



# **Callan Park**

## **Plan Of Management**

FEBRUARY 2011







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

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## Abbreviations

CMP	Conservation Management Plan
ESD	Ecologically Sustainable Design
IWMP	Integrated Water Management Plan
LEP	Local Environmental Plan
MLR	Metropolitan Light Rail
NGO	Non-Government Organisation
RCCC	Rozelle Child Care Centre
REP	Regional Environmental Plan
RTA	Roads and Traffic Authority
SEPP	State Environmental Planning Policy
SHFA	Sydney Harbour Foreshore Authority
SSWAHS	Sydney South West Area Health Service
SREP	Sydney Regional Environmental Plan
WSUD	Water Sensitive Urban Design

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# 1 INTRODUCTION

## 1.1 What is a Plan of Management?

A Plan of Management is a document that identifies issues affecting public open space and public land, and outlines how that land is intended to be used, improved, maintained and managed in the future.

## 1.2 Why prepare a Plan of Management for Callan Park?

This is the first Plan of Management that has been prepared for Callan Park.

Several attempts have been made to resolve and formalise the future use and management of Callan Park by the NSW Government in the past twenty years. Two Master Plans have been prepared, of which the most recent was prepared in 2008. Neither plan was adopted due to the levels of opposition from the local community.

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

Callan Park is in public ownership in the custody of the Health Administration Corporation, with various precincts being managed by the Sydney Harbour Foreshore Authority and State health authorities. Leichhardt Council is the development consent authority. However as the whole or part of the site is proposed to come under the care, control and management of Leichhardt Council or a State Government Trust, Council has commissioned the preparation of a Plan of Management to accompany the spatial Master Plan for Callan Park.

Plans of Management are required by the NSW *Local Government Act 1993* for all community land in Councils' ownership or control. Although Callan Park has not been classified as community land as it is not owned by Leichhardt Council, this Plan of Management has been prepared in accordance with the *Local Government Act 1993* to allow for a future management

role for Leichhardt Council. This Plan of Management applies to the whole of the Callan Park site irrespective of future ownership and management arrangements.

This Plan of Management reflects other relevant legislation, most importantly the *Callan Park (Special Provisions) Act 2002* (referred to in this Plan as the Callan Park Act). The Callan Park Act is a site-specific piece of legislation which includes various provisions relating to the control and management of Callan Park. One of the provisions of this Act is that the environmental planning instruments which apply to Callan Park are those that were applicable when the Act was assented to on 24 December 2002. The most important of these instruments is State Environmental Planning Policy No. 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56). SEPP 56 states that a master plan is to be prepared for Sites of State Significance listed in Schedule 1 of SEPP 56. Rozelle Hospital (now known as Callan Park) is listed in Schedule 1 of SEPP 56. Under SEPP 56 a master plan is a document (consisting of written information, maps and diagrams) that outlines provisions relating to development of the land to which the master plan applies, and that explains how the guiding principles of SEPP 56 and any other relevant environmental planning instrument are addressed. A Master Plan must be prepared for the whole, not part, of a strategic foreshore site.

This Plan of Management reflects and accompanies the Master Plan that has been prepared for Callan Park pursuant to the provisions of SEPP 56.

### 1.3 Land to which this Plan of Management applies

This Plan of Management applies to Callan Park on the waterfront of Iron Cove at Rozelle, which occupies an area of 61 hectares.

**Figure 1.1 Location of Callan Park**



Key features of Callan Park include:

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

## 1.4 Objectives of this Plan of Management

This Plan of Management:

- ☐ recognises the significant environmental and cultural heritage and other community values of Callan Park.
- ☐ reflects the values and expectations of the local and wider community and other users for future use and enjoyment of the site.
- ☐ meets relevant Commonwealth and NSW legislative requirements.
- ☐ is consistent with Leichhardt Council's strategies, plans and policies.
- ☐ provides a clear direction for the future use, management and development of Callan Park as a wellness sanctuary with compatible community and educational uses.
- ☐ accompanies a Master Plan for Callan Park which explains and illustrates the actions required to implement proposed physical changes and improvements to Callan Park.
- ☐ accompanies a Financial Model for Callan Park.

## 1.5 Process of preparing this Plan of Management

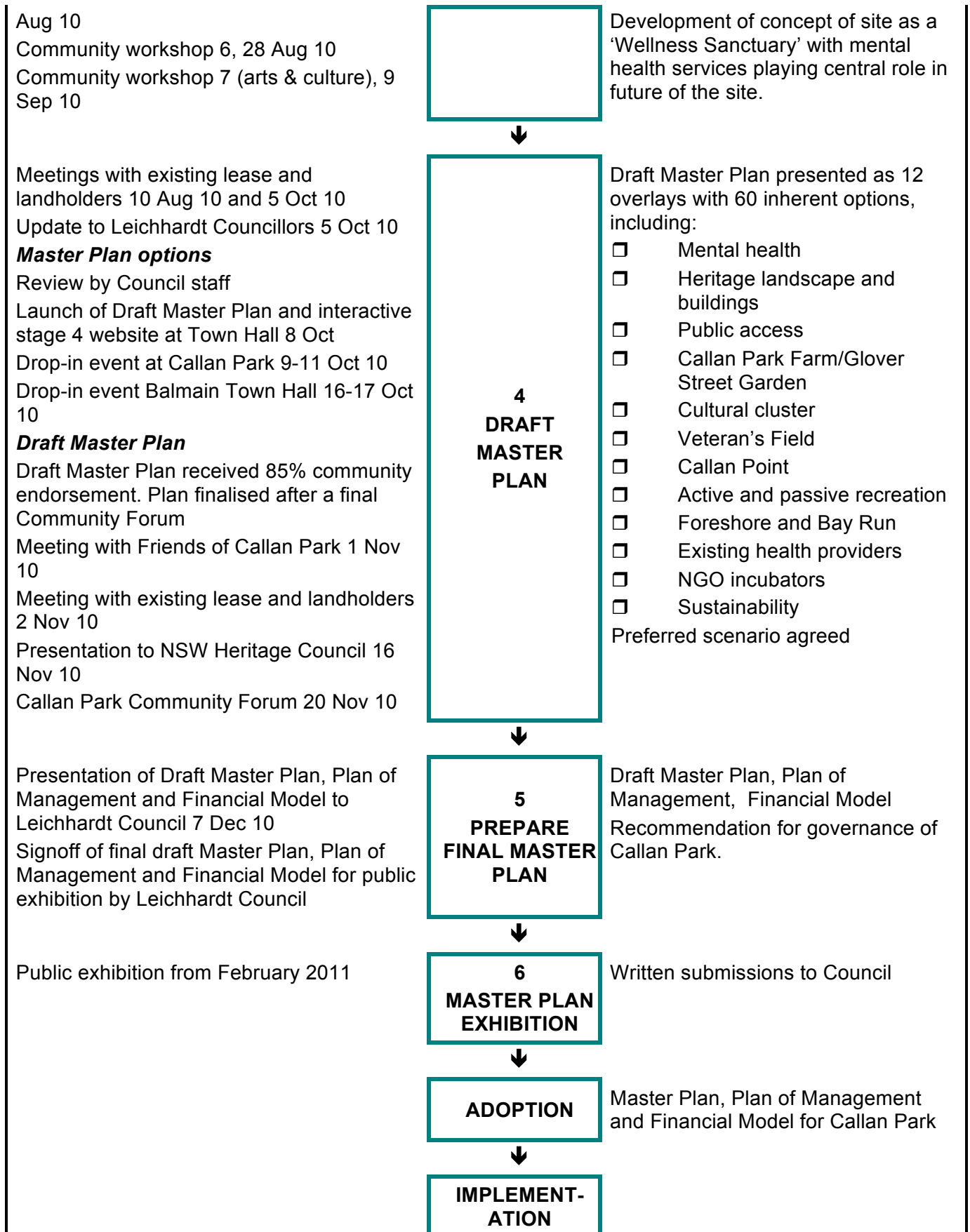
### 1.5.1 Introduction

This Plan of Management and Master Plan has been prepared by McGregor Coxall and a team of 15 specialist consultancies on behalf of Leichhardt Council, the consent authority.

The process of preparing this Plan of Management, consultations with stakeholders, and documents produced at each stage, are shown in **Figure 1.2**.

**Figure 1.2 Process of preparing this Plan of Management and Master Plan**

CONSULTATION AND ENGAGEMENT ACTIVITIES	STAGES	OUTPUTS
Meeting with Council staff Launch of project website and collaborative map Community workshops 1 & 2, 26 Jun 10 Meeting with Friends of Callan Park 5 Jul 10 Meeting with existing lease-/ landholders 6 Jul 10 Meeting with Leichhardt sporting groups 19 Jul 10 Update to Leichhardt Councillors 20 Jul 10 Meeting with Friends of Callan Park 21 Jul 10	<b>1 IDENTIFY PROJECT ISSUES AND SITE ANALYSIS</b>	Review of more than 60 background documents 13 discussion papers uploaded to project website Site and context analysis
Community invited to use the project website to agree or disagree with the DRAFT Project Principles Community workshop 3 & 4, 24 Jul 10 Meeting with Hon. Verity Firth MP 9 Aug 10 Meeting with existing lease/land holders 10 Aug 10 Meeting with Sydney Harbour Foreshore Authority 16 Aug 10	<b>2 PROJECT PRINCIPLES</b>	14 Draft Project Principles derived from the five objects of the Callan Park (Special Provisions) Act 2002. 90% endorsement of principles by the community.
Community invited to use interactive sliders on the project website to balance the sometimes conflicting options that the Master Plan will need to address. Results displayed in an animated 'character collage' where the size of individual images relates to the level of shared endorsement. Community workshop 5 (mental health) 25	<b>3 SUB PRINCIPLES</b>	Mental Health Project Principle developed from community brief and endorsed through online consultation. Sub Principles developed into a Master Plan brief through community consultation to address detailed issues such as sustainability, transport, building retention.



### 1.5.2 Documentation

The *Local Government Act 1993* requires that draft Plans of Management for community land are placed on public exhibition for a minimum of 28 days, with a further 14 days allowed for written comments to be received by the Council. Any amendments to a draft Plan of Management must be publicly exhibited in the same way, until the Council can adopt the draft Plan without further amendment.

### 1.5.3 Consultation process

Extensive consultation with stakeholders and the community was carried out during preparation of the Master Plan and this Plan of Management. The principle of community-led participatory planning and a transparent process underpinned the consultation process.

A world-leading web-based consultation model used for this plan was based on the 'Your Plan' concept at [www.callanparkyourplan.com.au](http://www.callanparkyourplan.com.au). This model allowed participants to easily post comments and ideas, and to respond to proposals put forward by the Master Plan team at each stage of the process. Figure 1.3 shows collaborative mapping in Stage 1 that allowed the community to post comments relating to specific areas in Callan Park.

The success of using this model is shown by 7,300 unique visitors accessing the website, and the 1,500 people from across Sydney who registered and interacted with the online consultation tool. Over 80,000 page views were generated during the process of preparing the Master Plan.

A summary of consultation processes and outcomes for each stage of the project can be found in the Master Plan Report.

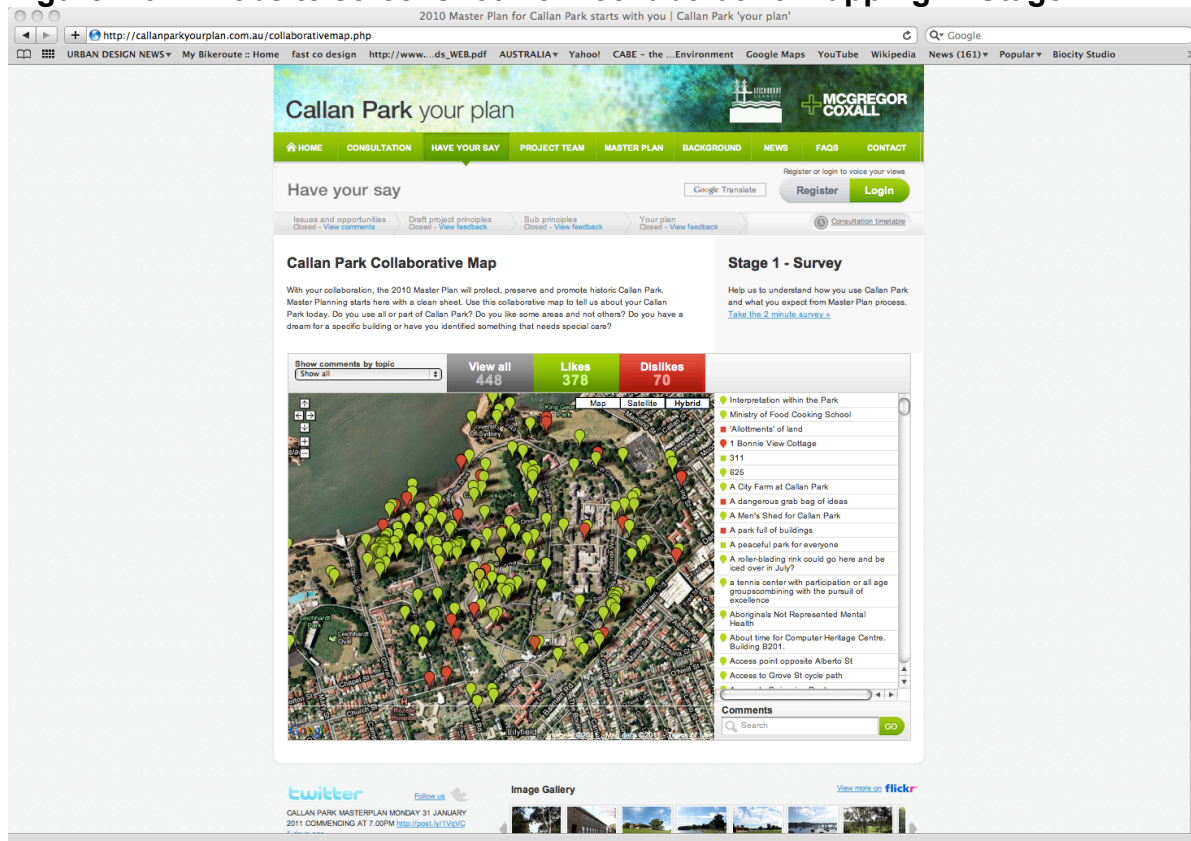
SEPP 56 requires that the views of relevant public authorities and community groups are sought during preparation of a Master Plan, and a stakeholder forum and consultation with individual groups was initiated to meet this objective.

Clauses 19 and 21 of Sydney Regional Environmental Plan No. 22 – Parramatta River (SEPP 22) deal with consultation requirements for draft Plans of Management prepared for land to which SEPP 22 applies.

As Callan Park has not been classified as community land a public hearing regarding its categorisation under the *Local Government Act 1993* is not required.



**Figure 1.3 Website screenshot from collaborative mapping in Stage 1**



## 1.6 What is included in this Plan of Management?

### 1.6.1 Structure of Plan of Management

This Plan of Management is divided into the following sections, as outlined in **Table 1.1**.

**Table 1.1 Structure of this Plan of Management**

Section	What does it include?
1 Introduction	Background to the Plan of Management and Master Plan.
2 Description of Callan Park	Location, significant features, history, current situation.
3 Basis for Management	Planning legislation and context, values and interests of the community and users, permitted uses and developments of the buildings and open space.
4 The Future of Callan Park	Master Plan concepts, actions to implement the Master Plan set out in 12 systems.
5 Implementation and review	Future management model, reporting, funding sources, and plan review.



### 1.6.2 SREP 22 requirements

Clause 21 of SREP 22 sets out requirements for Plans of Management which are prepared for land to which SREP 22 applies. These requirements are that the format, structure and procedures for the preparation, public exhibition, approval, amendment and repeal of a plan of management is to be in accordance with Part 3 of the *Environmental Planning and Assessment Regulation 1980* (EP&A Regulation). Part 3 is to be read as if a reference to a development control plan were a reference to a plan of management.

Under this Clause, a plan of management may, in respect of land to which it applies:

- (a) specify the types of recreational purposes for which the land may be used, and
- (b) specify the siting of all buildings or structures on, and landscaping details in respect of, the land.

This Plan of Management meets these requirements in **Sections 3 and 4**.

Clause 16 of the EP&A Regulation arising from SREP 22 requires that such a development control plan must:

- (1) be in the form of a written statement, and may include supporting maps, plans, diagrams, illustrations and other materials.
- (2) describe the land to which it applies, and must identify any local environmental plan or deemed environmental planning instrument applying to that land (refer to **Sections 2 and 3** of this Plan).

This Plan of Management and Master Plan meet these requirements.

### 1.6.3 Local Government Act requirements

Requirements of the *Local Government Act 1993* for the contents of a Plan of Management for community land, and where they can be found in this Plan, are listed below.

**Table 1.2 Contents of a Plan of Management required under the Local Government Act**

Requirement of the Local Government Act	Relevant sections in Act	How this plan satisfies the Act
A description of the condition of the land, and of any buildings or other improvements on the land as at the date of adoption of the Plan of Management.	S36(3A)(a)(i)	Sections 2, 4.
A description of the use of the land and any such buildings or improvements as at the date of adoption of the Plan of Management.	S36(3A)(a)(ii)	Sections 2, 4.

Requirement of the Local Government Act	Relevant sections in Act	How this plan satisfies the Act
Categorisation of community land.	S36(4)	Section 3.
Core objectives for management of community land.	S36E-N	Section 3.
The purposes for which the land, and any such buildings or improvements, will be permitted to be used.	S36(3A)(b)(i)	Section 3.
The purposes for which any further development of the land will be permitted, whether under lease or licence or otherwise.	S36(3A)(b)(ii)	Section 3.
A description of the scale and intensity of any such permitted use or development.	S36(3A)(b)(iii)	Section 3.
Authorisation of leases, licences or other estates over community land.	S45	Section 3.
Performance targets.	S36(3)(b)	Section 4.
Means of achieving objectives and performance targets.	S36(3)(c)	Section 4.
Means for assessing achievement of objectives and performance targets.	S36(3)(d)	Section 4.
Convene a public hearing into proposed categorisation/recategorisation of community land.	S40(a)	Not applicable unless land is classified as community land.





#### 4.4.6 Food

##### Scope of the system

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

##### Existing condition and 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 which is Sydney's oldest. Glovers Community Garden is the only area of Callan Park that has any productive agricultural capacity and it is well subscribed.

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

##### Master Plan objectives and targets

Enhancing the scope of urban agriculture on Callan Park will be achieved through the following actions and projects:

- ☐ creating opportunities for employment, education and participation for Mental Health Consumers across the urban agriculture projects on Callan Park.
- ☐ providing opportunities for community building.
- ☐ recognising the long history of food production on Callan Park to provide educational opportunities around sustainable living for the community.

The new Callan Park farm includes an area for horticulture or agriculture beautifying Balmain Road. Like the expanded Glovers Garden, the urban farm and small urban bee colony are run by the community, for the community. Organic foods home-grown with sustainable farming techniques are served in a nearby cafe. Everyone is involved in learning and teaching about water saving, renewables, healthy living and low food miles. In the late 1800's, Callan Park patients worked the area for horticulture or agriculture and the farm in an enlightened approach to vocational therapy. In the future, individual and community health is strengthened by these interactions with nature.

Key features include:

- ☐ an expanded Glovers Garden.



- ☐ the first community urban farm in Inner Sydney.
- ☐ a fruit area for horticulture or agriculture on Balmain Road building on the historical use of this area of Callan Park.
- ☐ produce from Callan Park served in the new cafes and restaurant.
- ☐ education and training opportunities for the whole community.



## Implementation

**Figure 4.7 Food in Callan Park**



"Sustain" restaurant and a cafe in the restored established in B497 building providing training and employment opportunities for mental health services users

Refurbishment of the Bootmakers Workshop to Create the Bootmakers Cafe. Cafe to provide work opportunities for mental health services users and serve food produced on the Callan Park Farm

Glovers Community Garden to be expanded to site boundary to the west and to the edge of the proposed east west road in the south. Landscape buffer to be established around perimeter as visual screen

Small cafe inside the Museum of the Mind

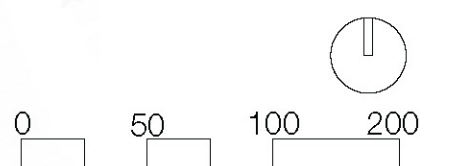
Small cafe located inside gate house building

Callan Park Farm to be established and managed by community group. All produced to be provided to kitchens for consumption on Callan Park cafe's and restaurants

Potencial Horticultural/Agricultural Uses

# CALLAN PARK MASTER PLAN

## FOOD



REVISION A  
1:300 @ A2

**MCGREGOR  
COXALL**  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN  
ESD  
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www.mcgregorcoxall.com



**Table 4.7 Food actions in Callan Park**

No	Action	Staging	Respons- -ibility	Performance target	Method of measurement
6.1	Develop links with local organisations that promote backyard and urban agriculture.	Short term	CS	Plan prepared for urban agriculture on Callan Park. Regular communication with local organisations that promote backyard and urban agriculture.	Rate of takeup by local organisations of opportunities in Callan Park for urban agriculture.
6.2	Establish Callan Park Farm to be managed by community group. All produce to be provided to kitchens for consumption in Callan Park cafes and restaurants.	Short term	CS	Development of a master plan for the Wharf Road North area. Develop management plan. Farm established. Appoint community group to manage the farm. Develop community education program.	Level of community involvement in the Callan Park Farm. Reports from community group to the Trust.
6.3	Expand Glovers Community Garden to site boundary to the west and to the edge of the proposed east-west road in the south. Establish landscape buffer around perimeter as visual screen.	Short term	CS	Management plan for Glovers Community Garden prepared. Garden expanded with a landscaped buffer. No conflicts between users of Glovers Community Garden.	Liaison with users of Glovers Community Garden.
6.4	Establish a small cafe inside the Museum of the Mind.	Short term	VE	Café established. Financial sustainability. Provide training and work opportunities for mental health consumers. Use of seasonal produce grown on Callan Park. Establish links to TAFE outreach program.	Successful operation of café shown by reports to the Trust.
6.5	Establish a small cafe located inside gate house building.	Short term	VE	Café established. Financial sustainability. Provide training and work opportunities for mental health consumers. Use of seasonal produce grown on Callan Park. Establish links to TAFE outreach program.	Successful operation of café shown by reports to the Trust.



No	Action	Staging	Respons- -ibility	Performance target	Method of measurement
6.6	Establish and manage macadamia nut area for horticulture or agriculture (or other appropriated but resistant species) by Callan Park Farm.	ongoing	CS	Acknowledgement of site history. Undertake contamination study. Develop management plan. Achieve best practice sustainable agriculture. Green frontage to Balmain Road. Appoint community group to manage the farm. Develop community education program. Ongoing successful operation of the Macadamia area for horticulture or agriculture.	Reports of the community group manager to the Trust.

#### **4.4.7 Governance**

##### **Scope of the system**

The long-term governance structure of Callan Park will be key to the delivery of all the projects and actions set out in the 2011 Master Plan. Not only will this body have to plan, implement and manage many of the proposals it will have to work with Federal, State and Local Government to deliver the 'Wellness Sanctuary' concept.

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 Act.

##### **Existing condition and 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 own and control a strip of land along the foreshore at Iron Cove.

A range of leases for use of buildings have been granted by the Minister to various organisations including Sydney College of the Arts and the NSW Writers Centre. A comprehensive schedule of the existing leases and tenancies is contained in the financial model summary in the Master Plan Report.

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 Service and some non-government organisations including WHO'S.

##### **Objectives and targets**

Implementation of the Callan Park Master Plan and Plan of Management requires the incorporation of an independent body that can operate at arm's 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 Act 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 complementary fit to the other NSW Government Park Trusts inside the Communities NSW, Sport Recreation and Parklands Cluster.

## Implementation

### *Trust structure and role*

The proposed governance model for Callan Park is a State owned Trust under the jurisdiction of the Director-General, Communities New South Wales inside the Sport Recreation and Parklands Cluster. The proposed Callan Park Trust would be located alongside existing state bodies in the cluster including, Illawarra Venues Authority, Parramatta Stadium Trust, Hunter Region Sporting Venues Authority, Centennial Park And Moore Park Trust, Parramatta Park Trust, Western Sydney Parklands Trust and Sydney Olympic Park Authority. Alternatively it may be located inside the Community Development Cluster.

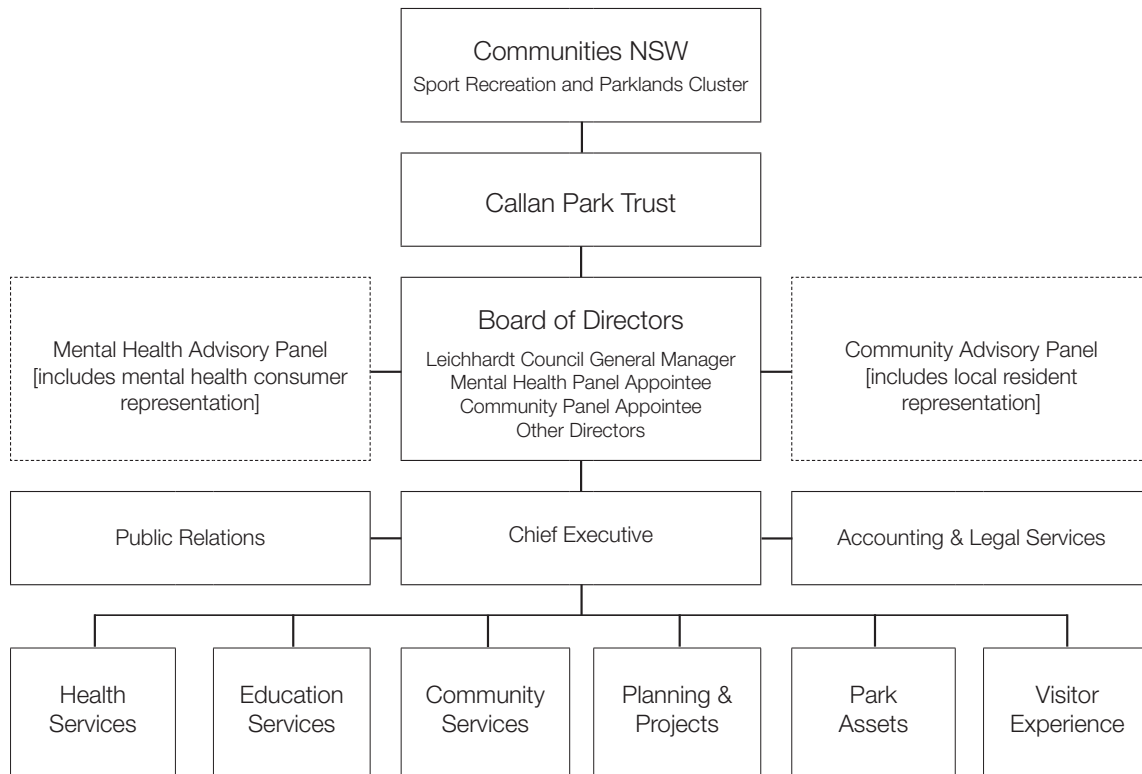
The Callan Park NSW Government Trust will be required to:

- ☐ implement the Callan Park Act and the Callan Park Master Plan 'Wellness Sanctuary' together with the Plan of Management across the entire 61 hectare site area.
- ☐ act as a not-for-profit financial vehicle for capturing and reinvesting revenue.
- ☐ attract and manage revenue streams while containing cost to create a long term sustainable bottom line.
- ☐ publish transparent financial reports that can be assessed against corporate objectives
- ☐ manage buildings as required by the Callan Park Act.
- ☐ 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 for 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 multi-disciplinary 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.
- ☐ assemble a design advisory body including the master plan team to assist implementation of projects.

The proposed governance structure is shown in **Figure 4.8**.

**Figure 4.8 Proposed Callan Park Governance Structure**



The key mandate of the Board will be to implement the Callan Park Act and the Callan Park Master Plan 'Wellness Sanctuary' together with the Plan of Management.

It is proposed that the Trust be operated by a Chief Executive reporting to a Board of six Directors. Two advisory panels would be established covering Mental Health and Community Representation and each would elect and appoint a chair that would in turn be a Trust Board member. These panels will require a formal governance structure and regulation of operation. Three other Board members would be appointed by the NSW Government. The General Manager of Leichhardt Council would also be a Board member. Including the Chief Executive, the Board would consist of a total of seven members.

Park operations would be conducted through six primary directorates, each led by a Manager reporting to the Chief Executive and Board of Directors. Three directorates being Health, Education and Community are included in accordance with delivering the objects of the Callan Park Act. An additional three directorates are included in line with similar Trusts in NSW.

### ***Advisory Panels***

The chair of each advisory panel from the Mental Health Advisory Panel and Community Advisory Panel would provide strategic advice to the Board, assisting in measuring and monitoring the Trust's performance against the Master Plan, Plan of Management and corporate business strategy.

#### **Mental Health Advisory Panel**

The mental health panel would consist of an executive committee, an eminent chairperson well qualified in mental health, and general community membership. The panel would canvas broad representation including; various stakeholders, mental health consumers and carers, health professionals, government health experts, mental health community groups and interested members of the general community.

The chair and executive committee would have the capacity to establish a set of standing committees from the general membership to provide it with specialist advice in a number of key areas (eg, a consumer advisory committee, a government liaison committee, a quality evaluation committee, etc). The panel would provide external advice to the Trust Board on daily operational matters concerning the mental health services across the site. The Chair would be a member of the Trust Board.

#### **Community Advisory Panel**

The community panel would consist of an executive committee, an eminent chairperson well qualified in local issues, and general community membership. The panel would canvas broad representation including; various stakeholders, special interest groups and interested members of the general community.

The chair and executive committee would have the capacity to establish a set of standing committees from the general membership to provide it with specialist advice in key areas. The panel would provide external advice to the Trust Board. The Chair would be a member of the Trust Board.

### ***Directorates***

#### **Health Services**

Led by an Operations Manager, Health Services will coordinate communications across the various mental and physical health service providers on the site. It will ensure that facilities are efficiently shared and managed to obtain the most effective benefits to the site users and mental health consumers. Valuing the primacy of mental health services provision, the directorate will engage with the site tenants to foster and facilitate the delivery of site wide health programs.

#### **Education Services**

Led by an Operations Manager, Education Services will coordinate communications across the various education providers on the site. It will ensure that teaching facilities are efficiently shared and managed to obtain the most effective benefits to the site users. Valuing the primacy of mental health services provision the directorate will engage with the site tenants to foster and facilitate cross site education programs. As an existing site tenant, Sydney College

of the Arts will be a valued partner and their art programs can be integrated into vocational training programs for people with mental illness.

#### **Community Services**

Led by an Operations Manager, Community Services will coordinate communications across the various community services providers on the site. It will ensure that community facilities are efficiently shared and managed to obtain the most effective benefits to the site users. Valuing the primacy of mental health services provision the directorate will foster and facilitate programs designed to unite the community. The cultural cluster and sports and recreation facilities will form a major part of the remit of this directorate.

#### **Planning and Projects**

Led by a Design Manager, Planning and Projects will enable and deliver significant capital works and other major projects of long-term importance. It also will manage a range of stakeholder issues. The directorate will be tasked with selecting the design excellence panel of emerging architects that will form the group from which building restorations and adaptive reuse project designers will be selected. The directorate will seek advice from the Master Plan team on ongoing planning, design and implementation issues to ensure the Master Plan is delivered according to the Plan of Management actions.

#### **Park Assets**

Park Assets will be closely aligned with the Planning and Projects directorate and will manage the maintenance and presentation of the physical fabric of the Park. Its remit includes management of the landscape, buildings, sustainability programs and services infrastructure. It also is responsible for site security and surveillance.

#### **Visitor Experience**

Visitor Experience will manage the Trust's venue services, events, visitor programs and its marketing and communications strategies. It will work closely with the public relations department. It will have an objective to integrate the needs of mental health consumers and the community.

#### ***Further studies***

The final organisation of the governance structure will require refinement through additional studies and consultation with the State government.

