors to the site to establish baseline transport characteristics. Using these results, appropriate targets for trips undertaken by public transport, walking and cycling could be established. This is likely to be based on a target reduction in vehicle trips to the site over a 3-5 year period, for example 10% reduction, with a resultant increase in trips made by public transport, cycling and walking.

A Green Travel Plan Working Group would need to be established to take responsibility for coordinating the Green Travel Plan management and implementation. The Working Group would comprise 4-6 people representing a range of tenants and site users. This group could be led by the trust who would facilitate Working Group meetings and take responsibility for monitoring and reviewing the Green Travel Plan document.

The primary aims of the Working Group would include:

- review Green Travel Plan initiatives and determine a program for implementation
- provide suggestions and ideas
- provide feedback on activities and initiatives
- review material
- assist Green Travel Plan coordinator to promote activities
- assist Green Travel Plan coordinator to disseminate information
- advocate sustainable transport modes generally amongst employees and customers.

The use of a Green Travel Plan to encourage the use of public transport, walking and cycling as viable transport modes for travel to and from Callan Park is in-line with Leichhardt Council's goal to:

- reduce car dependency for journeys within, into and out of the Leichhardt Municipality
- increase the proportion of commuter trips that use public transport or active transport
- promote solutions to the accessibility needs of Leichhardt's community.

OVERLAY 11 WASTE

Scope

This system encompasses all unwanted or unused materials disposed of as a result of activities on Callan Park. Some of this material is recycled and some goes to landfill.

Existing Situation

The Master Plan process has not been able to quantify the volumes and type of waste removed from Callan Park and to what extent this waste is recycled.

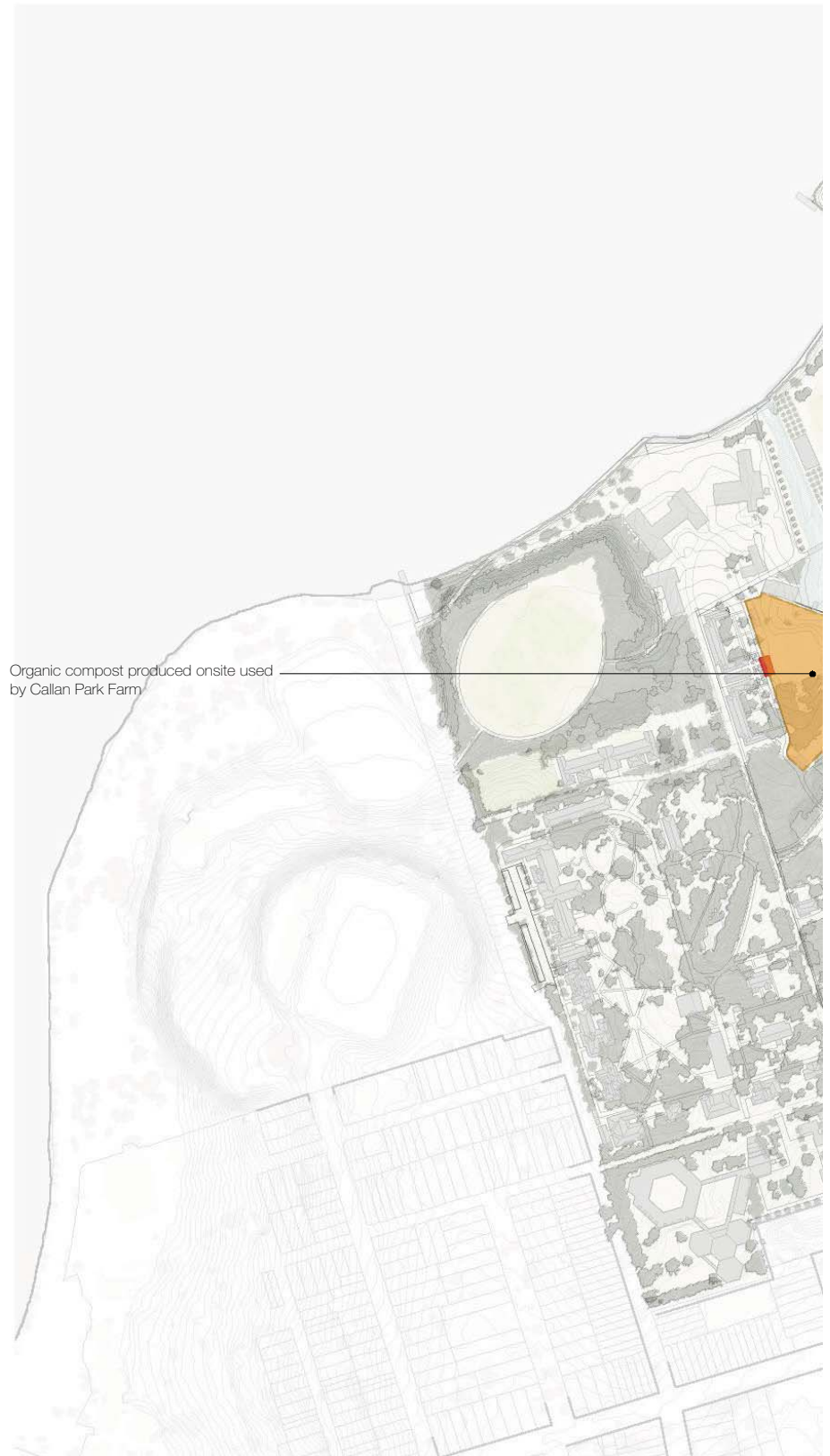
Objectives and Targets

The over arching objective will be to work towards a zero waste development with the use of 100% recyclable material and 100% recycling of waste products. The proposal for demolition of buildings on Callan Park presents an opportunity to manage and recycle construction waste and use this material in future projects on Callan Park.

Implementation

To achieve a zero waste target the following actions and initiatives are proposed:

- Audit existing waste consumption, waste generation and recycling practices and then develop strategies for achieving zero waste
- Store and reuse demolition material on site
- Implement composting of organic material produced on site
- Develop a system for the collection of organic waste for on site composting from surrounding neighbourhoods
- Develop a waste export policy that stipulates which types of materials may be taken off site and acceptable treatment / recycling / waste disposal methodologies



ABOVE. Figure no. 105 Wasr overlay



OVERLAY 12 WATER

Scope

This system encompasses natural and man-made bodies of water in and around Callan Park. There are a number of activities that require a supply of water or are based on water. Additionally it is equally important to treat water that passes through Callan Park as part of the urban stormwater catchment area.

Objectives and Targets

The over arching target for water use on Callan Park is for the site to have zero water use and become a net water exporter to the surrounding neighbourhood. To meet this objective a range of Water Sensitive Urban Design initiatives are proposed both as stand alone initiatives and as part of the required infrastructure upgrades. Additionally the Master Plan will provide better access to the foreshore of Iron Cove for passive recreation and water based active recreational uses. The implementation of the Master Plan must also include the potential impacts of climate change and sea level rise into any foreshore restoration and renewal works. The Master Plan also sets out a series of proposals to restore the sites aquatic habitats and systems.

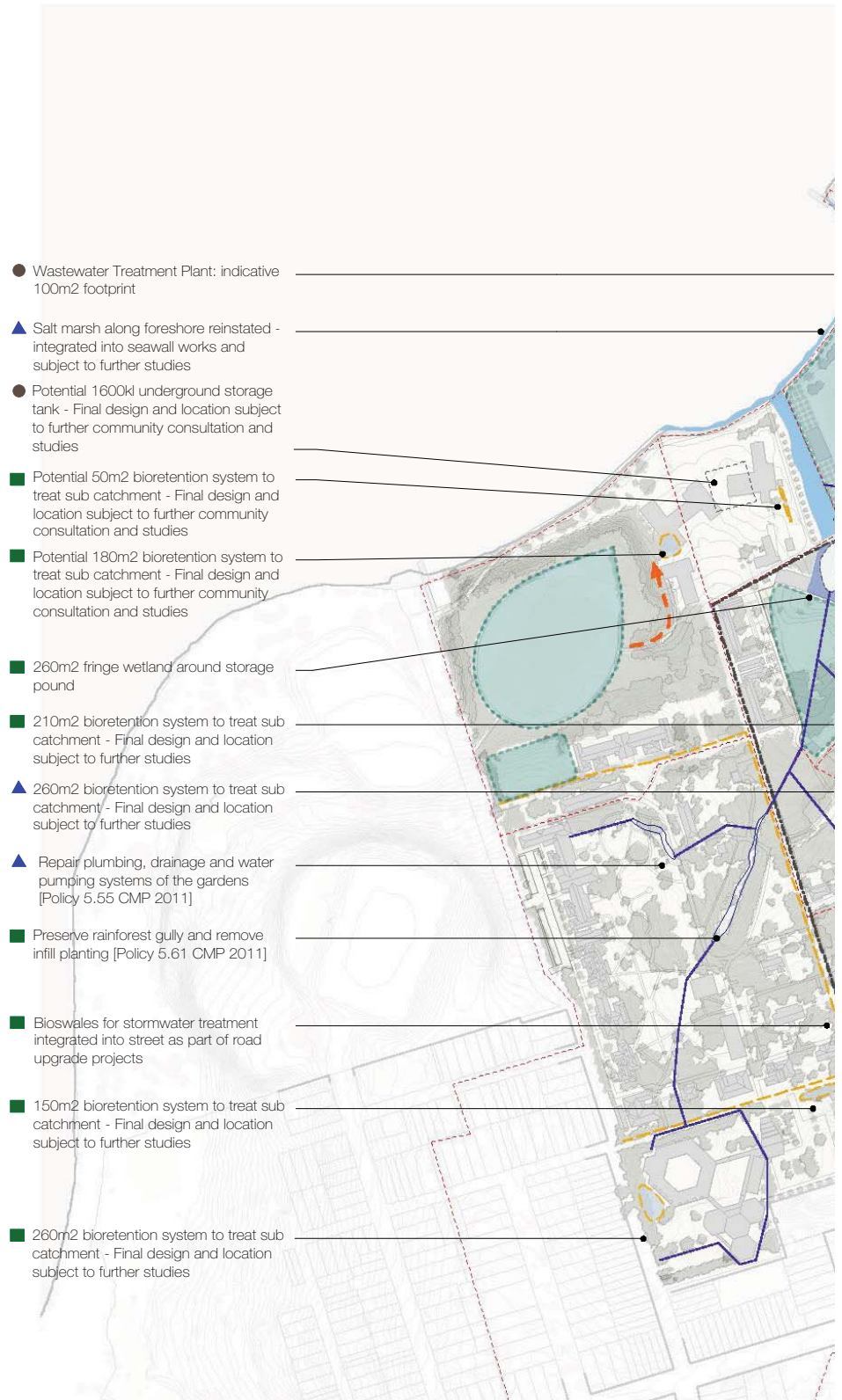
Implementation

The following actions are proposed:

- Building refurbishments will meet the highest levels of current best practice water conservation measures
- Appropriate studies will be conducted to inform any work carried out at Callan Point to ensure the ecological and cultural heritage of the area is not compromised
- Incorporation of Water Sensitive Urban Design (WSUD) infrastructure as part of the site-wide upgrade and renewal of site services
- Treating all stormwater stored on site for reuse in Bio-retention systems
- Integrating WSUD design into all public domain design and infrastructure projects
- Storing treated water in underground and above ground storage tanks for reuse
- Nil irrigation of grass with mains potable water
- Recycled water to be used for all required irrigation
- The use of Black water mining technology to provide water for reuse on site
- Exporting treated storm water to the surrounding neighbourhood for non-potable use
- Employing best practice water conservation measures as part of any adaptive reuse or building restoration initiative
- Integration of water delivery infrastructure with the proposed site-wide main to include new piping for potable and non-potable water supply.

The Master Plan also promotes the importance of the foreshore and natural water courses within Callan Park. As part of the foreshore enhancement works the endangered coastal salt marsh habitat is restored and a natural creek is reinstated to replace the concrete channel to the west of the Waterfront Drive. The Master Plan also identifies a series of locations for creek and water course restoration.

Authority).



