



Callan Park

Master Plan Report
NOVEMBER 2011

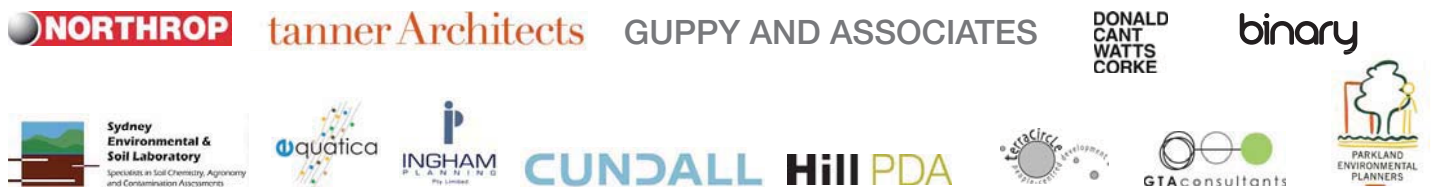


Callan Park is a wellness sanctuary, bridging the gap between acute care and home life for those with mental illness, and contributing to the mental, physical and social health of the entire community

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

Masterplan Report
November 2011

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



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INTRODUCTION

EXECUTIVE SUMMARY

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

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

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

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

Key features of Callan Park include:

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

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

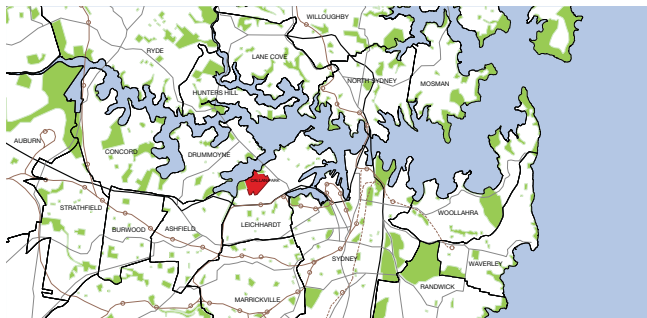
The Callan Park Master Plan has captured the support of the community by facilitating a consultation process that allowed the community to take ownership of the project and be truly involved. The website www.callanparkyourplan.com.au records this process.

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

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

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

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



Stage One : Issues and Opportunities

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

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

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

Stage Two: Project Principles

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

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

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

Stage Three: Sub Principles

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

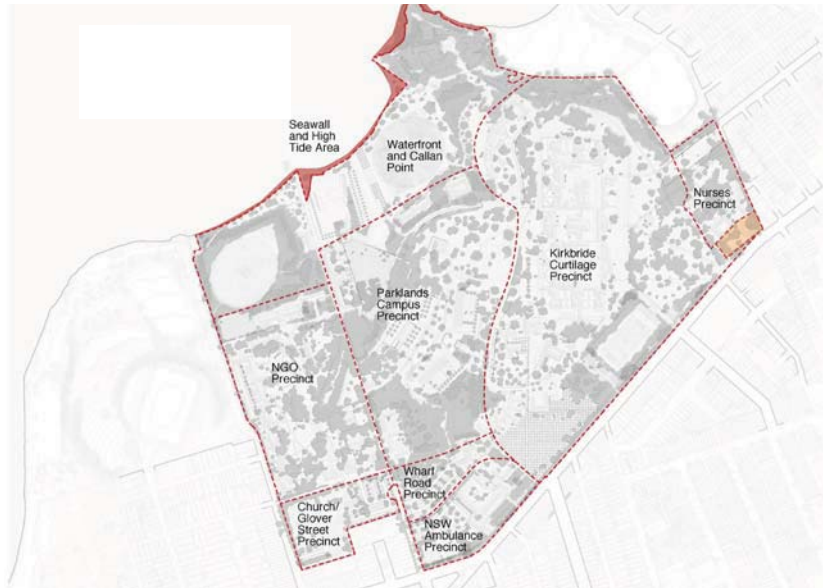
The community engagement process demonstrated strong community support for the expansion of mental health services on Callan Park. In order to focus on this key imperative a workshop was held in stage three to define a Mental Health Framework that could be tested through design investigations in the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

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

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

EXISTING MANAGEMENT PRECINCTS

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



Stage Four: Draft Master Plan

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

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

Stage Five: Master Plan

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

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

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

Stage Six: Statutory Notification

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

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

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

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

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

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

Stage Seven: Final Draft Master Plan Adopted by Leichhardt Council

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

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

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

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

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

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

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

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

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

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

BACKGROUND

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

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

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

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

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

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

THE PROJECT TEAM

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

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

PROJECT STAGES

The project work comprised of six separate stages:

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

PREVIOUS PLANS

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

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

'YOUR PLAN' WEBSITE

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

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

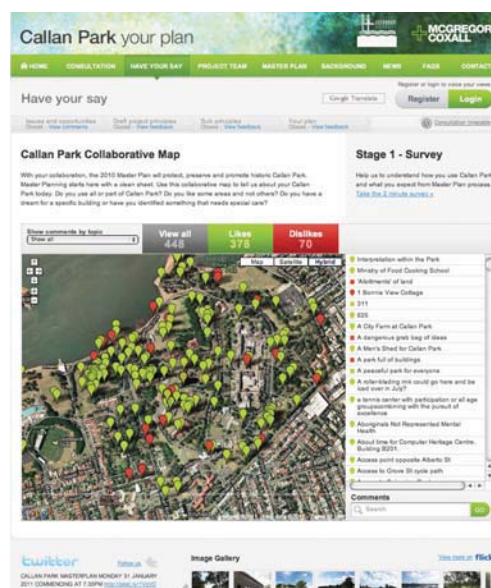
www.callanparkyourplan.com.au

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

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

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

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



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

COMMUNITY ENGAGEMENT SUMMARY

City Marketing

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

Website

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

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

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

Email Contact

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

Registered Users

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

Online Participation

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

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

Online Surveys

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

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

Workshops

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

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

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

Drop Ins

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

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

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

CampaignPlus

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

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

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



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

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

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