#### **Figure 4.9 Governance in Callan Park**



Sydney water pumping station - black water mining for non-potable water reuse supply to Callan Park buildings

Foreshore land in control of NSW Maritime to be managed by the Callan Park Trust

Establish access to new jetty at the end of Glover Street for launching row boats to launching row boats

Air Navigation facility

Rivendell/Broughton Hall to be restored and used as the governance headquarters of the long-term governance of Callan Park

Site security, maintenance, asset administration and bicycle storage compound - screening and design of compound perimeter designed to minimise impact on heritage gardens

Rozelle Child Care Centre - 21 year lease

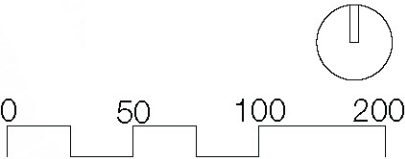
New drop-off layby for Rozelle Child Care Centre on Balmain Road - access through existing gate in wall

Sydney College of the Arts - 99 year lease

New Cecily Street vehicular access

CALLAN PARK MASTER PLAN

GOVERNANCE





**Table 4.8 Governance actions in Callan Park**

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
7.1	Transfer management of foreshore land in control of NSW Maritime to the Callan Park Trust.	Initiation	PA	Coordination of ongoing management arrangements with NSW Maritime.	Transfer of management confirmed in correspondence.
7.2	Develop a guidance document for preparation of development applications including details of all relevant statutory controls that must be addressed.	Initiation	PP	Statutory controls to be addressed in development applications are explained in a document issued to the Trust and applicants. Development applications meet statutory requirements.	Development application reports to Leichhardt Council.
7.3	Rename and number buildings on Callan Park.	Initiation	PP/PA/CS	Work with site tenants and community panel to rename and number buildings.	Map and list of new building names and numbers.
7.4	Negotiate with Federal aviation authority to gain access through air navigation facility to proposed jetty on Glover Street.	Initiation	PP	Negotiations with Federal aviation authority undertaken. Access to proposed jetty on Glover Street.	Public access to the end of Glover Street confirmed in correspondence from Federal aviation authority.
7.5	Assemble a design advisory body including the master plan team to assist implementation of projects.	Initiation	PP/PA	Ongoing review of project implementation by design advisory team	Design implementation meets the objectives of the master plan
7.6	Screen and design the perimeter of the site security, maintenance, asset administration and bicycle storage compound perimeter.	Short term	PP/PA	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary	Landscape report. Use of compound and perimeter monitored by site security.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
				statutory approvals. Compound perimeter screened. Minimal impact on heritage gardens.	
7.7	Establish access to new jetty at the end of Glover Street for launching watercraft.	Medium term	PP/PA	Use of the proposed jetty on Glover Street for launching watercraft.	Observations of use. Positive feedback from jetty users.
7.8	Design and construct new drop-off layby for Rozelle Child Care Centre on Balmain Road, with access through the existing gate in the wall.	Medium term	PP/PA/ ES	Work with RCCC to achieve new drop-off layby on Balmain Road. No conflicts between pedestrians and traffic.	Observations of use of drop-off layby.
7.9	Establish a new vehicular access point at Cecily Street.	Medium term	PP/PA	Co-ordination with RTA to implement changes in site access. New vehicular access point at Cecily Street.	Traffic counts to establish use of new vehicular entrance.
7.10	Enter into a 21 year lease with Rozelle Child Care Centre.	Ongoing	ES	Co-ordination of management with RCCC.	Lease agreement between the Trust and RCCC.
7.11	Manage the area occupied by Sydney College of the Arts according to its 99 year lease.	Ongoing	ES	Co-ordination of relevant site management with SCA. Work with SCA to develop framework for linkages between arts and mental health.	Site management is carried out according to agreed procedures.



#### 4.4.8 Health

##### Scope of the system

As one of the permissible uses under the Callan Park Act the health overlay provides many of the key actions and priorities for the 2011 Master Plan, and within the overlay mental health is recognised as being central to the delivery of the 'Wellness Sanctuary' concept. The actions and initiations with the health overlay relate to both physical and mental health and in addition to the place specific proposals there are a number of high level initiatives that cover the whole of Callan Park.

##### Existing condition and situation

Since the closure of Rozelle Hospital there have been no state operated public health facilities on Callan Park. A number of organisation that provide health related services such as health staff training and NGO groups in buildings under the site 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 activities.

##### Mental health concept for Callan Park

###### *Background*

The development of Callan Park to include the reinstatement of mental health services provided an extraordinary opportunity to help address some acknowledged gaps in current mental health services. The challenge was to develop a mental health concept for Callan Park based on established guidelines and policies for mental health care and that complemented existing services while acknowledging the challenges faced by mental health consumers, their families, friends and carers, and promoting a synergy with existing and potential activities on

Callan Park. It was recognised that this would best be achieved by asking various stakeholders, including mental health professionals, NGOs, mental health consumers and their families, friends and carers as well as other members of the community, to voice their opinions and outline their vision for mental health services on Callan Park.

In response to a mental health discussion paper outlining the various opportunities for developing mental health services at Callan Park, the master planning team received in excess of 20 submissions from various stakeholders stating their views on mental health service provision at Callan Park. The submissions identified service gaps in the promotion of recovery and wellness following an acute episode of illness. They endorsed the development of services to facilitate health and wellbeing, social connection and participation in meaningful activity. From these submissions a concept for mental health services was developed and presented for further feedback at a community workshop.

### ***The Plan***

Callan Park is a wellness sanctuary bridging the divide between acute care and home life through critical recovery services for those with mental illness. A sanctuary where vocational training, arts and culture, sport, work, gardening and quiet reflection can support treatment and therapy.

Key features of the mental health concept are:

- ☐ A Wellness Centre where peer support and health and lifestyle services are located along an internal street.
- ☐ 15 independent low to medium support living units, 44 medium support living units, and 24 high support living units in the Callan Park Lofts.
- ☐ A Vocational Skills Centre providing training and education in food skills, computing, landscaping, heritage restoration and building, sustainability and many other courses
- ☐ A restaurant and Bookmakers Cafe, NGOs and community based organisations offering real job opportunities for people with mental illness.
- ☐ An interactive Museum of the Mind in Bonny View Cottage.

The concept for mental health services at Callan Park comprises of five elements that aim to address the gaps in service provision. These include:

- ☐ **Vocational and social.** This element aims to promote participation in meaningful activity. It includes job-readiness skills training, TAFE training programs, job skills and vocational training; cooperative and commercial enterprises, including consumer run enterprises, which offer both employment and training opportunities; supplementary training programs, including cognitive remediation, cognitive-behavioural therapy, and social skills training. It also offers opportunities for social engagement, relationship building and improving living skills.
- ☐ **Information and support.** This element aims to provide information and support to consumers and their families, friends and carers as well as the general public. It

includes the provision of electronic and paper-based information on mental illness, web-based family/carer psycho-education and coping skills programs backed up by email and telephone support. It also includes individual advocacy, a mental health museum and memorial space, and peer and consumer worker training.

- ❑ **Health and lifestyle.** This element aims to promote and support physical wellbeing in consumers, which is often neglected. It includes a primary care clinic to assess, treat and monitor physical health problems, dietary assessment and advice/assistance for healthy eating, physical fitness assessment and advice/assistance in training and exercise, smoking cessation programs, drug and alcohol treatment programs and sporting, recreational and creative arts activities.
- ❑ **Residential.** This element aims to address the lack of transitional, supported accommodation that provides an opportunity to address individual consumer early intervention and recovery needs in a supported environment. It provides an opportunity for diagnostic re-evaluation and clinical re-assessment, stabilisation of treatment and monitoring of response, special investigations or therapeutic procedures, initiation of new treatments and intensive rehabilitation accessing on-site services. It could encompass a spectrum of levels of time-limited, short-to-medium stay non-acute accommodation for people accessing on-site services, including no/low support, hostel or serviced apartment style accommodation, medium support HASI-style temporary accommodation for those requiring some supervision, and high support in a more traditional sub-acute hospital-style facility.
- ❑ **Education, training and research.** The aim of this element is to improve interventions for consumers. This would be achieved through education and training sessions for a range of medical, health and mental health professionals. It also includes a research facility to systematically evaluate, through scientific investigation, the effectiveness of innovative treatments and rehabilitation interventions provided on the site.

## Functioning

To ensure that an individual plan is developed to address each consumer's unique recovery needs a potential entry procedure has been proposed. Specifically, a consumer could be referred to access mental health services on Callan Park from any external source including NGOs, public acute/hospital services, private practitioners (general practitioner, psychiatrist, psychologist) or community mental health teams; self referrals would also be accepted. All referrals would be made to an intake and personal planning unit that assessed the consumer's needs by liaising with the referring agent and listening to the concerns and requests of the consumer. An individualised intervention plan would then be developed and initiated within the framework of the five elements of the service. On return to the community a continuing recovery plan would be developed and discussed with the consumers, their clinicians and support people to ensure continued recovery in the community setting.

## Governance

This requires further consultation. A provisional governance structure is proposed. This would comprise:

- ❑ **a governing board** chaired by a suitable eminent person and with membership to include people with appropriate expertise drawn from among various stakeholders, namely, consumers and carers, health professionals, government and members of the general community. The board would have the capacity to establish a set of standing committees (with membership extending beyond the board itself) to provide it with advice in a number of areas (e.g. a consumer advisory committee, a government liaison committee, a finance committee, a quality evaluation committee, etc).
- ❑ **a director with a small management team** sitting under the governing board and reporting to it. The director would oversee daily operational matters concerning the mental health services across the site. The director would be a member of the governing board.
- ❑ **unit chiefs who would report to the director**, including the intake and personal planning group, to implement the several services located on site.

### Master Plan objectives and targets

The shared vision for Callan Park is of 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.

### Implementation of the concept

It is proposed that an implementation steering committee be established. It should have a composition similar to that of the governing board. The tasks of this committee would be to:

- ❑ develop a more detailed articulation of the mental health services plan for Callan Park with the aim of precisely operationalising and costing the provision of the five elements outlined above. This would include planning and costing both the capital development/refurbishment on site and the recurrent costs of personnel.
- ❑ identify the potential sources of funding for both capital development/refurbishment and recurrent costs, and then secure funding commitments where required from appropriate sources.
- ❑ develop a staged implementation plan with clear milestones within a realistic timeframe.
- ❑ draw up terms of reference for the governing board, identify suitable members of the board, and disband the implementation steering committee when the governing board has been established. The board would then assume responsibility for making the appointments of key personnel and for the establishment of the proposed services on the site.

### Figure 4.10 Health in Callan Park



HEALTH OVERLAY

- EXISTING
- existing health use
  - existing physical health building

- PROPOSED
- existing recreation use
  - proposed health use
  - proposed physical health building
  - proposed ambulance use
  - proposed physical health use
  - demolished buildings footprints

Waterfront Drive sports pavilion providing ongoing storage and changing for sports groups - area around pavilion to have formal tree avenue

Sustain restaurant established in B497 providing training and employment opportunities for mental health service users on Calla Park

Southern portion of B504 refurbished to provide amenities and changing facilities

Glover Street sport field reinstated to provide for baseball, AFL Soccer and Rugby League - final arrangement of sports fields and uses determined by needs assessment and detailed design investigations

Adaptive reuse of B506 and B507 to provide low and medium support short stay accommodation for mental health service users

Building for storage of row boats

Refurbishment of the Bootmakers Workshop to Create the Bootmakers Cafe. Cafe to provide work opportunities for mental health services users and serve food produced on the Callan Park Farm

Adaptive reuse of B201 to provide education services for mental health service users and menshed - Services linked to TAFE and NGO groups

Performance Centre [B704] in Cultural Cluster to provide shared space for indoor exercise classes such as pilates, yoga and aerobics

Adaptive reuse of B298 to provide family visitor accommodation for mental health service users

Restore hard-surface sports court to provide for tennis, basketball and netball

Adaptive reuse of B215 through B219 to provide low and medium support short stay accommodation for mental health services users

Evan Jones Lecture theatre to be used as a shared public resource by all health organisations on site

Bay Run upgraded to provide segregated cycle and pedestrian route - New alignment to run alongside sea wall - new bespoke bridge designed for creek crossing point

B488 NGO mental health service provider such as: support groups, day centers, art and mental health activities and social enterprises

Waterfront Drive sport field upgraded with realigned sports fields - final configuration subject to detailed design study  
Convalescence Cottages for NGO mental health service provider such as: support groups, day centers, art and mental health activities and social enterprises

Convalescence Cottages. NGO mental health service provides such as: support groups, day centers, art and mental health activities and social enterprises

Rose Cottage. NGO mental health service provider such as: support groups, day centers, art and mental health activities and social enterprises

Foundation House. NGO mental health service provider such as: support groups, day centers, Art and mental health activities and social enterprises

CCEWD, Enrolled Nurses program managed by SSWAHS - Removal of road and parking from courtyard spaces to provide amenity for residents and students

New-build or adaptive reuse of B209 and B210 to provide medium and high support short stay accommodation for mental health service users - Service provided by State Government or NGO provider.

New sports pavilion to be built within footprint and envelope of existing buildings - facilities to be provided include changing, amenities, BBQ and seating areas. Temporary canopy and seating to extend parallel to the Balmain Road sports field

Reinstate Balmain Road sport field for active recreation - final configuration to be developed in accordance with needs assessment and detailed design development

Regional skatepark with structures and ramps located within the footprints of existing buildings - minimal structure to be constructed above the existing ground level to reduce visual impact

Callan Park Wellness Centre providing NGO support services, primary health care and research and training facilities

NSW Ambulance to prepare master plan for campus reorganisation as part of expansion into B296. All parking and roads to be removed in accordance with masterplan

CALLAN PARK MASTER PLAN

HEALTH





**Table 4.9 Health actions in Callan Park**

No.	Action	Staging	Respons- -ibility	Performance target	Method of measurement
8.1	Commission further investigations into the location of the unmarked graves of former patients.	Initiation	PP/HS	Review of records. Consultation with stakeholders. Ground investigations.	Report of locations of unmarked graves.
8.2	Work with the cultural stakeholders on Callan Park to develop a national centre to promotion the linkages between Art, Mental Health and Wellbeing, including an international artist in residency program that focuses on 'outsider art' and artists who explore issues of mental health in their work.	Initiation	HS/ES/ CS	Consultation with cultural stakeholders. National centre established. Programs established.	Organisation of and participation in programs at the centre.
8.3	Work with the local sports groups and peak sporting organisations to develop programs for mental health service users.	Initiation	HS/ES/ CS	Liaison with local sports groups and peak sporting organisations. Sporting programs developed for mental health service users.	Reporting on participation by mental health service users in sporting activities on-site.
8.4	Establish a governance group for the mental health services on Callan Park that coordinates all related activities and has representation from mental health service users, carers and clinical professionals.	Initiation	HS/ES/ CS	Mental health service governance group appointed. Charter for mental health governance group drawn up.	Charter agreed by relevant stakeholders.
8.5	Develop a charter for organisations on Callan Park to adapt that will make a commitment to providing employment and training opportunities for mental health service users within all organisations operating out of Callan Park.	Initiation	HS/ES/ CS	Consultation with all organisations on Callan Park. Charter for commitment to providing employment and training opportunities for mental health service users drawn up.	Charter agreed by relevant stakeholders.
8.6	Work with aboriginal groups to establish how mental health services targeted specifically at Aboriginals can be provided on Callan	Initiation	HS/ES/ CS	Consultation with Aboriginal groups.	Written agreement regarding how mental health services targeted



No.	Action	Staging	Respons- -ibility	Performance target	Method of measurement
	Park.				specifically at Aboriginals can be provided on Callan Park.
8.7	Establish a Mental Health and Community Wellness Centre providing NGO support services such as peer support, primary health care, psychiatric evaluations and lifestyle support, and research and training facilities.	Initiation	PP/PA/ HS	Work with NSW Health and/or use EOI process to find suitable mental health service provider. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives. Coordinate design with site wide sign and material strategy. Mental Health and Community Wellness Centre established.	Services provided at Mental Health and Community Wellness Centre. Report to the Trust.
8.8	Develop an independent research and training organisation within the Mental Health and Community Wellness Centre to monitor and evaluate the various treatment programs and facilities provided to the mental health service users.	Initiation	HS/ES/ CS	Independent research and training organisation within the Mental Health and Community Wellness Centre appointed. Programs operating in the Centre.	Report to the Trust monitor and evaluate the various treatment programs and facilities provided to the mental health service users.
8.9	Develop links with TAFE to provide onsite services for mental health consumers.	Initiation	HS/ES/ CS	Consultation with TAFE. TAFE programs for onsite services for mental health consumers.	Agreement with TAFE.
8.10	Develop a framework to provide opportunities for mental health consumer led	Initiation	HS/ES/ CS	Consultation with relevant stakeholders. Framework agreed. Clear understanding of	Documented framework.

No.	Action	Staging	Responsibility	Performance target	Method of measurement
	social enterprises on Callan Park under the remit of a for-profit health use.			opportunities for mental health consumer led social enterprises on Callan Park under the remit of a for-profit health use.	
8.11	Upgrade Waterfront Drive sport field with realigned sports fields. Final configuration subject to detailed design study.	Short term	PP/PA/CS	Realignment of Waterfront Drive sports field complete.	Increased use of Waterfront Drive sport field for sport.
8.12	Refurbish the southern portion of B504 to provide amenities and changing facilities.	Short term	PP/PA/CS	<p>Work with Leichhardt Council and sports groups to develop design brief.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p> <p>Amenities and changing facilities provided.</p>	Positive feedback from amenities users.
8.13	Reinstate Glover Street sport field to provide for active sports. Final arrangement of sports fields and uses determined by needs assessment and detailed design investigations.	Short term	PP/PA/CS	<p>Leichhardt Council and sports groups to develop design brief.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory</p>	<p>Bookings for use of Glover Street sport field.</p> <p>Positive feedback from sporting groups.</p>

No.	Action	Staging	Respons-ibility	Performance target	Method of measurement
				<p>approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p> <p>Active sports played on Glover Street sport field.</p>	
8.14	Adaptively reuse B506 and B507 to provide low and medium support short stay accommodation for mental health consumers.	Short term	PP/PA/HS	<p>Work with NSW Health and/or use EOI process to find suitable mental health service provider.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation. Gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p> <p>Low and medium support short stay accommodation for mental health consumers provided.</p>	Positive feedback from mental health consumers and service provider.
8.15	Refurbish the Bootmakers Workshop to create the Bootmakers Cafe. Cafe to provide work opportunities for mental health services users and serve food produced on the Callan Park Farm.	Short term	PP/PA/HS/ES	<p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p>	Successful operation of café shown by reports to the Trust.

No.	Action	Staging	Responsibility	Performance target	Method of measurement
				<p>Refurbishment complete.</p> <p>Café established.</p> <p>Work with NSW Health and/or use EOI process to find suitable mental health service provider.</p> <p>Provide training and work opportunities for mental health consumers.</p> <p>Use of seasonal produce grown on Callan Park.</p> <p>Establish links to TAFE outreach program.</p> <p>Financial sustainability.</p>	
8.16	Adaptively reuse B201 to provide education services for mental health service users and Menshed. Services linked to TAFE and NGO groups	Short term	PP/PA/HS/CS	<p>Work with TAFE organisation and/or use EOI process to find education service providers.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p> <p>Education services for mental health service users and Menshed are provided.</p>	Positive feedback from mental health service users, TAFE and NGO groups.
8.17	Prepare master plan for campus reorganization as part of expansion into B296. All parking and roads to be	Short term	NSWA	Work with NSW Health to develop a campus Master Plan to meet the objectives of the site	Stakeholder support for master plan for campus

No.	Action	Staging	Respons- -ibility	Performance target	Method of measurement
	removed in accordance with Master Plan.			wide Master Plan. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives. Coordinate design with site wide sign and materials strategy. Parking and roads removed near B296.	reorganisation.
8.18	Restore hard-surface sports court to provide for tennis, basketball and netball	Short term	PP/PA/CS	Work with Leichhardt Council and sports groups to develop design brief. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Hard-surface sports court restored. Increased use of the court.	Positive feedback from users. Court bookings.
8.19	Adaptively reuse B215 through B219 to provide low and medium support short stay accommodation for mental health services users.	Short term	PP/PA/HS	Work with NSW Health and/or use EOI process to find suitable mental health service provider Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous materials.	Positive feedback from mental health consumers and service provider.

No.	Action	Staging	Responsibility	Performance target	Method of measurement
				<p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p> <p>Low and medium support short stay accommodation for mental health services users provided.</p>	
8.20	Upgrade Bay Run to provide segregated cycle and pedestrian route. New alignment to run alongside sea wall. New bespoke bridge designed for creek crossing point.	Short term	PP/PA/CS	<p>Work with Leichhardt Council and sports groups to develop design brief.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Coordinate design with site wide sign and materials strategy.</p> <p>The Bay Run is a segregated cycle and pedestrian route on a new alignment with a new bridge to cross creek.</p>	Observations of use of the Bay Run.
8.21	Adaptively reuse Rose Cottage by an NGO mental health service provider such as: support groups, day centres, art and mental health activities and social enterprises.	Short term	PP/PA/HS	<p>Work with NSW Health and/or use EOI process to find suitable mental health service provider.</p> <p>Carry out local contamination investigations.</p>	Positive feedback from mental health consumers and service provider.

No.	Action	Staging	Respons- -ibility	Performance target	Method of measurement
				<p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p>	
8.22	Construct a regional skatepark with structures and ramps located within the footprints of existing buildings. Minimal structure to be constructed above the existing ground level to reduce visual impact.	Short term	PP/PA/CS	<p>Work with Leichhardt Council, skaters, sports groups and community groups to develop design brief for skatepark.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals</p> <p>Coordinate design with site wide sign and material strategy.</p> <p>Construct skate park set below the existing ground level and constructed within the footprints and envelopes of the existing buildings.</p>	<p>Building waste disposal report.</p> <p>Skate park constructed.</p> <p>Use of skate park through observations.</p> <p>Positive feedback from skate park users and other site users.</p>
8.23	Reinstate Balmain Road sport field for active recreation. Final configuration to be developed in accordance with needs assessment and detailed design	Short term	PP/PA/CS	<p>Work with Leichhardt Council and sports groups to develop design brief.</p> <p>Carry out local contamination investigations.</p>	Bookings for use of Balmain Road sport field.

No.	Action	Staging	Respons- -ibility	Performance target	Method of measurement
	development.			Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives. Use of Balmain Road sport field for active recreation.	
8.24	Build new sports pavilion within footprint and envelope of existing buildings adjacent to Balmain Road sports field. Facilities to be provided include changing, amenities, barbecue and seating areas. Temporary canopy and seating to extend parallel to the Balmain Road sports field.	Medium term	PP/PA/HS	Work with Leichhardt Council and sports groups and community groups to develop design brief. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Coordinate design with site wide sign and material strategy. New sports pavilion built.	Bookings of sports pavilion.
8.25	Adaptively reuse Convalescence Cottages for NGO mental health service provider such as: support groups, day centres, art and mental health activities and social enterprises.	Medium term	PP/HS	Use EOI process to find suitable NGO tenant. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to	Tenancy agreement.



No.	Action	Staging	Respons- -ibility	Performance target	Method of measurement
				develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives.	
8.26	Establish Sustain restaurant in B497 providing training and employment opportunities for mental health service users on Callan Park.	Medium term	PP/PA/HS/ES/VE	Financial sustainability. Training and work opportunities for mental health consumers. Use of seasonal produce grown on Callan Park. Establish links to TAFE outreach program.	Ongoing jobs and training opportunities for mental health consumers.
8.27	Adaptively reuse B298 to provide family visitor accommodation for mental health service users.	Medium term	PP/PA/HS	Use EOI process to find suitable NGO tenant. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives. Family visitor accommodation for mental health service users provided.	Positive feedback from mental health consumers, families, and service provider.
8.28	Adaptively reuse Foundation House for NGO mental health service provider such as: support groups, day centres, art and mental health activities and social enterprises	Medium term	PP/PA/HS	Work with NSW Health and/or use EOI process to find suitable mental health service provider. Carry out local contamination investigations.	Tenancy agreement.

No.	Action	Staging	Responsibility	Performance target	Method of measurement
				<p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p>	
8.29	Adaptively reuse the Performance Centre (B704) in Cultural Cluster to provide shared space for indoor exercise classes such as Pilates, yoga and aerobics.	Long term	PP/PA/CS	<p>Use EOI process to find suitable NGO tenant.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Ensure refurbishment will meet site wide sustainability objectives.</p>	Tenancy agreement
8.30	Adaptively reuse B488 by an NGO mental health service provider such as: support groups, day centres, art and mental health activities and social enterprises	Long term	PP/PA/HS	<p>Work with NSW Health and/or use EOI process to find suitable mental health service provider.</p> <p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous materials.</p> <p>Materials.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory</p>	Services in operation.

No.	Action	Staging	Responsibility	Performance target	Method of measurement
				approvals. Ensure refurbishment will meet site wide sustainability objectives.	
8.31	Continue CCEWD, Enrolled Nurses program managed by SSWAHS. Remove road and parking from courtyard spaces to provide amenity for residents and students.	Long term	PP/PA/HS	Develop site master plan to meet objective of a car-free courtyard space. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Road and parking removed from courtyard spaces.	Positive feedback from residents and students.
8.32	New-build or adaptively reuse B209 and B210 to provide medium and high support short stay accommodation for mental health service users. Service provided by State Government or NGO provider.	Long term	PP/PA/HS	Work with NSW Health and/or use EOI process to find suitable mental health service provider. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives. Coordinate design with site wide sign and material strategy. Medium and high support short stay accommodation for mental health service users provided.	Building reports. Positive feedback from mental health service users and the service provider.
8.33	Provide ongoing storage and changing for sports	Ongoing	PP/PA/	Access to Waterfront Drive sports pavilion for	Positive feedback from sports

## 5 IMPLEMENTATION

### 5.1 Life of this Plan

The actions set out in Section 4 of this Plan are staged over a period of 10 years until 2020.

### 5.2 Site ownership and management

The Callan Park Act states that care, control and management of Callan Park, of any building at Callan Park or of any part of either of them may be contracted out with the consent of the Minister but only to:

- (a) the Council of the local government area in which Callan Park is situated, or
- (b) a Trust prescribed by the regulations, if the Trust has agreed to undertake that care, control and management in accordance with the objects of this Act.

Callan Park will remain in public ownership.

**Section 4.4.7** outlines the proposed governance structure for Callan Park. The Callan Park Trust is proposed to be established as the managing entity for the Park. The Trust will essentially become responsible for delivery of the objects of the Callan Park Act, and for implementing the Master Plan and Plan of Management.

### 5.3 Assessment and approval processes

A guide for applicants in the preparation of Development Applications will be prepared in the initiation phase of implementing the Master Plan.

Proposals for permissible developments and uses will be required to be consistent with the permitted uses in the Callan Park Act, the Leichhardt LEP 2000, and other applicable planning instruments including the Callan Park Master Plan (as required by Clause 11 of SEPP 56).

Leichhardt Council will be the consent authority for future development applications pertaining to Callan Park.



## 5.4 Financial resources

Financial resources required to implement the Master Plan are outlined in the Financial Model in the Master Plan Report.

To achieve a sustainable financial position, the Callan Park Trust will need to develop new revenue streams which can be used to reduce the net funding requirements during development, and to fund ongoing maintenance and development of the park after completion.

The Financial Model assumes that the core activities of the Callan Park Trust will be based on a place management model, and that health services resources will be provided directly by health providers. The model provides for:

- ☐ park and infrastructure maintenance costs amounting to \$2 million per annum. This excludes annual building maintenance works estimated at \$1.7 million per annum, and park renewal works estimated by Council to cost an additional \$500,000 per year).
- ☐ building demolition, refurbishment and fitout of \$76 million over 11 years.
- ☐ \$600,000 to establish the Trust and approximately \$1 million per annum to operate.
- ☐ revenue exceeding expenses after 12 years, provided full market rent is achieved from all rentals.

Revenue is expected to be derived from sources such as:

- ☐ existing NGO tenants and government health occupiers.
- ☐ 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.

Significant grant funding from the NSW government would be required to establish and operate the Callan Park Trust. A significant injection of funds for capital restoration of buildings and infrastructure, and implementation of the Action Plan, will also be required.

## 5.5 Reporting

A reporting structure and process between the Callan Park Trust, Leichhardt Council, and the NSW Government will be required to be established in the initiation stage.

In the initiation stage the Trust will also establish internal reporting processes, as well as reporting requirements from all site managers and tenants.

Such reports will include how objectives and performance targets set out in this Plan have been met.

## 5.6 Priority actions

The priority actions following on from this Draft Plan of Management are:

- 1 Public exhibition of the Draft Plan of Management and Draft Master Plan.
- 2 Review and consider comments and submissions received from the public exhibition.
- 3 Finalise Plan of Management and Master Plan.
- 4 Ministerial consideration and approval of final Plan of Management and Master Plan.
- 5 Establish the Callan Park Trust, including appointing a Board of Directors, the Mental Health Advisory Panel, the Community Advisory Panel, and staff.
- 6 Deliver key actions in the initiation stage (Year 1) of implanting the Master Plan and Plan of Management outlined in Table 5.1.

**Table 5.1 Actions to implement in Year 1**

System	Actions to implement in Year 1
Biodiversity	Undertake full tree assessment and management study and plan for the entire site.
	Undertake a terrestrial and aquatic habitat assessment.
	Develop a GPS enabled smart phone application providing botanic data across Callan Park.
	Relocate the colony of cats living within the Convalescence Cottages.
Built form	Develop a community consultation strategy to ensure local relevant community participation in the design and implementation of new buildings and adaptive reuse projects.
	Review and revise the endorsed Rozelle Hospital Conservation Management Plan 2002 to include the specific requirements of the 2011 Master Plan.
	Review and revise the CMP Adaptability Study to address the specific needs of the Callan Park Trust who will occupy the significant buildings to ensure that the CMP principles for the adaptive re-use of the buildings and site are met for each building.
	Prepare a condition audit of the buildings and landscapes of exceptional, high and moderate significance. Complete a schedule of essential repairs and maintenance of these elements for accurate pricing and future allocation of resources.
	Establish a panel of emerging architects to ensure the adaptive reuse of buildings meets the objectives of sustainability and design excellence.
	Develop a strategy for recycling of all building waste and rubble for on site use or disposed of in accordance with best practice methodology.
	Develop a strategy for commissioning of archaeological assessments as part of any construction work.
	Develop a signage strategy and design guide for street furniture and public domain materials.

<b>System</b>	<b>Actions to implement in Year 1</b>
Culture	Establish a facility based on the Cité Internationale des Arts model that focuses on artists with experience of mental health illnesses.
	Develop a public art and interpretation strategy.
	Develop an events management strategy.
Economy	Establish an accounts and legal team within the structure of the governance organisation.
Energy	Carry out full condition audit of all site wide services and infrastructure.
	Develop a decommissioning and upgrade strategy.
	Establish an energy monitoring and performance strategy for all buildings on Callan Park.
	Establish a Carbon Fund.
Governance	Establish Callan Park Trust
	Transfer management of foreshore land in control of NSW Maritime to the Callan Park Trust.
	Develop a guidance document for preparation of development applications including details of all relevant statutory controls that must be addressed.
	Rename and number buildings on Callan Park.
	Negotiate with Federal aviation authority to gain access through air navigation facility to proposed jetty on Glover Street.
Health	Commission further investigations into the location of the unmarked graves of former patients.
	Work with the cultural stakeholders on Callan Park to develop a national centre to promotion the linkages between Art, Mental Health and Wellbeing, including an international artist in residency program that focuses on 'outsider art' and artists who explore issues of mental health in their work.
	Work with the local sports groups and peak sporting organisations to develop programs for mental health service users.
	Establish a governance group for the mental health services on Callan Park that coordinates all related activities and has representation from mental health service users, carers and clinical professionals.
	Develop a charter for organisations on Callan Park to adapt that will make a commitment to providing employment and training opportunities for mental health service users within all organisations operating out of Callan Park.
	Work with aboriginal groups to establish how mental health services targeted specifically at Aboriginals can be provided on Callan Park.
	Establish a Mental Health and Community Wellness Centre providing NGO support services such as peer support, primary health care, psychiatric evaluations and lifestyle support, and research and training facilities.
	Develop an independent research and training organisation within the Mental Health and Community Wellness Centre to monitor and evaluate the various treatment programs and facilities provided to the mental health service users.
	Develop links with TAFE to provide onsite services for mental health consumers.
	Develop a framework to provide opportunities for mental health consumer led social

System	Actions to implement in Year 1
	enterprises on Callan Park under the remit of a for-profit health use.
Pollution/ chemicals	Undertake site-wide contamination studies to support the Master Plan proposals and actions.
	Develop an ongoing remediation strategy for project delivery.
	Develop a framework for future uses to adhere to achieve zero pollutants, including establishing supply chains.
	Develop a framework for the collection of organic waste for onsite composting from surrounding neighbourhoods.
	Work with existing users on Callan Park to audit existing consumption of pollutants and chemicals and then develop strategies for achieving zero pollution.
	Undertake further investigation to determine extent of sediment pollution to foreshore seabed. Testing and remediation to be carried out as part of any foreshore works and projects.
Transport	Undertake parking and traffic management study to including signage, parking meters, permits, boom gates, enforcement etc. Regulation options to be determined through further consultation.
	Develop cycling strategy for Callan Park, including framework for cycle hire facilities and operations.
	Prepare a Traffic Management Plan for Callan Park which details the proposed road network, car parking arrangements and how impacts on the surrounding areas will be managed.
	Negotiate with Sydney Buses and Leichhardt Council to secure proposed bus route through Callan Park.
	Negotiate with MLR and Leichhardt Council to secure bus stop drop-off points at Lilyfield station and Rozelle Town Centre.
Waste	Audit existing waste consumption, waste generation and recycling practices.
	Develop strategies for achieving zero waste, including establishment of TAFE contacts to run onsite sorting and recycling courses for demolition rubble.
Water	Develop a strategy to meet the objective of Callan Park as a zero water development in the next twenty years.

## 5.7 Monitoring and review of this Plan of Management

This Plan of Management is intended to be reviewed and updated within five years, ie. by 2016, with a major review by 2021. It should be updated hand-in-hand with the Callan Park Master Plan. The review should reflect changing community, Council and Trust priorities and issues, to take into account changes in legislation or Ministerial directions, and to recognise completed actions. Review of this Plan of Management should also take into account the outcomes of periodic reviews of State government legislation and plans, and Leichhardt Council's strategic and operational plans.

The Action Plan tables have a shorter life and therefore require more frequent review and updating. The Action Plan tables should be reviewed and revised yearly in accordance with budgets, works programs and changing priorities.





## **APPENDIX A**

### **Potential uses and developments in Callan Park**

This table provides a summary of potential land uses on the site, having regard to the zoning provisions of the Leichhardt Local Environmental Plan 2000 and to the *Callan Park (Special Provisions) Act 2002*.