ABOVE. Figure no. 106 Water overlay

MATTERS FOR FURTHER INVESTIGATION

1	The proposed 'Trust' investigate the establishment of a 'Wires' aviary and native fauna educational centre in collaboration with mental health providers and consumers.
2	The proposed trust investigate and where appropriate establish wildlife corridors across the Callan Park site.
3	The proposed trust establish suitable facilities for the existing Bush Care Group - including a storage area, kitchen area and bathroom facilities.
4	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan. The proposed Trust should consult the community before approving the removal of any buildings.
5	Utilising information collected by way of an "Expressions of Interest" process included in the draft master Plan and allocate all buildings to be retained on site in a manner that is consistent with: The Callan Park Act The Conservation Management Plan and the Master Plan Providing NGO's with reduced rental rates,
6	In recognition of the demonstrated recreational shortfalls identified in Leichhardt Council's 2005 Recreation and Open Space Needs Study, the proposed Trust give priority to the immediate upgrade of the existing playing fields, construction of the Glover Street and Balmain Road playing fields and implementation of the new Skate Park.
7	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust consult the community before approving the removal of any buildings in the area of the previously proposed Veteran's Field and Blackstone Memorial Wall.
8	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust investigate the use of the Summer House as an Aboriginal Exhibition Space - as opposed to an Aboriginal Cultural Centre, to determine the most appropriate means of acknowledging the aboriginal heritage of both Callan Park and Callan Point.
9	The proposed Trust review proposed rents over time to ensure new NGOs can afford to take up leases on the site.
10	Utilising the 'Expressions of Interest' and the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust investigate alternative uses for the two café sites.
11	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust work with Mental Health consumers to explore opportunities to establish the proposed Bootmakers and Sustain Cafes as co-operatives or social enterprises.
12	The proposed Trust work with Mental Health consumer organisations to explore opportunities to operate the proposed Callan Park Farm in partnership with Mental Health consumer organisations.
13	The proposed Trust identify alternative terminology to "Wellness Centre", which more accurately reflects the Mental Health uses on the site.
14	The proposed Trust ensure that all mental health services and/or facilities proposed on the site by NSW Health are consistent with the provisions of the Callan Park Act and the Master Plan.
15	Utilising the finally adopted Callan Park Master Plan and Conservation Management Plan, the proposed Trust investigate the location of a labyrinth on the site.
16	The proposed Trust work with NSW Ambulance to amend layout of the NSW Ambulance car park to improve its effectiveness.
17	The proposed Trust work with Mental Health consumer organisations to explore opportunities to retain and operate the existing swimming pool for use by Mental Health consumers.
18	The proposed Trust work to maintain the enduring peace and tranquility of the site by ensuring that there is no additional parking beyond that which is now available and that recreational traffic access be limited to the site.
19	The current Draft Plan of Management will have to be finalised by the proposed Trust, once the State Government has adopted a Master Plan for the Callan Park site. The Plan of Management must give effect to the Master Plan and this cannot occur until a Master Plan has been adopted by the State Government. Hence it is prudent to defer any further changes to the Plan of Management at this point in time.



APPENDIX

FINANCIAL MODEL AND CASH FLOW COMMENTARY

Hill PDA

Introduction

In order to understand the financial implications of the Callan Park Master Plan a financial model has been developed to provide a theoretical cash flow over 15 years and establish funding requirements. Inputs have been derived from cost and revenue studies conducted by the Master Plan team.

It has been assumed that the Callan Park Trust is to be established as the managing entity for the park, which will have the role of developing a sustainable business plan for development and management of the park. This is similar to a number of other trusts established to manage and develop parkland assets in New South Wales including the Centennial Parklands and Moore Park Trust, Royal Botanic Gardens Trust and Western Sydney Parklands Trust. The Callan Park Trust will become responsible for maintaining and restoring the parkland itself, managing existing tenants, refurbishing under-utilised assets for lease and developing modern infrastructure. In order to reach a sustainable financial position, the trust will need to develop new revenue streams which can be used to reduce the net funding requirements during development and fund ongoing maintenance and development of the park after completion.

Land Uses

The objective of the Master Plan is to create sustainable land uses and financial outcomes compatible with the heritage, landscape and statutory constraints of Callan Park and the Callan Park Act. The objective of the financial model is to demonstrate the financial assumptions and cash flows derived from the proposal and allow sensitivity testing of inputs in the form of revenue and expenditure. The model will also indicate the funding requirements during the course of the development and potential sources of funds for specific elements of the proposal.

The vision for Callan Park is based on a Wellness Sanctuary which will focus on expanding mental health services provided on the site to encompass a broad range of government and non-government organisations. A significant number of community, education and cultural uses are also proposed for the site making use of the large number of buildings on the site, although 38 buildings are proposed to be demolished.

Permissible uses at Callan Park are restricted to education, health and not for profit uses which means that revenues may also be constrained by the depth of demand from complying tenants. The major occupiers of the site are the University of Sydney and the Department of Health including the Sydney South West Area Health Service and NSW Ambulance Service. These occupiers do not pay rent although the university is a tenant under a 99 year lease and has restored the buildings for its use.

Market Research

In order to produce revenue assumptions for the proposal, market research was conducted into achievable rents for heritage and non-heritage buildings in existing or refurbished condition. This research focussed on office type uses proposed for many of the retained buildings and also takes account of the nature of proposed tenants such as NGO's and government.

It should be noted that due to the restrictive nature of the permissible uses at Callan Park, the depth of the market for the developable area is being tested through an expression of interest process which has identified several community based organisations with needs but very few commercial organisations. This may well be due a lack of awareness of opportunities at Callan Park beyond the local community and therefore a wider promotion will be required to establish market demand to inform the program.

Revenue to be derived from a number of sources has been estimated from market research and assessment of other parks such as the Royal Botanic Gardens, Centennial Park and Western Sydney Parklands and includes:

- Existing NGO tenants and Government Health occupiers (mostly not paying rent at the present time);
- Leasing of refurbished buildings for Health, Education and uses ancillary to the operations of the Trust;
- Metered and ticketed parking, monthly parking licences and infringement notices;
- Licenced use of sporting fields;

Events such as weddings, but excluding, filming and photographic shoots due to NSW Government policy to encourage film industry activity;

The costs of establishing and operating the Trust including park maintenance have been estimated following research of similar trust

organisations. The Trust costs have been divided into administrative costs and park maintenance costs. Administrative costs have been derived from published data for similar trust structures but assuming outsourcing of services within Government where possible to be efficient and reduce staff numbers, a total of 15 including gardeners. Park maintenance costs have been derived from estimates provided by Leichhardt Council for staff, supplies and equipment running costs. Capital costs of restoring the parkland are covered in infrastructure, while professional fees for project managing all other capital works are also included in refurbishment and infrastructure costs not Trust costs.

Financial Modelling

The cash flow model has been developed from the MS Excel based database assembled by Cox McGregor. This database includes detailed building information including areas, capital costs, proposed uses, funding, and timing. Capital costs comprise two components being infrastructure and building refurbishment costs. Refurbishment costs are further divided into the building restoration and the sustainability initiatives. The model shows the cash flow for full refurbishment of all buildings except existing NSW Health buildings which are only improved through sustainability initiatives.

Infrastructure renewal costs are included in the cash flow with proposed timing to allow occupation of buildings and access to sustainability initiatives. These costs also include new parks and sports fields, car parks, wharves, roads, paths, tree planting and removal, in addition to stormwater, power, communications and gas infrastructure. These are high level costs and include 20% for professional fees and contingencies.

The cash flows are based on 2010 prices and are not escalated in the model. The model is a high level cash flow tool which allows testing of different staging of works, income and funding assumptions, and variations to capital costs. It is not intended as a budgeting tool in the short term and is based on broad assumptions without reference to the characteristics of individual buildings, site conditions or staging impacts.

Appendix 1 contains the Base Case Financial Model.

Assumptions

In order to develop the model for Callan Park a large number of assumptions have been made to establish the framework for the base case cash flow. A detailed list of assumptions is included in Appendix 2.

Grants

It is assumed that significant grant funding from the NSW Government would be required to establish and operate the Callan Park Trust. In addition a significant injection of funds for capital restoration of buildings and infrastructure will also be required.

No grant funds have been included in the model at this stage and may be available for heritage works from the Heritage Branch of the Department of Planning, but only to community organisations with care control and management of heritage buildings or artifacts. This will offer avenues for non-government organisations to access funds if they have a long term lease, although the maximum grant is \$75,000.

The Department of Environment, Conservation and Water (DEC-CW) provides grants to community groups and not for profit organisations of up to \$40,000 for water and energy saving projects under its Community Savers Program. The program excludes photo voltaic systems.

NSW Health is eligible for up to \$1m per project in Government loans under the Sustainable Government Investment Program but the project must produce an internal rate of return of at least 12% and repay the loan over seven years. Also the project must not be part of NSW Health's capital program and at least 75% of the benefits must be from water and energy savings. Photovoltaic systems may meet these criteria.

Renewable Energy Certificates

Renewable Energy Certificates (REC's) may be available for the installation of solar hot water and renewable energy generation. These certificates can be sold at market value after installation effectively reducing the cost of installation. The model excludes discounts which may be derived from sale of REC's, the price of which fluctuates according to market forces.

Infrastructure

We note that the infrastructure provided is to achieve the vision of Callan Park as a world-leading model for social, environmental and economic sustainability. At this stage no detailed cost benefit analysis of the various initiatives has been undertaken to establish the economic rationale for each element of the proposal. This means that there is scope to refine the mix of initiatives to achieve the best economic

outcome in tandem with meeting sustainability goals.

The concept of applying initiatives on a district basis can achieve economies of scale and improve financial viability but more detailed studies should be undertaken to establish the costs and benefits when developing a detailed Business Plan.

The installation of a Tri-generation Plant which produces electricity and heat from gas is proposed to reduce carbon emissions at Callan Park and utilise waste heat for the park buildings. The cost of the plant and in ground conduits for water and electricity is estimated to be \$40.5m. It may be possible to use a BOOT (build own operate transfer) scheme to develop the plant subject to guaranteed electricity consumption and price, reducing the capital cost by approximately \$24m. However carbon emission reductions may be obtained without such investment if remote power generation becomes less carbon intensive over the next 15 years, responding to Government carbon reduction policies.

Commentary

The financial model has used costs provided by the Project Team and has sought to verify the basis for these only at a high level. Therefore assumptions in Appendix 1 have been used to complete the model. Before progressing further to develop a business case or other more detailed analysis of the master plan, further development of the estimates and more detailed site investigation is recommended. The results of the financial model indicate a total expenditure on capital works of \$242m as follows:

- Building refurbishment including sustainability and fitout costs: \$112m
- Infrastructure and landscaping: \$130m.

Obviously with such a large capital program, a business case which examines all components of the program will be required. Both infrastructure and building refurbishment will need to be examined and more detailed investigations completed to allow such a business case to be developed. In particular the demand for the buildings based on permissible uses will need to be established and the program may need to be staged to meet this demand over many years.

Approximately 90% of income is derived from rental income. In order to offset capital and recurrent costs of the Trust, it is assumed that the existing buildings occupied by NSW Health will be transferred to the Trust and rental income will become receivable by the Trust, based on the existing condition of the buildings. NGO leases will also be transferred to the Trust and any income will become receivable by the Trust.

Approximately 9% of revenue is derived from car parking where a mixture of monthly parking licences for tenants and hourly fees for visitors is charged. Approximately 15% of this revenue is derived from infringement notices. Whether this revenue is achievable will depend on a number of factors including community attitudes, the demand from tenants and visitors, public transport options and parking options in the vicinity of the park.

Approximately 1% of income is derived from events and sporting fields. There is a shortage of sporting fields and in Sydney and demand should be strong for new fields provided, although good access and parking will also be in demand. There may be a need to provide a shuttle bus if demand exceeds spaces within an easy walk of the waterfront fields.

Revenue from car parking is dependent on existing leases, tenants and visitors. This in turn is driven by the renewal program including reconstruction of roads, parking bays and car parks. The existing program delays these works until 2016-2019 and opportunities to bring these works forward should be examined. The takeup of new buildings and demand for car parking will determine revenue which could be as high as \$100 per space per month if demand is solid. Enforcement of parking fines (including staff and court costs) is likely to exceed revenue from enforcement in early years.

Infrastructure costs of \$130m appear to be to be very high in comparison to building refurbishment costs and will need to be tested using cost benefit analysis to assess their appropriateness and opportunities for private investment for such elements as the tri-generation plant.

Staging

Implementation of the Master Plan should be guided by a Delivery Plan which is based on a detailed study of infrastructure proposed to service different precincts to ensure an efficient and cost effective program. This will also include a detailed understanding of the site relating to contamination, existing infrastructure, archaeology and geotechnical conditions.

Critical to the effective delivery of the cash flow will be a careful consideration of the staging of works to ensure that income is maximised. In particular completion of roads and car parks is required to receive car parking income. Upgrading of infrastructure to service refurbished buildings is also essential for occupation at market rents.

A Delivery Plan should assess the impact of works on existing occupiers and ensure that development is managed to complete precincts progressively rather than working on too many fronts, but also concentrating on releasing greatest value in the initial stages.

Technical studies which explore the financial feasibility of various initiatives will need to be completed to inform the scope and timing under the Delivery Plan, especially in relation to the infrastructure proposed.

Policy

The ability to secure revenue is affected by certain NSW Government policies and legislation and some of these may be reviewed and amended over time. The restricted uses at Callan Park pose a considerable risk to the development of sustainable uses and rental streams from the heritage buildings which are required to fund the ongoing maintenance and operational costs and contribute to the capital works.

As the uses at Callan Park are limited, further market demand testing will be required to establish the depth and nature of demand especially in respect of the non-government organisations.

The ban by the NSW Government on government charges for film and photographic shoots will have some impact on potential revenues although not a significant one. Enforcement of infringement notices may require new regulations to ensure that these powers are in place for the Trust and thus protect potential revenues from parking.

