



STAGE 03 | SUB PRINCIPLES

INTRODUCTION

Stage three of the Master Plan work was carried out between the 26th of July 2010 and the 20th August 2010. The purpose of stage three was to use the endorsed Project Principles to develop a spatial design brief that would guide the formation of the Draft Master Plan.

To achieve this the Master Plan team developed forty Sub Principles. These were derived from the stage one and two community consultations.

The Sub Principles consultation process allowed the community to communicate to the design team how the sometimes conflicting design choices could be reconciled. To facilitate this, a series of forty web site sliders were developed with contrasting statements, e.g. Focus on wellness or Focus on illness. Users of the web site were able to move these sliders towards either statement. Each statement had a representative image, and by using the data collected, a flash animation 'Character Collage' was generated where the sizes of the representative images changed to reflect the amalgamated results of all the contributions. Figure no. 30 below shows how the sliders appeared on the web site.

During this stage of the Master Plan there was a key community workshop with the purpose of agreeing the Mental Health framework for Callan Park. The outcome of this workshop was broad agreement around a new innovative model that provided a wide range of services to fill existing gaps in Mental Health treatment programmes and the recognition of Mental Health as the pre-eminent function for the Callan Park site.

FINAL PROJECT PRINCIPLES

There was broad statistical support for the stage two Draft Project Principles, however, through analysis of the consultation results it was determined that two principles required changes, these were:

- 'Link community, health and educational uses to create a single shared identity at Callan Park.' Was changed to: Encourage complementary health, community and educational uses to maximise synergies and benefits for the community.

And,

- 'Ensure that the history of Callan Park is celebrated and documented on site.' Was changed to: Ensure that the history of Callan Park is commemorated and documented on site.

After the successful conclusion of the Mental Health workshop and the endorsement of the Mental Health framework for the site the Master Plan team proposed a final Project Principle recognising the role of Mental Health for the site:

- Ensure that Callan Park develops as a place for strengthening and restoring Mental Health and community wellness.

The additional Project Principle was posted on the project web site for public endorsement through an online survey, and Leichhardt Councillors subsequently agreed that this should be incorporated into the Master Plan record.

The final agreed Project Principles were as follows:

Governance

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

Preserving and Managing Open Space

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

Preserve Public Access to Open Space and Foreshore.

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

Preserving the Heritage Significance of Callan Park

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

Future Development of Health

Not-for-profit Community and not-for-profit Education Facilities at Callan Park

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

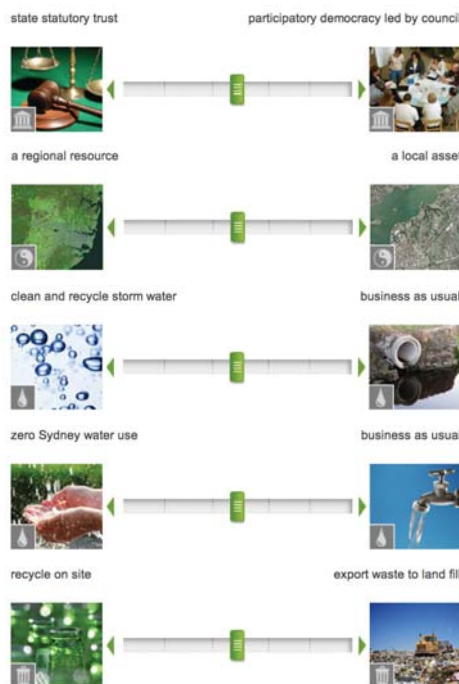
THE SUB PRINCIPLES

Once the Project Principles were agreed the next phase in the development of the Master Plan was to develop a detailed set of Sub Principles to form the basis of a design brief.

The Sub Principles were generated from the results of the public consultation and along with the Character Collage are the foundation for the Master Plan. Table no. 31 on the facing page sets out the forty areas the web site slider provided a forum for comment on. The Sub-Principles were organised under the Project Principles and each Sub Principle was tagged with a 'Biocity' system [www.biocitystudio.com] to aid the organisation of the brief. The twelve biocity systems are:

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

Tagging the Sub Principles in this way allowed the Master Plan team to organise the issues raised during the community consultation into predefined groups. The following table sets out the areas that the forty Sub Principles addressed and shows how each Sub Principle relates to the Guiding Purpose of the Callan Park [Special Provisions] Act 2002 and the biocity systems.