Permissible under Leichhardt LEP 2000 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
Advertisements	Only if ancillary to health, educational or community facilities	Yes
boarding houses <b>Boarding house</b> means a building that is let in lodgings and which primarily provides lodgers with a principal place of residence for three months or more and generally has shared facilities such as a communal bathroom, kitchen or laundry and has rooms with one or more lodgers. It does not include a backpacker hostel, serviced apartments, a motel, private hotel or a building elsewhere defined in this Schedule.	Yes if it provides a not for profit community service such as a community boarding home.	Yes
car parking	Only if ancillary to health facilities, educational or community facilities	Yes
child care facilities <b>Child care facility</b> means a building or place used for the purpose of supervising or caring for children (such as a service of the kind provided at centres for long day care, child minding, pre-school or occasional care, or a multi-purpose child care or neighbourhood centre) which: (a) caters for 6 or more children up to 12 years old, and (b) may include an educational function, and (c) may be used for the hourly care of infants to enable their carer to participate in short-term activities, and (d) may operate for the purpose of gain, and (e) is not home based, but does not include home based child care.	Yes if it provides a not for profit community service	Yes
clubs <b>Club</b> means a building used by persons associated, or by a body incorporated, for social, literary, political, sporting, athletic or other lawful purposes whether of the same or a different kind and whether or not the whole or a part of the building is the premises of a club registered under the Registered Clubs Act 1976.	Yes if it provides a not for profit community service	Yes

Permissible under Leichhardt LEP 2000 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
community facilities <b>Community facility</b> means a building or place which may provide for the physical, social, cultural or intellectual development or welfare of the local community and may comprise or relate to any one or more of the following: (a) a public library, (b) public health services, (c) rest rooms, (d) meeting rooms, (e) indoor recreation, (f) child minding, (g) a youth facility, (h) any other like place or use, but does not include a building or place elsewhere defined in this Schedule.	Yes if it provides a not for profit community service	Yes
community gardens	Yes if it provides a not for profit community service	Yes
depots	Yes if it provides a not for profit community service or is if ancillary to health facilities or educational facilities	Yes
educational establishments <b>Educational establishment</b> means a building, or buildings, used as a school, college, technical college, TAFE establishment, academy, lecture hall, gallery or museum, but does not include a building used wholly or principally as a child care facility	Yes but only a university or any other facility providing educational services on a not-for-profit basis, but does not include a secondary school or a primary school.	Yes
hospitals <b>Hospital</b> means a building or place used for the purpose of providing professional health care services (such as preventative or convalescent care, diagnosis, medical or surgical treatment, care for people with developmental disabilities, psychiatric care or counselling and services provided by health care professionals), and includes: (a) ancillary facilities for the accommodation of nurses or other health care workers, ancillary shops or refreshment rooms and ancillary accommodation for persons receiving health care or for their visitors, (b) facilities situated in the building or at the place and used for educational or research purposes, whether or not they are used only by hospital staff or health care workers, and whether or not any	Yes as consistent with health facility definition. Note – does not have to be 'not-for-profit'.	Yes



Permissible under Leichhardt LEP 2000 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
<p><i>such use is a commercial use,</i>  <i>(c) a medical centre,</i>  <i>(d) a health clinic,</i>  <i>(e) any such building or place within a corrective or reformatory establishment,</i>  <i>(f) a nursing home,</i>  <i>(g) a special needs home.</i>            Note – as noted above this definition includes wide range of health facilities</p>		
high impact telecommunication facilities	No unless ancillary to permitted use	Generally No
<p>Markets  <b>Markets</b> means the use of land on a temporary basis for the purpose of selling goods or providing services, but does not include a land use elsewhere defined in this Schedule.</p>	No unless community facility. The LLEP 2000 separately defines a market. It would be unlikely that a market could be run on a not for profit basis (unless directly associated with a not for profit community use).	Unlikely
passenger transport terminals	Yes if it provides a not for profit community service	Yes
<p>places of assembly  <b>Place of assembly</b> means a building or place used for functions, conferences, theatre, cinema, concerts or dances or for any other similar use, and whether used for the purpose of gain or not, but does not include a place of public worship or an educational establishment.</p>	Yes if it provides a not for profit community or education service or is part of a health facility.	Yes
place of public worship	Yes if it provides a not for profit community service or is part of a health or education facility	Yes
police facilities	Yes if it provides a not for profit community service	Yes
public amenities	Yes if it provides a not for profit community service	Yes
<p>public buildings  <b>Public building</b> means a building used as offices or for administrative or other like purposes by the Crown, a statutory body, a council, Australia Post or an organisation established for public purposes.</p>	Yes if it provides a not for profit community or education service or is a health facility (or part of one)	Yes
public transport stops	Yes if it provides a not for profit community service	Yes
<p>Recreation area  <b>Recreation area</b> means:  <i>(a) an area used for sporting activities or sporting facilities, or</i></p>	Yes with consent if the area supports a not for profit community or education service or facility or supports a	Yes

Permissible under Leichhardt LEP 2000 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
<p><i>(b) an area used to provide facilities for recreational activities which promote the physical, cultural or intellectual welfare of persons within the community, being facilities provided by:</i></p> <p><i>(i) the Council, or</i></p> <p><i>(ii) a body of persons associated for the purpose of the physical, cultural or intellectual welfare of persons within the community, but does not include a club, racecourse or a showground or other place elsewhere defined in this Schedule.</i></p> <p>Under the LEP, 'recreation areas' are permitted on the site without development consent.</p>	health service or facility.	
<p>recreation facilities</p> <p><b>Recreation facility</b> means a building or place used for indoor or outdoor recreation, or a table tennis centre, squash court, swimming pool, gymnasium, health studio or bowling alley, or any other building of a like character used for recreation, whether used for the purpose of gain or not, but does not include a place of assembly</p>	<p>Yes if it provides a not for profit community or education service or is a health facility.</p> <p>Many of the uses in the definition of a recreation facility could either be defined as a community facility or as a health facility. For example, a health studio or gym could be either. The major difference however is that a community facility must provide a service on a not for profit basis but there is no such restriction on a health facility.</p>	Yes
transport depots	Yes if it provides a not for profit community service	Yes
water-based commercial and recreational facilities	No as it related to commercial use it is unlikely to qualify as a community facility	No
demolition	Yes if in relation to health facilities and educational or community facilities	Yes
Subdivision	Yes in accordance with the requirements of SEPP 56 and only if ancillary to the use of the land for a permissible use.	Yes
roads	Yes if ancillary to facility providing a not for profit community or education service or a health facility	Yes
<p>SEPP 5 housing</p> <p><b>SEPP 5 housing</b> means housing described and provided for in <i>State Environmental Planning Policy</i></p>	7(3) of The Callan Park Act specifically excludes 'development for the purpose of	Yes

Permissible under Leichhardt LEP 2000 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
<p><u>No 5—Housing for Older People or People with a Disability.</u></p>	<p>retirement villages'. 7(4) of the Callan Park Act states that SEPP 5 does not apply to Callan Park. The objective of SEPP 5 is to 'create opportunities for the development of housing that is located and designed in a manner particularly suited to those older people who are independent, mobile and active as well as those who are frailer, and other people with a disability regardless of their age'.</p> <p>Part 2 of SEPP 5 allows the development of housing for older people and people with a disability despite the provisions of any other environmental planning instrument. The Callan Park Act cancels out this provision that SEPP 5 should override other EPI's.</p> <p>However, the Callan Park Act does not exclude all forms of SEPP 5 housing, which is defined as 'residential accommodation which is or is intended to be used permanently as housing for the accommodation of older people or people with a disability which may consist of a residential care facility, a hostel or a grouping of 2 or more self-contained dwellings, or a combination of these, but does not include a hospital'.</p> <p>The fact that SEPP 5 is excluded does not necessarily mean that 'SEPP 5 housing' is not permitted as it is a permissible use under the LEP and does not rely on SEPP 5. Provided such housing provides a not-for-profit community service, it could potentially be permitted under</p>	

Permissible under Leichhardt LEP 2000 Public Purpose Zone	Permissible under Callan Park Act	Permissible use under both instruments
	the Callan Park Act.	



No.	Action	Staging	Responsibility	Performance target	Method of measurement
	groups in the Waterfront Drive sports pavilion. Area around pavilion to have formal tree avenue.		CS	storage and changing. Formal tree avenue around the pavilion.	groups.
8.34	Use Evan Jones Lecture Theatre as a shared public resource by all health organisations on site.	Ongoing	HS	Work with site tenants to develop process for booking and allocations. Use of lecture theatre.	Agreement between site tenants for booking and allocation process. Bookings for Evan Jones Lecture Theatre.

#### 4.4.9 Pollution

##### Scope of the system

The scope of this system relates to both the existing areas of the site that are or maybe contaminated due to past activities and the capacity for uses and new activities to pollute and damage the existing environment in and around Callan Park.

##### Existing condition and situation

Although a number of contamination studies have been undertaken over the past ten years the extent of ground contamination at Callan Park has not been definitively defined. However 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 2011 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 and released by the existing uses based on Callan Park or how these materials are processed.



### **Master Plan objectives and targets**

The actions and initiatives of the 2011 Master Plan provide an opportunity for site wide remediation in association with project delivery. The overarching object will be to establish all areas with contamination and definitively cap or remediate these areas.

### **Implementation**

**Figure 4.11 Pollution in Callan Park**



**POLLUTION**  
tested areas for evaluate significant pollution

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: Water front 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

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

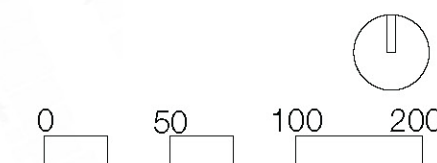
Area 3: East of Sydney College of Arts: Considerable volumes of uncontrolled fill material requiring capping management - Further investigation and remediation to be carried out as part of road narrowing works and heritage garden restoration

Area 8: Swimming pool fill area: Requiring capping management -Further investigation and remediation work to be carried out as part of conversion of swimming pool into water storage facility

Area 2: Former Boiler House: Minimal implication. Further investigation and remediation to be undertaken as part of bush regeneration initiative

# CALLAN PARK MASTER PLAN

# POLLUTION



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**Table 4.10 Pollution actions in Callan Park**

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
9.1	Undertake site-wide contamination studies to support the Master Plan proposals and actions. Develop an ongoing remediation strategy for project delivery.	Initiation	PA	Site-wide contamination study and remediation strategy completed.	Site-wide contamination and remediation strategy report.
9.2	Develop a framework for future uses to adhere to achieve zero pollutants, including establishing supply chains.	Initiation	CS/ES/HS	Framework completed.	Agreed framework for future uses to achieve zero pollutants. Monitoring of supply chains.
9.3	Develop a framework for the collection of organic waste for onsite composting from surrounding neighbourhoods.	Initiation	PA/CS	Consultation with people interested in composting. Framework completed.	On-site composting in operation. Use of compost on-site.
9.4	Work with existing users on Callan Park to audit existing consumption of pollutants and chemicals and then develop strategies for achieving zero pollution.	Initiation	CS/ES/HS	Audit of existing consumption of pollutants and chemicals. Consult with existing users. Strategies developed to achieve zero pollution.	Baseline pollution audit. Strategy for zero pollution produced.
9.5	Undertake further investigation to determine extent of sediment pollution to foreshore seabed. Testing and remediation to be carried out as part of any foreshore works and projects.	Initiation	PA/PP	Co-ordination of work and testing with NSW Maritime.	Report on sediment pollution of the foreshore seabed.
9.6	Manage capping of considerable volumes of uncontrolled fill material in Area 5: Waterfront Drive sports fields. Carry out further investigation and remediation work as part of realignment work.	Short term	PA/PP	Carry out further local contamination investigations as necessary. Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with sports fields	Reports on fill investigation and remediation work required.



<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
				realignment.	
9.7	Manage capping of considerable volumes of uncontrolled fill material in Area 6: Lower Glover Street Oval. Carry out further investigation and remediation as part of oval reinstatement works.	Short term	PA/PP	Carry out further local contamination investigations as necessary Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with sports fields realignment work.	Reports on fill investigation and remediation work required.
9.8	Manage capping of Area 8: Swimming pool fill area. Carry out further investigation and remediation work as part of conversion of swimming pool into water storage facility.	Short term	PA/PP	Carry out further local contamination investigations as necessary. Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with Callan Park Farm initiation works.	Reports on fill investigation and remediation work required.
9.9	Further investigation and remediation of Area 2: Former Boiler House to be undertaken as part of bush regeneration initiative.	Medium term	PA/PP	Carry out further local contamination investigations as necessary. Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with bush care group.	Reports on fill investigation and remediation work required.
9.10	Manage capping of considerable volumes of uncontrolled fill material in Area 3: East of Sydney College of Arts. Carry out further investigation and remediation as part of road narrowing works and heritage garden restoration.	Medium term	PA/PP	Carry out further local contamination investigations as necessary Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with public domain works.	Reports on fill investigation and remediation work required.
9.11	Manage capping of considerable volumes of uncontrolled fill material requiring capping	Medium term	PA/PP	Carry out further local contamination investigations as necessary	Reports on fill investigation and remediation work required.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
	management Area 4: Ward 14 fill area. Carry out further investigation and remediation as part of vegetation works on the embankment.			Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with bush care group.	
9.12	Carry out further investigations of asbestos fencing around B206 prior to removal and associated site remediation work.	Medium term	PA/PP	Carry out further local contamination investigations as necessary. Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with sports fields realignment.	Reports on asbestos and remediation work required.
9.13	Manage capping of some volumes of uncontrolled fill material in Area 7: Iron Cove Foreshore. Carry out further investigation and remediation as part of any foreshore project implementation.	Various dependent on sub projects	PA/PP	Carry out further local contamination investigations as necessary Develop a plan for the recycling of all non-hazardous materials. Co-ordination of work with various foreshore projects such as the Bay Run, Veteran's Field and Boardwalk at Callan Point.	Reports on fill investigation and remediation work required.

#### **4.4.10      Transport**

##### **Scope of the system**

The transportation system on Callan Park relates to all the movement systems, public and private and 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 condition and situation**

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



### **Master Plan objectives and targets**

The vision is to move from a park with multiple connecting roads to a series of destinations within the wellness sanctuary. Near those destinations, minimal, metered parking generates income to help manage Callan Park. Most of the parking is at the edges. A bus service uses Wharf Road, and a mini-bus helps sporting families on weekends. Others use the ferry or hire bikes on site. Multiple breaks in the Balmain Road wall welcome everyone into Callan Park, although it's great to meet at the new, safe pedestrian plaza at the main gates.

The 2011 Master Plan for Callan Park seeks to reconcile the objective of minimising private vehicular travel and encouraging sustainable transport, while at the same time providing equitable access to the proposed uses and services on Callan Park, recognising that the shift from institutional based care to voluntarily access mental health programs will require an overall increase in designated parking areas on Callan Park to cater for the increased movements in and out of the site during the day.

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 uses on Callan Park as well as the groups that use Callan Park for other activities such as sports or meetings.



Key features of transport will be:

- ☐ enhanced public transit through internal public bus, ferry stop and regular electric shuttle bus.
- ☐ two separated car access loops.
- ☐ pedestrian priority.
- ☐ controlled parking for approximately 750 cars.
- ☐ NSW Ambulance parking available to public on weekends.
- ☐ car access closed at Cecily Street to create a new car free plaza.
- ☐ new pedestrian entrance from Manning Street.

## Implementation

### Figure 4.12 Transport in Callan Park



TRANSPORT OVERLAY

EXISTING

- existing on road cycle route
- vehicular road retained and upgraded
- pedestrian paths retained

PROPOSED

- proposed bus route route
- proposed bus stops
- proposed shuttle bus
- proposed segregated cycle route
- bike hire

- vehicular road demolished
- strategic cycle network
- local cycle network
- vehicular parking areas
- pedestrian paths proposed
- pedestrian bush trail
- pedestrian squares
- wharf & pier

Jetty at the end of Wharf Road

Military Drive - 52 car spaces

Shared way for pedestrians and shuttle bus - rising bollards to limit access by unauthorized vehicles

Boat launch from jetty at the northern end of Glover street - Access to be negotiated with current land owners

Callan Park Museum - 20 car spaces

Wharf Road North - 30 car spaces

Glover Oval - 35 car spaces

Kalouan - 37 car spaces

Vocational/TAFE Centre - 12 car spaces

Broughton Hall Gardens - 66 car spaces

Glover Street - 110 car spaces

Resurface path system and return to pedestrian only use [Policy 5.62 CMP 2002]

Provide recharge point for electric vehicles in the proposed car park

Wharf Road west - 140 car spaces

Wharf Road east - 147 car spaces

NSW Ambulance parking compound with secure parking for 105 vehicles - design of perimeter sandstone way subject to visual assessment and ambulance campus master plan

University of Tasmania - 36 car spaces

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

Manning Street pedestrian access

Central Avenue - 56 car spaces

Manning Street - 54 car spaces

New layby and drop-off point for Rozelle Child Care Centre on Balmain Road

Cecily Street entrance. New pedestrian and cycle entrance plaza at main gates

Remove section of boundary wall between new Cecily Street access point and main gates plaza - material to be reused on site

Provide new site map and information adjacent to new sports pavilion

Potential traffic signal control

NSW Writers Centre - 58 car spaces

Relocate Balmain Road stop

Cultural Cluster and Wellness Centre - 20 car spaces

Balmain Street strategic bike route

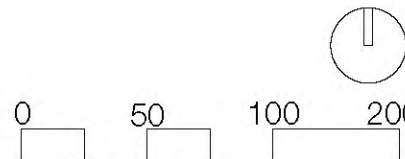
Removal of section of boundary wall parallel to proposed horticultural/agricultural area - material reused on site

Removal of bitumen car park as part of reorganisation of NSW Ambulance Campus [Policy 4.52 CMP 2002]

New electric shuttle bus service to Lilyfield MLR stop and Rozelle Town Centre

CALLAN PARK MASTER PLAN

TRANSPORT



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**Table 4.11 Transport actions in Callan Park**

No.	Action	Staging	Responsibility	Performance target	Method of measurement
10.1	Undertake parking and traffic management study to including signage, parking meters, permits, boom gates, enforcement etc. Regulation options to be determined through further consultation.	Initiation	PA/PP/CS	Consultation with stakeholders, and existing and potential users. Parking and traffic management study, including regulation options, completed.	Adoption of parking and traffic management study by the Trust.
10.2	Develop cycling strategy for Callan Park, including framework for cycle hire facilities and operations.	Initiation	PA/PP/CS	Consultation with stakeholders, and existing and potential users. Cycling strategy completed.	Adoption of cycling strategy by the Trust.
10.3	Prepare a Traffic Management Plan for Callan Park which details the proposed road network, car parking arrangements and how impacts on the surrounding areas will be managed.	Initiation	PA/PP	Consultation with stakeholders, and existing and potential users. Traffic Management Plan completed.	Adoption of Traffic Management Plan by the Trust.
10.4	Negotiate with Sydney Buses and Leichhardt Council to secure proposed bus route through Callan Park.	Initiation	PA/PP	Bus route established through Callan Park.	Written agreement with Sydney Buses.
10.5	Negotiate with MLR and Leichhardt Council to secure bus stop drop-off points at Lilyfield station and Rozelle Town Centre.	Initiation	PA/PP	Bus access between Callan Park and Lilyfield station and Rozelle Town Centre.	Written agreement with Sydney Buses. Bus timetable and signage.
10.6	Implement a shared way for pedestrians and shuttle bus to the south of the Veteran's Field with rising bollards to limit access by unauthorised vehicles.	Short term	PA/PP	Co-ordination of work with other foreshore projects such as Veteran's Field, Bay Run. Shared way south of Veteran's Field.	No unauthorised vehicles on the shared way.
10.7	Construct a look-out jetty at the northern end of Wharf Road.	Short term	PA/PP	Co-ordination of work with other foreshore projects such as Bay Run, Veteran's Field.	Building report. Positive feedback from jetty users.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Respons- -ibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
				Lookout jetty constructed.	
10.8	Negotiate with current land owners for boat launching from jetty at the northern end of Glover Street.	Short term	PA/PP	Access to jetty at the northern end of Glover Street for boat launching.	Written agreement between Trust and land owner.
10.9	Remove bitumen car park as part of reorganisation of NSW Ambulance Campus.	Short term	PA/PP/ HS	Carried out as part of NSW Ambulance Campus works.	Consistent with Conservation Management Plan Policy.
10.10	Establish NSW Ambulance parking compound with secure parking for 105 vehicles. Design of perimeter sandstone way subject to visual assessment and ambulance campus master plan.	Short term	PA/PP/ HS	Establish community consultation process. Work with NSW Health to develop a campus Master Plan to meet the objectives of the site wide Master Plan. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives. Coordinate design with site wide sign and material strategy. Secure parking for 105 vehicles in NSW Ambulance parking compound.	Positive feedback from NSW Ambulance.
10.11	Remove section of boundary wall between new Cecily Street access point and main gates plaza.	Short term	PA/PP	Section of boundary wall removed. Material to be reused on site. Increased visibility from Balmain Road.	Observations.



<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
10.12	Remove the section of boundary wall parallel to proposed area for horticulture or agriculture.	Medium term	PA/PP	Section of boundary wall removed. Material to be reused on site. Increased visibility from Balmain Road.	Observations.
10.13	Construct a new pedestrian and cycle entrance plaza at main gates at Cecily Street entrance.	Medium term	PA/PP	Further detailed design and development work to confirm new access strategy. Co-ordination of new works with RTA.	Construction plans and reports.
10.14	Establish vehicle parking spaces as follows: <ul style="list-style-type: none"> <li><input type="checkbox"/> Military Drive - 52 car spaces</li> <li><input type="checkbox"/> Callan Park Museum - 20 car spaces</li> <li><input type="checkbox"/> Wharf Road North - 30 car spaces</li> <li><input type="checkbox"/> Glover Oval - 35 car spaces</li> <li><input type="checkbox"/> Kalouan - 37 car spaces</li> <li><input type="checkbox"/> Vocational/TAFE Centre - 12 car spaces</li> <li><input type="checkbox"/> Broughton Hall Gardens - 66 car spaces</li> <li><input type="checkbox"/> Glover Street - 110 car spaces</li> <li><input type="checkbox"/> Wharf Road west - 140 car spaces</li> <li><input type="checkbox"/> Wharf Road east - 147 car spaces</li> <li><input type="checkbox"/> University of Tasmania - 36 car spaces</li> <li><input type="checkbox"/> Central Avenue - 56 car spaces</li> <li><input type="checkbox"/> Manning Street - 54 car spaces</li> <li><input type="checkbox"/> NSW Writers Centre - 58 car spaces</li> <li><input type="checkbox"/> Cultural Cluster and Wellness Centre - 20 car spaces</li> </ul>	Medium term	PA/PP/VE	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Coordinate design with site wide sign and material strategy. Co-ordination with other public domain based projects and strategies. More efficient vehicle parking.	Construction reports. Feedback from vehicle users.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
10.15	Relocate Balmain Road bus stop.	Medium term	PA/PP	Further detailed design and development work to confirm new access strategy. Co-ordination of new works with RTA Co-ordination with Sydney Buses.	Feedback from Sydney Buses and bus passengers.
10.16	Install potential traffic signal control.	Medium term	PA/PP	Further detailed design and development work to confirm new access strategy. Co-ordination of new works with RTA.	Agreement with RTA for traffic signals.
10.17	Provide new site map and information adjacent to new sports pavilion.	Medium term	PA/PP/VE	Coordinate design with site wide sign and material strategy. Co-ordination with design and construction of new sports pavilion. Effective visitor orientation.	Visitor survey
10.18	Resurface path system and return to pedestrian only use.	Ongoing	PA/PP	Co-ordination of work with current tenants. Conservation management plan for the gardens. Pedestrian-only use of path system.	Consistent with Conservation Management Plan Policy.

#### **4.4.10      Transport**

##### **Scope of the system**

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- ☐ controlled parking for approximately 750 cars.
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### Figure 4.12 Transport in Callan Park



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Wharf Road east - 147 car spaces

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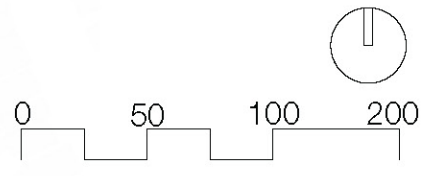
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No.	Action	Staging	Responsibility	Performance target	Method of measurement
10.1	Undertake parking and traffic management study to including signage, parking meters, permits, boom gates, enforcement etc. Regulation options to be determined through further consultation.	Initiation	PA/PP/CS	Consultation with stakeholders, and existing and potential users. Parking and traffic management study, including regulation options, completed.	Adoption of parking and traffic management study by the Trust.
10.2	Develop cycling strategy for Callan Park, including framework for cycle hire facilities and operations.	Initiation	PA/PP/CS	Consultation with stakeholders, and existing and potential users. Cycling strategy completed.	Adoption of cycling strategy by the Trust.
10.3	Prepare a Traffic Management Plan for Callan Park which details the proposed road network, car parking arrangements and how impacts on the surrounding areas will be managed.	Initiation	PA/PP	Consultation with stakeholders, and existing and potential users. Traffic Management Plan completed.	Adoption of Traffic Management Plan by the Trust.
10.4	Negotiate with Sydney Buses and Leichhardt Council to secure proposed bus route through Callan Park.	Initiation	PA/PP	Bus route established through Callan Park.	Written agreement with Sydney Buses.
10.5	Negotiate with MLR and Leichhardt Council to secure bus stop drop-off points at Lilyfield station and Rozelle Town Centre.	Initiation	PA/PP	Bus access between Callan Park and Lilyfield station and Rozelle Town Centre.	Written agreement with Sydney Buses. Bus timetable and signage.
10.6	Implement a shared way for pedestrians and shuttle bus to the south of the Veteran's Field with rising bollards to limit access by unauthorised vehicles.	Short term	PA/PP	Co-ordination of work with other foreshore projects such as Veteran's Field, Bay Run. Shared way south of Veteran's Field.	No unauthorised vehicles on the shared way.
10.7	Construct a look-out jetty at the northern end of Wharf Road.	Short term	PA/PP	Co-ordination of work with other foreshore projects such as Bay Run, Veteran's Field.	Building report. Positive feedback from jetty users.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
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10.8	Negotiate with current land owners for boat launching from jetty at the northern end of Glover Street.	Short term	PA/PP	Access to jetty at the northern end of Glover Street for boat launching.	Written agreement between Trust and land owner.
10.9	Remove bitumen car park as part of reorganisation of NSW Ambulance Campus.	Short term	PA/PP/HS	Carried out as part of NSW Ambulance Campus works.	Consistent with Conservation Management Plan Policy.
10.10	Establish NSW Ambulance parking compound with secure parking for 105 vehicles. Design of perimeter sandstone way subject to visual assessment and ambulance campus master plan.	Short term	PA/PP/HS	Establish community consultation process. Work with NSW Health to develop a campus Master Plan to meet the objectives of the site wide Master Plan. Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Ensure refurbishment will meet site wide sustainability objectives. Coordinate design with site wide sign and material strategy. Secure parking for 105 vehicles in NSW Ambulance parking compound.	Positive feedback from NSW Ambulance.
10.11	Remove section of boundary wall between new Cecily Street access point and main gates plaza.	Short term	PA/PP	Section of boundary wall removed. Material to be reused on site. Increased visibility from Balmain Road.	Observations.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
10.12	Remove the section of boundary wall parallel to proposed area for horticulture or agriculture.	Medium term	PA/PP	Section of boundary wall removed. Material to be reused on site. Increased visibility from Balmain Road.	Observations.
10.13	Construct a new pedestrian and cycle entrance plaza at main gates at Cecily Street entrance.	Medium term	PA/PP	Further detailed design and development work to confirm new access strategy. Co-ordination of new works with RTA.	Construction plans and reports.
10.14	Establish vehicle parking spaces as follows: <ul style="list-style-type: none"> <li><input type="checkbox"/> Military Drive - 52 car spaces</li> <li><input type="checkbox"/> Callan Park Museum - 20 car spaces</li> <li><input type="checkbox"/> Wharf Road North - 30 car spaces</li> <li><input type="checkbox"/> Glover Oval - 35 car spaces</li> <li><input type="checkbox"/> Kalouan - 37 car spaces</li> <li><input type="checkbox"/> Vocational/TAFE Centre - 12 car spaces</li> <li><input type="checkbox"/> Broughton Hall Gardens - 66 car spaces</li> <li><input type="checkbox"/> Glover Street - 110 car spaces</li> <li><input type="checkbox"/> Wharf Road west - 140 car spaces</li> <li><input type="checkbox"/> Wharf Road east - 147 car spaces</li> <li><input type="checkbox"/> University of Tasmania - 36 car spaces</li> <li><input type="checkbox"/> Central Avenue - 56 car spaces</li> <li><input type="checkbox"/> Manning Street - 54 car spaces</li> <li><input type="checkbox"/> NSW Writers Centre - 58 car spaces</li> <li><input type="checkbox"/> Cultural Cluster and Wellness Centre - 20 car spaces</li> </ul>	Medium term	PA/PP/VE	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Coordinate design with site wide sign and material strategy. Co-ordination with other public domain based projects and strategies. More efficient vehicle parking.	Construction reports. Feedback from vehicle users.



<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
10.15	Relocate Balmain Road bus stop.	Medium term	PA/PP	Further detailed design and development work to confirm new access strategy. Co-ordination of new works with RTA Co-ordination with Sydney Buses.	Feedback from Sydney Buses and bus passengers.
10.16	Install potential traffic signal control.	Medium term	PA/PP	Further detailed design and development work to confirm new access strategy. Co-ordination of new works with RTA.	Agreement with RTA for traffic signals.
10.17	Provide new site map and information adjacent to new sports pavilion.	Medium term	PA/PP/VE	Coordinate design with site wide sign and material strategy. Co-ordination with design and construction of new sports pavilion. Effective visitor orientation.	Visitor survey
10.18	Resurface path system and return to pedestrian only use.	Ongoing	PA/PP	Co-ordination of work with current tenants. Conservation management plan for the gardens. Pedestrian-only use of path system.	Consistent with Conservation Management Plan Policy.

#### **4.4.11 Waste**

##### **Scope of the system**

This system relates to all unwanted or unused materials disposed of as a result of activities on Callan Park.

##### **Existing condition and situation**

Some waste material is recycled and some goes to landfill. The Master Plan process has not been able to quantify the volumes and type of waste removed from Callan Park and the extent to which this waste is recycled.

##### **Master Plan objectives and targets**

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

##### **Implementation**

##### **Figure 4.13 Waste in Callan Park**



# WASTE OVERLAY

Building to be demolished and waste recycle

Organic compost produced onsite used by Callan Park Farm

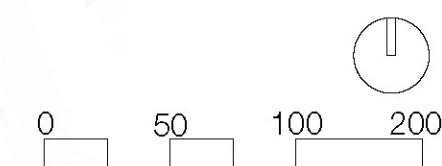
Recycling of organic waste coordinated through maintenance area

TAFE and MensShed coordinate sorting, recycling and disposal of Building rubble from demolitions through accredited training programmes

Organic compost and mulch produced onsite used on Potential horticultural or agricultural area

## CALLAN PARK MASTER PLAN

## WASTE



REVISION A  
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**Table 4.12 Waste actions in Callan Park**

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
11.1	Audit existing waste consumption, waste generation and recycling practices. Develop strategies for achieving zero waste.	Initiation	PA/PP	Audit completed. Strategies for achieving zero waste target developed.	Audit report. Waste strategy.
11.2	Develop a system for the collection of organic waste for onsite composting from surrounding neighbourhoods.	Medium term	PA/PP/CS	Organic waste from surrounding neighbourhoods is composted on site.	Waste audits.
11.3	Develop a waste export policy that stipulates types of materials may be taken off-site and acceptable treatment, recycling and waste disposal methods.	Medium term	PA/PP	Waste export policy produced.	Waste export policy.
11.4	Store and reuse demolition material on site.	Ongoing	PA/PP	No export of demolition material from the site.	Waste audits.
11.5	Compost organic material produced on site.	Ongoing	PA/PP	All organic material produced on site is composted.	Waste audits.
11.6	Recycle organic waste coordinated through maintenance area at Maning Street entrance.	Ongoing	PA/PP	Organic waste from site is composted on site.	Waste audits.
11.7	Produce organic compost onsite which is used by Callan Park Farm.	Ongoing	PA/PP	Organic waste from site is composted on site.	Waste audits.
11.8	Use organic compost and mulch on area identified for potential horticultural/ agricultural uses.	Ongoing	PA/PP	Organic waste from site is composted on site.	Waste audits.
11.9	TAFE/MensShed coordinate sorting, recycling and disposal of building rubble from demolitions through accredited training programs.	Initiation	ES/HS/PA/PP	All material sorting and recycling is carried out through onsite service providers.	Audits of sorting and recycling activity.

#### **4.3.12 Water**

##### **Scope of the system**

This system relates to bodies of water in and around Callan Park, both natural and man-made, activities that require a supply of water or are based on water and the treatment of water that passes through Callan Park as part of the local urban catchment.

##### **Existing condition and situation**

Sydney Water and Leichhardt Council have water and drainage infrastructure located within Callan Park. This infrastructure conveys stormwater from the upstream catchment (in addition to untreated site-generated stormwater runoff) to Sydney Harbour.

It is estimated that the newest portions of the drainage systems in Callan Park are 40 years old, and may not comply with current standards for capacity.

##### **Master Plan objectives and targets**

The overarching 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 (WSUD) initiatives are proposed both a stand-alone initiatives and as part of the required infrastructure upgrades on Callan Park.