The Western Sydney Parklands Trust (WSPT) seeks to reduce its costs for providing sporting fields and other active open space by passing care control and management to adjoining Councils and this may offer opportunities to provide more efficient maintenance of these facilities. WSPT also aims to become self funding through long term ground leases permitting development of parts of its parklands similar to the lease to the College of the Arts although the value was absorbed by restoration of the heritage buildings. Such long term leasing is not permissible under the existing Callan Park Act without special approvals which could be required for major investments by the private sector which have a relatively low return.

Additional Options Study

To compare the Final Draft Master Plan two additional options have been modelled to provide a comparison and aid the development of a business case for the Final Draft Master Plan. In summary three options have been modelled.

The following summary describes the main features of the different models:

Model no 1 - Full Master Plan Implementation

This model represents the preferred option illustrated in the Final Master Plan report. The main features are as follows:

- Park and infrastructure maintenance costs amounting to \$2 million per annum (note this excludes any annual building maintenance works estimated at \$2.44 million per annum and park renewal works estimated by Council to cost an additional \$450,000 per year)
- Capital renewal costs for parks and infrastructure of \$2.4 million per annum applying annually from year 12 onwards (cf council's estimate above of \$2.9 million)
- Park and infrastructure improvement costs of \$131 million over 11 years including :
 - Stormwater harvesting and water quality improvements - \$6.1 m
 - Trigereneration - \$40.5 m
 - Network infrastructure upgrades - \$19.7 m
 - Roads and paths - \$16 m
 - Heritage gardens, recreation and landscaping - \$16.8 m
 - Sporting fields - \$3.2 m including professional fees
 - Trees - \$6.3 m
- Buildings demolition, refurbishment and fit out of \$112 million over 12 years
- \$600,000 to establish the Trust and approximately \$1.01 million per annum to operate
- Revenue exceeding expenses after 12 years provided full market rent was achieved from all rental properties

Model no 2 - Part Master Plan Implementation

This model is based on the full master plan implementation model under a Trust with the following changes that limit capital expenditure:

- Provides for the retention of all existing NGO rents, 40% market rate rents for any new NGO's and full market rent for all other non

- NGO buildings (rather than all buildings at market rent)
- Excludes all infrastructure upgrades other than the essentials eg power, sewerage, gas services ; reconstruction of roads and paths (\$39 m)
- Excludes any car parking income,
- Excludes any garden restorations etc
- Includes provision of the new playing fields (\$3.2 m)
- Includes buildings demolition, refurbishment and fit out of \$86 million over 11 years

Revenue will also exceed expenses under this model after 12 years and respective building upgrade costs for Community, Health and Education have been identified in the cash flow table.

Model No 3 - 99 Year Lease Of 40 Hectares To Leichhardt Council

This model is based on the State Government proposal to subdivide and lease council 40 hectares with the status quo retained for all the remaining Callan Park areas (eg NGOs, ambulance etc) as follows:

- No park, infrastructure or building upgrades other than provision of the new playing fields (\$3.2 m)
- Allows for \$1.6 m of urgent repairs (given there will be no short term capital improvements)
- Provides for Leichhardt Council spending \$2.6 million per annum on :
 - Management staff and overheads - \$400,000 (place manager, technical assistant and 1 admin)
 - Site security and insurance - \$850,000
 - Park power and water - \$48,000
 - Parks maintenance - \$663,390
 - Playing field renovations - \$73,000
 - Parks renewal works (paths, seats, playgrounds etc) - \$450,000
 - Basic infrastructure maintenance and renewal - \$131,500
 - No rental income other than ground fees

Model no 4 - Minimalist model under a Trust

This model is based on model no 3 above but with the whole site managed under a Trust, as follows:

- One off Trust establishment costs of \$600,000
- Provides for the Trust spending \$3.1 m per annum on :
 - Management staff and overheads - \$1.01 million
 - Site security and insurance - \$850,000 same as option 3
 - Park power and water - \$48,000 same as option 3
 - Parks maintenance - \$789,500
 - Playing field renovations - \$73,000
 - Parks renewal works (paths, seats, playgrounds etc) - \$675,000 (in lieu of \$450,000 for the former 40 ha site)
 - Basic infrastructure maintenance and renewal - \$197,250
 - Rental income received on the basis of existing NGO rents

This model provides for a base platform under the preferred Trust model to add park, infrastructure and building upgrades as and when funds become available

Building Refurbishment Assumptions

DCWC

- Please note that every project is unique and as such applying such a broad costing approach as \$ / unit to the refurbishment of the existing buildings and major infrastructure works can provide an INDICATIVE COST only. As such we would strongly recommend that these costings be treated as provisional until such time as further information becomes available and a more accurate costing technique is possible.
- The building refurbishment allowance would generally provide for brining the external envelope of the building up to a weather tight level and for upgrading services infrastructure to current standards. These allowances take into consideration the heritage nature of the buildings also.
- The costs for the fit-out works provide for the internal re-configuration of the building to reflect its use along with what would be expected as a typical standard finishes and services installations. These costs generally include for build in items but exclude any loose furniture, fixtures and fittings.
- The costs associated with the building works also respect the sustainable nature of the scheme. Whilst not specifically achieving a particular Green Star rating the costs provide for best practice in building standards.

GOVERNANCE COSTS [TRUST]

STAFF COSTS	PARK COSTS	ADMIN COSTS
Average salary @ RBG is 80,000		
ANNUAL SALARIES	500000	700,000
ON COSTS	75000	105,000
SUB TOTAL	575,000	805,000
MAINTENANCE COSTS	PARK COSTS	ADMIN COSTS
INFRASTRUCTURE MAINTENANCE	131000	
SUPPLIES & EQUIPMENT	143000	
SECURITY		550,000
WASTE		250,000
INSURANCE		300,000
IT		15,000
PRINTING/SUPPLIES		30,000
LEGAL FEES		100,000
POWER/WATER/RATES		48,000
TELEPHONE		35,000
PROFESSIONAL FEES		IN CAPITAL
TRUST FEES		25,000
SUB TOTAL	\$274,000	\$1,353,000
COSTS		
ESTABLISH TRUST	350,000	
PREPARE TEN YEAR DELIVERY PLAN	250,000	
SUB TOTAL	\$600,000	
ANNUAL TOTAL	\$849,000	\$2,158,000

SITE INFRASTRUCTURES, SUSTAINABILITY AND LANDSCAPE

DELIVERY PHASING				
	COST	PHASE	START	DURATION
Addition to cash flow for Professional Fees and contingencies	20.00%			
DECONTAMINATION	20			
Shared services trench	\$10,000,000	2	2013	3
TOTAL	\$10,000,000			
SITE WIDE INFRASTRUCTURE				
Shared services trench	\$1,186,500	2	2013	3
Upgrade of sewage system	\$1,039,600	2	2013	3
Sea wall upgrade	\$508,500	2	2013	3
Street lighting for site	\$593,250	2	2013	3
Fire Hydrant System	\$282,500	2	2013	3
Gas	\$452,000	2	2013	3
Services Trenches	\$720,000			
Water Supply	\$0	2	2013	3
TOTAL	\$4,782,350			
STORM WATER TREATMENT				
Bioretention system [swales/wetlands]	\$1,716,470	2	2013	3
Swales	\$117,238	2	2013	3
Wetlands	\$613,590	2	2013	3
Pumping stations	\$11,300	2	2013	3
TOTAL	\$2,458,598			
STREAM RESTORATION AND SALT MARSH				
water course reconstruction at creek mouth	\$609,070	2	2013	3
salt marsh	\$187,580	2	2013	3

TOTAL	\$796,650			
STORM WATER REUSE				
underground storage tanks	\$723,200	2	2013	3
open storage pond	\$135,600	2	2013	3
convert swimming pool to storage	\$101,700	2	2013	3
post-storage treatment system	\$84,750	2	2013	3
PUMPING STATION	\$45,200	2	2013	3
Allow for pipe connections	\$113,000	2	2013	3
Excavation to underground storage tank and	\$178,200	2	2013	3
TOTAL	\$1,381,650			
WASTEWATER REUSE				
BLACKWATER MINING TREATMENT STATION	\$1,356,000	3	2016	3
PUMPING STATION	\$67,800	3	2016	3
TOTAL	\$1,423,800			
REUSE NETWORK INFRASTRUCTURE				
Treated water storage tank	\$293,800	3	2016	3
Water distribution mains	\$490,000	3	2016	3
Irrigation for sports fields	\$300,000	3	2016	3
Excavation to underground storage tank	\$52,800	3	2016	3
TOTAL	\$1,136,600			
IT				
New broadband network	\$1,695,000	2	2013	3
TOTAL	\$1,695,000			
POWER				
upgrade of existing power lines and cables	\$2,825,000	2	2013	3
Main Switch Boards	\$113,000	2	2013	3
Main Distribution Boards	\$180,800	2	2013	3
TOTAL	\$3,118,800			
SUSTAINABILITY				
Trigeneration Systems [Power/Heating/Cooling]				
10 systems supplying 700 Kw cooling	\$0	4	2019	3
Total Installed cost of Trigeneration systems	\$24,000,000	4	2019	3
Cost of piping and FCUs as \$200 /m2	\$16,560,000	4	2019	3
TOTAL	\$40,560,000			
SPECIAL PROJECTS				
veterans park	\$ 4,836,000	2	2013	3
Board-walk in callan Point bush regeneration area	\$ 462,000	2	2013	3
New wharfs (3no.)	\$ 2,880,000	3	2016	6
Demolition of wall to Balmain road	\$ 133,200	2	2013	3
Skate Park	\$ 240,000	2	2013	3
Orchard	\$ 200,160	3	2016	3
Restoration of the Pleasure Gardens	\$ 2,528,340	3	2016	3
Restoration of the Broughton Hall Gardens	\$ 3,776,520	3	2016	3
Bay Run	\$ 1,500,000	2	2013	3
Construction of new sports pavilion on Balmai	\$ 250,000	3	2016	3
TOTAL	\$16,806,220			
SPORTS FIELDS				
Balmain Road	\$673,860	2	2013	3
Glover Street Waterfront Drive	\$1,217,920	2	2013	3
	\$868,816	3	2016	3
Resurface Tennis Courts in NGO Sector	\$7,500	2	2013	3
TOTAL	\$2,768,096			
ROADS AND PATHS				
Road reconstruction	\$ 3,913,586	3	2016	3
Road demolition	\$ 4,200,018	3	2016	3
new paths	\$ 1,545,120	3	2016	3
new hardscape plazas at Cecily Street entrance	\$ 1,920,000	3	2016	3
new hardscape plazas at Cultural Quarter	\$ 1,920,000	3	2016	3
new parking areas	\$ 2,459,160	3	2016	3
TOTAL	\$15,957,884			
SOFT LANDSCAPE				
Tree planting	\$ 6,000,000	3	2016	3
Tree Removal	\$ 288,000	3	2016	3
TOTAL	\$ 6,288,000			
TOTAL COST	\$109,173,647			

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent	79,043,298	0	2,456,145	2,465,961	3,802,590	3,802,955
Events	1,220,940	0	23,940	47,880	95,760	95,760
Car Parking	8,050,700	0	201,268	201,268	201,268	201,268
Grant Income	0	0	0	0	0	0
TOTAL	88,314,938	0	2,681,352	2,715,109	4,099,618	4,099,983
EXPENDITURE						
Demolition, Refurbishment and Fitout	112,219,322	0	0	50,169,535	14,350	3,179,459
Infrastructure	130,144,376	0	0	13,033,411	13,033,411	13,033,411
Trust Admin Costs	31,291,000	1,079,000	2,158,000	2,158,000	2,158,000	2,158,000
Trust Establishment Costs	600,000	600,000				
Park Maintenance Costs (inc wages)	11,546,375	493,375	789,500	789,500	789,500	789,500
Basic infrastructure mtce & renewal	2,761,500		197,250	197,250	197,250	197,250
1% Capital Replacement Costs	9,694,548					
TOTAL	298,257,122	2,172,375	3,144,750	66,347,696	16,192,511	19,357,620
NET CASH FLOW	-209,942,184	-2,172,375	-463,398	-63,632,587	-12,092,893	-15,257,637
Cumulative NCF		-2,172,375	-2,635,773	-66,268,360	-78,361,253	-93,618,890
NPV @	0%	-209,942,184				
NPV @	4%	-180,314,302				
NPV @	7%	-153,876,855				
NPV @	10%	-135,773,451				
Escalation	0%					

CASHFLOW MODEL NO. 1

Assumptions:

- As Option 3 allows for NGO buildings to be upgraded by Trust, no rent holidays are included
- Rent commencement and rate shown in Callan Park Do not Edit Worksheet Columns CK and CI respectively
- Rents increase \$10psm after sustainability upgrade and to market after refurbishment if applicable
- Events income based on assumptions in Events worksheet for Playing Fields, weddings, venue hire and photo shoots
- Car Parking Income based on assumptions in Car Parking worksheet including infringement income, wardens, enforcement costs, casual and permanent parking.
- Grant income to be inserted by Trust
- Demolition timing and cost shown in Callan Park Do not edit worksheet columns CA to CC
- Refurbishment/Fitout Costs and timing contained in Callan Park Do not Edit Worksheet Columns BU to BY
- Sustainability costs contained in Infrastructure Costs Worksheet and highlighted in yellow in columns F and G
- Sustainability upgrade timing contained in Callan Park Do not Edit Worksheet in column CF and applicable properties in Column BU
- Trust Establishment and Administrative Costs are contained in Trust Worksheet -assumed 50% in 2011
- Park Maintenance Costs are included in Trust Worksheet column D and include gardeners, equipment and supplies
- Capital Replacement costs are incurred after 10 years at 1% p.a. of total capital expended for infrastructure and refurbishment.
- All NGO, Not for Profit and Charitable Organisations are to be treated in the same manner in relation to the negotiation of property rentals and leases