Additionally the 2011 Master Plan will provide better access to the foreshore of Iron Cove for passive recreation and water based active recreational uses. In the implementation of the Master Plan must also factor 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 site's aquatic habitats and systems.

##### **Implementation**

##### **Figure 4.14 Water in Callan Park**



WATER OVERLAY

- WATER REUSE
  - potable water infrastructure
  - water storage tank
- ▲ WATERWAY RESTORATION
  - salt marsh
  - water feature
  - locations for restored creeklines
  - pipes

- STORMWATER TREATMENT
  - recycled water infrastructure
  - bioswale
  - biorention area
  - wetland
  - irrigated area
  - subcatchment area

● Wastewater treatment plant: indicative 100m2 footprint

▲ Salt marsh along foreshore reinstated - integrated into seawall works and subject to further studies

● 1600kl underground storage tank - Final design and location subject to further studies

■ 50m2 bioretention system to treat sub catchment - Final design and location subject to further studies

■ 180m2 bioretention system to treat sub catchment - Final design and location subject to further studies

▲ Proposed water mirror in Veteran's Field

■ 260m2 fringe wetland around storage pond

■ 210m2 bioretention system to treat sub catchment - Final design and location subject to further studies

▲ 260m2 bioretention system to treat sub catchment - Final design and location subject to further studies

▲ Repair plumbing, drainage and water pumping systems of the gardens [Policy 5.55 CMP 2002]

■ Preserve rainforest gully and remove infill planting [Policy 5.61 CMP 2002]

■ Bioswales for stormwater treatment integrated into street as part of road upgrade projects

■ 150m2 bioretention system to treat sub catchment - Final design and location subject to further studies

■ Bioswales in car park for stormwater treatment integrated into street as part of road upgrade projects

■ 260m2 bioretention system to treat sub catchment - Final design and location subject to further studies

● Pumping station used in blackwater harvesting for onsite reuse

■ Bioswales for stormwater treatment integrated into down graded pedestrian cycle path between military drive and the north circuit to treat sub catchment incorporating 180m2 of bioretention

■ 1550m2 wetland - Final design and location subject to further studies

■ 500m2 bioretention system to treat sub catchment - Final design and location subject to further studies

■ Stormwater treatment and pump station to facilitate onsite reuse

● 300kl storage in open pond - Final design and location subject to further studies

● 300kl storage in converted swimming pool

▲ Proposed water mirror

▲ Proposed water mirror

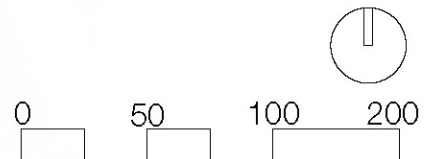
● 650kl treated water storage tank

■ 1250m2 bioretention system to treat sub catchment - Final design and location subject to further studies

■ Bioswales in car park for stormwater treatment integrated into street as part of road upgrade projects

CALLAN PARK MASTER PLAN

WATER



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**Table 4.13 Water actions in Callan Park**

No.	Action	Staging	Responsibility	Performance target	Method of measurement
12.1	Develop a strategy to meet the objective of Callan Park as a zero water development in the next twenty years.	Initiation	PA/PP	Development and agreement of the zero water plan for Callan Park.	Zero water plan for Callan Park.
12.2	Construct the proposed water mirror in Veteran's Field.	Short term	PA/PP	Integration of design into Veteran's Field Project.	Construction report.
12.3	Construct stormwater treatment and pump station to facilitate onsite reuse in vicinity of the Veteran's Field.	Short term	PA/PP	Integration of design into Veteran's Field Project.	Testing of whether water quality is suitable for reuse.
12.4	Use Sydney Water pumping station for black water mining for non-potable water reuse supply to Callan Park buildings.	Medium term	PP/PA	Coordinate work with Sydney Water. Co-ordination with other public domain based projects and strategies.	Testing of whether water quality is suitable for reuse.
12.5	Construct wastewater treatment plant with an indicative 100m <sup>2</sup> footprint.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies.	Quality of water treated.
12.6	Reinstate saltmarsh along foreshore. Integrate saltmarsh into seawall works and subject to further studies.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies.	Observations and flora surveys.
12.7	Construct a 1600kl underground storage tank. Final design and location subject to further studies.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies.	Testing of whether water quality is suitable for reuse.
12.8	Install several bioretention systems (50m <sup>2</sup> , 150m <sup>2</sup> , 210m <sup>2</sup> , 2 x 260m <sup>2</sup> , 500m <sup>2</sup> , 1250m <sup>2</sup> ) to treat the sub catchment. Final design and location subject to further studies.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies.	Drainage investigations to measure water runoff and quality.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
12.9	Establish a 260m <sup>2</sup> fringe wetland around storage pond.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies.	Drainage investigations to measure water runoff and quality.
12.10	Repair plumbing, drainage and water pumping systems of the gardens.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Consistent with Conservation Management Plan Policy.
12.11	Preserve the rainforest gully and remove infill planting.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Consistent with Conservation Management Plan Policy.
12.12	Integrate bioswales for stormwater treatment into the street as part of road/parking upgrade projects.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Drainage investigations to measure water runoff and quality.
12.13	Integrate bioswales in Wharf Road East and West car parks for stormwater treatment into street as part of road upgrade projects.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Drainage investigations to measure water runoff and quality.
12.14	Integrate bioswales for stormwater treatment into downgraded pedestrian cycle path between Military Drive and the north circuit to treat sub-catchment	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Drainage investigations to measure water runoff and quality.
12.15	Construct a 1550m <sup>2</sup> wetland. Final design and location subject to further studies.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Drainage investigations to measure water runoff and quality.
12.16	Install 300kl storage in open pond. Final design and location subject to further studies.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Drainage investigations to measure water runoff and quality.
12.17	Construct 300kl storage in converted swimming pool.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Drainage investigations to measure water runoff and quality.

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
12.18	Implement proposed water mirror in Ward 18 in Cultural Cluster.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Water quality testing.
12.19	Install a 650kl treated water storage tank.	Medium term	PA/PP	Co-ordination with other public domain based projects and strategies	Testing of whether water quality is suitable for reuse.





## 2 DESCRIPTION OF CALLAN PARK

### 2.1 Locational context

Callan Park is a 61-hectare site located on the foreshore of Iron Cove at Rozelle. The site partly forms the western slope of the Balmain Peninsula between the Balmain Road ridge and Iron Cove.

Surrounding land uses include the open space of Leichhardt Park and Leichhardt Oval to the south-west, and King George Park to the north. The boundary of Callan Park adjoins a strip of reclaimed land on the western Iron Cove edge of the site which is owned by NSW Maritime, and submerged land of Sydney Harbour at north Callan Point which is also owned by NSW Maritime. Residential and retail uses in Lilyfield and Rozelle adjoin the site across Balmain Road.

**Figure 2.1 Location of Callan Park**



## 2.2 History of Callan Park

A summary of the rich history of Callan Park is outlined below.

**Table 2.1 History of Callan Park**

Year	Events
<b>20,000–30,000 years ago</b>	The people living around the site of the Rozelle Hospital are the Wangal clan or band (part of the Eora or Dharug tribes).
<b>1819, 1821</b>	Gentleman's Estates created from original land grants to Butler, Austen and Ralph.
<b>1837 - 1844</b>	Significant Gentleman's houses Garry Owen House (c.1837-1839), Kalouan (c.1840-1844), and Broughton House (c.1841-1842) erected on the estates.
<b>1864</b>	Parliamentary report on the 'Present State and Management of Lunatic Asylums'. Public controversy over conditions in asylums.
<b>1865</b>	Garry Owen bought by Gordon and renamed Callan Park. Barnet becomes Colonial Architect. Visits Gladesville Hospital and is shocked at the conditions there.
<b>1873</b>	NSW Government buys 104 hectare Callan Park Estate as site for a hospital for the insane.
<b>1878</b>	The owner of Broughton Hall buys Kalouan.
<b>1880-85</b>	Callan Park Asylum (including Kirkbride Block Cottage Wards) is built to house 666 patients.
<b>1888</b>	With 998 patients, Callan Park Asylum already grossly overcrowded.
<b>1900</b>	Complaints of overcrowding at Callan Park, result in enquiries and Royal Commissions.
<b>1915</b>	Broughton Hall becomes Australian Army Hospital No.13 – Caring for 'shell-shock' soldiers from WW1.
<b>1918</b>	Commonwealth Government resumes Broughton Hall.
<b>1921</b>	Broughton Hall Psychiatric Centre opens for first voluntarily admitted patients.
<b>1920 -1940</b>	Superintendent Evan Jones develops Broughton Hall gardens for their therapeutic value to patients.
<b>1960s-1970s</b>	Gradual decline in patient numbers due to changes in mental health practices.
<b>1976</b>	Broughton Hall and Callan Park amalgamated to become Rozelle Hospital.
<b>1983</b>	Richmond Report recommends scaling down Rozelle Hospital and investigating alternative uses for under-utilised buildings.
<b>1988</b>	Barclay Report sets out standards for psychiatric hospitals and related community facilities. Capital works program to meet recommendations of Barclay Report sees construction of new hospital buildings, phasing out of Kirkbride Block, repair of Garry Owen House and its subsequent adaptation for use by the NSW Writers Centre.
<b>1989</b>	530 hospital beds. NSW Department of Works invited to prepare a Master Development Control Plan for Rozelle Hospital.

Year	Events
<b>1992</b>	Kirkbride Block leased to University of Sydney for occupation by Sydney College of the Arts.
<b>1999-2000</b>	Hospital beds reduced to 244.
<b>2001</b>	NSW Government becomes the consent authority for development at the site. Leichhardt Council surveys 30,000 households and helps the community develop a shared vision for the site.
<b>2002</b>	July: NSW Government releases draft Master Plan which includes some residential development. Associated plans to build a purpose-built mental health unit at Concord hospital to replace Rozelle also released. August: Leichhardt Council polling reveals high levels of public support for Council's opposition to Master Plan. October: Draft Master Plan withdrawn by the NSW Government. <i>Callan Park (Special Provisions) Act 2002</i> No.139 passed by NSW Parliament.
<b>2003 – 2004</b>	Leichhardt Council, Friends of Callan Park and others discuss with the State Government the importance of retaining a mental health facility at Rozelle Hospital.
<b>2004</b>	April: Leichhardt Council establishes and resources a taskforce to pursue government funding, establish a Callan Park Trust, and to initiate a Master Plan for Callan Park.
<b>2005</b>	October: Leichhardt Council gains support of Local Government Association of NSW for the vision that Callan Park remain as a specialist mental health facility managed by a new Callan Park Trust.
<b>2006</b>	February: Leichhardt Council renews commitment to prepare a Masterplan for Callan Park and continues to pressure the NSW Government to retain and upgrade Callan Park psychiatric hospital. September: Council undertakes another community survey to assist with the development of a Masterplan for Callan Park
<b>2007</b>	July: NSW Government establishes a Community Reference Panel to comment on Masterplan and tenancy proposals including those by the University of Sydney. Sydney Harbour Foreshore Authority appointed to prepare a Masterplan for Callan Park. November: Draft Callan Park Land Use Plan placed on public exhibition. December: Leichhardt Council resolves to object to the Land Use Plan.
<b>2008</b>	February: Leichhardt Council submits an objection to the NSW Government, based on results of a telephone survey that indicates public concern with over-development and loss of heritage features within Callan Park. October: NSW Government announces it will grant care control and management of 40 of Callan Park's 60 hectares to Leichhardt Council under a 99 year lease.
<b>2009</b>	Leichhardt Council convenes Callan Park Taskforce and a variety of public meetings over the future of Callan Park. December: Leichhardt Council prepares Master Plan scoping document.
<b>2010</b>	March: Leichhardt Council calls for open tenders for the Master Planning of Callan Park. May: McGregor Coxall and team appointed to develop Master Plan. June: Master Planning begins.

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



## 2.3 Strengths and significance of Callan Park

Key strengths of Callan Park are its:

- ☐ variety of landscaped areas, including formal landscaped gardens and open parkland.
- ☐ assets for passive and active recreation.
- ☐ remnant native bushland.
- ☐ connection to Sydney Harbour.
- ☐ community facilities and a place for community events and recreation.

Callan Park has a significant social, cultural and environmental heritage.

In summary, the Statement of Significance (Tanner Architects, CMP 2002) states:

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

**The vistas across the expanse of open space, the exceptional heritage buildings and their generous surrounds, and the presence of the foreshore are part of this. Localities such as the Broughton Hall Garden, Kirkbride Garden and Charles Moore Garden are valued as places and space adjacent to heritage buildings. Scale of community and cultural uses range from the community garden to Sydney College of the Arts.’**



Significant features of Callan Park include:

- ☐ Callan Point is considered to be the most important Aboriginal archaeological site remaining on the southern shores of Sydney Harbour (Tanner and Associates Pty Ltd, 2002). It is one of few publicly accessible occupation sites with remnants of middens testifying to the tenancy of the Wangal people on this land dating back at least 4,500 years.
- ☐ Callan Park joins the distinct foreshore and ridge landscapes. Few sites on Sydney Harbour present this opportunity.
- ☐ Formerly Rozelle Hospital, the site has a 120-year history of mental health services.
- ☐ Callan Park is listed on the NSW Heritage Register. Of the 140 buildings on the site, 24 have exceptional or high heritage significance. Several areas within the site are significant heritage landscapes. Significant open spaces and gardens among a vast array of buildings characterise the site.
- ☐ Callan Park represents a clear contrast to surrounding development, providing valuable open space to the densely populated inner west, and a continuous foreshore link via the Bay Run around Iron Cove. The foreshore areas of the site are significant as rare open space elements (Tanner and Associates Pty Ltd, 2002).
- ☐ The visual landscape of Callan Park is strong and clear, although some intrusive buildings block existing views from within the beyond the site. Its landscaped spaces and landmark buildings have contributed visually and socially to the local area for over 100 years (Tanner and Associates Pty Ltd, 2002).
- ☐ Callan Park includes the only area of remnant bushland in Leichhardt local government area. Callan Point contains rare examples of pre-European vegetation (Tanner and Associates Pty Ltd, 2002).
- ☐ Callan Park is well-served by public transport, and by pedestrian and cycle paths.

## 2.4 Callan Park today

### 2.4.1 Land identification

Callan Park means land at Rozelle comprised in Lot 1 Deposited Plan 807747, including all structures that are fixtures on that land. The boundaries of Callan Park are shown on **Figure 2.1**.

### 2.4.2 Consent authorities

Leichhardt Council, and ultimately the Minister for Planning, are consent authorities for the site.

### 2.4.3 Ownership and management

The management and maintenance 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 own an adjoining strip of land along the foreshore at Iron Cove, which is not subject to the provisions of the Callan Park Act.

Management of various precincts in Callan Park is shown in **Table 2.2** and **Figure 2.2**. Site maintenance and management is undertaken by different groups including the Sydney Harbour Foreshore Authority, NSW Department of Health, Sydney South West Area Health Service, and some non-government organisations including WHO'S.

A range of leases for use of buildings have been granted by the Minister to various organisations including Sydney College of the Arts and the NSW Writers Centre. A comprehensive schedule of the existing leases and tenancies is contained in the financial model summary in the Master Plan Report.

**Table 2.2 Ownership and management of Callan Park**

Precinct	Owner	Manager
1	Health Administration Corporation	Sydney Harbour Foreshore Authority
2	Health Administration Corporation	Sydney Harbour Foreshore Authority
3	Health Administration Corporation	Sydney Harbour Foreshore Authority
4	Health Administration Corporation	Health Administration Corporation
5	Health Administration Corporation	Sydney South West Area Health Service
6	Health Administration Corporation	Sydney Harbour Foreshore Authority
7	Health Administration Corporation	NSW Ambulance Services
8	Health Administration Corporation	Sydney South West Area Health Service
9	Health Administration Corporation	Sydney South West Area Health Service

NSW Maritime land adjoining Callan Park has been previously leased to NSW Health, which is in the process of issuing a Community Licence to the Sydney Harbour Foreshore Authority as the responsible agency. Ongoing tenure over the NSW Maritime land will be a requirement of any future owner of Callan Park.



**Figure 2.2 Current management of Callan Park**



#### 2.4.4 Maintenance

Maintenance of buildings in Callan Park and their surrounds is carried out by the relevant land manager as shown in Table 2.2. NSW Maritime maintain the sea wall with a matching contribution from Leichhardt Council.

#### 2.4.5 Security

Security services across the site are provided by SHFA.

## 2.4.6 Systems in Callan Park

The Master Plan report uses twelve urban systems to illustrate the Master Plan proposals. These systems are derived from the biocity concept developed by McGregor Coxall. The Biocity Concept was developed in response to the rapidly changing needs of modern cities under growing population and environmental pressures. The term biocity proposes a bridging of the gap in the notion that cities and biological systems are disconnected entities. The biocity is an urban design and planning model arising from landscape architecture and biological theory that proposes cities be reconceptualised as 'urban biotopes', discrete ecological suprasystems that are supported by a myriad of interconnected systems and sub-systems.

The model has a purpose to shift critical debate in city planning away from fossil fuel led decision making to secure a better future for urban areas under climate change impacts. The model adopts a biomimicry agenda that considers the relative equity of the biotope's twelve constituent systems as paramount. The twelve interconnected systems that determine the condition of the urban biotope are:

- ☐ Biodiversity
- ☐ Built form
- ☐ Culture
- ☐ Economy
- ☐ Energy
- ☐ Food
- ☐ Governance
- ☐ Health
- ☐ Pollution
- ☐ Transport
- ☐ Waste
- ☐ Water.

[For further details of the concept visit [www.biocitystudio.com](http://www.biocitystudio.com)].

The Final Draft Master Plan section of the Master Plan report describes the existing situation in Callan Park according to the biocity concept. The Action Plan in Section 4 details actions relating to each system.

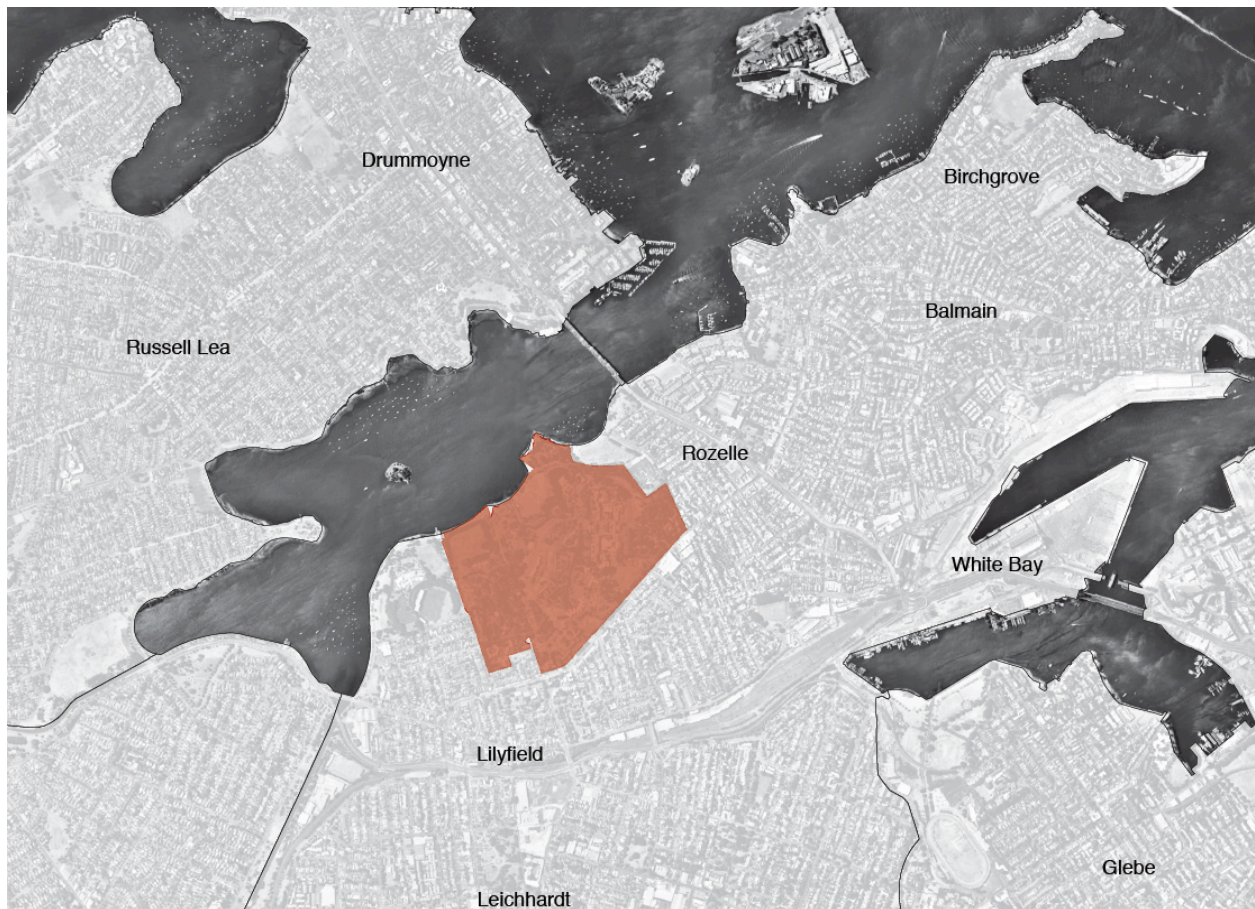
## 2 DESCRIPTION OF CALLAN PARK

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**Figure 2.1 Location of Callan Park**





## 2.2 History of Callan Park

A summary of the rich history of Callan Park is outlined below.

**Table 2.1 History of Callan Park**

Year	Events
<b>20,000–30,000 years ago</b>	The people living around the site of the Rozelle Hospital are the Wangal clan or band (part of the Eora or Dharug tribes).
<b>1819, 1821</b>	Gentleman's Estates created from original land grants to Butler, Austen and Ralph.
<b>1837 - 1844</b>	Significant Gentleman's houses Garry Owen House (c.1837-1839), Kalouan (c.1840-1844), and Broughton House (c.1841-1842) erected on the estates.
<b>1864</b>	Parliamentary report on the 'Present State and Management of Lunatic Asylums'. Public controversy over conditions in asylums.
<b>1865</b>	Garry Owen bought by Gordon and renamed Callan Park. Barnet becomes Colonial Architect. Visits Gladesville Hospital and is shocked at the conditions there.
<b>1873</b>	NSW Government buys 104 hectare Callan Park Estate as site for a hospital for the insane.
<b>1878</b>	The owner of Broughton Hall buys Kalouan.
<b>1880-85</b>	Callan Park Asylum (including Kirkbride Block Cottage Wards) is built to house 666 patients.
<b>1888</b>	With 998 patients, Callan Park Asylum already grossly overcrowded.
<b>1900</b>	Complaints of overcrowding at Callan Park, result in enquiries and Royal Commissions.
<b>1915</b>	Broughton Hall becomes Australian Army Hospital No.13 – Caring for 'shell-shock' soldiers from WW1.
<b>1918</b>	Commonwealth Government resumes Broughton Hall.
<b>1921</b>	Broughton Hall Psychiatric Centre opens for first voluntarily admitted patients.
<b>1920 -1940</b>	Superintendent Evan Jones develops Broughton Hall gardens for their therapeutic value to patients.
<b>1960s-1970s</b>	Gradual decline in patient numbers due to changes in mental health practices.
<b>1976</b>	Broughton Hall and Callan Park amalgamated to become Rozelle Hospital.
<b>1983</b>	Richmond Report recommends scaling down Rozelle Hospital and investigating alternative uses for under-utilised buildings.
<b>1988</b>	Barclay Report sets out standards for psychiatric hospitals and related community facilities. Capital works program to meet recommendations of Barclay Report sees construction of new hospital buildings, phasing out of Kirkbride Block, repair of Garry Owen House and its subsequent adaptation for use by the NSW Writers Centre.
<b>1989</b>	530 hospital beds. NSW Department of Works invited to prepare a Master Development Control Plan for Rozelle Hospital.

Year	Events
<b>1992</b>	Kirkbride Block leased to University of Sydney for occupation by Sydney College of the Arts.
<b>1999-2000</b>	Hospital beds reduced to 244.
<b>2001</b>	NSW Government becomes the consent authority for development at the site. Leichhardt Council surveys 30,000 households and helps the community develop a shared vision for the site.
<b>2002</b>	July: NSW Government releases draft Master Plan which includes some residential development. Associated plans to build a purpose-built mental health unit at Concord hospital to replace Rozelle also released. August: Leichhardt Council polling reveals high levels of public support for Council's opposition to Master Plan. October: Draft Master Plan withdrawn by the NSW Government. <i>Callan Park (Special Provisions) Act 2002</i> No.139 passed by NSW Parliament.
<b>2003 – 2004</b>	Leichhardt Council, Friends of Callan Park and others discuss with the State Government the importance of retaining a mental health facility at Rozelle Hospital.
<b>2004</b>	April: Leichhardt Council establishes and resources a taskforce to pursue government funding, establish a Callan Park Trust, and to initiate a Master Plan for Callan Park.
<b>2005</b>	October: Leichhardt Council gains support of Local Government Association of NSW for the vision that Callan Park remain as a specialist mental health facility managed by a new Callan Park Trust.
<b>2006</b>	February: Leichhardt Council renews commitment to prepare a Masterplan for Callan Park and continues to pressure the NSW Government to retain and upgrade Callan Park psychiatric hospital. September: Council undertakes another community survey to assist with the development of a Masterplan for Callan Park
<b>2007</b>	July: NSW Government establishes a Community Reference Panel to comment on Masterplan and tenancy proposals including those by the University of Sydney. Sydney Harbour Foreshore Authority appointed to prepare a Masterplan for Callan Park. November: Draft Callan Park Land Use Plan placed on public exhibition. December: Leichhardt Council resolves to object to the Land Use Plan.
<b>2008</b>	February: Leichhardt Council submits an objection to the NSW Government, based on results of a telephone survey that indicates public concern with over-development and loss of heritage features within Callan Park. October: NSW Government announces it will grant care control and management of 40 of Callan Park's 60 hectares to Leichhardt Council under a 99 year lease.
<b>2009</b>	Leichhardt Council convenes Callan Park Taskforce and a variety of public meetings over the future of Callan Park. December: Leichhardt Council prepares Master Plan scoping document.
<b>2010</b>	March: Leichhardt Council calls for open tenders for the Master Planning of Callan Park. May: McGregor Coxall and team appointed to develop Master Plan. June: Master Planning begins.

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

## 2.3 Strengths and significance of Callan Park

Key strengths of Callan Park are its:

- ☐ variety of landscaped areas, including formal landscaped gardens and open parkland.
- ☐ assets for passive and active recreation.
- ☐ remnant native bushland.
- ☐ connection to Sydney Harbour.
- ☐ community facilities and a place for community events and recreation.

Callan Park has a significant social, cultural and environmental heritage.

In summary, the Statement of Significance (Tanner Architects, CMP 2002) states:

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

**The vistas across the expanse of open space, the exceptional heritage buildings and their generous surrounds, and the presence of the foreshore are part of this. Localities such as the Broughton Hall Garden, Kirkbride Garden and Charles Moore Garden are valued as places and space adjacent to heritage buildings. Scale of community and cultural uses range from the community garden to Sydney College of the Arts.’**





Significant features of Callan Park include:

- ☐ Callan Point is considered to be the most important Aboriginal archaeological site remaining on the southern shores of Sydney Harbour (Tanner and Associates Pty Ltd, 2002). It is one of few publicly accessible occupation sites with remnants of middens testifying to the tenancy of the Wangal people on this land dating back at least 4,500 years.
- ☐ Callan Park joins the distinct foreshore and ridge landscapes. Few sites on Sydney Harbour present this opportunity.
- ☐ Formerly Rozelle Hospital, the site has a 120-year history of mental health services.
- ☐ Callan Park is listed on the NSW Heritage Register. Of the 140 buildings on the site, 24 have exceptional or high heritage significance. Several areas within the site are significant heritage landscapes. Significant open spaces and gardens among a vast array of buildings characterise the site.
- ☐ Callan Park represents a clear contrast to surrounding development, providing valuable open space to the densely populated inner west, and a continuous foreshore link via the Bay Run around Iron Cove. The foreshore areas of the site are significant as rare open space elements (Tanner and Associates Pty Ltd, 2002).
- ☐ The visual landscape of Callan Park is strong and clear, although some intrusive buildings block existing views from within the beyond the site. Its landscaped spaces and landmark buildings have contributed visually and socially to the local area for over 100 years (Tanner and Associates Pty Ltd, 2002).
- ☐ Callan Park includes the only area of remnant bushland in Leichhardt local government area. Callan Point contains rare examples of pre-European vegetation (Tanner and Associates Pty Ltd, 2002).
- ☐ Callan Park is well-served by public transport, and by pedestrian and cycle paths.

## 2.4 Callan Park today

### 2.4.1 Land identification

Callan Park means land at Rozelle comprised in Lot 1 Deposited Plan 807747, including all structures that are fixtures on that land. The boundaries of Callan Park are shown on **Figure 2.1**.

### 2.4.2 Consent authorities

Leichhardt Council, and ultimately the Minister for Planning, are consent authorities for the site.

### 2.4.3 Ownership and management

The management and maintenance 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 own an adjoining strip of land along the foreshore at Iron Cove, which is not subject to the provisions of the Callan Park Act.

Management of various precincts in Callan Park is shown in **Table 2.2** and **Figure 2.2**. Site maintenance and management is undertaken by different groups including the Sydney Harbour Foreshore Authority, NSW Department of Health, Sydney South West Area Health Service, and some non-government organisations including WHO'S.

A range of leases for use of buildings have been granted by the Minister to various organisations including Sydney College of the Arts and the NSW Writers Centre. A comprehensive schedule of the existing leases and tenancies is contained in the financial model summary in the Master Plan Report.

**Table 2.2 Ownership and management of Callan Park**

Precinct	Owner	Manager
1	Health Administration Corporation	Sydney Harbour Foreshore Authority
2	Health Administration Corporation	Sydney Harbour Foreshore Authority
3	Health Administration Corporation	Sydney Harbour Foreshore Authority
4	Health Administration Corporation	Health Administration Corporation
5	Health Administration Corporation	Sydney South West Area Health Service
6	Health Administration Corporation	Sydney Harbour Foreshore Authority
7	Health Administration Corporation	NSW Ambulance Services
8	Health Administration Corporation	Sydney South West Area Health Service
9	Health Administration Corporation	Sydney South West Area Health Service

NSW Maritime land adjoining Callan Park has been previously leased to NSW Health, which is in the process of issuing a Community Licence to the Sydney Harbour Foreshore Authority as the responsible agency. Ongoing tenure over the NSW Maritime land will be a requirement of any future owner of Callan Park.

**Figure 2.2 Current management of Callan Park**



#### 2.4.4 Maintenance

Maintenance of buildings in Callan Park and their surrounds is carried out by the relevant land manager as shown in Table 2.2. NSW Maritime maintain the sea wall with a matching contribution from Leichhardt Council.

#### 2.4.5 Security

Security services across the site are provided by SHFA.



## 2.4.6 Systems in Callan Park

The Master Plan report uses twelve urban systems to illustrate the Master Plan proposals. These systems are derived from the biocity concept developed by McGregor Coxall. The Biocity Concept was developed in response to the rapidly changing needs of modern cities under growing population and environmental pressures. The term biocity proposes a bridging of the gap in the notion that cities and biological systems are disconnected entities. The biocity is an urban design and planning model arising from landscape architecture and biological theory that proposes cities be reconceptualised as 'urban biotopes', discrete ecological suprasystems that are supported by a myriad of interconnected systems and sub-systems.

The model has a purpose to shift critical debate in city planning away from fossil fuel led decision making to secure a better future for urban areas under climate change impacts. The model adopts a biomimicry agenda that considers the relative equity of the biotope's twelve constituent systems as paramount. The twelve interconnected systems that determine the condition of the urban biotope are:

- ☐ Biodiversity
- ☐ Built form
- ☐ Culture
- ☐ Economy
- ☐ Energy
- ☐ Food
- ☐ Governance
- ☐ Health
- ☐ Pollution
- ☐ Transport
- ☐ Waste
- ☐ Water.

[For further details of the concept visit [www.biocitystudio.com](http://www.biocitystudio.com)].

The Final Draft Master Plan section of the Master Plan report describes the existing situation in Callan Park according to the biocity concept. The Action Plan in Section 4 details actions relating to each system.

## 3 BASIS FOR MANAGEMENT

### 3.1 Introduction

This section comprises the Basis for Management for Callan Park. It describes the legislative and policy framework applying to the site, and the community's aspirations and direction for it.

### 3.2 Planning context

#### 3.2.1 Introduction

Callan Park is governed by a comprehensive legislative and planning framework as outlined below. This framework represents the interests of both State and local government, and the community.

#### 3.2.2 Callan Park (Special Provisions) Act 2002

The main legislation that is relevant to the Master Plan and all future planning of Callan Park is the *Callan Park (Special Provisions) Act 2002* (the Callan Park Act) which commenced on 24 December 2002. Callan Park is a unique site, such that it has a specific Act applying to it.

The Act provides the framework for a very clear vision for the site. The Long Title of the Callan Park Act describes its purpose well:

***'An Act to preserve the public ownership of Callan Park; to protect its current features and restrict its future use; and for other purposes.'***

The Callan Park Act determines how the site is to be used and managed. It limits permitted land use on the site to health, community and education facilities. Further, such community and education facilities must provide services on a 'not-for-profit' basis (refer to **Section 3.5**).

The Callan Park Act uniquely limits land use and the application of environmental planning instruments, overriding certain provisions of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

The Callan Park Act describes how land should be leased, and includes controls on building envelopes, floor area and retention of existing open space (refer to **Section 3.6**).

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

- ☐ State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56).
- ☐ Sydney Regional Environmental Plan No 22 – Parramatta River (SREP 22).
- ☐ Leichhardt Local Environmental Plan 2000 (LEP).

In addition, Callan Park is a State Heritage item and the Callan Park Act specifically notes that the *Heritage Act 1977* applies to the site.

The application of these instruments to Callan Park is set out below. This legislation will also apply to any development application submitted for Callan Park.

### **3.2.3 State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56)**

SEPP 56 was prepared to co-ordinate the planning, use and development of land comprising the foreshores of Sydney Harbour and its tributaries. SEPP 56 does this by providing guidelines for any development, preparation of Master Plans for strategic foreshore sites, identifying areas of State significance, and providing clear consultation procedures for planning and development of all foreshore locations.

SEPP 56 determines that Callan Park is of State significance, and that a Master Plan for such a State-significant site should be prepared.

Clause 19(2) of SEPP 56 requires that a master plan for a site of State significance should illustrate and explain, where appropriate, proposals for the following aspects:

- a) Design principles drawn from an analysis of the site and its context
- b) Phasing of development
- c) Distribution of land uses including foreshore public access and open space
- d) Pedestrian, cycle and road access and circulation networks
- e) Parking provision
- f) Subdivision pattern (not relevant)
- g) Infrastructure provision
- h) Building envelopes and built form controls



- i) Heritage conservation, implementing the guidelines set out in any applicable conservation policy, and protection of archaeological relics
- j) Remediation of the site
- k) Provision of public facilities
- l) Provision of open space, its function and landscaping
- m) The impact on any adjoining land that is reserved under the *National Parks and Wildlife Act 1974* (not relevant).

The Master Plan and Plan of Management for Callan Park have been prepared in accordance with these requirements.

The Callan Park Act and the non-binding Memorandum of Understanding stipulate that future development of the site must be consistent with SEPP 56. SEPP 56 was repealed in 2005, but the Callan Park Act makes special provision for SEPP 56 to guide any future development on the site.

SEPP 56 identifies guiding principles and requirements which underpin the Master Plan for Callan Park. Guiding principles must be taken into consideration and, where possible, achieved in the preparation of master plans and environmental planning instruments. These guiding principles, which underpin the Master Plan for Callan Park, are set out in **Section 3.4**.

SEPP 56 also requires that the views of relevant public authorities and community groups are sought during preparation of a Master Plan. The consultation process during preparation of the Master Plan is outlined in **Section 1**. The outcomes of the consultation process and community engagement are detailed in the Master Plan Report.

SEPP 56 requires the Minister for Planning to approve a Master Plan before any consent for development on the site can be granted.

Once the final Master Plan has been adopted, SEPP 56 requires that the Master Plan be considered prior to granting of development consent and that the development is consistent with the Master Plan. SEPP 56 identifies that Leichhardt Council is the consent authority for development that is carried out on the Rozelle Hospital site.

### **3.2.4 Sydney Regional Environmental Plan No. 22 – Parramatta River (SREP 22)**

Whilst SREP 22 has been repealed, it remains relevant to Callan Park as the Callan Park Act 'freezes in time' the relevant environmental planning instruments to those that applied on 24 December 2002.

SREP 22 contains incentives for heritage conservation.

The Master Plan is consistent with the requirements of SREP 22. Any development application lodged will have regard to the provisions of SREP 22.

Further, there are consultation requirements in SREP 22 for 'development control guidelines' (such as a Master Plan) and for Plans of Management. These consultation requirements were

implemented as part of the consultation and approval process for the Master Plan and Plan of Management.

### 3.2.5 Leichhardt LEP 2000

The Leichhardt LEP 2000 is still in force. However as the Callan Park Act 'freezes in time' the relevant environmental planning instruments to those that applied on 24 December 2002, the version of Leichhardt LEP 2000 that applied at that time is relevant to Callan Park.

The Leichhardt LEP 2000 establishes environmental planning objectives, land use controls and heritage considerations for the Callan Park site, which is zoned for Public Purpose.

The Master Plan is not inconsistent with any of the requirements of LEP 2000. However, any development application lodged will have regard to the provisions of the LEP. In terms of the uses permitted in the Public Purpose Zone which applies to the site under LEP 2000, the uses proposed in the Master Plan fall within those uses permitted in the zone being specifically: car parking, community facilities, community gardens, educational establishments, hospitals (which includes a wide range of professional health care and ancillary services), passenger transport terminals, public amenities, public buildings, public transport stops, recreation facilities, roads, and demolition.

Refer to **Section 3.5** and **Appendix A** for permissible uses in Callan Park.

### 3.2.6 Heritage Act 1997

The Heritage Act identifies the entire Callan Park site as 'State Significant' and many of its features as 'State Significant' items.

Under Part 3B of the Heritage Act, the Minister may enter into a heritage agreement for items that are listed on the State Heritage Register (including those at Callan Park). Such an agreement can include provisions listed under Part B. However Part 3B of the Heritage Act may allow a relevant heritage item to be used for a purpose that would otherwise be prohibited under the Callan Park Act.

A Development Application for works to heritage items at Callan Park which are listed on the State Heritage Register will be integrated development under the EP&A Act, which require approval from the Heritage Council of NSW before consent may be granted. Such works include demolition, damage, excavation, development, alteration, and display of notices or advertisements.

### 3.2.7 Local Government Act 1993

The relevant provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005* are included here because Leichhardt Council will be the consent authority for development of the site. Although Callan Park is not classified as Council-owned

‘community land’ under the Act, relevant provisions of the Act are included here as a management tool.

Requirements of the Local Government Act for preparation of a Plan of Management for and management of community land were set out in **Table 1.2**.

Land in Callan Park is proposed to be categorised according to the guidelines set out in the *Local Government (General) Regulation 2005* as ‘General Community Use’, ‘Natural Area – Bushland’, ‘Natural Area – Foreshore’, ‘Natural Area – Watercourse’, and ‘Natural Area – Wetland’. Given the site’s cultural heritage significance as a whole entity, the ‘Area of Cultural Significance’ category is proposed to apply to the whole of the site. **Figure 3.1** below shows the land covered by these categories.

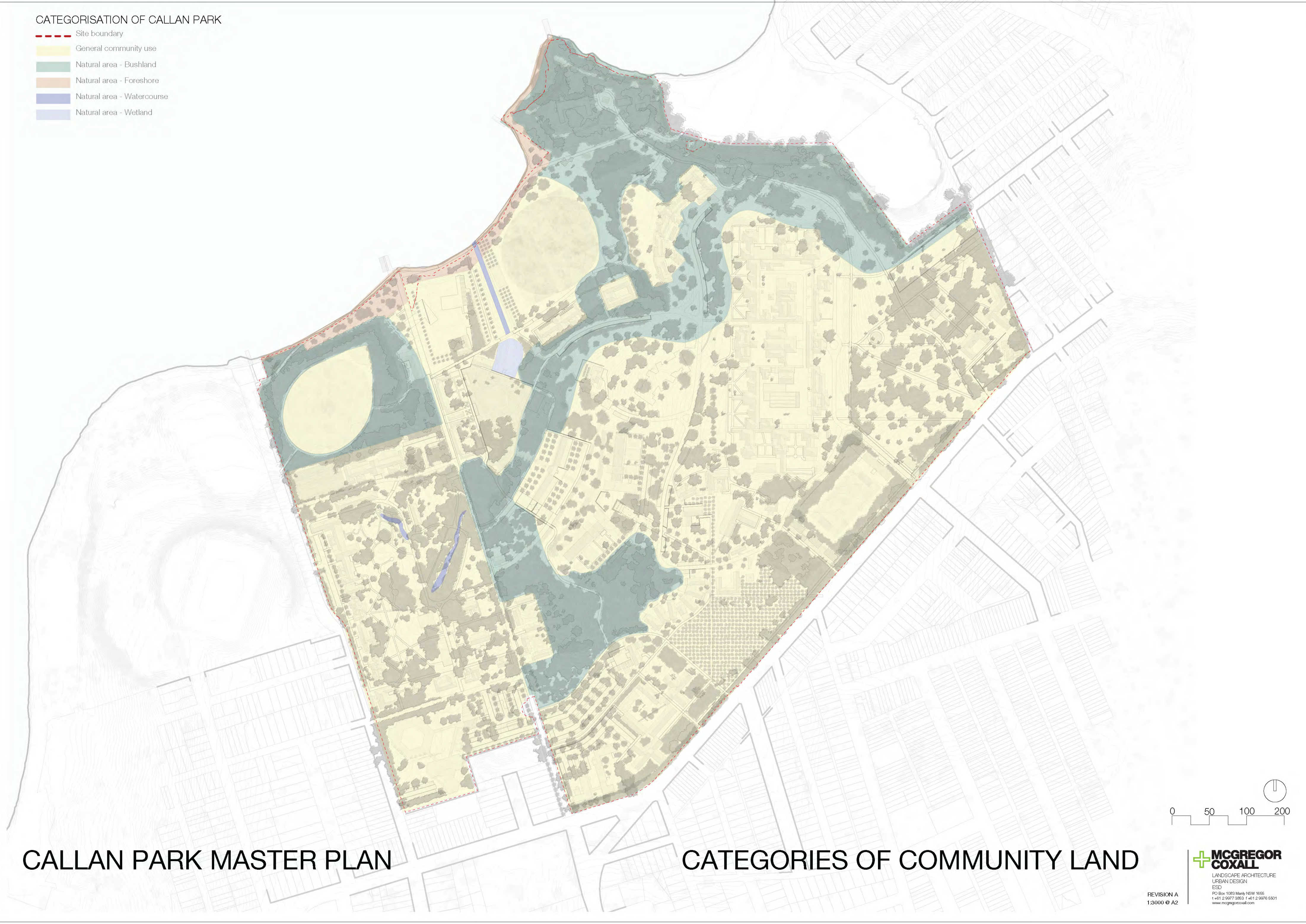
The guidelines for categorising community land and core objectives for managing community land are outlined below.

**Figure 3.1    Categorisation of Callan Park**



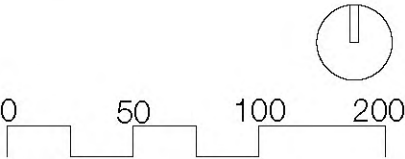
CATEGORISATION OF CALLAN PARK

- Site boundary
- General community use
- Natural area - Bushland
- Natural area - Foreshore
- Natural area - Watercourse
- Natural area - Wetland



CALLAN PARK MASTER PLAN

CATEGORIES OF COMMUNITY LAND





**Table 3.1 Guidelines and core objectives for categories of community land**

Category	Guidelines	Core objectives
Area of cultural significance	<p>Land should be categorised as an area of cultural significance under section 36 (4) of the Act if the land is:</p> <p>(a) an area of Aboriginal significance, because the land:</p> <ul style="list-style-type: none"> <li>(i) has been declared an Aboriginal place under section 84 of the National Parks and Wildlife Act 1974, or</li> <li>(ii) whether or not in an undisturbed state, is significant to Aboriginal people in terms of their traditional or contemporary cultures, or</li> <li>(iii) is of significance or interest because of Aboriginal associations, or</li> <li>(iv) displays physical evidence of Aboriginal occupation (for example, items or artifacts such as stone tools, weapons, engraving sites, sacred trees, sharpening grooves or other deposits, and objects or materials that relate to the settlement of the land or place), or</li> <li>(v) is associated with Aboriginal stories, or</li> <li>(vi) contains heritage items dating after European settlement that help to explain the relationship between Aboriginal people and later settlers, or</li> </ul> <p>(b) an area of aesthetic significance, by virtue of:</p> <ul style="list-style-type: none"> <li>(i) having strong visual or sensory appeal.</li> <li>(ii) including a significant landmark, or</li> <li>(iii) having creative or technical qualities, such as architectural excellence, or</li> </ul> <p>(c) an area of archaeological remains:</p> <ul style="list-style-type: none"> <li>(i) evidence of past human activity (for example below-ground features such as building foundations,</li> </ul>	<p>(1) to retain and enhance the cultural significance of the area (namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance) for past, present or future generations by the active use of conservation methods.</p> <p>(2) Those conservation methods may include any or all of the following methods:</p> <ul style="list-style-type: none"> <li>(a) the continuous protective care and maintenance of the physical material of the land or of the context and setting of the area of cultural significance,</li> <li>(b) the restoration of the land, that is, the returning of the existing physical material of the land to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material,</li> <li>(c) the reconstruction of the land, that is, the returning of the land as nearly as possible to a known earlier state,</li> <li>(d) the adaptive reuse of the land, that is, the, enhancement or reinforcement of the cultural significance of the land by the introduction of sympathetic alterations or additions to allow compatible uses (that is, uses that involve no changes to the cultural significance of the physical material of the 'area, or uses that involve changes that are substantially reversible or changes that require a minimum impact),</li> <li>(e) the preservation of the land, that is, the maintenance of the physical material of the land in its existing state and the retardation of deterioration of the land.</li> </ul> <p>(3) A reference in subsection (2) to any buildings erected on the land.</p>

Category	Guidelines	Core objectives
	<p>occupation deposits, features or artifacts or above-ground features such as buildings, works, industrial structures, and relics, whether intact or ruined), or</p> <p>(ii) any other deposit, object or material that relates to the settlement of the land, or</p> <p>(d) an area of historical significance, because of the importance of an association or position of the land in the evolving pattern of Australian cultural history, or</p> <p>(e) an area of technical or research significance, because of the area's contribution to an understanding of Australia's cultural history or environment, or</p> <p>f) an area of social significance, because of the area's association with Aboriginal life after 1788 or the area's association with a contemporary community for social, spiritual or other reasons.</p>	
General community use	Land that may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public.	<p><input type="checkbox"/> promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public in relation to:</p> <ul style="list-style-type: none"> <li>- public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public.</li> <li>- purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).</li> </ul>
Natural Area	If the land, whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore	<p><input type="checkbox"/> conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area.</p> <p><input type="checkbox"/> maintain the land, or that feature or habitat, in its natural state and setting.</p>



Category	Guidelines	Core objectives
	under section 36(5) of the Act.	<input type="checkbox"/> provide for the restoration and regeneration of the land. <input type="checkbox"/> provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion. <input type="checkbox"/> assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the <i>Threatened Species Conservation Act 1995</i> or the <i>Fisheries Management Act 1994</i> .
Natural Area – Foreshore	Land that is categorised as a natural area should be further categorised as Foreshore if the land is situated on the water's edge and forms a transition zone between the aquatic and terrestrial environment.	<input type="checkbox"/> maintain the foreshore as a transition area between the aquatic and the terrestrial environment, and to protect and enhance all functions associated with the foreshore's role as a transition area. <input type="checkbox"/> facilitate the ecologically sustainable use of the foreshore, and to mitigate impact on the foreshore by community use.
Natural Area – Bushland	<p>Land that is categorised as a natural area should be further categorised as bushland if the land contains primarily native vegetation and that vegetation:</p> <p>(a) is the natural vegetation or a remainder of the natural vegetation of the land, or            (b) although not the natural vegetation of the land, is still representative of the structure or floristics, or structure and floristics, of the natural vegetation in the locality.</p>	<input type="checkbox"/> ensure the ongoing ecological viability of the land by protecting the ecological biodiversity and habitat values of the land, the flora and fauna (including invertebrates, fungi and micro-organisms) of the land and other ecological values of the land. <input type="checkbox"/> protect the aesthetic, heritage, recreational, educational and scientific values of the land. <input type="checkbox"/> promote the management of the land in a manner that protects and enhances the values and quality of the land and facilitates public enjoyment of the land, and to implement measures directed to minimising or mitigating any disturbance caused by human intrusion. <input type="checkbox"/> restore degraded bushland. <input type="checkbox"/> protect existing landforms such drainage lines, watercourses and foreshores. <input type="checkbox"/> retain bushland in parcels of a size and configuration that will enable the existing plant and animal communities to

Category	Guidelines	Core objectives
		<p>survive in the long term.</p> <p><input type="checkbox"/> protect bushland as a natural stabiliser of the soil surface.</p>
Natural Area – Watercourse	<p>Land that is categorised as a natural area should be further categorised as a watercourse if the land includes:</p> <p>(a) any stream of water, whether perennial or intermittent, flowing in a natural channel, or in a natural channel that has been artificially improved, or in an artificial channel that has changed the course of the stream of water, and any other stream of water into or from which the stream of water flows, and</p> <p>(b) associated riparian land or vegetation, including land that is protected land for the purposes of the <i>Rivers and Foreshores Improvement Act 1948</i> or State protected land identified in an order under section 7 of the <i>Native Vegetation Conservation Act 1997</i>.</p>	<p><input type="checkbox"/> manage watercourses so as to protect the biodiversity and ecological values of the in stream environment, particularly in relation to water quality and water flows, and</p> <p><input type="checkbox"/> manage watercourses so as to protect the riparian environment, particularly in relation to riparian vegetation and habitats and bank stability, and</p> <p><input type="checkbox"/> restore degraded watercourses, and</p> <p><input type="checkbox"/> promote community education, and community access to and use of the watercourse, without compromising the other core objectives of the category.</p>
Natural Area – Wetland	<p>Land that is categorised as a natural area should be further categorised as wetland under section 36 (5) of the Act if the land includes marshes, mangroves, backwaters, billabongs, swamps, sedgelands, wet meadows or wet heathlands that form a waterbody that is inundated cyclically, intermittently or permanently with fresh, brackish or salt water, whether slow moving or stationary.</p>	<p><input type="checkbox"/> protect the biodiversity and ecological values of wetlands, with particular reference to their hydrological environment (including water quality and water flow), and to the flora, fauna and habitat values of the wetlands.</p> <p><input type="checkbox"/> restore and regenerate degraded wetlands.</p> <p><input type="checkbox"/> facilitate community education in relation to wetlands, and the community use of wetlands, without compromising the ecological values of the wetlands.</p>

### 3.2.8 Other legislation

Other environmental planning instruments that were in force at 24 December 2002 will apply to Callan Park. Such instruments include:

- ☐ *Disability Discrimination Act 1992.*
- ☐ *Companion Animals Act 1998.*
- ☐ *Water Management Act 2000.*
- ☐ State Environmental Planning Policy No. 55 (SEPP 55) – Remediation of Land 1998.

These planning instruments are of limited relevance to the Master Plan and Plan of Management, but will be of greater relevance to any development application lodged and for ongoing management of the site.

## 3.3 Community interests in the future of Callan Park

Community interests in the site were derived from the extensive consultation undertaken during preparation of the Master Plan.

At the beginning of the consultation process the Callan Park Task Force (comprising Councillors, Council staff, and representatives of user and community groups) identified several areas of interest that the Master Plan should address. In Stage 1 of preparing the Master Plan a survey was distributed at the Workshop held at Balmain Town Hall on 26 June 2010. This same survey was recreated on the project website between 28 June and 23 July 2010.

The surveys showed the main interests of people at the workshop and on-line respondents were Recreation and Open Space (74% online, 60% workshop) and Public Space/Community Space (61% online, 60%) workshop). These main interests were followed by Community Groups, History/Heritage, Geography/Environmental, Mental Health, Educational and Cultural, Transport and Access, Contamination and Remediation, and Financial Modelling.

These interests are addressed in the Master Plan and the Plan of Management.

In the same survey, key expectations of the community for the Master Plan were to:

- ☐ identify ways to fund maintaining and improving Callan Park.
- ☐ identify new health, community and education facilities for Callan Park.
- ☐ allow sporting groups to continue to use Callan Park.
- ☐ confirm mental health services for Callan Park.



These expectations are also reflected in the Master Plan and the Plan of Management.

### **3.4 Objectives and principles for managing Callan Park**

#### **3.4.1 State government objectives**

The Master Plan has been prepared in close observance of the relevant objectives enshrined in legislation as set out below.

#### **Callan Park Act**

The objects of the Callan Park Act are to:

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

The Project principles developed in Stage 2 of the Master Plan were derived directly from the objects of the Callan Park Act.

#### **SEPP 56**

SEPP 56 identifies guiding principles and requirements which also underpin the Master Plan for Callan Park as follows:

##### ***Promote public access and use***

- ❑ increase public access to, and use of, land on the foreshore.
- ❑ recognise the fundamental importance of the need for land made available for public access, or use, on the foreshore to be in public ownership wherever possible.
- ❑ use appropriate tenure mechanisms to safeguard public access to, and public use of, land not in public ownership, and to ensure the rights of public authorities to determine the design of, and amenities on, the land over time.

- ❑ retain and enhance public access between existing foreshore open space areas.

### ***Conserve open space and heritage***

- ❑ conserve significant bushland and other natural features along the foreshore, where consistent with conservation principles, and their availability for public use and enjoyment.
- ❑ identify the suitability of the site or part of the site for significant open space that will enhance the Harbour foreshore open space network.
- ❑ protect significant natural (including marine ecological) and cultural heritage values.
- ❑ conserve items of heritage significance identified in an environmental planning instrument or subject to an order under the *Heritage Act 1977*.

### ***Enhance visual quality***

- ❑ protect and improve unique visual qualities of the Harbour, its foreshores and tributaries.

### ***Ensure appropriate scale and character of development and land use***

- ❑ consider the scale and character of any development, derived from an analysis of the context of the site.
- ❑ consider the character of any development as viewed from the water and its compatibility and sympathy with the character of the surrounding foreshores.
- ❑ apply ecologically sensitive development principles.
- ❑ consider the feasibility and compatibility of uses and, if necessary, appropriate measures to ensure co-existence of different land uses.
- ❑ consider the relationship between use of the water and foreshore activities.
- ❑ maintain a working-Harbour character and functions by the retention of key waterfront industrial sites, or at a minimum, the integration of facilities for maritime activities into development and, wherever possible, the provision of public access through these sites to the foreshores.

## **3.4.2 Local objectives**

Leichhardt Council's 2020+ Strategic Plan states that Council's vision is:

***Council and the community will work together to promote and develop Leichhardt as a sustainable and liveable community.***

Following on from this vision are their values:

1. our local community – making it the place where we want to live, work, play and visit.
2. democratic responsible government – open, participative and proactive Council leading the community.
3. sustainability – shared passion and commitment to consistently do all the things required to enhance and preserve the social, environmental and economic factors that are important to the lives of future generations and life on our planet.

## **3.5 Future use and development of Callan Park**

### **3.5.1 Permissible uses and developments**

#### **Introduction**

Land uses permitted in Callan Park must be permissible under the relevant legislation. Permissible uses and developments in Callan Park are determined by relevant environmental planning instruments which applied on 24 December 2002.

In relation to land use, any proposal must be permissible under both the Callan Park Act and Leichhardt LEP 2000. The only possible exceptions may be in relation to any lawful existing use at Callan Park which is no longer permitted under these pieces of legislation, or for some temporary uses. Under the EP&A Act, 'existing uses' are permitted to continue and, subject to development consent, changed or expanded.

#### **Callan Park Act**

The Callan Park Act has most relevance to the future use and development of the site. The Callan Park Act invokes former environmental planning controls contained in SEPP 56 and Leichhardt LEP 2000 as at 24 December 2002.

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

The Act effectively prevents any residential use on the site and specifically rules out aged care facilities on the site. However, housing associated with a permitted use may be considered.

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



## **Leichhardt LEP 2000**

Callan Park is zoned for 'Public Purpose' under the Leichhardt LEP 2000. The objectives of this zone are:

*"to facilitate the equitable provision and improve the range, quality and distribution of community and cultural facilities and services to meet the needs of residents, workers and visitors."*

Clause 28 of the LEP contains the development control table for this zone, detailing development that is permitted without development consent and development that is permitted with development consent. All other development not listed is prohibited. Refer to the table of permissible uses in **Appendix A**.

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

## **Environmental Planning and Assessment Act 1979**

The EP&A Act establishes the assessment process for any development of the site and sets environmental planning objectives that apply to the site.

Existing uses are permitted under the EP&A Act.

Where the Callan Park Act is silent on certain issues, such as ecologically sustainable development, it is assumed that the amendments to the EP&A Act since the introduction of the Callan Park Act in 2002 apply.

## **SREP 22 – Parramatta River**

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

## **Heritage Act 1977**

The main relevance of this Act is to development applications, which, depending on what is proposed, will need the agreement of the NSW Heritage Council through the 'integrated development' provisions of the EP&A Act.

Despite heritage provisions of the Leichhardt LEP and SREP 22 which potentially allow the site to be used for any purpose, the provisions of the Callan Park Act would override these

provisions. However a heritage agreement under the Heritage Act may allow a use that is not permitted under the Callan Park Act.

### **How the Master Plan satisfies requirements for future uses and developments**

The principal proposed uses of Callan Park as a wellness sanctuary are:

- ☐ community spaces
- ☐ mental health wellness centre
- ☐ mental health accommodation
- ☐ mental health vocational training
- ☐ recreational uses
- ☐ community garden
- ☐ car parking and access roads.

All of the uses proposed in the Master Plan fall within the definitions of health facilities, community facilities or educational facilities under the Callan Park Act, and the permissible uses in the Public Purpose zone in the Leichhardt LEP 2000 as required. This is discussed in detail in the Master Plan report. A summary table of permissible uses is in **Appendix A**.

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

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

### **Consent for proposed development**

The EPA Act establishes the assessment process for any development of the site and sets environmental planning objectives that apply to the site.

SEPP 56 requires that a Master Plan is approved by the Minister for Planning before consent for any development may be granted. Leichhardt Council is the consent authority for development at Callan Park.

In assessing and determining a development application, the consent authority must consider:

- ☐ the objects of the Callan Park Act.
- ☐ the Master Plan and ensure that the proposal is consistent with the Master Plan.
- ☐ all other matters that are required to be taken into consideration.

The actual permissibility of a proposal can only be properly determined once a development application is made. However the table in **Appendix A** summarises uses which are permissible under Leichhardt LEP 2000 and gives consideration as to whether these uses would also be permissible under the Callan Park Act.

Each specific proposal will need to demonstrate consistency with these requirements when a development application is submitted for Council's consideration.

### 3.5.2 Controls on scale and intensity of land use

Development controls that apply to the scale and intensity of land use in Callan Park under the Callan Park Act are listed below, with how the Master Plan meets these requirements.

**Table 3.2 Controls on scale and intensity of use**

Requirements	How the Master Plan meets these requirements
<b>Building footprint and envelope</b>	
<p>Development at Callan Park is limited to within the footprint and envelope of buildings that existed on the site immediately before commencement of the Callan Park Act in 2002.</p> <p>This provision does not prevent the erection of temporary structures.</p> <p>The Callan Park Act and Leichhardt Council's planning documents do not define 'building envelope', but 'approved building envelopes' are generally likely to involve front setbacks, building height and walls on boundaries. The building envelope for development that comes under the Leichhardt DCP 2000 Non-Residential Part C is determined on a site-by-site basis subject to the following principles that:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> new development fits with the height and scale of adjacent development, and provides for a balanced streetscape.</li> <li><input type="checkbox"/> the building form and design responds to the nature of the streetscape.</li> <li><input type="checkbox"/> the wall height is used as the key envelope control, applied to the front of the building only. A specific wall height may be identified in the Suburb Profile.</li> </ul> <p>The Callan Park Act and Leichhardt Council's planning controls do not define 'building footprint'. Ku-ring-gai Council's definition of 'building footprint' is the maximum extent of the two-dimensional area of the plan view of a building including all levels, but excluding any part of the building below ground and minor ancillary structures such as barbeques and pergolas.</p>	<p>The Master Plan does not provide for any new buildings outside existing building envelopes.</p> <p>Leichhardt Council's interpretation of building envelopes is discussed in Stage 4 of the Master Plan report.</p> <p>Temporary structures that do not affect the building footprints or envelopes may be erected on Callan Park.</p> <p>Minor fitouts and change of use of buildings that do not involve changes to the building footprint and envelope must be approved by Council.</p>



Requirements	How the Master Plan meets these requirements
<b>Floor area</b>	
An increase in the total floor area of buildings on the site is prohibited.	<p>The Master Plan provides for a decrease in the existing floor space on the site by approximately one hectare. The Master Plan includes the demolition of certain buildings which is permissible under the Leichhardt LEP.</p> <p>In order to comply with the Act in this regard, development will need to be staged to ensure that any new development does not increase the overall floor space on the site. Staging of proposed development and works is set out in the action tables in <b>Section 4</b>.</p>
<b>Retention and protection of open space</b>	
A decrease in the total area of open space at Callan Park is prohibited.	<p>The Master Plan provides for an increase in the existing open space on the site of around 1 hectare. In order to remain compliant with the Act in this regard, development will need to be staged to ensure that any new development does not diminish the overall open space on the site. Staging of proposed development and works is set out in the action tables in <b>Section 4</b>.</p>
Broughton Hall Gardens, Charles Moore Garden and Kirkbride Garden are protected from any adverse effects of new development.	<p>The development proposed in the Master Plan will not adversely affect Broughton Hall Garden, Charles Moore Garden or Kirkbride Garden, and in fact will enhance their heritage significance.</p>
<b>Heritage provisions</b>	
The <i>Heritage Act 1977</i> applies to Callan Park because it is a State Heritage Item.	<p>The Callan Park Conservation Management Plan (CMP) 2002 was drafted prior to the assent of the Callan Park Act. It does however offer the most comprehensive guidance on how to manage change on Callan Park.</p> <p>Design proposals for the Master Plan are consistent with the policies in the CMP.</p> <p>Approval from the Heritage Council of NSW is needed for proposed building works within the building footprint or envelope.</p>

## 3.6 Leases, licences and other estates

### 3.6.1 What are leases and licences?

Leases and licences formalise the use of public land by individuals, groups and organisations.

A lease will be typically required where exclusive use or control of part of Callan Park is desirable for effective use and management. A lease may also be required due to the scale of investment in facilities, the necessity for security measures, or where the relationship between a major user and facilities in Callan Park justify such security of tenure.

Licences allow multiple and non-exclusive use of an area. A licence may be required where intermittent or short-term use or control of part of Callan Park is proposed. A number of licences for different users can apply to the same area at the same time, provided there is no conflict of interest.

### 3.6.2 Leases and licences in Callan Park

#### Authorisation of existing leases and licences

The Callan Park Act does not affect any easement, lease or licence that was in force immediately before the commencement of the Act, or affect the granting of a further lease under an option provided for in such a lease.

Existing leases to NSW Health, UTAS and NGOs will continue until the end of their current term.

Existing leases and licences should be reviewed before their expiry date in terms of the desirability of renewing the lease or licence and whether it is consistent with the Callan Park Act, the Leichhardt LEP 2000, and the Master Plan. If the lease or licence is intended to be renewed upon expiry, the terms of the lease or licence should be renegotiated with the applicant.

#### Permitted uses

Under the Callan Park Act a lease or a licence must not allow any use that is not a health, education or community facility or use. Leases and licences may be issued in the future for any use permitted on the site consistent with the Callan Park Act and the Leichhardt LEP 2000 (refer to **Section 3.5**).

A lease or a licence allowing the use of a building or part of a building within Callan Park, and of any adjoining land needed to enable the use of the building or part of the building, or any land within Callan Park, may be granted with the consent of the Minister.

Significant heritage buildings in Callan Park will be operated by the future governance structure, and will not be leased. Other buildings will be leased in accordance with the Callan

Park Act.

### **Term of leases and licences**

The Callan Park Act states that the term of any lease or licence, including the term of any further lease or licence that may be granted under an option for renewal of the lease or licence, must not exceed 10 years.

Leases or licences may be granted for terms of, or successive terms totalling, more than 10 years if:

- ☐ details of the proposed lease or licence has been tabled in each house of Parliament, and
- ☐ resolutions have been passed by each House confirming the proposal, or no resolution has been passed by either House disallowing the proposal for the term or terms within 15 sitting days after the notice was tabled in that House.

Before granting a consent for a lease or licence for more than 10 years, the Minister must ensure the proposal to grant the lease or licence or to enter into the contract:

- ☐ is publicised locally and Sydney-wide.
- ☐ gives the community an opportunity to make written comments within 30 days after the date of the last publication.
- ☐ publishes the reasons for the decision to grant consent.

Granting of temporary liquor licences are subject to other approvals and are not at the sole discretion of Council. This Plan of Management authorises Leichhardt Council as consent authority to give permission for liquor licences subject to other necessary approvals. Approvals for such licences will be on individual merit and if all relevant criteria for liquor licences have been met.







## 3 BASIS FOR MANAGEMENT

### 3.1 Introduction

This section comprises the Basis for Management for Callan Park. It describes the legislative and policy framework applying to the site, and the community's aspirations and direction for it.

### 3.2 Planning context

#### 3.2.1 Introduction

Callan Park is governed by a comprehensive legislative and planning framework as outlined below. This framework represents the interests of both State and local government, and the community.

#### 3.2.2 Callan Park (Special Provisions) Act 2002

The main legislation that is relevant to the Master Plan and all future planning of Callan Park is the *Callan Park (Special Provisions) Act 2002* (the Callan Park Act) which commenced on 24 December 2002. Callan Park is a unique site, such that it has a specific Act applying to it.

The Act provides the framework for a very clear vision for the site. The Long Title of the Callan Park Act describes its purpose well:

***'An Act to preserve the public ownership of Callan Park; to protect its current features and restrict its future use; and for other purposes.'***

The Callan Park Act determines how the site is to be used and managed. It limits permitted land use on the site to health, community and education facilities. Further, such community and education facilities must provide services on a 'not-for-profit' basis (refer to **Section 3.5**).