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
3,951,993	4,368,998	5,012,405	6,169,001	6,960,879	7,505,958	8,061,586	8,160,119	8,162,171	8,162,536
95,760	95,760	95,760	95,760	95,760	95,760	95,760	95,760	95,760	95,760
402,535	402,535	805,070	805,070	805,070	805,070	805,070	805,070	805,070	805,070
0	0	0	0	0	0	0	0	0	0
4,450,288	4,867,293	5,913,235	7,069,831	7,861,709	8,406,788	8,962,416	9,060,949	9,063,001	9,063,366
10,417,190	4,665,268	5,702,893	24,459,877	9,046,031	3,885,743	678,976	0	0	0
13,548,048	13,548,048	13,548,048	16,800,000	16,800,000	16,800,000	0	0	0	0
2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000
789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500
197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250
						2,423,637	2,423,637	2,423,637	2,423,637
27,109,987	21,358,066	22,395,691	44,404,627	28,990,781	23,830,493	6,247,363	5,568,387	5,568,387	5,568,387
-22,659,700	-16,490,773	-16,482,456	-37,334,796	-21,129,072	-15,423,705	2,715,052	3,492,562	3,494,614	3,494,979
-116,278,590	-132,769,363	-149,251,819	-186,586,615	-207,715,687	-223,139,392	-220,424,340	-216,931,778	-213,437,163	-209,942,184

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent	68,231,853	0	2,299,961	2,309,778	3,612,015	3,612,380
Events	979,200	0	19,200	38,400	76,800	76,800
Car Parking	0	0	0	0	0	0
Grant Income	0	0	0	0	0	0
TOTAL	69,211,053	0	2,319,161	2,348,178	3,688,815	3,689,180
EXPENDITURE						
Community (includes demolitions)	16,250,917	0	0	6,763,983	14,350	2,078,654
Education	21,959,588	0	0	2,998,128	0	0
Health	48,021,781	0	0	33,423,598	0	657,796
Infrastructure Upgrade Costs	39,335,555	0	0	7,917,172	7,917,172	7,917,172
Trust Admin Costs	31,291,000	1,079,000	2,158,000	2,158,000	2,158,000	2,158,000
Trust Establishment Costs	600,000	600,000	0	0	0	0
Park Maintenance Costs (inc wages)	11,546,375	493,375	789,500	789,500	789,500	789,500
Basic infrastructure mtce & renewal	2,761,500	0	197,250	197,250	197,250	197,250
1% Capital Maintenance Costs	5,022,714	0	0	0	0	0
TOTAL	176,789,430	2,172,375	3,144,750	54,247,631	11,076,272	13,798,371
NET CASH FLOW	-107,578,377	-2,172,375	-825,589	-51,899,453	-7,387,457	-10,109,191
Cumulative NCF		-2,172,375	-2,997,964	-54,897,417	-62,284,874	-72,394,065
NPV @	0%	-107,578,377				
NPV @	4%	-97,620,682				
NPV @	7%	-87,398,993				
NPV @	10%	-79,813,131				
Escalation	0%					

CASHFLOW MODEL NO. 2

Assumptions:

- As Option 4 allows for NGO buildings to be upgraded by Trust, no rent holidays are included
- Rent commencement and rate shown in Callan Park Do not Edit Worksheet Columns CK and CI respectively
- Rents are based on discounted rents for all unrefurbished buildings and existing rents for NGO tenancies
- Refurbished buildings are leased at market rent except for new NGO tenancies which are at 40% of market rent.
- No sustainability upgrades are included for any buildings - removed from Infrastructure Costs worksheet cell E107
- Events income based on assumptions in Events worksheet for Playing Fields only
- No car parking income is included
- Grant income includes items marked 'GRANT FUNDED' in Column L of Infrastructure Costs Worksheet and is received in year of expenditure, calculated in line 182 of High Level Costs worksheet
- Demolition timing and cost shown in Callan Park Do not edit worksheet columns CA to CC and included in Community Costs
- Refurbishment/fitout Costs and timing contained in Callan Park Do not Edit Worksheet Columns BU to BY and includes vacant buildings only split into Health, Education and Community
- Infrastructure costs are the same as Option 3 except that items marked 'YES' in Column L of Infrastructure Costs worksheet are excluded
- Trust Establishment and Administrative Costs are the same as Option 3 and contained in Trust Worksheet -assumed 50% in 2011
- Park Maintenance Costs are included in Trust Worksheet column D and include gardeners, equipment and supplies and the same as Option 3
- Capital Replacement costs are incurred after 10 years at 1% p.a. of total capital expended for infrastructure and refurbishment.
- All NGO, Not for Profit and Charitable Organisations are to be treated in the same manner in relation to the negotiation of property rentals and leases

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
3,696,665	4,095,364	4,370,275	5,141,207	5,761,733	6,263,791	6,759,449	6,769,379	6,769,745	6,770,110
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
3,773,465	4,172,164	4,447,075	5,218,007	5,838,533	6,340,591	6,836,249	6,846,179	6,846,545	6,846,910
332,563	0	237,493	3,512,376	0	3,311,498	0	0	0	0
0	3,963,058	0	7,435,042	7,563,360	0	0	0	0	0
8,946,945	0	0	4,993,443	0	0	0	0	0	0
5,194,680	5,194,680	5,194,680	0	0	0	0	0	0	0
2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000
0	0	0	0	0	0	0	0	0	0
789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500
197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250
0	0	0	0	0	0	1,255,678	1,255,678	1,255,678	1,255,678
17,618,937	12,302,488	8,576,923	19,085,611	10,708,110	6,456,248	4,400,428	4,400,428	4,400,428	4,400,428
-13,845,472	-8,130,324	-4,129,848	-13,867,603	-4,869,577	-115,658	2,435,821	2,445,750	2,446,116	2,446,481
-86,239,536	-94,369,860	-98,499,708	-112,367,311	-117,236,889	-117,352,546	-114,916,725	-112,470,975	-110,024,859	-107,578,377

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent						
Playing Field Income	1,056,000	19,200	38,400	76,800	76,800	76,800
Car Parking	0	0	0	0	0	0
Grant Income (playing fields)	3,312,715	0	1,656,358	1,656,358	0	0
TOTAL	4,368,715	19,200	1,694,758	1,733,158	76,800	76,800
EXPENDITURE						
Building Demolition, Refurbishment and Fitout	0	0	0	0	0	0
Playing field upgrades	3,312,715		1,656,358	1,656,358		
Urgent Repairs	1,631,520	0	815,760	815,760	0	0
Park Maintenance	10,641,155	331,695	736,390	736,390	736,390	736,390
Park Overheads	18,172,000		1,298,000	1,298,000	1,298,000	1,298,000
Park Renewal works	6,300,000		450,000	450,000	450,000	450,000
Basic infrastructure mtce & renewal	1,841,000		131,500	131,500	131,500	131,500
Infrastructure Upgrades	0	0	0	0	0	0
TOTAL	41,898,390	331,695	5,088,008	5,088,008	2,615,890	2,615,890
NET CASH FLOW	-37,529,675	-312,495	-3,393,250	-3,354,850	-2,539,090	-2,539,090
Cumulative NCF		-312,495	-3,705,745	-7,060,595	-9,599,685	-12,138,775
NPV @	0%	-37,529,675				
NPV @	4%	-28,708,738				
NPV @	7%	-24,028,822				
NPV @	10%	-20,467,868				
Escalation	0%					

CASHFLOW MODEL NO. 3

Assumptions:

- 99 year lease commences mid 2011 and urgent repairs in 2012 -2013
- No rent from existing buildings because they are not in the LMC lease area
- Playing field income is the same as Option 3. No car parking or events income included
- Grant income to be added
- No demolition, refurbishment or fitout building works are included.
- Infrastructure works include new playing fields for Balmain Rd, Glover St and Waterfront drive field spread over 2 years with grants from State Gov
- Urgent repairs are obtained from LMC estimates (see Parks worksheet)
- Annual Park Maintenance as advised by LMC
- Annual LMC overheads includes infrastructure maintenance and renewal plus electricity, security, water and annual playing field renovations
- Parks renewal costs have been allowed for the parks infrastructure such as seats, paths, bins, playgrounds etc
- All NGO, Not for Profit and Charitable Organisations are to be treated in the same manner in relation to the negotiation of property rentals and leases

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
736,390	736,390	736,390	736,390	736,390	736,390	736,390	736,390	736,390	736,390
1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000	1,298,000
450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
131,500	131,500	131,500	131,500	131,500	131,500	131,500	131,500	131,500	131,500
0	0	0	0	0	0	0	0	0	0
2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890	2,615,890
-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090	-2,539,090
-14,677,865	-17,216,955	-19,756,045	-22,295,135	-24,834,225	-27,373,315	-29,912,405	-32,451,495	-34,990,585	-37,529,675

CASHFLOW TABLE

	TOTAL	1	2	3	4	5
	15 YEARS	2011	2012	2013	2014	2015
REVENUE						
Net Rent	3,625,000	125,000	250,000	250,000	250,000	250,000
Playing Field Income	1,056,000	19,200	38,400	76,800	76,800	76,800
Car Parking	0	0	0	0	0	0
Grant Income (playing fields)	3,312,715	0	1,656,358	1,656,358	0	0
TOTAL	7,993,715	144,200	1,944,758	1,983,158	326,800	326,800
EXPENDITURE						
Building Demolition, Refurbishment and Fitout	0	0	0	0	0	0
Playing field upgrades	3,312,715		1,656,358	1,656,358		
Urgent Repairs	1,631,520	0	815,760	815,760	0	0
Infrastructure Upgrade costs			0	0	0	0
Trust admin costs		1,079,000	2,158,000	2,158,000	2,158,000	2,158,000
Trust establishment costs		600,000				
Park Maintenance	11,447,750	394,750	789,500	789,500	789,500	789,500
Park Renewal works	9,450,000	337,500	675,000	675,000	675,000	675,000
Basic infrastructure mtce & renewal	2,761,500		197,250	197,250	197,250	197,250
Infrastructure Upgrades	0	0	0	0	0	0
TOTAL	61,431,985	3,011,250	6,291,868	6,291,868	3,819,750	3,819,750
NET CASH FLOW	-53,438,270	-2,867,050	-4,347,110	-4,308,710	-3,492,950	-3,492,950
Cumulative NCF		-2,867,050	-7,214,160	-11,522,870	-15,015,820	-18,508,770
NPV @	0%	-53,438,270				
NPV @	4%	-41,339,034				
NPV @	7%	-34,925,329				
NPV @	10%	-30,049,212				

CASHFLOW MODEL NO. 3

Assumptions:

- 99 year lease commences mid 2011 and urgent repairs in 2012 -2013
- No rent from existing buildings because they are not in the LMC lease area
- Playing field income is the same as Option 3. No car parking or events income included
- Grant income to be added
- No demolition, refurbishment or fitout building works are included.
- Infrastructure works include new playing fields for Balmain Rd, Glover St and Waterfront drive field spread over 2 years with grants from State Gov
- Urgent repairs are obtained from LMC estimates (see Parks worksheet)
- Annual Park Maintenance as advised by LMC
- Annual LMC overheads includes infrastructure maintenance and renewal plus electricity, security, water and annual playing field renovations
- Parks renewal costs have been allowed for the parks infrastructure such as seats, paths, bins, playgrounds etc

6	7	8	9	10	11	12	13	14	15
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800	76,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
326,800	326,800	326,800	326,800	326,800	326,800	326,800	326,800	326,800	326,800
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000	2,158,000
789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500	789,500
675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000
197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250	197,250
0	0	0	0	0	0	0	0	0	0
3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750	3,819,750
-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950	-3,492,950
-22,001,720	-25,494,670	-28,987,620	-32,480,570	-35,973,520	-39,466,470	-42,959,420	-46,452,370	-49,945,320	-53,438,270