The Callan Park Act uniquely limits land use and the application of environmental planning instruments, overriding certain provisions of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

The Callan Park Act describes how land should be leased, and includes controls on building envelopes, floor area and retention of existing open space (refer to **Section 3.6**).

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

- ☐ State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56).
- ☐ Sydney Regional Environmental Plan No 22 – Parramatta River (SREP 22).
- ☐ Leichhardt Local Environmental Plan 2000 (LEP).

In addition, Callan Park is a State Heritage item and the Callan Park Act specifically notes that the *Heritage Act 1977* applies to the site.

The application of these instruments to Callan Park is set out below. This legislation will also apply to any development application submitted for Callan Park.

### **3.2.3 State Environmental Planning Policy 56 – Sydney Harbour Foreshores and Tributaries (SEPP 56)**

SEPP 56 was prepared to co-ordinate the planning, use and development of land comprising the foreshores of Sydney Harbour and its tributaries. SEPP 56 does this by providing guidelines for any development, preparation of Master Plans for strategic foreshore sites, identifying areas of State significance, and providing clear consultation procedures for planning and development of all foreshore locations.

SEPP 56 determines that Callan Park is of State significance, and that a Master Plan for such a State-significant site should be prepared.

Clause 19(2) of SEPP 56 requires that a master plan for a site of State significance should illustrate and explain, where appropriate, proposals for the following aspects:

- a) Design principles drawn from an analysis of the site and its context
- b) Phasing of development
- c) Distribution of land uses including foreshore public access and open space
- d) Pedestrian, cycle and road access and circulation networks
- e) Parking provision
- f) Subdivision pattern (not relevant)
- g) Infrastructure provision
- h) Building envelopes and built form controls



- i) Heritage conservation, implementing the guidelines set out in any applicable conservation policy, and protection of archaeological relics
- j) Remediation of the site
- k) Provision of public facilities
- l) Provision of open space, its function and landscaping
- m) The impact on any adjoining land that is reserved under the *National Parks and Wildlife Act 1974* (not relevant).

The Master Plan and Plan of Management for Callan Park have been prepared in accordance with these requirements.

The Callan Park Act and the non-binding Memorandum of Understanding stipulate that future development of the site must be consistent with SEPP 56. SEPP 56 was repealed in 2005, but the Callan Park Act makes special provision for SEPP 56 to guide any future development on the site.

SEPP 56 identifies guiding principles and requirements which underpin the Master Plan for Callan Park. Guiding principles must be taken into consideration and, where possible, achieved in the preparation of master plans and environmental planning instruments. These guiding principles, which underpin the Master Plan for Callan Park, are set out in **Section 3.4**.

SEPP 56 also requires that the views of relevant public authorities and community groups are sought during preparation of a Master Plan. The consultation process during preparation of the Master Plan is outlined in **Section 1**. The outcomes of the consultation process and community engagement are detailed in the Master Plan Report.

SEPP 56 requires the Minister for Planning to approve a Master Plan before any consent for development on the site can be granted.

Once the final Master Plan has been adopted, SEPP 56 requires that the Master Plan be considered prior to granting of development consent and that the development is consistent with the Master Plan. SEPP 56 identifies that Leichhardt Council is the consent authority for development that is carried out on the Rozelle Hospital site.

### **3.2.4 Sydney Regional Environmental Plan No. 22 – Parramatta River (SREP 22)**

Whilst SREP 22 has been repealed, it remains relevant to Callan Park as the Callan Park Act 'freezes in time' the relevant environmental planning instruments to those that applied on 24 December 2002.

SREP 22 contains incentives for heritage conservation.

The Master Plan is consistent with the requirements of SREP 22. Any development application lodged will have regard to the provisions of SREP 22.

Further, there are consultation requirements in SREP 22 for 'development control guidelines' (such as a Master Plan) and for Plans of Management. These consultation requirements were

implemented as part of the consultation and approval process for the Master Plan and Plan of Management.

### 3.2.5 Leichhardt LEP 2000

The Leichhardt LEP 2000 is still in force. However as the Callan Park Act 'freezes in time' the relevant environmental planning instruments to those that applied on 24 December 2002, the version of Leichhardt LEP 2000 that applied at that time is relevant to Callan Park.

The Leichhardt LEP 2000 establishes environmental planning objectives, land use controls and heritage considerations for the Callan Park site, which is zoned for Public Purpose.

The Master Plan is not inconsistent with any of the requirements of LEP 2000. However, any development application lodged will have regard to the provisions of the LEP. In terms of the uses permitted in the Public Purpose Zone which applies to the site under LEP 2000, the uses proposed in the Master Plan fall within those uses permitted in the zone being specifically: car parking, community facilities, community gardens, educational establishments, hospitals (which includes a wide range of professional health care and ancillary services), passenger transport terminals, public amenities, public buildings, public transport stops, recreation facilities, roads, and demolition.

Refer to **Section 3.5** and **Appendix A** for permissible uses in Callan Park.

### 3.2.6 Heritage Act 1997

The Heritage Act identifies the entire Callan Park site as 'State Significant' and many of its features as 'State Significant' items.

Under Part 3B of the Heritage Act, the Minister may enter into a heritage agreement for items that are listed on the State Heritage Register (including those at Callan Park). Such an agreement can include provisions listed under Part B. However Part 3B of the Heritage Act may allow a relevant heritage item to be used for a purpose that would otherwise be prohibited under the Callan Park Act.

A Development Application for works to heritage items at Callan Park which are listed on the State Heritage Register will be integrated development under the EP&A Act, which require approval from the Heritage Council of NSW before consent may be granted. Such works include demolition, damage, excavation, development, alteration, and display of notices or advertisements.

### 3.2.7 Local Government Act 1993

The relevant provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005* are included here because Leichhardt Council will be the consent authority for development of the site. Although Callan Park is not classified as Council-owned

‘community land’ under the Act, relevant provisions of the Act are included here as a management tool.

Requirements of the Local Government Act for preparation of a Plan of Management for and management of community land were set out in **Table 1.2**.

Land in Callan Park is proposed to be categorised according to the guidelines set out in the *Local Government (General) Regulation 2005* as ‘General Community Use’, ‘Natural Area – Bushland’, ‘Natural Area – Foreshore’, ‘Natural Area – Watercourse’, and ‘Natural Area – Wetland’. Given the site’s cultural heritage significance as a whole entity, the ‘Area of Cultural Significance’ category is proposed to apply to the whole of the site. **Figure 3.1** below shows the land covered by these categories.

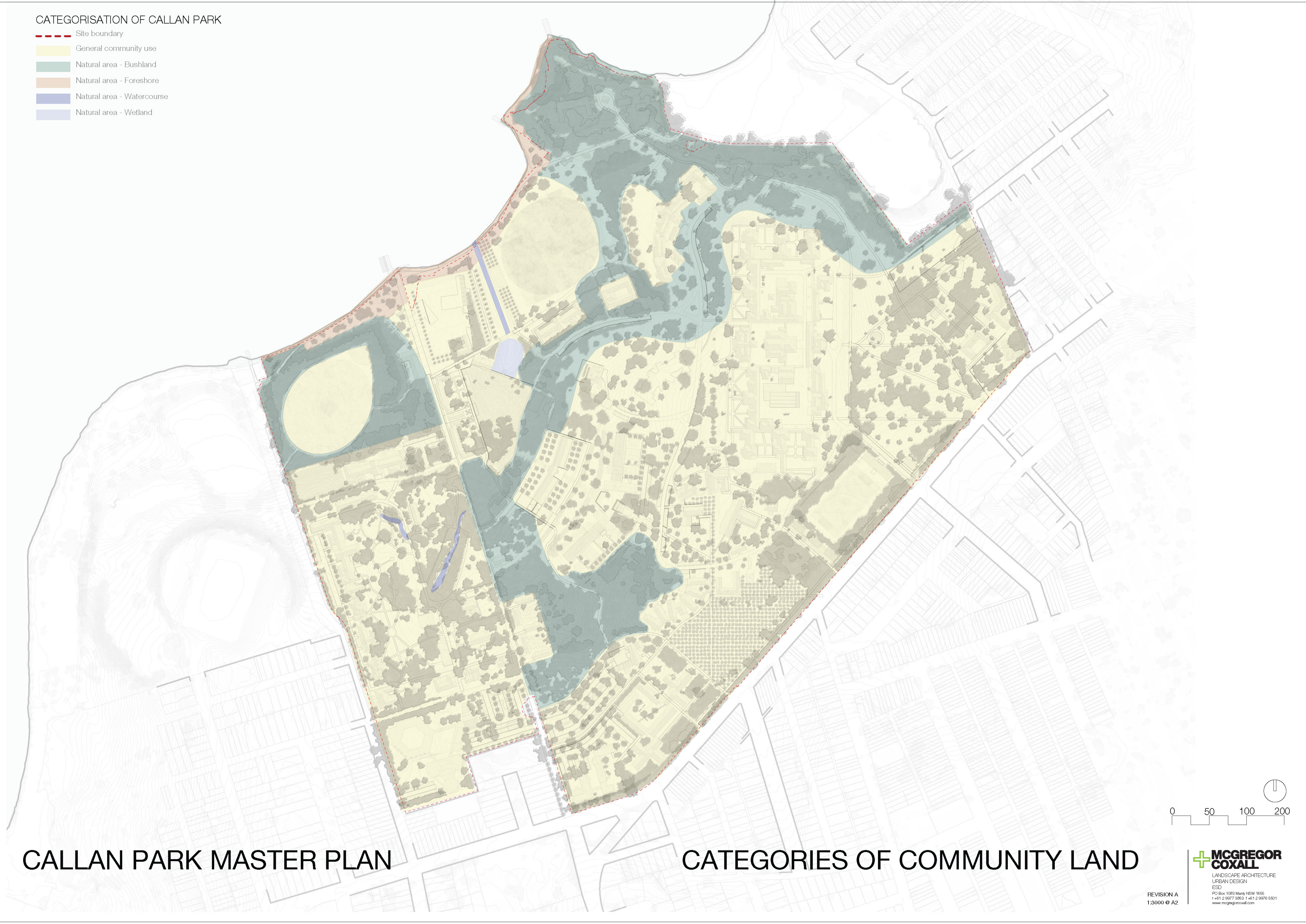
The guidelines for categorising community land and core objectives for managing community land are outlined below.

**Figure 3.1    Categorisation of Callan Park**



CATEGORISATION OF CALLAN PARK

- Site boundary
- General community use
- Natural area - Bushland
- Natural area - Foreshore
- Natural area - Watercourse
- Natural area - Wetland



CALLAN PARK MASTER PLAN

CATEGORIES OF COMMUNITY LAND



**Table 3.1 Guidelines and core objectives for categories of community land**

Category	Guidelines	Core objectives
Area of cultural significance	<p>Land should be categorised as an area of cultural significance under section 36 (4) of the Act if the land is:</p> <p>(a) an area of Aboriginal significance, because the land:</p> <ul style="list-style-type: none"> <li>(i) has been declared an Aboriginal place under section 84 of the National Parks and Wildlife Act 1974, or</li> <li>(ii) whether or not in an undisturbed state, is significant to Aboriginal people in terms of their traditional or contemporary cultures, or</li> <li>(iii) is of significance or interest because of Aboriginal associations, or</li> <li>(iv) displays physical evidence of Aboriginal occupation (for example, items or artifacts such as stone tools, weapons, engraving sites, sacred trees, sharpening grooves or other deposits, and objects or materials that relate to the settlement of the land or place), or</li> <li>(v) is associated with Aboriginal stories, or</li> <li>(vi) contains heritage items dating after European settlement that help to explain the relationship between Aboriginal people and later settlers, or</li> </ul> <p>(b) an area of aesthetic significance, by virtue of:</p> <ul style="list-style-type: none"> <li>(i) having strong visual or sensory appeal.</li> <li>(ii) including a significant landmark, or</li> <li>(iii) having creative or technical qualities, such as architectural excellence, or</li> </ul> <p>(c) an area of archaeological remains:</p> <ul style="list-style-type: none"> <li>(i) evidence of past human activity (for example below-ground features such as building foundations,</li> </ul>	<p>(1) to retain and enhance the cultural significance of the area (namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance) for past, present or future generations by the active use of conservation methods.</p> <p>(2) Those conservation methods may include any or all of the following methods:</p> <ul style="list-style-type: none"> <li>(a) the continuous protective care and maintenance of the physical material of the land or of the context and setting of the area of cultural significance,</li> <li>(b) the restoration of the land, that is, the returning of the existing physical material of the land to a known earlier state by removing accretions or by reassembling existing components without the introduction of new material,</li> <li>(c) the reconstruction of the land, that is, the returning of the land as nearly as possible to a known earlier state,</li> <li>(d) the adaptive reuse of the land, that is, the, enhancement or reinforcement of the cultural significance of the land by the introduction of sympathetic alterations or additions to allow compatible uses (that is, uses that involve no changes to the cultural significance of the physical material of the 'area, or uses that involve changes that are substantially reversible or changes that require a minimum impact),</li> <li>(e) the preservation of the land, that is, the maintenance of the physical material of the land in its existing state and the retardation of deterioration of the land.</li> </ul> <p>(3) A reference in subsection (2) to any buildings erected on the land.</p>

Category	Guidelines	Core objectives
	<p>occupation deposits, features or artifacts or above-ground features such as buildings, works, industrial structures, and relics, whether intact or ruined), or</p> <p>(ii) any other deposit, object or material that relates to the settlement of the land, or</p> <p>(d) an area of historical significance, because of the importance of an association or position of the land in the evolving pattern of Australian cultural history, or</p> <p>(e) an area of technical or research significance, because of the area's contribution to an understanding of Australia's cultural history or environment, or</p> <p>f) an area of social significance, because of the area's association with Aboriginal life after 1788 or the area's association with a contemporary community for social, spiritual or other reasons.</p>	
General community use	Land that may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public.	<p><input type="checkbox"/> promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public in relation to:</p> <ul style="list-style-type: none"> <li>- public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public.</li> <li>- purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).</li> </ul>
Natural Area	If the land, whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland, wetland, escarpment, watercourse or foreshore	<p><input type="checkbox"/> conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area.</p> <p><input type="checkbox"/> maintain the land, or that feature or habitat, in its natural state and setting.</p>



Category	Guidelines	Core objectives
	under section 36(5) of the Act.	<input type="checkbox"/> provide for the restoration and regeneration of the land. <input type="checkbox"/> provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion. <input type="checkbox"/> assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the <i>Threatened Species Conservation Act 1995</i> or the <i>Fisheries Management Act 1994</i> .
Natural Area – Foreshore	Land that is categorised as a natural area should be further categorised as Foreshore if the land is situated on the water's edge and forms a transition zone between the aquatic and terrestrial environment.	<input type="checkbox"/> maintain the foreshore as a transition area between the aquatic and the terrestrial environment, and to protect and enhance all functions associated with the foreshore's role as a transition area. <input type="checkbox"/> facilitate the ecologically sustainable use of the foreshore, and to mitigate impact on the foreshore by community use.
Natural Area – Bushland	<p>Land that is categorised as a natural area should be further categorised as bushland if the land contains primarily native vegetation and that vegetation:</p> <p>(a) is the natural vegetation or a remainder of the natural vegetation of the land, or            (b) although not the natural vegetation of the land, is still representative of the structure or floristics, or structure and floristics, of the natural vegetation in the locality.</p>	<input type="checkbox"/> ensure the ongoing ecological viability of the land by protecting the ecological biodiversity and habitat values of the land, the flora and fauna (including invertebrates, fungi and micro-organisms) of the land and other ecological values of the land. <input type="checkbox"/> protect the aesthetic, heritage, recreational, educational and scientific values of the land. <input type="checkbox"/> promote the management of the land in a manner that protects and enhances the values and quality of the land and facilitates public enjoyment of the land, and to implement measures directed to minimising or mitigating any disturbance caused by human intrusion. <input type="checkbox"/> restore degraded bushland. <input type="checkbox"/> protect existing landforms such drainage lines, watercourses and foreshores. <input type="checkbox"/> retain bushland in parcels of a size and configuration that will enable the existing plant and animal communities to

Category	Guidelines	Core objectives
		<p>survive in the long term.</p> <p><input type="checkbox"/> protect bushland as a natural stabiliser of the soil surface.</p>
Natural Area – Watercourse	<p>Land that is categorised as a natural area should be further categorised as a watercourse if the land includes:</p> <p>(a) any stream of water, whether perennial or intermittent, flowing in a natural channel, or in a natural channel that has been artificially improved, or in an artificial channel that has changed the course of the stream of water, and any other stream of water into or from which the stream of water flows, and</p> <p>(b) associated riparian land or vegetation, including land that is protected land for the purposes of the <i>Rivers and Foreshores Improvement Act 1948</i> or State protected land identified in an order under section 7 of the <i>Native Vegetation Conservation Act 1997</i>.</p>	<p><input type="checkbox"/> manage watercourses so as to protect the biodiversity and ecological values of the in stream environment, particularly in relation to water quality and water flows, and</p> <p><input type="checkbox"/> manage watercourses so as to protect the riparian environment, particularly in relation to riparian vegetation and habitats and bank stability, and</p> <p><input type="checkbox"/> restore degraded watercourses, and</p> <p><input type="checkbox"/> promote community education, and community access to and use of the watercourse, without compromising the other core objectives of the category.</p>
Natural Area – Wetland	<p>Land that is categorised as a natural area should be further categorised as wetland under section 36 (5) of the Act if the land includes marshes, mangroves, backwaters, billabongs, swamps, sedgelands, wet meadows or wet heathlands that form a waterbody that is inundated cyclically, intermittently or permanently with fresh, brackish or salt water, whether slow moving or stationary.</p>	<p><input type="checkbox"/> protect the biodiversity and ecological values of wetlands, with particular reference to their hydrological environment (including water quality and water flow), and to the flora, fauna and habitat values of the wetlands.</p> <p><input type="checkbox"/> restore and regenerate degraded wetlands.</p> <p><input type="checkbox"/> facilitate community education in relation to wetlands, and the community use of wetlands, without compromising the ecological values of the wetlands.</p>

### 3.2.8 Other legislation

Other environmental planning instruments that were in force at 24 December 2002 will apply to Callan Park. Such instruments include:

- ☐ *Disability Discrimination Act 1992.*
- ☐ *Companion Animals Act 1998.*
- ☐ *Water Management Act 2000.*
- ☐ State Environmental Planning Policy No. 55 (SEPP 55) – Remediation of Land 1998.

These planning instruments are of limited relevance to the Master Plan and Plan of Management, but will be of greater relevance to any development application lodged and for ongoing management of the site.

## 3.3 Community interests in the future of Callan Park

Community interests in the site were derived from the extensive consultation undertaken during preparation of the Master Plan.

At the beginning of the consultation process the Callan Park Task Force (comprising Councillors, Council staff, and representatives of user and community groups) identified several areas of interest that the Master Plan should address. In Stage 1 of preparing the Master Plan a survey was distributed at the Workshop held at Balmain Town Hall on 26 June 2010. This same survey was recreated on the project website between 28 June and 23 July 2010.

The surveys showed the main interests of people at the workshop and on-line respondents were Recreation and Open Space (74% online, 60% workshop) and Public Space/Community Space (61% online, 60%) workshop). These main interests were followed by Community Groups, History/Heritage, Geography/Environmental, Mental Health, Educational and Cultural, Transport and Access, Contamination and Remediation, and Financial Modelling.

These interests are addressed in the Master Plan and the Plan of Management.

In the same survey, key expectations of the community for the Master Plan were to:

- ☐ identify ways to fund maintaining and improving Callan Park.
- ☐ identify new health, community and education facilities for Callan Park.
- ☐ allow sporting groups to continue to use Callan Park.
- ☐ confirm mental health services for Callan Park.



These expectations are also reflected in the Master Plan and the Plan of Management.

### **3.4 Objectives and principles for managing Callan Park**

#### **3.4.1 State government objectives**

The Master Plan has been prepared in close observance of the relevant objectives enshrined in legislation as set out below.

#### **Callan Park Act**

The objects of the Callan Park Act are to:

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

The Project principles developed in Stage 2 of the Master Plan were derived directly from the objects of the Callan Park Act.

#### **SEPP 56**

SEPP 56 identifies guiding principles and requirements which also underpin the Master Plan for Callan Park as follows:

##### ***Promote public access and use***

- ❑ increase public access to, and use of, land on the foreshore.
- ❑ recognise the fundamental importance of the need for land made available for public access, or use, on the foreshore to be in public ownership wherever possible.
- ❑ use appropriate tenure mechanisms to safeguard public access to, and public use of, land not in public ownership, and to ensure the rights of public authorities to determine the design of, and amenities on, the land over time.

- ❑ retain and enhance public access between existing foreshore open space areas.

### ***Conserve open space and heritage***

- ❑ conserve significant bushland and other natural features along the foreshore, where consistent with conservation principles, and their availability for public use and enjoyment.
- ❑ identify the suitability of the site or part of the site for significant open space that will enhance the Harbour foreshore open space network.
- ❑ protect significant natural (including marine ecological) and cultural heritage values.
- ❑ conserve items of heritage significance identified in an environmental planning instrument or subject to an order under the *Heritage Act 1977*.

### ***Enhance visual quality***

- ❑ protect and improve unique visual qualities of the Harbour, its foreshores and tributaries.

### ***Ensure appropriate scale and character of development and land use***

- ❑ consider the scale and character of any development, derived from an analysis of the context of the site.
- ❑ consider the character of any development as viewed from the water and its compatibility and sympathy with the character of the surrounding foreshores.
- ❑ apply ecologically sensitive development principles.
- ❑ consider the feasibility and compatibility of uses and, if necessary, appropriate measures to ensure co-existence of different land uses.
- ❑ consider the relationship between use of the water and foreshore activities.
- ❑ maintain a working-Harbour character and functions by the retention of key waterfront industrial sites, or at a minimum, the integration of facilities for maritime activities into development and, wherever possible, the provision of public access through these sites to the foreshores.

## **3.4.2 Local objectives**

Leichhardt Council's 2020+ Strategic Plan states that Council's vision is:

***Council and the community will work together to promote and develop Leichhardt as a sustainable and liveable community.***

Following on from this vision are their values:

1. our local community – making it the place where we want to live, work, play and visit.
2. democratic responsible government – open, participative and proactive Council leading the community.
3. sustainability – shared passion and commitment to consistently do all the things required to enhance and preserve the social, environmental and economic factors that are important to the lives of future generations and life on our planet.

## **3.5 Future use and development of Callan Park**

### **3.5.1 Permissible uses and developments**

#### **Introduction**

Land uses permitted in Callan Park must be permissible under the relevant legislation. Permissible uses and developments in Callan Park are determined by relevant environmental planning instruments which applied on 24 December 2002.

In relation to land use, any proposal must be permissible under both the Callan Park Act and Leichhardt LEP 2000. The only possible exceptions may be in relation to any lawful existing use at Callan Park which is no longer permitted under these pieces of legislation, or for some temporary uses. Under the EP&A Act, 'existing uses' are permitted to continue and, subject to development consent, changed or expanded.

#### **Callan Park Act**

The Callan Park Act has most relevance to the future use and development of the site. The Callan Park Act invokes former environmental planning controls contained in SEPP 56 and Leichhardt LEP 2000 as at 24 December 2002.

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

The Act effectively prevents any residential use on the site and specifically rules out aged care facilities on the site. However, housing associated with a permitted use may be considered.

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



## **Leichhardt LEP 2000**

Callan Park is zoned for 'Public Purpose' under the Leichhardt LEP 2000. The objectives of this zone are:

*"to facilitate the equitable provision and improve the range, quality and distribution of community and cultural facilities and services to meet the needs of residents, workers and visitors."*

Clause 28 of the LEP contains the development control table for this zone, detailing development that is permitted without development consent and development that is permitted with development consent. All other development not listed is prohibited. Refer to the table of permissible uses in **Appendix A**.

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

## **Environmental Planning and Assessment Act 1979**

The EP&A Act establishes the assessment process for any development of the site and sets environmental planning objectives that apply to the site.

Existing uses are permitted under the EP&A Act.

Where the Callan Park Act is silent on certain issues, such as ecologically sustainable development, it is assumed that the amendments to the EP&A Act since the introduction of the Callan Park Act in 2002 apply.

## **SREP 22 – Parramatta River**

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

## **Heritage Act 1977**

The main relevance of this Act is to development applications, which, depending on what is proposed, will need the agreement of the NSW Heritage Council through the 'integrated development' provisions of the EP&A Act.

Despite heritage provisions of the Leichhardt LEP and SREP 22 which potentially allow the site to be used for any purpose, the provisions of the Callan Park Act would override these

provisions. However a heritage agreement under the Heritage Act may allow a use that is not permitted under the Callan Park Act.

### **How the Master Plan satisfies requirements for future uses and developments**

The principal proposed uses of Callan Park as a wellness sanctuary are:

- ☐ community spaces
- ☐ mental health wellness centre
- ☐ mental health accommodation
- ☐ mental health vocational training
- ☐ recreational uses
- ☐ community garden
- ☐ car parking and access roads.

All of the uses proposed in the Master Plan fall within the definitions of health facilities, community facilities or educational facilities under the Callan Park Act, and the permissible uses in the Public Purpose zone in the Leichhardt LEP 2000 as required. This is discussed in detail in the Master Plan report. A summary table of permissible uses is in **Appendix A**.

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

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

### **Consent for proposed development**

The EPA Act establishes the assessment process for any development of the site and sets environmental planning objectives that apply to the site.

SEPP 56 requires that a Master Plan is approved by the Minister for Planning before consent for any development may be granted. Leichhardt Council is the consent authority for development at Callan Park.

In assessing and determining a development application, the consent authority must consider:

- ☐ the objects of the Callan Park Act.
- ☐ the Master Plan and ensure that the proposal is consistent with the Master Plan.
- ☐ all other matters that are required to be taken into consideration.

The actual permissibility of a proposal can only be properly determined once a development application is made. However the table in **Appendix A** summarises uses which are permissible under Leichhardt LEP 2000 and gives consideration as to whether these uses would also be permissible under the Callan Park Act.

Each specific proposal will need to demonstrate consistency with these requirements when a development application is submitted for Council's consideration.

### 3.5.2 Controls on scale and intensity of land use

Development controls that apply to the scale and intensity of land use in Callan Park under the Callan Park Act are listed below, with how the Master Plan meets these requirements.

**Table 3.2 Controls on scale and intensity of use**

Requirements	How the Master Plan meets these requirements
<b>Building footprint and envelope</b>	
<p>Development at Callan Park is limited to within the footprint and envelope of buildings that existed on the site immediately before commencement of the Callan Park Act in 2002.</p> <p>This provision does not prevent the erection of temporary structures.</p> <p>The Callan Park Act and Leichhardt Council's planning documents do not define 'building envelope', but 'approved building envelopes' are generally likely to involve front setbacks, building height and walls on boundaries. The building envelope for development that comes under the Leichhardt DCP 2000 Non-Residential Part C is determined on a site-by-site basis subject to the following principles that:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> new development fits with the height and scale of adjacent development, and provides for a balanced streetscape.</li> <li><input type="checkbox"/> the building form and design responds to the nature of the streetscape.</li> <li><input type="checkbox"/> the wall height is used as the key envelope control, applied to the front of the building only. A specific wall height may be identified in the Suburb Profile.</li> </ul> <p>The Callan Park Act and Leichhardt Council's planning controls do not define 'building footprint'. Ku-ring-gai Council's definition of 'building footprint' is the maximum extent of the two-dimensional area of the plan view of a building including all levels, but excluding any part of the building below ground and minor ancillary structures such as barbeques and pergolas.</p>	<p>The Master Plan does not provide for any new buildings outside existing building envelopes.</p> <p>Leichhardt Council's interpretation of building envelopes is discussed in Stage 4 of the Master Plan report.</p> <p>Temporary structures that do not affect the building footprints or envelopes may be erected on Callan Park.</p> <p>Minor fitouts and change of use of buildings that do not involve changes to the building footprint and envelope must be approved by Council.</p>



Requirements	How the Master Plan meets these requirements
<b>Floor area</b>	
An increase in the total floor area of buildings on the site is prohibited.	<p>The Master Plan provides for a decrease in the existing floor space on the site by approximately one hectare. The Master Plan includes the demolition of certain buildings which is permissible under the Leichhardt LEP.</p> <p>In order to comply with the Act in this regard, development will need to be staged to ensure that any new development does not increase the overall floor space on the site. Staging of proposed development and works is set out in the action tables in <b>Section 4</b>.</p>
<b>Retention and protection of open space</b>	
A decrease in the total area of open space at Callan Park is prohibited.	<p>The Master Plan provides for an increase in the existing open space on the site of around 1 hectare. In order to remain compliant with the Act in this regard, development will need to be staged to ensure that any new development does not diminish the overall open space on the site. Staging of proposed development and works is set out in the action tables in <b>Section 4</b>.</p>
Broughton Hall Gardens, Charles Moore Garden and Kirkbride Garden are protected from any adverse effects of new development.	<p>The development proposed in the Master Plan will not adversely affect Broughton Hall Garden, Charles Moore Garden or Kirkbride Garden, and in fact will enhance their heritage significance.</p>
<b>Heritage provisions</b>	
The <i>Heritage Act 1977</i> applies to Callan Park because it is a State Heritage Item.	<p>The Callan Park Conservation Management Plan (CMP) 2002 was drafted prior to the assent of the Callan Park Act. It does however offer the most comprehensive guidance on how to manage change on Callan Park.</p> <p>Design proposals for the Master Plan are consistent with the policies in the CMP.</p> <p>Approval from the Heritage Council of NSW is needed for proposed building works within the building footprint or envelope.</p>

## 3.6 Leases, licences and other estates

### 3.6.1 What are leases and licences?

Leases and licences formalise the use of public land by individuals, groups and organisations.

A lease will be typically required where exclusive use or control of part of Callan Park is desirable for effective use and management. A lease may also be required due to the scale of investment in facilities, the necessity for security measures, or where the relationship between a major user and facilities in Callan Park justify such security of tenure.

Licences allow multiple and non-exclusive use of an area. A licence may be required where intermittent or short-term use or control of part of Callan Park is proposed. A number of licences for different users can apply to the same area at the same time, provided there is no conflict of interest.

### 3.6.2 Leases and licences in Callan Park

#### Authorisation of existing leases and licences

The Callan Park Act does not affect any easement, lease or licence that was in force immediately before the commencement of the Act, or affect the granting of a further lease under an option provided for in such a lease.

Existing leases to NSW Health, UTAS and NGOs will continue until the end of their current term.

Existing leases and licences should be reviewed before their expiry date in terms of the desirability of renewing the lease or licence and whether it is consistent with the Callan Park Act, the Leichhardt LEP 2000, and the Master Plan. If the lease or licence is intended to be renewed upon expiry, the terms of the lease or licence should be renegotiated with the applicant.

#### Permitted uses

Under the Callan Park Act a lease or a licence must not allow any use that is not a health, education or community facility or use. Leases and licences may be issued in the future for any use permitted on the site consistent with the Callan Park Act and the Leichhardt LEP 2000 (refer to **Section 3.5**).

A lease or a licence allowing the use of a building or part of a building within Callan Park, and of any adjoining land needed to enable the use of the building or part of the building, or any land within Callan Park, may be granted with the consent of the Minister.

Significant heritage buildings in Callan Park will be operated by the future governance structure, and will not be leased. Other buildings will be leased in accordance with the Callan

Park Act.

### **Term of leases and licences**

The Callan Park Act states that the term of any lease or licence, including the term of any further lease or licence that may be granted under an option for renewal of the lease or licence, must not exceed 10 years.

Leases or licences may be granted for terms of, or successive terms totalling, more than 10 years if:

- ☐ details of the proposed lease or licence has been tabled in each house of Parliament, and
- ☐ resolutions have been passed by each House confirming the proposal, or no resolution has been passed by either House disallowing the proposal for the term or terms within 15 sitting days after the notice was tabled in that House.

Before granting a consent for a lease or licence for more than 10 years, the Minister must ensure the proposal to grant the lease or licence or to enter into the contract:

- ☐ is publicised locally and Sydney-wide.
- ☐ gives the community an opportunity to make written comments within 30 days after the date of the last publication.
- ☐ publishes the reasons for the decision to grant consent.

Granting of temporary liquor licences are subject to other approvals and are not at the sole discretion of Council. This Plan of Management authorises Leichhardt Council as consent authority to give permission for liquor licences subject to other necessary approvals. Approvals for such licences will be on individual merit and if all relevant criteria for liquor licences have been met.







## 4 THE FUTURE FOR CALLAN PARK

### 4.1 Introduction

The Master Plan for Callan Park reflects and builds on the history of the site, a site analysis, and a substantial volume of stakeholder and local community engagement and participation (refer to the consultation summary in each section of the Master Plan Report).

The background to and concept behind development of Callan Park, the site objectives and principles, and actions to be implemented, are described below, and in more detail in detail in the Master Plan Report.

### 4.2 Concept for Callan Park

#### 4.2.1 Introduction

The concept of Callan Park as **‘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’** is supported by the majority of the proposed uses being defined as ‘health’, and more specifically these proposed uses are linked with mental health service provision.

Sitting below the over-arching concept of the Wellness Sanctuary is the Mental Health concept which relates to the provision of mental health services across Callan Park.

The use of areas of the site for public recreational areas, both active and passive, and for the expansion of the community garden concept work hand in hand with the original intention of Callan Park when it was purchased by the state government in the late 19<sup>th</sup> century. The Park was designed as an area centred on the wellbeing of patients experiencing mental health illnesses within a peaceful garden setting. Key to achieving the concept of the Wellness Sanctuary is recognising the potential synergies between all uses on Callan Park, for example, the proposed City Farm concept not only links into the urban agriculture/retention of green space on this site but also with the history of the site, as the hospital had its own gardens and farm animals.

Key elements of the concept for Callan Park are:

- ☐ community spaces.
- ☐ a Mental Health Wellness Centre providing primary care, NGO peer support and

information services and a mental health research centre.

- ☐ mental health accommodation (low to medium, and high, support).
- ☐ mental health vocational training.
- ☐ recreational uses such as walking, running, cycling, picnics, field sports, and water-based activities (rowing, dragon boating, sailing).
- ☐ urban agriculture (Callan Park Farm and community garden).
- ☐ a public museum and gallery to commemorate the site's heritage.
- ☐ continuation of NGO uses.
- ☐ a Cultural Cluster (art gallery, artists' studio, workshop and performance and rehearsal space).
- ☐ expansion of the NSW Ambulance headquarters.
- ☐ bike hire and workshop.
- ☐ car parking and access roads.

The Mental Health concept focuses on the overarching principle of 'wellbeing' in the context of sub-acute mental health service provision. The concept responds to the fundamental problem of the gap between acute hospital care and community living. The concept identifies three strands and their key elements that should be addressed to promote wellbeing, which are:

- ☐ health and lifestyle
- ☐ social connection
- ☐ participation.

The Mental Health concept sets out five service areas that can be provided in Callan Park to contribute to mental health wellness:

- ☐ Health and Lifestyle
- ☐ Participation and Social Engagement
- ☐ Short to Medium Term Residential Care
- ☐ Information and Support
- ☐ Education, Training and Research.

Actions to implement these elements of the concept, consistent with the site objectives and principles, are listed in **Section 4.4**.

Key features of the Master Plan are listed below. The Draft Master Plan for Callan Park is shown in **Figure 4.1**. More detail is in the Master Plan Report.



### Key Features of the Master Plan:

- 1 Manning Street pedestrian access
- 2 Car access closed at Cecily Street with car free plaza
- 3 New Alberto Street vehicle access
- 4 Consolidated parking area and public transit hub
- 5 Look out point at the end of Wharf Road
- 6 Bus stop and shelter
- 7 Bike hire kiosk
- 8 Drop off to child care centre
- 9 New car parking
- 10 NSW Ambulance & public parking in shared arrangement
- 11 Kalouan Medium and high support accommodation
- 12 Vocational skills centre and education services for people recovering from mental illness [TAFE link]
- 13 Callan Park Wellness Centre
- 14 Sustain - cafe and restaurant
- 15 Wharf Road Apartments Medium support accommodation & Bootmakers Cafe
- 16 Bootmakers Cafe
- 17 Wharf Road Cottages Low support accommodation
- 18 Wharf Road House Family accommodation
- 19 Expanded play area
- 20 Playground
- 21 Callan Park Farm
- 22 Expanded Glovers Community Garden
- 23 Potential Horticultural/Agricultural Uses
- 24 Pavilion with BBQ and seating area
- 25 Veteran's memorial wall for ceremonies
- 26 Community spaces in the Cane Room and Building 504
- 27 Lookout shelter
- 28 Sydney College of the Arts
- 29 Performance and rehearsal space
- 30 Extension to NSW Writers Centre
- 31 Studio and exhibition space, Sydney College of the Art and others
- 32 Art therapy and studio space
- 33 Summer House heritage building retained for ecological and Aboriginal interpretation
- 34 Board walk through bushland
- 35 Bush regeneration
- 36 Bush regeneration around Glover Street Oval
- 37 New board walk for pedestrian access to the Callan Point beach
- 38 Existing Waterfront Drive fields
- 39 New pavilion and amenities
- 40 Regional skatepark
- 41 Sports field
- 42 Realigned Bay Run, seating & level change
- 43 AFL/Baseball/Rugby League field
- 44 Additional parking on Glover Street
- 45 Tennis & basketball court
- 46 Kayak launching jetty
- 47 Indoor yoga & zumba
- 48 Reinstated salt marsh and new sea wall
- 49 Creek restoration
- 50 Wetland
- 51 NSW Ambulance expansion into Linen store
- 52 Vehicles removed from courtyards and building surrounds
- 53 Buildings removed to consolidate parking

- |   |  |
|---|--|
| 54 New parking area for University of Tasmania  | 64 NGO opportunities in the Wellness Centre  |
| 55 Secure parking for ambulance with sandstone wall enclosure   | 65 Rose Cottage  |
| 56 Moodie Street Cottage site maintenance administration  | 66 Building B488   |
| 57 Pleasure Gardens restored  | 67 Recycled black water for non-potable reuse to all buildings                                   |
| 58 Existing trees screening the Convalescent Cottages removed and replaced with tall trunked Eucalyptus | 68 Irrigate sports field with recycled water   |
| 59 Callan Park Museum located in Bonnyview Cottage  | 69 Irrigate Agricultural/Horticultural areas with recycled water                                 |
| 60 Callan Park administration headquarters in Broughton Hall  | 70 Treated stormwater stored on site for reuse - Wetland area treats stormwater prior to storage |
| 61 Fig trees to Balmain Road  | 71 Bio-swales filter storm water adjacent to roads and parking areas                             |
| 62 Cove garden  | 72 Wetland filter storm water from central subcatchment  |
| 63 NGO opportunities within the cultural cluster  | 73 Non potable reuse pumping station   |

**Figure 4.1 Draft Master Plan for Callan Park: Key Master Plan Features**





- 1 Manning Street pedestrian access
  - 2 Car access closed at Cecily Street with car free plaza
  - 3 New Alberto Street vehicle access
  - 4 Consolidated parking area and public transit hub
  - 5 Look out at the end of Wharf Road
  - 6 Bus stop and shelter
  - 7 Bike hire kiosk
  - 8 Drop off to child care centre
  - 9 New car parking
  - 10 NSW Ambulance & public parking in shared arrangement
  - 11 Kaiwuan Medium and high support accommodation
  - 12 Vocational skills centre and education services for people recovering from mental illness [TAFE link]
  - 13 Callan Park Wellness Centre
  - 14 Sustain - cafe and restaurant
  - 15 Wharf Road Apartments Medium support accommodation & Bootmakers Cafe
  - 16 Bootmakers Cafe
  - 17 Wharf Road Cottages Low support accommodation
  - 18 Wharf Road House Family accommodation
  - 19 Expanded play area
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  - 27 Lookout shelter
  - 28 Sydney College of the Arts
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  - 31 Studio and exhibition space, Sydney College of the Art and others
  - 32 Art therapy and studio space
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  - 36 Bush regeneration around Glover Street Oval
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  - 39 New pavilion and amenities
  - 40 Regional skatepark
  - 41 Sports field
  - 42 Reassigned Bay Run, seating & level change
  - 43 AFL/Baseball/Rugby League field
  - 44 Additional parking on Glover Street
  - 45 Tennis & basketball court
  - 46 Kayak launching jetty
  - 47 Indoor yoga & zumba
  - 48 Reinstated salt marsh and new sea wall
  - 49 Creek restoration
  - 50 Wetland
  - 51 NSW Ambulance expansion into Linen store
  - 52 Vehicles removed from courtyards and building surrounds
  - 53 Buildings removed to consolidate parking
  - 54 New parking area for University of Tasmania
  - 55 Secure parking for ambulance with sandstone wall enclosure
  - 56 Moodie Street Cottage site maintenance administration
  - 57 Pleasure Gardens restored
  - 58 Existing trees screening the Convalescent Cottages removed and replaced with tall trunked Eucalyptus
  - 59 Callan Park Museum located in Bonnyville Cottage
  - 60 Callan Park administration headquarters in Broughton Hall
  - 61 Fig trees to Balmmain Road
  - 62 Cove garden
  - 63 NGO opportunities within the cultural cluster
  - 64 NGO opportunities in the Wellness Centre
  - 65 Rose Cottage
  - 66 Building B488
  - 67 Recycled black water for non-potable reuse to all buildings
  - 68 Irrigate sports field with recycled water
  - 69 Irrigate orchard with recycled water
  - 70 Treated stormwater stored on site for reuse, Wetland area treats stormwater prior to storage
  - 71 Bio-swales filter storm water adjacent to roads and parking areas
  - 72 Wetland filter storm water from central subcatchment
  - 73 Non-potable reuse pumping station
- Legend:**
- Site boundary
  - Building/structure
  - Demolished Building
  - Existing vegetation
  - Proposed vegetation
  - Macadamia nuts tree
  - Pedestrian plaza/pathway
  - Wharf/pier/board walk
  - Sport field
  - Garden
  - Urban agriculture
  - Community garden
  - Streets/parking
  - Demolished streets
  - Shared vehicular and pedestrian area
  - Water feature
  - Wetland/salt marsh



## 4.2.2 How community issues have been addressed in the concept

In summary, key issues raised by the community during the Master Plan process have been addressed in the Master Plan as follows.

**Table 4.1 Issues addressed in the Callan Park Draft Master Plan 2010**

Aspect of Callan Park	Callan Park Now	Callan Park Draft Master Plan 2010
Ownership	Public ownership Existing leases including NGOs, Health and UTAS	Public ownership Existing leases including NGOs, Health and UTAS Significant heritage buildings operated by future governance structure (i.e. not leased) Other buildings leased in accordance with the Callan Park Act
Mentally Ill	Some services offered by NGOs No beds for the mentally ill	73 beds (from low support to high support) Five areas of focus bridging the gap between acute care and home life: Health & Lifestyle; Vocational & Social; Residential; Information & Support; and Education, Training and Research Blueprint for seeking federal and state government funding for mental health services
Callan Park (Special Provisions) Act 2002	New development must not increase total floor area or take place outside existing envelopes	Total built floor area reduced by almost 10,000 square metres New pavilions on partial footprint of B514 and B715 – B719
Open Space	Currently 55 hectares of open space	By removing roads and dilapidated buildings, open space increased by one hectare. No 'private gardens' allocated for any buildings.
Parking	Random uncontrolled parking	750 controlled spaces
Access	None by water Multiple roads around Callan Park No bus stops on site Foreshore buildings limit access Balmain Road wall discourages access	Ferry, bus and bike access 'Destinational' rather than connecting roads Limited on-site bus route Foreshore access increased by removing dilapidated buildings Balmain Road perimeter wall removed
Heritage	Neglected properties and gardens	Blueprint for seeking federal, state and benefactor funding for restoration of significant buildings and landscapes

<b>Aspect of Callan Park</b>	<b>Callan Park Now</b>	<b>Callan Park Draft Master Plan 2010</b>
Sports (active recreation)	1 sports field for local sporting groups Haphazard associated parking Unfenced fields available to all outside organized sports times No specific recreation for younger people No night lighting	3 sports fields for local sporting groups, maximum of 25 hours per week Controlled parking at edges supported by mini bus services and bike access Unfenced fields available to all outside organized sports times. Sports fields managed to ensure mental health and community service providers can book sporting activities. Skatepark for younger people Night lighting of the Glover Street oval (limited hours)
Foreshore	Existing endangered saltmarsh where the seawall has collapsed No access by water	Saltmarsh ecology reinstated 3 new jetties
Callan Point	Degradation of historic evidence of Aboriginal ownership Multiple buildings intrude on a natural setting	Aboriginal occupation and prior ownership acknowledged and celebrated Buildings replaced by bush regeneration Wildlife sanctuary encouraged Well defined walking and running routes Dogs discouraged (to protect wildlife)
Uses	Currently only NGOs and state government facilities	Health, community and education uses consistent with the Callan Park (Special Provisions) Act 2002 and the vision of Callan Park as a 'Wellness Sanctuary.'

## 4.3 Site objectives and principles

### 4.3.1 Project principles

The Project Principles set the agenda for the Master Plan for Callan Park, particularly in terms of spirit and ethos, and spatial planning.

During Stage Two of the Master Plan twelve Draft Project Principles derived from the Callan Park Act were presented to the community for endorsement. The community were invited to agree or disagree with these Project Principles through online preferences selection. The Principles were broadly endorsed with over 80% approval. The Draft Project Principles were then refined and a final Project Principle was added to reflect the pre-eminent role of mental health for Callan Park during Stage Three of the project.

The final Project Principles are as follows:

### **Governance**

- ☐ Ensure public representation and accountability in the body that governs Callan Park.
- ☐ Provide a suitable transparent governance structure that can fund and manage Callan Park.
- ☐ Ensure Callan Park is a world-leading model for social, environmental and economic sustainability.

### **Preserving and Managing Open Space**

- ☐ Improve the quality of community lands through conservation, restoration and management.
- ☐ Public Access to Open Space that offers Active and Passive Recreation.

### **Preserve public access to open space and the Iron Cove foreshore**

- ☐ Ensure an equitable balance between passive and active recreation to contribute to community health and wellbeing.
- ☐ Develop public transport and infrastructure to broaden public access and reduce traffic intrusion.

### **Preserving the Heritage Significance of Callan Park**

- ☐ Ensure that best practice conservation processes are applied to historic buildings, gardens and other landscape features.
- ☐ Encourage public use of buildings acknowledged as having the most heritage significance.
- ☐ Ensure that the history of Callan Park is commemorated and documented on site.

### **Future development of Health, not-for-profit Community and not-for-profit Education facilities at Callan Park**

- ☐ Ensure that Callan Park develops as a place for strengthening and restoring Mental Health and community wellness.
- ☐ Encourage complementary health, community and educational uses to maximise synergies and benefits for the community.
- ☐ Ensure a focus on wellbeing with an equitable balance of health, community and educational uses at Callan Park.



- ☐ Ensure that community, health and education uses at Callan Park demonstrate a commitment to social, environmental and economic sustainability.

### 4.3.2 Sub Principles

The Project Principles are a set of clear and concise statements that reflect the shared community expectations for the Master Plan. In order to move from these objectives to guidance on detailed design and planning decisions in Stage Three of the project the community were invited to help shape a series of Sub Principles that the Master Plan team could then interpret and implement through design proposals. The Sub Principles were generated from the results of the public consultation.

The Sub Principles were organised firstly in relation to Project Principles and then according to the urban system that these potential actions and concept would fall within. The methodology used to categorise the Sub Principles was the 'biocity' systems methodology' with each Sub Principle categorised into one of twelve urban systems as follows:

- ☐ Biodiversity
- ☐ Built Form
- ☐ Culture
- ☐ Economy
- ☐ Energy
- ☐ Food
- ☐ Governance
- ☐ Health
- ☐ Pollution
- ☐ Transport
- ☐ Water
- ☐ Waste.

## 4.4 Urban systems in Callan Park

For each of the 12 urban systems an outline of the area and scope of the system, the existing situation of the system, the objectives and targets within each system, and finally the actions that will be implemented to achieve the vision of the Wellness Sanctuary are set out below. Within each section a system plan highlights the location of specific spatial actions.

Abbreviations used in the tables below are:

Staging	Responsibility		
Initiation = year 1	<b>Callan Park Trust</b>		<b>Other organisations</b>
Short term = year 2 to year 4	Health Services	HS	Sydney College of the Arts SCA
Medium term = year 5 to year 7	Education Services	ES	Roads and Traffic Authority RTA
Long term = year 8 to year 10	Community Services	CS	NSW Ambulance NSW
	Planning and Projects	PP	
	Park Assets	PA	
	Visitor Experience	VE	





#### 4.4.1 Biodiversity

##### Scope of the system

This system covers the natural infrastructure of Callan Park, both terrestrial and aquatic. It relates to all habitats of both resident and migratory species. The Master Plan provides the potential to protect and enhance the existing fauna and flora that thrives within Callan Park as well as connections to existing habitats on its boundaries.

##### Existing condition and situation

Callan Park is an important ecological habitat for a variety of flora and fauna. 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-seeding and exotic tree species have not been managed. A colony of cats living within the Convalescence Cottages will need to be relocated as part of the Master Plan implementation.





## **Master Plan 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. The individual projects for implementation to achieve this will be supported by both site-wide and localised studies that will inform the individual actions related to biodiversity at Callan Park as well as the other projects across the site. These studies will include:

- ☐ site wide tree and habitat survey to inform on-going management implementation and decision-making.
- ☐ development of smartphone application to provide site-wide botanical information that will be used by management and maintenance staff as well as visitors to Callan Park.
- ☐ establishment of management and implementation plans for each bush care and regeneration areas.
- ☐ terrestrial and aquatic habitat assessment.
- ☐ collection of local provident seeds to ensure all new planting will be from local native stock.

## **Implementation**

### **Figure 4.2 Biodiversity in Callan Park**



**BIODIVERSITY OVERLAY**  
 existing vegetation  
 proposed vegetation  
 ecological corridor

Bush regeneration area extending from Callan Point to the Manning Street access, planting with native provident species

Remove trees in poplar avenue - Planting to allow an informal transition between Kirkbride and Callan Point [Policy 5.28 CMP 2002]

Bush regeneration to screen electrical substation

Remove self-seeded trees [Policy 5.31 CMP 2002]

Removal of invasive species to the north and west of the Convalescence Cottages to open views to and from Iron Cove. Replacement planting with Tall Trunked Eucalyptus

Bush regeneration area around Glover Street Oval. Alignment of planting set back to follow outline of the sporting fields

Ecological corridor between bush regeneration areas to the east and west of Callan Park - Planting of native providence species providing habitat for resident and migratory fauna

Remove avenue and row plantings [Policy 4.51 CMP 2002]

Port Jackson Figs planted as an avenue along Balmain Street frontage between the junction with Wharf Road to the west and the Cecily Street Main Gate to the East

Native perimeter tree planting to sports field

Glass house for use by bush care and regeneration groups to use for propagation of native providence stock

Potential Horticultural/Agricultural Uses

# CALLAN PARK MASTER PLAN

# BIODIVERSITY

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**Table 4.2 Biodiversity actions in Callan Park**

No.	Action	Timing	Responsibility	Performance measure	Method of measurement
1.1	Undertake full tree assessment and management study and plan for the entire site.	Initiation	PA	Prepare a management plan for all trees within Callan Park.	Tree Management Plan prepared and implemented.
1.2	Undertake a terrestrial and aquatic habitat assessment.	Initiation	PA	Definition and assessment of all habitats within Callan Park and along the foreshore. Preparation of a management strategy for the long term enhancements of these assets.	Terrestrial and aquatic habitat assessment prepared. Management strategy for habitats prepared.
1.3	Develop a GPS enabled smart phone application providing botanic data across Callan Park.	Initiation	PA	Tree survey used to create a database of all tree and significant shrub species within Callan Park that can be developed into a cross platform smartphone application.	Database of trees and shrubs established. Smartphone application in operation.
1.4	Relocate the colony of cats living within the Convalescence Cottages.	Initiation	PA	No non-domestic or feral cats remaining on-site.	Observations. Reports from site users.
1.5	Plant native perimeter trees to the Balmain Road sports field.	Short term	PA	Undertake contamination and soil study. Refer to tree survey to establish implementation strategy. Native perimeter planting around Balmain Road sports field.	Observations.
1.6	Regenerate bushland around Glover Street Oval. Align planting set back to follow outline of the sporting fields.	Short term	PA	Undertake contamination and soil study. Bushland regenerated.	Bush regeneration report.
1.7	Construct a glass house for use by bush care and regeneration groups to use for propagation of native providence stock.	Short term	CS	Glasshouse constructed.	Use of glasshouse by bush care and regeneration groups for propagation of native



No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
					providence stock.
1.8	Remove trees in poplar avenue. Planting to allow an informal transition between Kirkbride and Callan Point.	Short term	PA	Trees in poplar avenue removed.	Consistent with Conservation Management Plan Policy.
1.9	Remove invasive species to the north and west of the Convalescence Cottages to open views to and from Iron Cove. Replacement planting with tall trunked <i>Eucalyptus</i> .	Medium term	PA	Invasive species removed from north and west of the Convalescence Cottages. Views to and from Iron Cove are opened.	Observations. Positive feedback from site users.
1.10	Establish an ecological corridor between bush regeneration areas to the east and west of Callan Park. Plant native providence species providing habitat for resident and migratory fauna.	Medium term	PA	Undertake contamination and soil study Use the ecological assessment to develop a strategy and management plan for the corridor. Corridor established with native providence species.	Fauna survey and observations show use of the ecological corridor by resident and migratory fauna.
1.11	Collect local provident seeds to ensure all new planting will be from local native stock, except in the heritage gardens in the Broughton Hall and Pleasure Gardens; and in the Area for horticulture or agriculture.	ongoing	PA	A stock of all native species on Callan Park. All new planting is from local native stock, except in the heritage gardens in the Broughton Hall and Pleasure Gardens; and in the Area for horticulture or agriculture.	Seed bank in operation. Systems to ensure all new planting is from local native stock, except in the heritage gardens in the Broughton Hall and Pleasure Gardens; and in the Area for horticulture or agriculture.
1.12	Limit the new planting of exotic species to replace dying and damaged trees that are part of the heritage gardens in the Broughton Hall and Pleasure Gardens; and in the Area for horticulture or agriculture.	ongoing	PA	New planting of exotic species is limited to heritage gardens and the Area for horticulture or agriculture.	Systems to ensure all new planting is from local native stock, except in the heritage gardens in the Broughton Hall and Pleasure Gardens; and in

No.	Action	Timing	Responsibility	Performance measure	Method of measurement
					the Area for horticulture or agriculture.
1.13	Regenerate bushland area extending from Callan Point to the Manning Street access. Plant with native provident species.	ongoing	CS	Undertake contamination and soil study. Establish responsibilities for the management of the expanded bush care area. Use the ecological assessment to develop a strategy and management plan for the corridor. Regeneration of bushland with native provident species.	Flora and fauna survey. Regeneration consistent with management plan for the corridor.
1.14	Regenerate bushland to screen electrical substation.	ongoing	CS	Undertake contamination and soil study. Develop strategy in consultation with Energy Australia.	Energy Australia approval for bush regeneration. Observations of level of screening of electrical substation.
1.15	Remove self-seeded trees.	ongoing	PA	Refer to tree survey to establish implementation strategy.	Removal of self-seeded trees consistent with Conservation Management Plan Policy.
1.16	Remove avenue and row plantings.	ongoing	PA	Refer to tree survey to establish implementation strategy. Avenue and row plantings removed.	Removal consistent with Conservation Management Plan Policy.
1.17	Plant Port Jackson Figs as an avenue along Balmain Street frontage between the junction with Wharf Road to the west and the Cecily Street Main Gate to the east.	ongoing	PA	Refer to tree survey to establish implementation strategy. Avenue of Port Jackson figs established along Balmain Road between the junction with Wharf Road to the west and the Cecily Street Main Gate to the east.	Observations.

## 4.4.2 Built form

### Scope of the system

Approximately 85,500 square metres of floor space is contained in over 140 buildings and structures located on Callan Park. Currently 83 of the buildings are vacant, representing nearly 32,000 square metres of available floor-space. Excluding the Kirkbride Complex, 23 buildings have been classified as being of exceptional or high heritage status (CMP 2002).

The information in this section relates to all buildings and structures on Callan Park, detailing on-going and proposed uses, demolitions and the footprints and building envelopes that will accommodate new structures.

### Existing condition and situation

The historic development of buildings and associated infrastructure on Callan Park is set out in the Master Plan Report. While the phasing of development and piecemeal addition of buildings has helped to give Callan Park its character, some of the more recent buildings or groups of buildings have diminished the setting and appreciation 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 on Callan Park have fallen into a state of severe dilapidation. The condition of individual buildings is in the Master Plan Report.



### Master Plan objectives and targets

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

- ☐ balancing the potential to provide floor area for new services on Callan Park with the heritage value of the site through the selective demolition of intrusive and low heritage



significance buildings.

- ☐ 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 on in accordance with the *Callan Park (Special Provisions) Act 2002*.
- ☐ all build waste and rubble will be recycled on site or disposed of in accordance with best practice methodology.
- ☐ establishing a panel of emerging architects is established to ensure the adaptive reuse of buildings meets the objectives of sustainability and design excellence.

## Implementation

One of the principal changes to Callan Park will be the demolition of 39 buildings and structures on Callan Park. This program of demolition has been proposed for the following reasons to:

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

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

- ☐ a pavilion in the Veteran's Field.
- ☐ a pavilion and amenities block adjacent to the Balmain Oval.
- ☐ cycle hire stations in close proximity to the new Cecily Street site access and within the new consolidated car park off Wharf Road.
- ☐ 'Kalouan' has also been identified as a potential site for a purpose built facility, providing accommodation for Mental Health consumers.

## Figure 4.3 Built form in Callan Park



## BUILT FORM OVERLAY

- Community use
- Education use
- Health use
- Demolished buildings

Remove intrusive buildings [B486, B490, B492, B943, B494 & B495] to create bush restoration area

Remove intrusive buildings [B505 & B514] to provide public access to the Iron Cove Foreshore and reinstate the historic alignment of Wharf Road

Storage for rowing boats on Glover Street

Remove intrusive buildings [B207 & B208] to reinstate curtilage relationship between heritage buildings within the center of Callan Park

Remove intrusive buildings [B515 and B515A] and cover existing swimming pool with structural deck to create 300kl storage tank - new soft landscape must be of adequate depth to support soft landscape consistent with the proposed ecological corridor

Remove intrusive buildings [B214] and associated storage sheds to create bush regeneration area

Remove intrusive buildings [B107 & B108] to consolidate parking area to the west of Wharf Road - existing uses to be relocated off site

Remove intrusive buildings [B396, B397 & B398] as part of the restoration of the 19th century heritage gardens - existing uses to be relocated off site

Remove intrusive buildings [B715 through B719] to create sports pavilion with amenities block, changing rooms and BBQ. Buildings to be constructed within foot prints and envelopes of existing structures with temporary retractable canopy extending beyond this zone in line with sports field edges

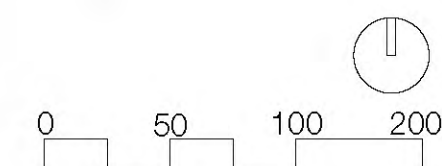
Remove intrusive buildings and replacement with purpose built bicycle hire structure within the footprint of B717

Remove intrusive buildings [B709 through B713] to create skatepark - primary structure to be set below ground level

Remove buildings [B223, B1045A & part B296A] to consolidate NSW Ambulance Campus shared public car parking

# CALLAN PARK MASTER PLAN

# BUILT FORM



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**Table 4.3 Built form actions in Callan Park**

No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
2.1	Prepare a community consultation strategy to ensure local relevant community participation in the design and implementation of new buildings and adaptive reuse projects.	Initiation	PP	Community consultation strategy prepared. Local community participates in the design and implementation of new buildings and adaptive reuse projects.	Consultation Report. Consultation Strategy agreed by all stakeholders. Positive feedback from stakeholders.
2.2	Review and revise the endorsed Rozelle Hospital Conservation Management Plan 2002 to include the specific requirements of the 2011 Master Plan.	Initiation	PP/PA	Consultation with CMP stakeholders undertaken. Review and revision of the endorsed Rozelle Hospital Conservation Management Plan 2002 including specific requirements of the 2011 Master Plan is completed.	Consultation Report. Updated Conservation Management Plan adopted.
2.3	Review and revise the CMP Adaptability Study to address the specific needs of the Callan Park Trust who will occupy the significant buildings.	Initiation	PP/PA	Updated CMP Adaptability Study prepared. CMP principles for the adaptive re-use of the buildings and site are met for each building.	CMP Adaptability Study completed. Record of achievement of CMP principles in adaptive re-use of buildings.
2.4	Prepare a condition audit of the buildings and landscapes of exceptional, high and moderate significance. Complete a schedule of essential repairs and maintenance of these elements for accurate pricing and future allocation of resources.	Initiation	PA	Condition audit of significant buildings and landscapes prepared by building professional. Schedule of essential repairs and maintenance completed. Clear works program for repairs and maintenance of significant buildings and landscapes containing accurate pricing and future allocation of resources.	Recommended works are implemented as reflected in works programs.
2.5	Establish a panel of emerging architects to ensure the adaptive reuse of buildings meets the objectives of sustainability and design excellence.	Initiation	PP	Panel of emerging architects appointed. Adaptive reuse of buildings meets the objectives of sustainability and design excellence.	Composition of panel approved by the Trust. Proposals for adaptive reuse of buildings approved by the Trust.



No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
2.6	Develop a strategy for recycling of all building waste and rubble for on-site use or disposed of in accordance with best practice methodology.	Initiation	PP/PA	Strategy for recycling or disposing of building waste and rubble prepared. Recycling of building waste and rubble meets best practice methodology. Minimal volume of building material transported off-site.	Volume of building material transported off-site.
2.7	Develop a strategy for the commissioning of archaeological assessments as part of any construction work.	Initiation	PP/PA	Strategy for commissioning of archaeological assessments is prepared. Archaeological assessment undertaken before construction work begins.	Documentation by construction manager.
2.8	Develop a signage strategy and design guide for street furniture and public domain materials.	Initiation	PP	Stakeholders consulted during preparation of signage strategy and design guide. Signage strategy and design guide completed.	Signage strategy and design guide approved by the Trust.
2.9	Restore Rivendell/ Broughton Hall for use as the long-term governance headquarters of Callan Park. Provide interpretative material on Rivendell's history and significance.	Short term	PP/PA	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Rivendell and Broughton Hall restored.	Building waste disposal report. Building condition report. Management headquarters established in Rivendell/Broughton Hall.
2.10	Remove intrusive buildings (B505 & B514) to provide public access to the Iron Cove Foreshore and reinstate the historic alignment of Wharf Road.	Short term	PP	Carry out local contamination investigations Development of a master plan for the Wharf Road North area. Develop a management plan for decommissioning disposal of hazardous waste. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed.	Building waste disposal report. Observations / counts of people using the foreshore. Alignment of Wharf Road matches historical alignment.

No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
				Public access to Iron Cove foreshore. Historic alignment of Wharf Road is reinstated.	
2.11	Remove intrusive buildings (B515 & B515A) and cover existing swimming pool with structural deck to create 300kl storage tank. New soft landscape must be of adequate depth to support soft landscape consistent with the proposed ecological corridor.	Short term	PP	Carry out local contamination investigations. Implementation is consistent with longer term stormwater treatment and reuse strategy. Refer to the ecological corridor strategy and management plan to ensure the structural design will support the appropriate flora species. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Storage tank established. Soft landscape established.	Building waste disposal report. Observations. Tests of storage tank operation. Landscape assessment.
2.12	Remove intrusive buildings (B396, B397 & B398) as part of the restoration of the 19th century heritage gardens. Existing uses to be relocated off site.	Short term	PP	Work with current tenant organisation to establish timeframe for relocation of existing tenants off-site Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Relocation of existing uses off-site.	Heritage and building assessments. Building waste disposal report. Existing uses no longer on site.
2.13	Remove intrusive buildings (B709 through B713) to create skatepark. Primary structure to be set below ground level.	Short term	PP	Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous building materials. Use design panel to develop detail design and tender documentation and gain necessary statutory	Building waste disposal report.

No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
				approvals. Intrusive buildings removed.	
2.14	Remove intrusive buildings (B207 & B208) to reinstate curtilage relationship between heritage buildings within the centre of Callan Park.	Medium term	PP	Carry out local contamination investigations. Develop a management plan for decommissioning disposal of hazardous waste. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Curtilage relationship between heritage buildings within the centre of Callan Park reinstated.	Heritage and building assessments. Building waste disposal report.
2.15	Remove intrusive buildings (B214) and associated storage sheds to create bush regeneration area.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Bush regeneration area established.	Building waste disposal report. Observations. Landscape assessment.
2.16	Remove intrusive buildings to consolidate parking area and relocate uses off site.	Medium term	PP	Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Parking area consolidated. Uses relocated off site.	Building waste disposal report. Observations of parking arrangements. Existing users no longer on site.
2.17	Remove intrusive buildings (B107 & B108) to consolidate parking area to the west of Wharf Road. Existing uses to be relocated off site.	Medium term	PP	Work with current tenant organisation to establish timeframe for relocation of existing tenants off-site. Carry out local contamination investigations. Develop a plan for the recycling of all non-	Building waste disposal report. Observations of parking arrangements. Existing users no longer on site.



No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
				hazardous building materials. Intrusive buildings removed. Parking area consolidated. Uses relocated off site.	
2.18	Remove intrusive buildings (B486, B490, B492, B943, B494 and B495) to create bush restoration area.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Bush restoration area established.	Building waste disposal report. Observations. Landscape assessment.
2.19	Remove intrusive buildings (B715 through B719) to create sports pavilion with amenities block, changing rooms and barbecue. Buildings to be constructed within foot prints and envelopes of existing structures with temporary retractable canopy extending beyond this zone in line with sports field edges.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Develop design brief for new pavilion building and integration of site map. Refer to community consultation strategy for new projects for consultation process. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Intrusive buildings removed. Construct sports pavilion and associated structures.	Building waste disposal report. Building completion report. Positive feedback from sports pavilion users.
2.20	Remove intrusive buildings and replacement with purpose built bicycle hire structure within the footprint of B717.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Develop design brief for new building and integration of site map.	Building waste disposal report. Positive feedback from users of bicycle hire structure.

No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
				Refer to community consultation strategy for new projects. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Erect bicycle hire structure.	
2.21	Remove buildings (B223, B1054A and B296A) to consolidate NSW Ambulance Campus shared public car parking.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Develop design brief for new building and integration of site map. Refer to community consultation strategy for new projects. Remove buildings. Consolidated NSW Ambulance Campus shared public car parking.	Building waste disposal report. Observations of parking patterns.