LIST NUMBER	BUILDING NUMBER	BUILDING NAME	MANAGED BY	VACCANT	OCCUPIED	UNOCCUPIED	CONSTRUCTION DATE CMP 2002	HERITAGE CLASSIFICATION	BUILDING CONDITION GOOD	BUILDING CONDITION POOR	TOTAL [M2]	INDICATIVE RECURB COST	CALLAN PARK ACT - USE CLASS	TENANT [GOVERNMENT]	TENANT [NGO]	TENANT [HEALTH FOR-PROFIT]		
1	101	Administration Block	SSWAHS		X		c.1961-63	E			1363.0	2,044,545	COMMUNITY					
2	102				X			E			13.9	20,835						
3	103	Day Studio	SSWAHS		X		c.1961-63	E			1161.1	1,741,620						
4	104	Day Hospital Block C	SSWAHS		X		c.1961-63	E			280.1	420,195						
5	105	Evan Jones Theatre	SSWAHS		X		c.1961-63	E			524.9	787,350						
6	106	JMO Flats	SSWAHS		X		c.1961-63	E			543.9							
7	107	Home Units	SSWAHS		X		c.1961-63	E			521.5	782,310						
8	108		SSWAHS	X			c.1961-63	E	x		80.8	121,170						
11	124		NSW Dept. Health		X			F			112.9	169,350	COMMUNITY					
					X													
					X													
12	125		NSW Dept. Health		X		c.1927-29	B			1629.5	2,445,940						
					X													
					X													
13	127	Library	NSW Dept. Health		X		1932-33	C			1308.0	1,961,955						
14	129	Daintree House			X		1960	F			237.7							
15	130	Rivendell				X	c.1841-2	B		XX	730.0			COMMUNITY				
16	126	Tree Tops	NSW Dept. Health		X		c.1920	B			418.5	627,720						
17	131	Rehab Cottages			X		1935	C										
18	134	Glass House				X		N/A			26.5	39,810						
19	135	The Arbour	NSW Dept. Health		X		C1933-35	C			205.9	308,895						
20	136	Garage for B135			X		c.1930's	C			28.8	43,125						
21	137	Garden House				X	c.1930's	B			16.2	24,285						
22	193	Ward 25	NSW Dept. Health		X		c.1920	A			907.9							
23	194	Doctors Office	NSW Dept. Health		X		C.1958	D			217.2							
24	121	Ward 24			X		c.1920	A			887.1							
25	128	Broughton Hall			X		1971	F			428.7	643,095						
26	132	Broughton Recreation Hall	NSW Dept. Health		X		c.1935	C			337.8							
27	192	Old Medical Records			X		c.1932	B			568.5	852,795						
28	195	Ward 26, Ward 27			X		c.1932	D			2102.8	3,154,215						
29	196	Garage / Storage			X		c.1931	F			53.4	80,085						
30	197	Gardeners Store and WC				X		D			19.9	29,850						
31	198	Workshop			X		c.1937	D			174.7	262,095						
32	199	Broughton Hall Chapel	NSW Dept. Health		X		c.1927	D			477.7	716,475						
33	201	Stores	SHFA	X			1965	F	x		2241.2	3,361,725	EDUCATION					
34	202	Intractable Waste Store	SHFA	X				F		X	3.9	5,835						
35	203	Disused Building	SHFA	X				F		X	3.9	5,835						
36	204	Engineers Store	SHFA	X				N/A		X	17.4	26,100						
37	205	Bonnyview Cottage	SHFA	X			1879	A	x	x	291.5		EDUCATION					
38	206	Garage for B205	SHFA	X				A			20.9			EDUCATION				
39	207	Main Canteen	SHFA	X			1958	F	x		531.6	797,400						

TRUST	RATE [M2]	ENVELOPE COST	FIT OUT USE	FIT OUT RATE SQ.M	FIT OUT COST	BUILDING TO BE DEMOLISHED	DEMOLITION COST [M2]	DEMOLITION COST TOTAL	PHASE	START	DURATION	NET RENT (\$/SQM)	RENT (\$/ann)	START OF REVENUE
	503	822,541								2018	1	150	173,786	2012
	503	8,382								2018	1	150	1,771	2012
	503	700,671								2018	1	150	148,038	2012
	503	169,049								2018	1	150	35,717	2012
	503	316,759								2018	1	150	66,925	2012
	N/A	-				YES	250	135,985	2	2013	1	-	-	-
	N/A	-				YES	250	130,385	2	2013	1	-	-	-
t	2,153	208,692	OFFICE	800	77,549				3	2018	1	-	-	-
	503	68,131								2019	1	150	14,395	2019
	503	983,370								2019	1	150	207,766	2019
	503	789,314								2018	1	150	166,766	2012
	N/A	-										150	30,303	2020
t	3,653	3,199,842	OFFICE	900	788,378				2	2013	1	-	-	-
	503	252,538								2019	1	150	53,356	2012
	N/A	-										-	-	-
	503	124,272								2020	1	150	26,256	2020
	N/A	-										-	-	2020
	503	547,910								2022	1	150	115,762	2022
	503	131,067								2022	1	150	27,692	2022
	503	535,322								2018	1	150	113,103	2018
	503	258,723								2018	1	150	54,663	2018
	503	203,832								2018	1	150	43,066	2018
	503	343,088								2018	1	150	72,488	2018
	503	1,268,972								2018	1	150	268,108	2018
	N/A	-										150	6,807	2023
	N/A	-										-	-	-
	N/A	-										150	22,278	2012
	N/A	-										150	60,900	2020
t	2,153	5,789,932	EDUCATION	800	2,151,504				4	2019	1	250	476,244	2022
t		-				YES	250	794	2	2013	1	-	-	-
t		-				YES	250	794	2	2013	1	-	-	-
t		-				YES	250	794	2	2013	1	-	-	-
t	3,153	1,102,880	MUSEUM	1,100	384,780				2	2013	1	-	-	-
t		-							2	2013	1	-	-	-
t		-				YES	250	132,900	2	2013	1	-	-	-

LIST NUMBER	BUILDING NUMBER	BUILDING NAME	MANAGED BY	VACCANT	OCCUPIED	UNOCCUPIED	CONSTRUCTION DATE CMP 2002	HERITAGE CLASSIFICATION	BUILDING CONDITION GOOD	BUILDING CONDITION POOR	TOTAL [M2]	INDICATIVE RECURB COST	CALLAN PARK ACT - USE CLASS	TENANT [GOVERNMENT]	TENANT [NGO]	TENANT [HEALTH FOR-PROFIT]
40	208	Ward 16	SHFA	X			1948	F	x		3144.5	4,716,690				
41	209	Ward 17	SHFA	X			1959	F	x		1725.0	2,587,530	HEALTH			
42	210	Ward 18	SHFA	X				F			1725.0	2,587,530	HEALTH			
43	211	Rehabilitation Unit	SHFA	X			1885	A	x		301.9		EDUCATION			
44	212	Amenities Block	SHFA	X			1885	A			56.7		EDUCATION			
45	213	Writers Centre	TBC		X		1837-1839	A			883.0					
46	214	Gardeners Nursery	SHFA	X			unknown	D			92.4	138,525				
47	215	Ambrosia Cottage	SHFA		X		1991-92	E			177.9	266,895	HEALTH			
48	216	Magnolia Cottage	SHFA	X			1991-92	E	x		176.6	264,840	HEALTH			
49	217	Bluegum Cottage	SHFA	X				E	x		176.6	264,840	HEALTH			
50	218	Frangipanni Cottage	SHFA	X				E	x		176.6	264,840	HEALTH			
51	219	Acacia Cottage	SHFA	X				E	x		177.9	266,895	HEALTH			
52	220	Ward 28 Administration	SHFA	X			1991-92	E	x		142.7	214,005	HEALTH			
53	221	Ward 28 West	SHFA	X			1991-92	E	x		737.4	1,106,100	HEALTH			
54	222	Ward 28 East, Palm Court	SHFA	X			1991-92	E	x		789.6	1,184,370	HEALTH			
55	222A		SHFA	X				E	x		12.6	18,900				
56	223	Cottage	SHFA			X	c.1973?	E			102.6	153,885				
57	293	Carpenters Store	SHFA	X				N/A			58.2	87,360				
58	294	Old ITU	SHFA	X			1970	F	x		465.3	697,965	EDUCATION			
59	295	Gardeners Shed	SHFA	X				N/A			58.2	87,270				
60	296	Linen Store	SHFA			X	1961	F			1075.1	1,612,710	HEALTH			
61	298	ITU Stores	SHFA	X			1903	B		x	142.4		HEALTH			
62	298A	ITU Stores	SHFA	X				B		x	22.5	33,720				
63	299	ITU Stores	SHFA	X			unknown	D	x		90.4	135,525	EDUCATION			
64	301	Callan Park Nurses Home	SSWAHS		X			F			2349.1	3,523,695				
65	303	Ceida	NSW Dept. Health		X		1925 addition	F			1985.9	2,978,820				
66	394	Gate House	SHFA		X		1912	A			28.8	43,200	COMMUNITY			
67	395	Ward Memorial	SHFA		X			N/A			13.7	20,505				
68	396	Arcadia Cottage	SSWAHS		X		1970	F			216.0	324,030				
69	397	Manning Street Cottage			X			F			138.9	208,290				
70	398	Willows Cottage			X			F			139.4	209,115				
71	398A	Willows Cottage			X			F			47.9	71,850	COMMUNITY			

TRUST	RATE [M2]	ENVELOPE COST	FIT OUT USE	FIT OUT RATE SQ.M	FIT OUT COST	BUILDING TO BE DEMOLISHED	DEMOLITION COST [M2]	DEMOLITION COST TOTAL	PHASE	START	DURATION	NET RENT (\$/SQM)	RENT (\$/ann)	START OF REVENUE
t			-		-	YES	250	786,115	2	2013	1	-		
t	2,653	5,491,541	HEALTH/ACCOMMODATION	1,200	2,484,029				3	2013	1	250	366,567	2019
t	2,653	5,491,541	HEALTH/ACCOMMODATION	1,200	2,484,029				3	2013	1	250	366,567	2019
t	2,653	961,215	OFFICE	1,000	362,328				2	2013	1	-		2014
t	2,653	180,534	OFFICE	1,000	68,052				2	2013	1	-		2014
t	N/A	-			-					2013		-		
t						YES	250	23,088	2	2013	1	-		
t	2,153	459,676	HEALTH/ACCOMMODATION	1,200	256,219				2	2013	1	250	37,810	2014
t	2,153	456,137	HEALTH/ACCOMMODATION	1,200	254,246				2	2013	1	250	37,519	2014
t	2,153	456,137	HEALTH/ACCOMMODATION	1,200	254,246				2	2013	1	250	37,519	2014
t	2,153	456,137	HEALTH/ACCOMMODATION	1,200	254,246				2	2013	1	250	37,519	2014
t	2,153	459,676	HEALTH/ACCOMMODATION	1,200	256,219				2	2013	1	250	37,810	2014
t	2,153	368,583	HEALTH/DAY CLINIC	1,200	205,445				2	2013	1	250	30,317	2014
t	2,153	1,905,047	HEALTH/DAY CLINIC	1,200	1,061,856				2	2013	1	250	156,698	2014
t	2,153	2,039,852	HEALTH/DAY CLINIC	1,200	1,136,995				2	2013	1	250	167,786	2014
t	N/A	-			-							-		
t						YES	250	25,648	2	2015	1	-		
t	N/A	-			-							-		
t	2,153	1,202,112	OFFICE	800	446,698				3	2017	1	250	98,878	2018
t												-		
t	2,153	2,777,586	OFFICE	800	1,032,134				2	2013	1	250	228,467	2014
t	2,953	504,519	HEALTH/ACCOMMODATION	1,400	239,198				2	2015	1	250	30,256	2016
t									2	2015	1	250	4,777	2016
t	2,153	233,416	HEALTH/ACCOMMODATION	1,400	151,788				2	2013	1	250	19,199	2014
t	N/A	-			-							150	299,514	2012
t	N/A	-			-							150	253,200	2012
t	2,153	74,404	OFFICE	1,000	34,560				2	2015	1	-		
t	N/A	-			-							150	1,743	2012
t						YES	250	54,005	2	2016	1	-		
t						YES	250	34,715	2	2016	1	-		
t	N/A	-			-	YES	250	34,853	2	2013	1	-		
t	2,153	123,748	OFFICE	800	45,984				2	2013	1	-		2012