#### 4.4.2 Built form

##### Scope of the system

Approximately 85,500 square metres of floor space is contained in over 140 buildings and structures located on Callan Park. Currently 83 of the buildings are vacant, representing nearly 32,000 square metres of available floor-space. Excluding the Kirkbride Complex, 23 buildings have been classified as being of exceptional or high heritage status (CMP 2002).

The information in this section relates to all buildings and structures on Callan Park, detailing on-going and proposed uses, demolitions and the footprints and building envelopes that will accommodate new structures.

##### Existing condition and situation

The historic development of buildings and associated infrastructure on Callan Park is set out in the Master Plan Report. While the phasing of development and piecemeal addition of buildings has helped to give Callan Park its character, some of the more recent buildings or groups of buildings have diminished the setting and appreciation 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 on Callan Park have fallen into a state of severe dilapidation. The condition of individual buildings is in the Master Plan Report.



##### Master Plan objectives and targets

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

- ☐ balancing the potential to provide floor area for new services on Callan Park with the heritage value of the site through the selective demolition of intrusive and low heritage



significance buildings.

- ☐ 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 on in accordance with the *Callan Park (Special Provisions) Act 2002*.
- ☐ all build waste and rubble will be recycled on site or disposed of in accordance with best practice methodology.
- ☐ establishing a panel of emerging architects is established to ensure the adaptive reuse of buildings meets the objectives of sustainability and design excellence.

## Implementation

One of the principal changes to Callan Park will be the demolition of 39 buildings and structures on Callan Park. This program of demolition has been proposed for the following reasons to:

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

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

- ☐ a pavilion in the Veteran's Field.
- ☐ a pavilion and amenities block adjacent to the Balmain Oval.
- ☐ cycle hire stations in close proximity to the new Cecily Street site access and within the new consolidated car park off Wharf Road.
- ☐ 'Kalouan' has also been identified as a potential site for a purpose built facility, providing accommodation for Mental Health consumers.

## Figure 4.3 Built form in Callan Park



# BUILT FORM OVERLAY

- Community use
- Education use
- Health use
- Demolished buildings

Remove intrusive buildings [B486, B490, B492, B943, B494 & B495] to create bush restoration area

Remove intrusive buildings [B505 & B514] to provide public access to the Iron Cove Foreshore and reinstate the historic alignment of Wharf Road

Storage for rowing boats on Glover Street

Remove intrusive buildings [B207 & B208] to reinstate curtilage relationship between heritage buildings within the center of Callan Park

Remove intrusive buildings [B515 and B515A] and cover existing swimming pool with structural deck to create 300kl storage tank - new soft landscape must be of adequate depth to support soft landscape consistent with the proposed ecological corridor

Remove intrusive buildings [B214] and associated storage sheds to create bush regeneration area

Remove intrusive buildings [B107 & B108] to consolidate parking area to the west of Wharf Road - existing uses to be relocated off site

Remove intrusive buildings [B396, B397 & B398] as part of the restoration of the 19th century heritage gardens - existing uses to be relocated off site

Remove intrusive buildings [B715 through B719] to create sports pavilion with amenities block, changing rooms and BBQ. Buildings to be constructed within foot prints and envelopes of existing structures with temporary retractable canopy extending beyond this zone in line with sports field edges

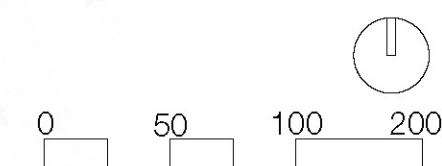
Remove intrusive buildings and replacement with purpose built bicycle hire structure within the footprint of B717

Remove intrusive buildings [B709 through B713] to create skatepark - primary structure to be set below ground level

Remove buildings [B223, B1045A & part B296A] to consolidate NSW Ambulance Campus shared public car parking

## CALLAN PARK MASTER PLAN

## BUILT FORM



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**Table 4.3 Built form actions in Callan Park**

No.	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
2.1	Prepare a community consultation strategy to ensure local relevant community participation in the design and implementation of new buildings and adaptive reuse projects.	Initiation	PP	Community consultation strategy prepared. Local community participates in the design and implementation of new buildings and adaptive reuse projects.	Consultation Report. Consultation Strategy agreed by all stakeholders. Positive feedback from stakeholders.
2.2	Review and revise the endorsed Rozelle Hospital Conservation Management Plan 2002 to include the specific requirements of the 2011 Master Plan.	Initiation	PP/PA	Consultation with CMP stakeholders undertaken. Review and revision of the endorsed Rozelle Hospital Conservation Management Plan 2002 including specific requirements of the 2011 Master Plan is completed.	Consultation Report. Updated Conservation Management Plan adopted.
2.3	Review and revise the CMP Adaptability Study to address the specific needs of the Callan Park Trust who will occupy the significant buildings.	Initiation	PP/PA	Updated CMP Adaptability Study prepared. CMP principles for the adaptive re-use of the buildings and site are met for each building.	CMP Adaptability Study completed. Record of achievement of CMP principles in adaptive re-use of buildings.
2.4	Prepare a condition audit of the buildings and landscapes of exceptional, high and moderate significance. Complete a schedule of essential repairs and maintenance of these elements for accurate pricing and future allocation of resources.	Initiation	PA	Condition audit of significant buildings and landscapes prepared by building professional. Schedule of essential repairs and maintenance completed. Clear works program for repairs and maintenance of significant buildings and landscapes containing accurate pricing and future allocation of resources.	Recommended works are implemented as reflected in works programs.
2.5	Establish a panel of emerging architects to ensure the adaptive reuse of buildings meets the objectives of sustainability and design excellence.	Initiation	PP	Panel of emerging architects appointed. Adaptive reuse of buildings meets the objectives of sustainability and design excellence.	Composition of panel approved by the Trust. Proposals for adaptive reuse of buildings approved by the Trust.



No.	Action	Timing	Responsibility	Performance measure	Method of measurement
2.6	Develop a strategy for recycling of all building waste and rubble for on-site use or disposed of in accordance with best practice methodology.	Initiation	PP/PA	Strategy for recycling or disposing of building waste and rubble prepared. Recycling of building waste and rubble meets best practice methodology. Minimal volume of building material transported off-site.	Volume of building material transported off-site.
2.7	Develop a strategy for the commissioning of archaeological assessments as part of any construction work.	Initiation	PP/PA	Strategy for commissioning of archaeological assessments is prepared. Archaeological assessment undertaken before construction work begins.	Documentation by construction manager.
2.8	Develop a signage strategy and design guide for street furniture and public domain materials.	Initiation	PP	Stakeholders consulted during preparation of signage strategy and design guide. Signage strategy and design guide completed.	Signage strategy and design guide approved by the Trust.
2.9	Restore Rivendell/ Broughton Hall for use as the long-term governance headquarters of Callan Park. Provide interpretative material on Rivendell's history and significance.	Short term	PP/PA	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Rivendell and Broughton Hall restored.	Building waste disposal report. Building condition report. Management headquarters established in Rivendell/Broughton Hall.
2.10	Remove intrusive buildings (B505 & B514) to provide public access to the Iron Cove Foreshore and reinstate the historic alignment of Wharf Road.	Short term	PP	Carry out local contamination investigations Development of a master plan for the Wharf Road North area. Develop a management plan for decommissioning disposal of hazardous waste. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed.	Building waste disposal report. Observations / counts of people using the foreshore. Alignment of Wharf Road matches historical alignment.

No.	Action	Timing	Responsibility	Performance measure	Method of measurement
				Public access to Iron Cove foreshore. Historic alignment of Wharf Road is reinstated.	
2.11	Remove intrusive buildings (B515 & B515A) and cover existing swimming pool with structural deck to create 300kl storage tank. New soft landscape must be of adequate depth to support soft landscape consistent with the proposed ecological corridor.	Short term	PP	Carry out local contamination investigations. Implementation is consistent with longer term stormwater treatment and reuse strategy. Refer to the ecological corridor strategy and management plan to ensure the structural design will support the appropriate flora species. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Storage tank established. Soft landscape established.	Building waste disposal report. Observations. Tests of storage tank operation. Landscape assessment.
2.12	Remove intrusive buildings (B396, B397 & B398) as part of the restoration of the 19th century heritage gardens. Existing uses to be relocated off site.	Short term	PP	Work with current tenant organisation to establish timeframe for relocation of existing tenants off-site Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Relocation of existing uses off-site.	Heritage and building assessments. Building waste disposal report. Existing uses no longer on site.
2.13	Remove intrusive buildings (B709 through B713) to create skatepark. Primary structure to be set below ground level.	Short term	PP	Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous building materials. Use design panel to develop detail design and tender documentation and gain necessary statutory	Building waste disposal report.

No.	Action	Timing	Responsibility	Performance measure	Method of measurement
				approvals. Intrusive buildings removed.	
2.14	Remove intrusive buildings (B207 & B208) to reinstate curtilage relationship between heritage buildings within the centre of Callan Park.	Medium term	PP	Carry out local contamination investigations. Develop a management plan for decommissioning disposal of hazardous waste. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Curtilage relationship between heritage buildings within the centre of Callan Park reinstated.	Heritage and building assessments. Building waste disposal report.
2.15	Remove intrusive buildings (B214) and associated storage sheds to create bush regeneration area.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Bush regeneration area established.	Building waste disposal report. Observations. Landscape assessment.
2.16	Remove intrusive buildings to consolidate parking area and relocate uses off site.	Medium term	PP	Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Parking area consolidated. Uses relocated off site.	Building waste disposal report. Observations of parking arrangements. Existing users no longer on site.
2.17	Remove intrusive buildings (B107 & B108) to consolidate parking area to the west of Wharf Road. Existing uses to be relocated off site.	Medium term	PP	Work with current tenant organisation to establish timeframe for relocation of existing tenants off-site. Carry out local contamination investigations. Develop a plan for the recycling of all non-	Building waste disposal report. Observations of parking arrangements. Existing users no longer on site.



No.	Action	Timing	Responsibility	Performance measure	Method of measurement
				hazardous building materials. Intrusive buildings removed. Parking area consolidated. Uses relocated off site.	
2.18	Remove intrusive buildings (B486, B490, B492, B943, B494 and B495) to create bush restoration area.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Intrusive buildings removed. Bush restoration area established.	Building waste disposal report. Observations. Landscape assessment.
2.19	Remove intrusive buildings (B715 through B719) to create sports pavilion with amenities block, changing rooms and barbecue. Buildings to be constructed within foot prints and envelopes of existing structures with temporary retractable canopy extending beyond this zone in line with sports field edges.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Develop design brief for new pavilion building and integration of site map. Refer to community consultation strategy for new projects for consultation process. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Intrusive buildings removed. Construct sports pavilion and associated structures.	Building waste disposal report. Building completion report. Positive feedback from sports pavilion users.
2.20	Remove intrusive buildings and replacement with purpose built bicycle hire structure within the footprint of B717.	Medium term	PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Develop design brief for new building and integration of site map.	Building waste disposal report. Positive feedback from users of bicycle hire structure.

No.	Action	Timing	Responsibility	Performance measure	Method of measurement
				<p>Refer to community consultation strategy for new projects.</p> <p>Use design panel to develop detail design and tender documentation and gain necessary statutory approvals.</p> <p>Erect bicycle hire structure.</p>	
2.21	Remove buildings (B223, B1054A and B296A) to consolidate NSW Ambulance Campus shared public car parking.	Medium term	PP	<p>Carry out local contamination investigations.</p> <p>Develop a plan for the recycling of all non-hazardous building materials.</p> <p>Develop design brief for new building and integration of site map.</p> <p>Refer to community consultation strategy for new projects.</p> <p>Remove buildings.</p> <p>Consolidated NSW Ambulance Campus shared public car parking.</p>	<p>Building waste disposal report.</p> <p>Observations of parking patterns.</p>

### 4.3.3 Culture

#### Scope of the system

Callan Park is located on Leichhardt's cultural ridgeline, extending from Balmain in the east to the Hawthorne Canal in the west. Current cultural uses in Callan Park include the Sydney College of the Arts within the Kirkbride complex, and the New South Wales Writers Centre located in Garry Owen House. Callan Point is also the site of a number of installations that provide interpretative signage related to the Aboriginal occupation of the area. Temporal cultural uses in the form of festivals and one off events also draw many groups to the park particularly in the summer months.

The scope of this system relates to the uses of buildings on Callan Park, opportunities for interpretation of the cultural landscape and history of Callan Park and initiatives that provide a framework for the on-going development of the cultural community and life on Callan Park. Key to the on-going promotion of cultural activities will be developing the synergies between cultural activities and mental and physical health and wellbeing.





## **Existing condition and situation**

The existing strong cultural presence of the two major arts institutions - Sydney College of the Arts and the New South Wales Writers Centre - provides a solid base for the development of cultural activities on Callan Park. Between them, SCA and NSWWC represent a broad spectrum of the creative arts, and both institutions have the capacity to expand within the site.

## **Master Plan objectives and targets**

The cultural targets for the Master Plan are to:

- ☐ both commemorate and celebrate the past and future cultural role of Callan Park.
- ☐ document the cultural value of Callan Park through an onsite museum and interpretative signage to educate visitors to Callan Park.
- ☐ create a national centre to promote the linkages between art, and mental health and wellbeing, including an international artist in residency program that focuses on 'outsider art' and artists that explore issues of mental health in their work.
- ☐ provide opportunities for performance based cultural activities such as music, dance and theatre.
- ☐ provide spaces for outdoor performances within the cultural cluster.
- ☐ provide a range of spaces for local artists and arts based NGOs as incubation spaces.
- ☐ Initiate investigations to locate graves of former patients.

## **Implementation**

### **Figure 4.4 Culture in Callan Park**



## CULTURE OVERLAY

- culturally significant building
- culturally significant landscape area

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 and integrate Sydney Harbour Bridge Memorial [Policy 5.28, CMP 2002]

Create a blackstone memorial wall within Veteran's Field to commemorate the former war patients of Rozelle Hospital

Veteran's Field - Great lawn with solar pavilion and family BBQ space/playground

Remove unsympathetic lighting and seating [Policy 5.42 CMP 2002] and replace with new street furniture once a signage and street furniture strategy for the whole site has been developed

Mind memorial remembering past patients of Callan Park - Cast bronze sculptures in grid on thin film of water

"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 2002]

Conserve and repair all oriental inspired structures in Broughton Hall gardens [Policy 5.57 CMP 2002]

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 as part of works to consolidate parking in this area [Policy 5.64 CMP 2002]

Repair brickwork in Broughton Hall Gardens [Policy 5.56 CMP 2002]

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 4.54 CMP 2002]

Restore Callan Point summer house to provide a space for exhibitions on the Aboriginal and ecological heritage of the area

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 2002]

Restore late nineteenth century character of heritage gardens [Policy 5.32] and develop conservation management plan for ongoing maintenance

Conserve and reinstate sunken garden [Policy 5.39 CMP 2002]

Rozelle Child Care Centre - remove parking and expand playground

Sydney College of the Arts

Restore Gate House building and include facilities to provide information for visitors through digital displays and coffee shop demolished

Demolish war memorial and incorporate reuse materials into Veteran's Field memorial wall

Create a new pathway from the main gates to Kirkbride and remove intrusive planting [Policy 5.35 CMP 2002]

Conserve and reinstate building boundary plantation [Policy 5.37 CMP 2002] with Port Jackson Fig trees

Vehicular lay by for two cars with site map on rear of sports pavilion

Interpret the former playing field [Policy 5.43 CMP 2002]

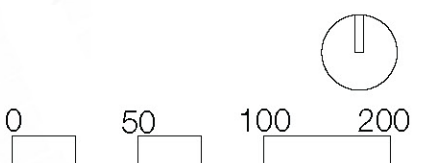
Cultural Cluster Square - An outdoor performance space and opportunity for permanent and temporary public art linked to the old stables

Conserve and reinstate building boundary plantation [Policy 5.46 CMP 2002] with Port Jackson Fig trees

Reconstruct entrance and provide interpretative material to explain former site access route [Policy 4.53 CMP 2002]

# CALLAN PARK MASTER PLAN

# CULTURE



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**Table 4.4 Cultural actions in Callan Park**

	Action	Timing	Respons- -ibility	Performance measure	Method of measurement
3.1	Establish a facility based on the Cité Internationale des Arts model that focuses on artists with experience of mental health illnesses.	Initiation	CS/ES	Consult with local arts and mental health groups to develop the framework. Identify external funding sources. Link between arts and wellness.	Facility established. Positive feedback from facility operators and users.
3.2	Develop a public art and interpretation strategy.	Initiation	PP/VE/ ES	Conduct consultation consistent with community consultation strategy. Public art and interpretation strategy prepared.	Approval of strategy by the Trust. Support from community and stakeholders.
3.3	Develop an events management strategy.	Initiation	PP/VE/ ES	Conduct consultation consistent with community consultation strategy. Events management strategy prepared.	Approval of strategy by the Trust. Support from community and stakeholders.
3.4	Remove war memorial and incorporate reuse materials into Veteran's Field memorial wall.	Short term	PA/PP	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. War memorial removed. Materials reused in Veteran's Field memorial wall.	Observations. Construction report documenting reuse of materials in Veteran's Field memorial wall.
3.5	Create a blackstone memorial wall within Veteran's Field to commemorate the former war patients of Rozelle Hospital.	Short term	PP/VE/ ES	Consult with family groups to establish design brief for memorial. Hold open competition for the design of the memorial. Construct memorial wall.	Positive feedback from families.
3.6	Establish a Great Lawn on Veteran's Field with solar pavilion and family barbecue space/ playground.	Short term	PP/VE/ ES	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials.	Observations. Positive feedback from Veteran's Field users.



	Action	Timing	Responsibility	Performance measure	Method of measurement
				Develop a master plan for the Veteran's Field. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Construct solar pavilion and family barbecue space/ playground.	
3.7	Establish a mind memorial remembering past patients of Callan Park comprising cast bronze sculptures in grid on thin film of water.	Short term	PP/VE/ES	Consult with mental health consumer and family groups to establish design brief for memorial. Hold open competition for the design of the memorial. Design and construct the mind memorial.	Positive feedback from families about the memorial.
3.8	Create a Sustainable Living Centre to demonstrate technology for house refurbishment that reduces environmental impact.	Short term	PP/CS	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Develop a community sustainable education plan. Engage a community group to manage and operate the Sustainable Living Centre. Visitation to the Sustainable Living Centre.	Reports from the community group to the Trust.
3.9	Repair brickwork in Broughton Hall Gardens.	Short term	PA	Coordinate work with NGO tenants. Brickwork repaired.	Repairs consistent with Conservation Management Plan Policy.
3.10	Restore the Moodie Street Cottage as the site maintenance and security headquarters. Incorporate visitor information at the pedestrian gate to	Short term	PP/PA/VE	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials.	Building waste disposal report. Building condition report. Moodie Street Cottage used as site maintenance and

	Action	Timing	Responsibility	Performance measure	Method of measurement
	Callan Park.			Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Moodie Street Cottage restored. Visitor information incorporated in pedestrian gate to Callan Park.	security headquarters.
3.11	Restore Gate House building and include facilities to provide information for visitors through digital displays and coffee shop demolished.	Short term	PA/PP/VE	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals Coordinate design with signage strategy. Gate House building restored. Visitor facilities established.	Building waste disposal report. Building condition report. Positive feedback from visitors to the Gate House building.
3.12	Create a new pathway from the main gates to Kirkbride and remove intrusive planting	Short term	PA/PP	Use materials consistent with the site wide design guidance. New pathway constructed. Intrusive planting removed.	Consistent with Conservation Management Plan Policy.
3.13	Construct a vehicular layby for two cars with site map on rear of sports pavilion.	Short term	PA/PP/VE	Vehicular layby and site map constructed.	Construction report.
3.14	Interpret the former playing field on Balmain Road.	Short term	PA/PP/CS	Work with Leichhardt Council and local sports groups to determine type of provision and arrangement of playing fields.	Consistent with Conservation Management Plan Policy.

	Action	Timing	Responsibility	Performance measure	Method of measurement
3.15	Establish a Cultural Cluster Square comprising an outdoor performance space and opportunity for permanent and temporary public art linked to the old stables.	Short term	PA/PP	Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous building materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Construct the Cluster Square.	Positive feedback from Cultural Cluster Square users. Regular performances and turnover of temporary public art.
3.16	Enhance existing aboriginal interpretative signs and protect European rock carvings from damage by diverting pathway.	Medium term	PP/PA/VE/ES	Consultation with Aboriginal groups. Develop management plan for the engravings.	Endorsement of signage enhancement and management plan for engravings from Aboriginal groups.
3.17	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.	Medium term	PP/PA/VE/ES	Use habitat survey to determine impacts of new construction and mitigation measures required. Carry out marine survey. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Boardwalk and jetties constructed. Interpretive material and public art incorporated.	Habitat and marine survey results. Observations and visitor counts. Positive feedback from users.
3.18	Maintain and integrate Sydney Harbour Bridge Memorial.	Medium term	PA	Prepare a management plan for the memorial. Maintain the memorial according to the management plan.	Consistent with Conservation Management Plan Policy.
3.19	Remove unsympathetic lighting and seating. Replace with new street furniture when signage and street furniture strategy for whole site has been developed.	Medium term	PA	Lighting and seating removed. New street furniture installed.	Consistent with Conservation Management Plan Policy. Increased use of this area.



	Action	Timing	Responsibility	Performance measure	Method of measurement
3.20	Establish "Museum of the Mind" in Bonny View Cottage to exhibit the site's heritage and host visiting exhibitions.	Medium term	PP/PA/VE/ES/HS	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous building materials. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Museum of the Mind established.	Building waste disposal report. Building condition report. Positive feedback from visitors to the Museum of the Mind.
3.21	Reconstruct former garden layout. Create links to the Cultural Cluster.	Medium term	PA	Carry out local contamination investigations Develop a plan for the recycling of all non-hazardous materials. Develop conservation management plan for garden area. Former garden layout reconstructed with links to the Cultural Cluster.	Consistent with Conservation Management Plan Policy. Landscape plan.
3.22	Conserve and repair all oriental inspired structures in Broughton Hall gardens.	Medium term	PA	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Develop conservation management plan for garden area. Oriental inspired structures are conserved and repaired.	Consistent with Conservation Management Plan Policy. Structure condition report.
3.23	Provide new fencing as a modern interpretation of iron palisade as part of works to consolidate parking in this area.	Medium term	PA	Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Integrate work with Glover Street car park design and construction.	Consistent with Conservation Management Plan Policy. Observations of parking patterns.

	Action	Timing	Responsibility	Performance measure	Method of measurement
3.24	Reconstruct entrance and provide interpretative material to explain former site access route.	Medium		Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Coordinate design with signage strategy. Entrance reconstructed with interpretive material.	Consistent with Conservation Management Plan Policy. Use of entrance.
3.25	Restore Callan Point summer house to provide a space for exhibitions on the Aboriginal and ecological heritage of the area.	Medium term	PP/PA/VE	Consultation with Aboriginal groups. Callan Point summer house is restored for exhibition space.	Visitation to the summer house. Program of exhibitions held in the summer house.
3.26	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.	Ongoing	PP/PA/VE/CS	Carry out local contamination investigations. Develop a plan for the recycling of all non-hazardous materials. Develop a community education plan. Engage a community group to manage and plan the route of the bush trail. Use design panel to develop detail design and tender documentation and gain necessary statutory approvals. Bush trail with lookout points, interpretive signage and possibly public art.	Observations of use of the bush trail. Positive feedback from trail users.
3.27	Ongoing management of landscape to follow recommendations set out in the Kirkbride Block Conservation Management Plan 1993.	Ongoing	PA	Develop a conservation management plan for the landscape areas. Implementation of conservation management plan for the landscape areas.	Consistent with Kirkbride Block Conservation Management Plan 1993.

	Action	Timing	Responsibility	Performance measure	Method of measurement
3.28	Restore late nineteenth century character of heritage gardens. Develop conservation management plan for ongoing maintenance.	Ongoing	PA	Conservation management plan for heritage gardens prepared. Gardens restored.	Heritage and landscape assessment reports. Visitation to heritage gardens.
3.29	Conserve and reinstate sunken garden.	Ongoing	PA	Sunken garden reinstated.	Consistent with Conservation Management Plan Policy. Visitation to sunken garden.
3.30	Remove parking and expand playground at Rozelle Child Care Centre.	Ongoing	PA/PP/ES	Liaise with RTA and Leichhardt Council to develop concept design. Obtain necessary approvals. Expansion of playground at Rozelle Child Care Centre.	Positive feedback from centre staff, parents and children.
3.31	Conserve and reinstate building boundary plantation with Port Jackson Fig trees.	Ongoing	PA	Provident seed stock used. Building boundary plantation reinstated with Port Jackson Fig trees.	Consistent with Conservation Management Plan Policy. Observations. Arborist assessment.
3.32	Integrate mature trees with planting of Port Jackson Figs along Balmain Road.	Ongoing	PA	Port Jackson Figs planted along Balmain Road.	Consistent with Conservation Management Plan Policy. Observations. Arborist assessment.
3.33	Initiate investigations to locate unmarked graves of former patients.	Ongoing	CS/HS/PP	Location of areas of patient graves and development of an action plan for appropriate relocation or commemoration in consultation with family and consumer/ community groups.	Location of Graves. Development of action plan. Positive feedback from relevant family and consumer/ community groups.



#### 4.4.4 Economy

##### Scope of the system

The scope of this system relates to the ongoing funding of activities on Callan Park by the State government, and other groups and organisations. The Callan Park Act places controls on the ability to generate economic activity on Callan Park. These controls are related to the permissible uses and follows:

- ☐ community and educational uses must be on a not-for-profit basis.
- ☐ health uses can take place on either a for-profit or not-for-profit basis.

##### Existing condition and situation

The site currently generates approximately \$250,000 of rental income from the NGOs located to the west of the Wharf Road.

Grounds maintenance and essential maintenance of derelict buildings is funded through a \$1.8 million budget. The maintenance budget for individual leased and licensed buildings is not possible to be quantified.

##### Master Plan objectives and targets

Targets for the Master Plan are to:

- ☐ ensure the long term financial sustainability of Callan Park.
- ☐ ensure open, transparent and accountable management of income and expenditure by the Callan Park governance organisation.
- ☐ ensure Callan Park secures the Federal and State funding required to implement the Master Plan.
- ☐ maximise governance income generated through site leases and from other uses on Callan Park.
- ☐ work with local businesses and statutory authorities to ensure mutual benefit from the implementation of the Master Plan.

##### Implementation

The Callan Park governance organisation will have ultimate responsibility for co-ordinating economic activity. An accounts and legal team has been identified within the structure of the governance organisation. Refer to the Governance section (Section 4.4.7) for further details.

**Figure 4.5 Economy in Callan Park**

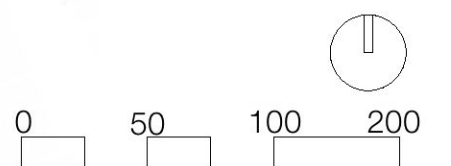


# ECONOMY OVERLAY

- Not for Profit - Community use
- Not for Profit - Education use
- Health use
- Area outside of controls of Callan Park Act
- Commercial cafe/resturant
- NGO rental structure
- Trust income from parking revenue

## CALLAN PARK MASTER PLAN

## ECONOMY



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**Table 4.5 Economy actions in Callan Park**

	Action	Timing	Responsibility	Performance measure	Method of measurement
4.1	Hire out Waterfront Drive sport field to sports groups, with revenue provided to Trust.	Ongoing	CS/PA	Local groups are using the sports field on an ongoing basis for up to 25 hours per week.	Positive community feedback. Monitoring of revenue received through hire.
4.2	Provide ongoing storage and changing for sports groups at the Waterfront Drive sports pavilion, with revenue provided to Trust.	Ongoing	CS/PA	Local groups are using the pavilion on an ongoing.	Positive community feedback. Monitoring of revenue received through hire.
4.3	Establish Sustain restaurant in B497 providing training and employment opportunities for mental health service users on Callan Park with revenue provided to Trust.	Short term	CS/ES/HS/PA	Local patronage. Employment and training opportunities provided to mental health consumers. Business Plan developed to achieve operating surplus over five year timeframe [excluding initiation costs].	Positive feedback from community and employees. Development of relationship with TAFE or training organisations. Measurement of operating costs.
4.4	Reinstate Glover Street sport field for active recreation, to be used by sports groups with revenue to Trust.	Short term	CS/PA	Local groups are using the sports field on an ongoing basis for up to 25 hours per week.	Positive community feedback. Monitoring of revenue received through hire.
4.5	Refurbishment of the Bootmakers Workshop to create the Bootmakers Cafe. Cafe to provide work opportunities for mental health services users and serve food produced on the Callan Park Farm with revenue provided to Trust.	Short term	CS/ES/HS/PA	Local patronage. Employment and training opportunities provided to mental health consumers. Business Plan developed to achieve operating surplus over five year timeframe [excluding initiation costs].	Positive feedback from community and employees. Development of relationship with TAFE or training organisations. Measurement of operating costs.
4.6	Reinstate Balmain Road sport field for active recreation. Hire field to sports groups with revenue provided to Trust.	Short term	CS/PA	Local groups are using the sports field on an ongoing basis for up to 25 hours per week.	Positive community feedback. Monitoring of revenue received through hire.

### 4.4.5 Energy

#### Scope of the system

This system relates primarily to the 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.

#### Existing condition and situation

The condition of much of the site's 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 program.

#### Master Plan objectives and targets

The overarching objective of the Master Plan is to create a zero carbon park, providing a high quality environment for its users and opportunities for education in sustainable living.

The sustainability target in relation to carbon is to achieve Carbon Neutral for Operational Energy by 2030.

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

- ☐ through the sustainable 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.
- ☐ by providing on-site recharge points for electric vehicles including the electric shuttle bus that will be implemented.
- ☐ to instigate building performance monitoring of energy use and production.

#### Implementation

#### Figure 4.6 Energy in Callan Park



# ENERGY OVERLAY

- energy loop
- gas loop
- indicative energy poles to be removed
- small scale localised combined heat power
- potential location for photovoltaic panels

Substation to be replaced and relocated into building B498 as part of site-wide infrastructure upgrade

Substation to be replaced and relocated into adjacent buildings as part of site-wide infrastructure upgrade

Provide recharge point for electric vehicles in the proposed car park

Substation to be replaced as part of site-wide infrastructure upgrade

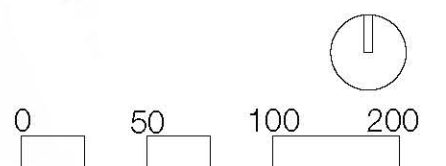
Remove and located all energy poles and overhead service lines below ground as part of the infrastructure upgrade - incorporate into shared services trench

Use heat exchange system to utilise waste heat generated from the SCA Kiln as part of the site wide energy strategy

New shared trench infrastructure loop providing water, power, gas, recycled water and IT to buildings and site facilities

## CALLAN PARK MASTER PLAN

## ENERGY



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**Table 4.6 Energy actions in Callan Park**

No.	Action	Staging	Responsibility	Performance target	Method of measurement
5.1	Carry out full condition audit of all site wide services and infrastructure.	Initiation	PA/PP	Service and infrastructure condition audit completed.	Condition audit report.
5.2	Develop a decommissioning and upgrade strategy.	Initiation	PA/PP	Decommissioning and upgrade strategy prepared.	Strategy report.
5.3	Establish an energy monitoring and performance strategy for all buildings on Callan Park.	Initiation	PA	Energy monitoring and performance strategy for all buildings on Callan Park prepared.	Strategy report.
5.4	Establish a Carbon Fund.	Initiation	PA/PP	All stakeholders consulted. Carbon fund established.	Support from all stakeholders.
5.5	Replace substation and relocate it into building B498 as part of site-wide infrastructure upgrade.	Short term	PA/PP	Coordinate work with Energy Australia. Carry out work in accordance with upgrade strategy.	Signoff from Energy Australia.
5.6	Replace substations and relocate them into adjacent buildings as part of site-wide infrastructure upgrade.	Short term	PA/PP	Coordinate work with Energy Australia. Carry out work in accordance with upgrade strategy.	Signoff from Energy Australia.
5.7	Remove and locate all energy poles and overhead service lines below ground as part of the infrastructure upgrade. Incorporate into shared services trench.	Short term	PA/PP	Coordinate work with Energy Australia. Carry out work in accordance with upgrade strategy. Energy services placed underground in shared services trenches.	Signoff from Energy Australia.
5.8	New shared trench infrastructure loop providing water, power, gas, recycled water and IT to buildings and site facilities	Short term	PA/PP	Coordinate work with Energy Australia. Carry out work in accordance with upgrade strategy.	Signoff from Energy Australia.
5.9	Provide recharge point for electric vehicles in the proposed car park.	Medium term	PA/PP	Coordinate work with Energy Australia. Carry out work in accordance with upgrade strategy.	Signoff from Energy Australia. Use of recharge point for electric

<b>No.</b>	<b>Action</b>	<b>Staging</b>	<b>Responsibility</b>	<b>Performance target</b>	<b>Method of measurement</b>
					vehicles.
5.10	Use heat exchange system to utilise waste heat generated from the SCA Kiln as part of the site wide energy strategy.	Medium term	PA/PP/ES	Coordinate work with Energy Australia and SCA. Carry out work in accordance with upgrade strategy.	Signoff from Energy Australia. Support from SCA.
5.11	Install site wide tri-generation system for use by all site tenants.			Coordinate work with Energy Australia and SCA. Carry out work in accordance with upgrade strategy.	Signoff from Energy Australia. Support from SCA.