LIST NUMBER	BUILDING NUMBER	BUILDING NAME	MANAGED BY	VACCANT	OCCUPIED	UNOCCUPIED	CONSTRUCTION DATE CMP 2002	HERITAGE CLASSIFICATION	BUILDING CONDITION GOOD	BUILDING CONDITION POOR	TOTAL [M2]	INDICATIVE RECURB COST	CALLAN PARK ACT - USE CLASS	TENANT [GOVERNMENT]	TENANT [NGO]	TENANT [HEALTH FOR-PROFIT]
107	515	Swimming pool changing rooms	SHFA	X			1960's	F	x		89.2	133,815				
108	515A		SHFA	X				N/A			8.4	12,660				
109	601	Gardeners Shed	SHFA	X				N/A			58.2	87,225				
110	696	WC	SHFA	X			Recent	F			33.0	49,470				
111	701	Fitters, Gardeners	SHFA	X			1916	B		x	472.3		EDUCATION			
112	702	Gardeners and Trades Store	SHFA	X			1901	C		VERY POOR	76.1	114,090	EDUCATION			
113	703	Electricians Workshop	SHFA	X			1955	E	x		150.0	225,000	EDUCATION			
114	704	I.E.. Centre	SHFA	X			1963	F		x	1045.4	1,568,025	COMMUNITY			
115	705	Neurophysiological Lab	SHFA	X			1895 / 94A 1	B		X	183.1		EDUCATION			
116	706	Trades Workshop	SHFA	X			1940	C		X	58.1	87,135				
117	707	Trades Workshop	SHFA	X			1940	C		x	58.6	87,900				
118	708	Gardeners Store	SHFA	X			1940	C			58.3	87,390				
119	709	Garage for B711	SHFA	X			1960-65	F		VERY POOR	23.3	34,875				
120	710	Garage for B712 and B713	SHFA	X			1960-65	F		VERY POOR	43.7	65,520				
121	711	Lilyfield Cottage No.4	SHFA	X			1960-65	F		VERY POOR	139.5	209,205				
122	712	Lilyfield Cottage No.5	SHFA	X			1960-65	F	x		139.5	209,205				
123	713	Glebe Community Health	SHFA	X			1960-65	F		VERY POOR	139.5	209,205				
124	714	Garage for B717	SHFA	X			1960-65	F		VERY POOR	21.7	32,490				
125	715	Garage for B718	SHFA	X			1960-65	F		VERY POOR	23.3	34,875				
126	716	Garage for B719	SHFA	X			1960-65	F		VERY POOR	23.3	34,890				
127	717	Park Drive Cottage Parkview	SHFA	X			1960-65	F		VERY POOR	140.6	210,930				
128	718	Park Drive Cottage Rosella	SHFA	X			1960-65	F		VERY POOR	140.6	210,930				
129	719	Park Drive Cottage Pine	SHFA	X			1960-65	F		VERY POOR	140.6	210,930				
130	1048	Ambulance Training School			X		1961	F			653.0	979,455				
131	1048A	Ambulance Training School			X		1961	E			2461.0	3,691,515				
132	1048B	Ambulance Training School			X			E			136.8	205,200				
133	1047	NSW Ambulance Service			X		1959	E			932.5	1,398,810				
134	1046	South Metro Regional Office			X		1959	E			529.2	793,800				
135	1045	Vehicle Lockup			X		1959	E			928.7	1,393,095				
136	1045B				X			E			278.5	417,675				
137	1045A	Kitchen			X		1959	E			550.5	825,780				
138	1046A	South Metro Regional Office			X		1959	E			296.3	444,390				
139	1095	Electrical Substation	SHFA		X			E			51.6	77,340				

TRUST	RATE [M2]	ENVELOPE COST	FIT OUT USE	FIT OUT RATE SQ.M	FIT OUT COST	BUILDING TO BE DEMOLISHED	DEMOLITION COST [M2]	DEMOLITION COST TOTAL	PHASE	START	DURATION	NET RENT (\$/SQM)	RENT (\$/ann)	START OF REVENUE
t			-			YES	250	22,303	2	2013	1	-		
t			-			YES	250	2,110	2	2015	1	-		
t			-			YES	250	14,538	2	2015	1	-		
t			-			YES	250	8,245	2	2015	1	-		
t	2,953	1,673,437	OFFICE	900	510,041				3	2017	1	250	100,355	2018
t	2,503	228,444	OFFICE	800	73,018				3	2017	1	250	16,163	2018
t	2,153	387,520	OFFICE	800	144,000				3	2017	1	250	31,875	2018
t	2,503	3,139,672	OFFICE	800	1,003,536				4	2019	1	250	222,137	2020
t	3,453	758,793	OFFICE	900	197,780				4	2019	1	100	15,566	2020
	NA		-											
	NA		-											
	NA		-											
t			-			YES	250	5,813	2	2016	1	-		
t			-			YES	250	10,920	2	2016	1	-		
t			-			YES	250	34,868	2	2016	1	-		
t			-			YES	250	34,868	2	2016	1	-		
t			-			YES	250	34,868	2	2016	1	-		
t			-			YES	250	5,415	2	2016	1	-		
t			-			YES	250	5,813	2	2016	1	-		
t			-			YES	250	5,815	2	2016	1	-		
t			-			YES	250	35,155	2	2016	1	-		
t			-			YES	250	35,155	2	2016	1	-		
t			-			YES	250	35,155	2	2016	1	-		
	503	394,044								2019	1	150	83,254	2012
	503	1,485,133								2019	1	150	313,779	2012
	503	82,554								2019	1	150	17,442	2012
	503	562,755								2019	1	150	118,899	2012
	503	319,354								2019	1	150	67,473	2012
	503	560,456								2019	1	150	118,413	2012
	503	168,035								2019	1	150	35,502	2012
	503	332,219								2019	1	150	70,191	2012
	503	178,782								2019	1	150	37,773	2012
	N/A		-			YES	250	12,890	2	2019	1	-		

PARKING

	Metered spaces	Cars on Monthly Licence	Monthly Rate	Annual Revenue	Monthly revenue Weekend Hou
1 Military Drive	52		96	59,904	96
2 Central Avenue	56		96	64,512	
3 Glover St	35		96	40,320	
4 Wharf Rd Nth		30	50	18,000	
5 Manning St		54	50	32,400	
6 Museum	20		96	23,040	
7 Kirkbride		0	0	0	
8 Glover St Nth		32	50	19,200	
9 Broughton		66	0	0	
10 Vocational Centre		12	50	7,200	
11 Kalouan	37		96	42,624	
12 Writers		58	50	34,800	
13 Cultural Cluster		20	50	12,000	
14 Glover St Sth	78		96	89,856	
15 Wharf Rd East	147		96	169,344	
16 Wharf Rd West		140	50	84,000	
17 UTAS		36	50	21,600	
18 NSW Ambulance		105	50	63,000	
Infringement notices	425	553	96	781,800	
Total			15%	117,270	Note Callan Park Act may not allow enforcen
Less staff costs		2 part time wardens @\$30000+15%		899,070	
Less court costs				69,000	
				25,000	
			Total	805,070	0.319126847

Royal Botanical Gardens achieved \$2.3m from 338 parking bays and 42 meters in 2009/2010 equivalent to
 Royal Botanical Gardens achieved \$1.4m from 338 parking bays in infringement notices in 2009/2010 equivalent to
 Total Parking related revenue

Relative parking rate 68%

EVENTS

	NUMBER	RATE PER DAY	DAYS PER MONTH	PER ANNUM
WEDDINGS		270	4	12,960
PHOTO SHOOTS		750	1	0
VENUE HIRE		500	1	6,000
SPORTS FIELDS	4	320	5	76,800
TOTAL				95,760

Sports Fields

Assume	Rate per hour	40.00
	hours per day	
	average	8.00
	days per weekend	2.00
	Weeks per annum peak	30.00
	No of fields	4.00
	Annual Revenue	76800

* Note: Photo shoots excluded due to NSW Government policy not to charge for film related hire.

COMPARATIVE PARKLAND TRUST STRUCTURES

Hill PDA

Using Centennial Park and Parramatta Park as case studies this briefing note summarises the key characteristics of a parkland trust, to enable Council to make an informed decision regarding the options available for the long term management of Callan Park.

Centennial Park And Moore Park Trust (Cpmpt)

The CPMP Trust was established in 1983 under the Centennial Park and Moore Park Trust Act to govern Centennial Parklands, which consists of more than 360ha across Centennial Park, Queens Park and Moore Park. It includes the Moore Park Entertainment Precinct (the Hordern Pavilion, Royal Hall of Industries, Fox Studios, Centennial Parklands Equestrian Centre and the Entertainment Quarter). The Parklands attract more than 10m visitors each year.

The CPMP Trust Vision is:

"To manage Centennial Parklands as a place of national significance for the enjoyment, social connection and wellbeing of the community."

Core values include:

- Conservation and celebration of the Parklands' heritage and significance in the development of Sydney and the nation;
- Provision of opportunities for all people to enjoy a diversity of leisure, arts, sporting, entertainment and educational experiences;
- Conservation and stewardship of the Parklands' environmental values; and
- Delivery of a high quality visitor experience underpinned by a strong economic return.

Statutory Framework

CPMP Trust is a statutory body established under the CPMP Trust Act (1983) to be responsible for the governance and management of the Parklands.

Key objectives of the CPMP Trust are to:

- Maintain and improve Trust lands;
- Encourage the use and enjoyment of Trust lands by the public by promoting and increasing the recreational, historical, scientific, educational, cultural and environmental value of those lands;
- Ensure the protection of the environment within Trust lands; and
- Maintain the right of the public to the use of Trust lands.

The main goals within the Corporate Plan closely align to these objectives:

- Maintain and strengthen the integrity of Centennial Parklands;
- Ensure equity of access and diversity of leisure experiences;
- Work in partnership with key stakeholders; and
- Achieve a sustainable organisation that delivers sound business practice and improved revenue in addition to assured core government funding.

Organisational Structure

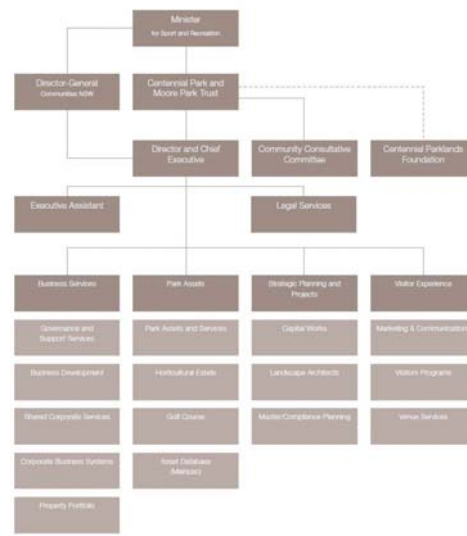
- The Trust is governed by a Board of 8 Trustees appointed by the NSW Minister for Sport and Recreation. The Board must include one nominee from the Community Consultative Committee.
- The Board of Trustees is responsible for overseeing the management and policy direction of the Trust. The Board of Trustees generally meets monthly.
- The Trust's Director and Chief Executive are responsible for the day-to-day operation and management of the Parklands and delivering the Trust's priorities. They report to the Board of Trustees and the Director-General of the Department of the Arts, Sport and Recreation.
- There are 66 staff at the Parklands' who together with a further 200 contract staff are responsible for delivery of maintenance and programs.
- Businesses on Trust lands employ a further estimated 1,500 staff with that number increasing during major filming and events in the precinct.

Key Responsibilities

The CPMP Trust Act (1983) requires the Board of Trustees to prepare a Plan of Management which informs and guides a number of more detailed plans, including the shorter term Corporate Plan (2-3 years). The statutory Plan of Management (2006-2016), approved by the Minister, provides the Trust with the strategic management framework for long term decision making.

The CPMP Trust's main responsibility is to ensure the delivery of the

Figure 1 - CMPMT Operational Structure



Source: Centennial Parklands Corporate Plan 2007 - 2010

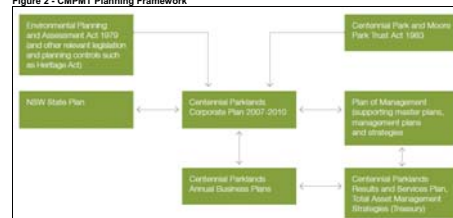
Corporate Plan which aligns with the Plan of Management. Key activities involve:

- Resource management, public access and use of the Parklands;
- Effectively managing the Parklands' cultural and natural heritage;
- Managing the cost of maintaining ageing assets, including buildings and infrastructure, as well as the landscape, particularly trees;
- Planning for and sustainably managing, the demands of an ever increasing number of park users, especially a rapidly growing local residential population; and
- Improving existing and seeking new revenue streams while containing operational costs.

Examples of major economic achievements over recent years include:

- Increased self-generated funding from 79% to 87% of total annual operating budget in past five years, while continuing to achieve goals and maintain assets.
- Increased stable revenue streams for an estimated 92% of annual revenue.
- Improved financial returns from commercial leases and licenses (currently 27 in place).
- Developed and began implementing Strategic Financial Plan 2005-2010.
- Strengthened business development and services capability to the Trust.
- Implemented new and improved financial and customer booking database systems.
- Trust Amending Regulation for events gazetted, allowing for increased events patronage and income.
- Prepared asset management strategy.
- Park Improvement Plan provided for upgrades to a number of facilities including Golf Course/Driving Range and Restaurant.

Figure 2 - CMPMT Planning Framework



Source: Centennial Parklands Annual Report 2008 - 2009

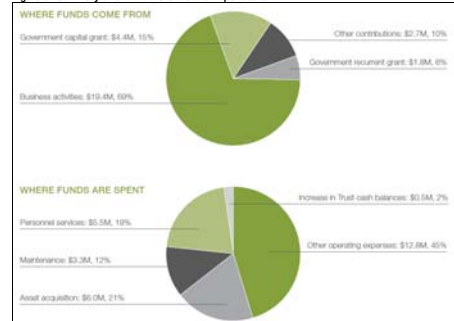
Financial Performance

The Trust's operations are supported by park user fees and charges, leases, licences and concessions, as well as funding from the NSW Government. Since the mid-1990s, the Trust has greatly increased its level of self-generated revenue as (shown in Figure 3 below). This

represents a reversal of the funding ratios in place during the 1980s. It's understood that almost 70% of this revenue was derived from the commercial operations at Moore Park including the golf course, tennis courts and car parks.

NSW Grants equate to only 21% of the total revenue received. Appendix 1 provides a more detailed breakdown of the Trust's expenditure.

Figure 3 - Summary of CMPMT Revenue and Expenditure



Source: Centennial Parklands Annual Report 2008 - 2009

The CMPMT is quite unique in that its financial reliance on grants has been reduced primarily due to the conversion of the former Moore Park Showground site to Fox Studios and the Entertainment Quarter, as well as the State Government's transfer of ownership for this site to the Trust.

Due to its acquisition of revenue raising assets and the proportionate reduction in State Government recurrent funding, the Trust now allocates considerably more business resources towards managing and developing its commercial leases and licenses and other financially viable assets.

Currently valued at approximately \$740m, the Trust's assets vary in age, condition and performance. The Trust commits about 1% of this asset value to the annual maintenance of these assets, against a preferred commitment of 3%.

Paramatta Park Trust (PPT)

Paramatta Park is a public park on the western edge Parramatta CBD. It is a major historic site and at 85ha provides recreational and sporting facilities for the community, attracting 1.5m people each year. It is an important recreation space for the area and is designated as a cultural landscape of National significance.

The PPT vision is:

"To improve Parramatta Park through leadership in conservation and management, as a rich resource to be experienced and appreciated by the Australian community"

Core values include:

- Passionate Advocacy for the heritage significance and integrity of the Park's landscape;
- Commitment to achieving our vision;
- Dedication as the Park's custodian;
- Equitable Access for all Team work and Partnerships with the community;
- Creativity in finding solutions; and
- Excellence in park management, service and conservation planning.

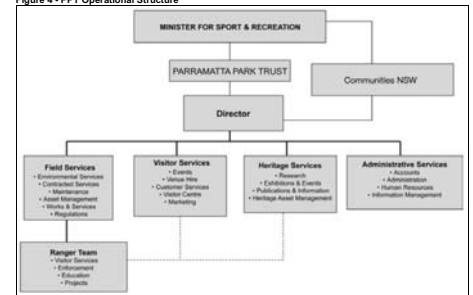
Statutory Framework

PPT is a statutory body established under the Parramatta Park Trust Act 2001 to manage and control the Trust lands known as Parramatta Park.

Key objectives of the PPT are to:

- Maintain and improve the Trust lands;
- Encourage the use and enjoyment of the Trust lands by the public by promoting the recreational, historical, scientific, educational and cultural heritage value of the lands;
- Ensure the conservation of the natural and cultural heritage values of the Trust lands and the protection of the environment within those lands; and
- Other objectives, consistent with the functions of the Trust in relation to the trust lands, as the Trust considers appropriate.
- Organisational Structure
- The Minister for Sport and Recreation has administrative responsibility for the Paramatta Park Trust Act 2001 and the Paramatta

Figure 4 - PPT Operational Structure



Source: PPT Annual Report 2008-2009

- Park (Old Government House) Act (1967).
- A Board of 7 Trustees are appointed by and are responsible to the Minister for Sport and Recreation.
- The Director is responsible for the administration and management of trust lands and is subject to the control and direction of the Trust. The Director also reports to the Director-General of Communities NSW for administrative purposes.
- Members of the Trust oversee the management and strategic direction of the organisation and meet regularly to consider policy and programs on advice from Park management.
- The small staff unit at the Park manages operations including environmental services, conservation, field services, heritage and visitor services and educational and administration services.
- Horticulture and facilities maintenance, including broad-acre mowing, native vegetation and tree management and security functions are provided under service delivery contracts.

Key Responsibilities

As a trust, the main responsibilities are to ensure:

- Lands are used for recreational, historic, scientific, educational and cultural heritage purposes;
- There is an adequate provision of services and amenities to enhance the visitor experience;
- Open space is maintained for leisure, education, recreation and sporting activities;
- The park is promoted and provide education and interpretative information and media;
- Information is disseminated; and
- Maintenance, control and management of the lands.

The PPT Act (2001) requires the Board of Trustees to prepare a Conservation and Management Plan which must set a strategic direction and framework for the operation of the park and a policy context that helps to determine appropriate land uses, management of the assets and heritage obligations. There are a number of detailed plans that sit under the main document including the Trust's Corporate Plan and Annual Business Plans.

In addition to the key responsibilities outlined above, these more detailed plans emphasise the strategic focus of the Trust includes generating sustainable resources to achieve the PPT's plans.

Examples of major grant funded projects the PPT has delivered between 2007 and 2009 are:

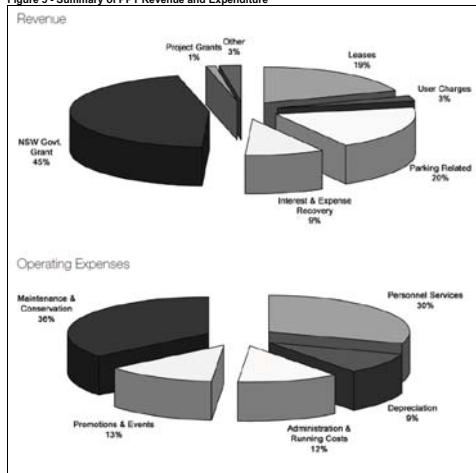
- Project management of the Federal Envirofund Parramatta River Erosion Control Project, which included liaising with steering committee, project site design, sourcing all materials, and contractor, volunteer and budget management.
- Project management of Stage 1 of the NSW Environmental Trust Rehabilitation and Restoration Grant – Sydney Coastal River-Flat Forest Rehabilitation was completed successfully in February 2009. The annual progress report was submitted to the Environmental Trust in February 2009. Works completed included Flying-fox signage, 280m of rural style fencing, extensive bush regeneration, and erosion control.
- Project management of the NSW Environmental Trust Protecting

Table 1 - Summary of Financial Performance 2008 and 2009

Revenue Sources		Core expenditure	
NSW Government Grant (communities NSW)		Administration and park operations	
Commercial leases and licenses		Horticultural and facility maintenance	
Car parking		Estate management	
Venue Hire		Conservation works	
Sponsorship		Education and public programs,	
		Park improvements and services	
2008	\$2,638,000	2008	\$2,436,000
2009	\$2,814,000	2009	\$2,757,000

Figure 5 below highlights that NSW Grants equate to almost half of the total revenue received.

Figure 5 - Summary of PPT Revenue and Expenditure



Source: PPT Annual Report 2008-2009

APPENDIX 1 - DETAILED EXTRACT FROM ACCOUNTS FOR CPMT

PROJECT	EXPENDITURE (\$ '000)
Environment	471
• Karangahat Pond stormwater inlet improvements	
• Ongoing tree removals and re-planting across the Parklands	
• Ongoing bush regeneration at York Road and Bird Sanctuary	
Transport and Access	191
• New precinct and safety signage at the Equitation Centre	
• New signage in Restaurant precinct	
• Design and development of new tree plaques	
Landscape Facilities	182
• New safety and security features at Moore Park Golf	
• Completion of playground upgrade in Centennial Park and Queens Park	
• Stable door improvements within C Pavilion at Equitation Centre	
Visitor Information and Services	3,324
• Amenities upgrade near Queens Park playground and Paddington Gates playground, including new unisex accessible toilet	
• Development of new Education Precinct and Learning Centre (opened September 2008)	
• Completion of the restaurant refurbishment and establishment of the visitor information counter	
• Completion of the restaurant precinct including the landscaped surrounds to the new facility, the new 0-5 year old playground, Superline Grass landscaping, paths and accessible picnic facilities	
• New Korean War Memorial in Moore Park West (donated by NSW Department of Commerce)	
Heritage Conservation	309
• Re-commissioning of the heritage round house weather station and new seating	
• Commencement of a Conservation Management Plan review	
• Upgrade to the amenities in Hudson Pavilion and Royal Hall of Industries	
• Restoration of the Charles Dickens statue (Jandiremy)	
Utilities	375
• Drainage modification at the Golf Driving Range, general plumbing and electrical repairs	
• Replacement of office FAX, server upgrade and equipment	
Annual Provisions	1,110
• Major equipment replacements for arboricultural, horticultural and golf staff	
• Commencement of storage shed for office accommodation within the Parklands depot	
• Capitalised on-roads	
TOTAL	6,992

Source: Centennial Parklands Annual Report 2008 - 2009

CENTENNIAL PARK AND MOORE PARK TRUST

INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2009

	NOTE	2009 \$'000	2008 \$'000
REVENUE			
Sale of goods and services		9,177	8,616
Investment revenue		8,614	8,306
Retained taxes, fees and fines		390	451
Grants and contributions		7,388	6,902
Other revenue		1,204	753
Total Revenue	2	26,773	25,038
EXPENSES			
Personnel services		5,659	5,483
Other operating		14,113	13,097
Depreciation and amortisation		5,885	5,615
Loss/(Gain) on disposal of assets		591	164
Total Expenses	3	26,248	24,359
SURPLUS FOR THE YEAR		525	679

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

STATEMENT OF RECOGNISED INCOME AND EXPENSE FOR THE YEAR ENDED 30 JUNE 2009

	NOTE	2009 \$'000	2008 \$'000
Net increase in property, plant and equipment revaluation reserve		7,819	5,604
Total Income and Expense Recognised Directly in Equity	14	7,819	5,604
Surplus for the Year		525	679
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	14	8,344	6,283

The accompanying notes form part of these financial statements.

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
(b) Investment revenue		
TCorp Hour-Glass Investment facilities designated at fair value through profit or loss	552	715
Interest revenue from financial assets not at fair value through profit or loss	19	25
Rents	8,043	7,555
Total	8,614	8,306
(c) Retained taxes, fees and fines		
Fines received from issuance of infringement notices for breaches of Trust regulations	390	451
Total	390	451
(d) Grants and contributions		
Grants	6,141	6,524
NSW Government through the Department of the Arts, Sport and Recreation*	-	10
Sydney Swans	-	9
NSW Rugby Union Limited	-	23
Waverley Council	397	336
Centennial Parklands Foundation	-	-
Total	6,538	6,902
Contributions of assets		
Department of Premier and Cabinet	850	-
Total	850	-
Total grants and contributions	7,388	6,902

* Conditions on NSW Government Grants - the Trust has an obligation to achieve outcomes as agreed with NSW Treasury and outlined in its yearly business plan

	2009 \$'000	2008 \$'000
(e) Other revenue		
Assets recognised first time:		
• Land and Buildings (Note 9(e))	-	13
• Infrastructure Systems - Other (Note 9(e))	160	130
Insurance recoveries	275	122
Legal Fee recoveries	-	36
Expense recoveries	724	428
Other	45	34
Total	1,204	753

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
3. EXPENSES		
(a) Personnel services		
Salaries and wages (including recreation leave)	4,929	4,750
Superannuation - defined contribution plans	323	317
Long service leave	12	1
Workers' compensation insurance	97	93
Payroll tax and fringe benefits tax	275	304
Other	23	18
Total	5,659	5,483

Personnel services were provided to the Trust by the Department of the Arts, Sport and Recreation.

The amount of personnel services costs that have been capitalised in particular fixed asset accounts (and therefore excluded from the above) totalled \$423,355 (2008: \$366,164). The Trust has provided grants and goods and services to the Centennial Parklands Foundation amounting to \$197,274 during the year ended 30 June 2009 (2008: \$212,000).

	2009 \$'000	2008 \$'000
(b) Other operating		
Bad debts	27	56
Operating lease rental expense:		
• minimum lease payments	74	75
Golf Course operations:		
• cost of sales	1,450	1,321
• operating expenses		
pro shop and driving range	933	804
food and beverage	556	492
administration and other	735	720
Maintenance	3,275	2,972
Insurance	804	779
Consultants	8	-
Power and water	245	186
Legal fees	271	288
Waste removal and cleaning	765	668
Security	794	612
Training	42	55

CENTENNIAL PARK AND MOORE PARK TRUST

NOTES TO AND FORMING PART OF THE
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2009

	2009 \$'000	2008 \$'000
Telephone	77	76
Fees for service	1,418	1,213
Supplies and materials	345	334
IT maintenance	165	180
Printing and advertising	398	383
Other	1,731	1,683
Total	14,113	13,097
* Reconciliation		
Maintenance expense, as above	3,275	2,972
Maintenance related employee expenses included in Note 3(a)	99	122
Total maintenance expenses included in Note 3(a) and 3(b)	3,374	3,094
(c) Depreciation and amortisation		
Depreciation		
Buildings	1,799	1,770
Infrastructure systems	3,721	3,491
Plant and equipment	296	286
Total	5,816	5,547
Amortisation		
Amortisation of capitalised expenditure on management agreements	10	10
Amortisation of intangible assets	59	58
Total	69	68
Total depreciation and amortisation	5,885	5,615
(d) Gain/(Loss) on Disposal of Assets		
Gain/(Loss) on disposal of plant and equipment		
Proceeds from disposal	34	45
Less: Written down value of assets disposed	(625)	(209)
Total	(591)	(164)

4. INDIVIDUALLY SIGNIFICANT ITEMS

There are no significant items that are relevant in explaining the financial performance.

CASH FLOW STATEMENT

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

Notes	2009 \$	2008 \$
CASH FLOW FROM OPERATING ACTIVITIES		
<i>Payments</i>		
Payments to suppliers	(2,286,165)	(2,278,590)
Total Payments	(2,286,165)	(2,278,590)
<i>Receipts</i>		
Receipts from customers	862,783	1,456,432
Interest received	105,689	101,799
Total Receipts	968,472	1,558,231
<i>Cash flow from Government</i>		
Grants received	1,383,078	1,372,810
Net cash provided by government	1,383,078	1,372,810
NET CASH PROVIDED BY OPERATING ACTIVITIES	11(b) 85,385	652,451
CASH FLOW FROM INVESTING ACTIVITIES		
Payment for purchase of capital items	(502,167)	(188,582)
NET CASH USED IN INVESTING ACTIVITIES	(502,167)	(188,582)
Net Increase / (Decrease) in cash held	(436,802)	463,869
Cash and cash equivalents at beginning of period	1,992,484	1,528,615
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	11(a) 1,555,682	1,992,484

The accompanying notes form part of these financial statements.

our Places grant for the Domain Creek Aboriginal Landscape Trail which included liaising with steering committee, project site design, sourcing all materials, and contractor, volunteer and budget management.

- Completion of the Old Government House & Domain project funded in part under the National Heritage Investment Initiative.
- Obtaining a grant of \$33,5000 (2007) from the Australian Government Envirofund (the Natural Heritage Trust) to undertake a project of "soft" bio-engineering erosion control techniques that recreate natural riverbank forms and reduce erosion along the Parramatta River in the parklands.

Financial Performance

The Trust is a non-budget dependent statutory body. Key revenue sources and expenditure are summarised in the table below with more detailed information attached as Appendix 2.

Appendix - Detailed Extract From Accounts for PPT

Notes to and forming part of the financial Statements for the financial year ended 30 June 2009

	2009 \$	2008 \$
2 OPERATING EXPENSES		
<i>(a) Personnel Services are acquired from Communities NSW, and the cost comprises:</i>		
Salaries & wages	737,879	659,954
Superannuation entitlements	60,228	49,614
Annual leave & long service leave	14,207	46,690
Payroll Tax	3,930	3,862
Workers Compensation	14,344	19,152
Total Personnel Services/Expenses	830,588	779,272
<i>(b) Depreciation expense:</i>		
Buildings	149,592	148,730
Road and other infrastructure	80,290	78,821
Plant and equipment	17,771	13,108
Motor vehicle	7,831	7,831
Furniture and fittings	2,911	2,911
Total Depreciation Expense	258,395	253,399
<i>(c) Other expenses:</i>		
Insurance	37,368	49,454
Audit remuneration	16,400	17,100
Legal and accounting	17,993	20,007
Motor vehicle expenses and travel	7,538	7,077
Office running costs	260,298	241,850
Total Other Expenses	337,597	345,488
<i>Phoneline</i>		
Events	354,048	128,853
Total Other Expenses	691,645	474,341
<i>Maintenance</i>		
Parklands	801,820	754,651
Buildings	184,313	163,259
Total Other Expenses	986,133	917,910
Total Other Expenses	1,087,887	1,043,121

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2009

	2009 \$	2008 \$
3 REVENUE FROM CONTINUING OPERATIONS		
<i>(a) User charges</i>		
Leases	549,696	527,197
Casual hire and events	70,742	85,613
Total	620,438	612,810
<i>(b) Other Revenue</i>		
Interest received from financial assets not at fair value	65,570	101,799
TCorp Hour Glass Facility designated at fair value through profit and loss	40,119	0
Parking related income	534,893	538,714
Grants income	131,883	7,790
Expense recovery	12,938	17,454
Insurance recovery	3,176	3,304
Total	872,577	672,356
<i>NSW Government Grant</i>		
Department of Environment, Water, Heritage and the Arts	1,283,000	1,282,000
Other	28,519	120,810
Total	1,311,519	1,402,810
Total Revenue	2,214,591	2,637,650

	2009 \$	2008 \$
4 RECEIVABLES		
Trade receivables	497,037	34,332
Goods and services tax receivable	43,548	95,589
Prepayments	0	228
Total	540,585	130,149

At 30 June the ageing analysis of trade receivables is as follows:

	Total \$000's	0 - 30 Days \$000's	31 - 60 Days \$000's	61 - 90 Days \$000's	90 + Days \$000's
2009	457.8	441.2	9.1	0.2	7.3
	100 %	98.4 %	2.0 %	0.0 %	1.6 %
2008	34.5	19.5	5.8	1.3	7.9
	100 %	56.5 %	16.8 %	3.8 %	22.9 %

Receivables of \$16,579 were past due at 30 June 2009 (\$15,037 at 30 June 2008) but not considered impaired. Payment terms on these amounts have not been slipped. The Trust is satisfied that payment will be received in full.

1.12 Operating lease commitments - trust as lessor

The Trust has commercial property leases that have been classified as operating leases as the Trust retains all significant risks and rewards of ownership of these properties.

1.13 Income tax

The activities of the Trust are exempt from the provisions of the Income Tax Assessment Act and other Federal legislation, with the exception of the requirement to pay fringe benefit tax and goods and services tax.

1.14 Impairment of financial assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due. For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Income Statement.

Any reversals of impairment losses are reversed through the Income Statement, where there is objective evidence. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

1.15 New Australian Accounting Standards issued but not Effective

At reporting date a number of Australian Accounting Standards have not been issued by the AASB but are not yet operative. These have not been subject to early adoption by the Trust. The following is a list of those standards that will have an impact on the financial report:

— AASB 101 Presentation of Financial Statements - prescribes the basis for presentation of financial statements

— AASB 2007 - 08 & AASB 2007-10 Amendments to Australian Accounting Standards arising from AASB 101.

These standards will be implemented for the 2009/10 financial year.

TABLE OF SUPPORTING DOCUMENTS

Stage	Private Documents	
Stage 1 and 2	Community Consultation	- Submissions - No Consent to publish
Stage 3	-	-
Stage 4	Community Consultation	- Submissions - EOI Lists
Stage 5 and 6	Community Consultation	- Final Submissions

Stage	Public Documents	
1	Background Documents	<p>A. Heritage/ Landscape/ Ecology</p> <ul style="list-style-type: none"> - A1. Rozelle Hospital Conservation Management Plan - A2. Heritage Report - Callan Park Land Use Plan 2007 - Appendix A - A3. Callan Point Aboriginal Heritage Management Plan - A4. An Archaeological Investigation of Aboriginal Sites at Callan Point and Yurulbin Point - A5. Conservation Management Plan for Callan Point, Rozelle - A6. Callan Point Rock Engravings Survey Project - A7. A Landscape Conservation Plan for the Rozelle Hospital - A8. Rozelle Hospital Open Space Management Plan - A9. Rozelle Hospital Ecological Assessment - A10. Rozelle Hospital Heritage Stud - Research Design Archeological Excavation and Recording Sandstone Path, Callan Point, Rozelle Hospital Precinct - Statement of Heritage Impact - Saltmarsh Revegetation Investigation Final Report - Leichardt Saltmarsh Feasibility Study - Leichardt Saltmarsh Feasibility Study - Appendix A <p>B. General Studies</p> <ul style="list-style-type: none"> - B1. Master Development Control Plan for Rozelle Hospital, Sydney - B2. Master Plan for the Rozelle Hospital Site - B3. Draft Callan Park - Land Use Plan - B4. Rozelle Hospital Preliminary Infrastructure Investigation - B5. Rozelle Hospital Site Land Use Considerations - Submission to the Minister of Planning - B6. Callan park Operations Guidelines - B7. Building Area Audit, Callan Park - in Appendices to the Draft Callan Park Land Use Plan - B8. BCA Building and Fire Audit - B9. Table of Fire Services Systems - Callan Park - B10. Sydney Fire Protections quote to supply Routine Essential Service Maintenance at Callan Park - B11. Callan Park, Utilities and Pavement Condition/Capacity Report - B12. Quote from Roseville Plumbing to upgrade Rozelle Hospital Swimming Pool - B13. Quote from D.R.King Plumbing Service Pty Ltd re: Rozelle Hospital Oval Drainage - Glover Street. - B14. Quote from Hyder Consulting re: Rozelle Hospital Oval Drainage - Glover Street. - B15. Information Clarification Register - B16. Rozelle Hospital Photographic Records - B17. Leichardt Council Submission (Part 1) on Draft Amendment No.7 to SEPP56 & the Draft Master Plan for the Rozelle Hospital site - B18. Leichardt Council Submission (Part 2) on Draft Amendment No.7 to SEPP56 & the Draft Master Plan for the Rozelle Hospital sit - B19. Leichardt Council Submission on the Draft Callan Park Land Use Plan - B20. Copies of Relevant Legislation - Part of Appendices of the Nov 2007 Draft Callan Park Land Use Plan - B21. Memorandum of Understanding between Minister administering Callan Park Act - Uni of Syd - SHFA - Part of Appendices of the Nov 2007 Draft Callan Park Land Use Plan - B22. Nov 2007 Draft Callan Park Land Use Plan Findings - B23. Nov 2007 Draft Callan Park Land Use Plan Assessment Report - June 2008 - B24. Operational Audit of Rozelle Hospital - B25. Response from Sydney Harbour Foreshore Authority to List of Callan Park Studies - 3 December 2008 - B26. Sydney Fire Protection Annual Fire Safety Statement - Callan Park Site

		<ul style="list-style-type: none"> - B27. CD of Callan Park CAD Files - B28. CD of Callan Park Land Use Plan - September 2008 - B29. Internal Memorandum - Sydney South West Area Health Service - Re: Work Programs for Outdoor Services within Rozelle Hospital - B30. Leichhardt Council detailed cost analyses for asset maintenance, renewal and upgrade - B31. Leichhardt Council list of tenancies - B32. Review of Leichhardt Council recreational sports fields proposal - B33. Community Survey Callan Park - B34. Callan Park roadways pavement condition assessment - B35. Advice Leichhardt Council Development at Callan Park - Survey Drawings <hr/> <p>C. Noise Considerations</p> <hr/> <p>- C1. Rozelle Hospital Site - Suitability for Residential Development - Acoustic Assessment</p> <hr/> <p>D. Contamination and Geotechnical</p> <hr/> <ul style="list-style-type: none"> - D1. Stage 1 Preliminary Geotechnical and Contamination Study - Issues Paper on Geotechnical & Environmental Constraints in Master Planning for site Redevelopment - D2. Rozelle Hospital Preliminary Geotechnical Investigation - D3. Rozelle Hospital Preliminary Contamination Assessment - D4. Peer review by W.R.Ryall of Contamination Management Pty Ltd of Rozelle Hospital Geotechnical & Contamination Assessment Reports undertaken by Coffey Geosciences Pty Ltd - D5. Management Of Contamination in the Proposed Development Of Callan Park - Part of Appendices of the Nov 2007 Draft Callan Park Land Use Plan - D6. Asbestos /Hazardous Materials Management Plan - Selected Buildings - Callan Park/Rozelle Hospital Complex - D7. Proposal for Limited Scope Contamination Assessment - lower Glover Street Oval - Callan Park, Rozelle - D8. Focused Environmental Site Assessment, Callan Park, Rozelle - D9. Focused Environmental Site Assessment, Proposed Community Gardens, Callan Park, Rozelle <hr/> <p>E. Traffic & Transport</p> <hr/> <ul style="list-style-type: none"> - E2. Callan Park Land Use Plan Transport Assessment - E3. Callan Park Land Use Plan Transport Management & Accessibility Plan - Draft <hr/> <p>F. Social, Economic & Other</p> <hr/> <ul style="list-style-type: none"> - F1. Rozelle Hospital Redevelopment - Social Impact Report - F2. Economic Analysis of Potential Uses, and Assessment of various options and financial modelling of the agreed master plan - report never sighted by Leichhardt Council - Copy of Report not Supplied to Council - F3. Callan Park Economic and Social Impact Assessment - F4. ESD Assessment - F5. Community Reference Panel Meeting Minutes
	Consultant Discussion Papers	<ul style="list-style-type: none"> - The Callan Park (Special Provisions) Act 2002 - Site History & Heritage - Public Space / Community Space - Geography & Environmental - Educational & Cultural land uses - Community Groups - Mental Health - Recreation - Contamination & Remediation - Transport & Access - Infrastructure - Building Assessment & Costs - Economic & Financial
Stage 1 and 2	Community Consultation Report	<ul style="list-style-type: none"> - Submissions - Consent to Publish - Stage 1 Survey Report - Stage1 Workshop Report - Stage 2 Combined Report - Stage 2 Survey Report
Stage 3	Community Consultation Report	<ul style="list-style-type: none"> - Submissions - Mental Health Submissions - Stage 3 Combined Report
Stage 4	Community Consultation	<ul style="list-style-type: none"> - Submissions - No specific consent - Visitor Book
	Community Consultation Report	<ul style="list-style-type: none"> - Stage 4 Combined Report
Stage 5 and 6	Community Consultation Report	<ul style="list-style-type: none"> - Stage 5 and 6 - Statutory Notifications