BOTTOM RIGHT. Figure no. 30 The interactive sliders used to generate the Sub principles.
OPPOSITE PAGE. Table no. 31 showing the forty Sub Principles and results of the interactive sliders.

Sub Principle option 1	% of collective community support	Sub Principle option 2	% of collective community support	Guiding Purpose that Sub Principle is aligned to	Bioicity system
Discourage arts and cultural uses	18	Encourage arts and cultural uses	82	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture
No change	21	Interactive education about health and sustainability	79	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture/Health
Health community educational facilities for the community	63	Health community and educational facilities for patients	37	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture/Health
Shared values	63	Shared identity or "brand"	37	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Culture
Non-acute care	68	Acute care	32	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Health
Focus on wellness	74	Focus on illness	26	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Health
Recovery oriented	75	Treatment oriented	25	- Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park	Health
Business as usual	15	Clean and recycle storm water	85	- Governance	Water
Business as usual	19	Zero carbon emissions	81	- Governance	Energy/Pollution
*Decision making based on what is best for individuals or specific groups	21	Decision making based on what is best for the community	79	- Governance	Governance
Export waste to land fill	22	Recycle on site	78	- Governance	Waste
Import food from elsewhere	23	Grow sustainable crops onsite for consumption in the park	77	- Governance	Waste
Business as usual	26	Zero Sydney water use	74	- Governance	Water
Reliance on ongoing public funding	43	Self sustaining financial model	57	- Governance	Economy
A local asset	53	A regional resource	47	- Governance	Governance
Participatory democracy led by council	56	State statutory trust	44	- Governance	Governance
Use coal fired electricity	19	Install and use 100% renewable energy	81	- Preserving and Managing Open Space	Energy
No change	24	Reinstate natural waterways/ wetlands	76	- Preserving and Managing Open Space	Water/Biodiversity
Wild gardens	38	Restored heritage gardens	62	- Preserving and Managing Open Space	Biodiversity
Unstructured open space	42	Discrete organised park spaces	58	- Preserving and Managing Open Space	Built form
Bushland	59	Botanic garden/manicured lawns	41	- Preserving and Managing Open Space	Biodiversity
No change	25	Interpretive signage/trails	75	- Preserving the Heritage Significance of Callan Park	Culture
Heritage collection in state library	36	Museum with on site heritage collection	64	- Preserving the Heritage Significance of Callan Park	Culture
Focus on mental health history	38	Pre-settlement to now	62	- Preserving the Heritage Significance of Callan Park	Health/Culture
Exhibitions in Kirkbride	39	Park Art installations	61	- Preserving the Heritage Significance of Callan Park	Culture
Seek separate funding for restoration	46	Offset tenants rents for commitment to heritage restoration	54	- Preserving the Heritage Significance of Callan Park	Economy
Memorial Benches	58	Memorial gardens	42	- Preserving the Heritage Significance of Callan Park	Culture
*No change	21	Welcoming pedestrian safe entrance ways	79	- Public Access to Open Space that offers Active and Passive Recreation	Transport
No change	26	Increase open space by removing buildings with no heritage significance	74	- Public Access to Open Space that offers Active and Passive Recreation	Built form
No change	27	Ferry/water taxi wharf	73	- Public Access to Open Space that offers Active and Passive Recreation	Transport
No change	28	Improve night access with lighting	72	- Public Access to Open Space that offers Active and Passive Recreation	Built form
Keep parking scattered	38	Move parking to the edges	62	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Internal picnic areas	42	Waterfront picnic areas	58	- Public Access to Open Space that offers Active and Passive Recreation	Culture
Informal shared paths	44	Formalised running/walking/ cycling circuits	56	- Public Access to Open Space that offers Active and Passive Recreation	Transport
No change	47	More sporting fields	53	- Public Access to Open Space that offers Active and Passive Recreation	Health
Uncontrolled parking	49	Controlled (paid) parking	51	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Flexible, lively public park	51	Contemplative Sanctuary	49	- Public Access to Open Space that offers Active and Passive Recreation	Culture
*Balmain Rd bus stops	64	Bus stops on site	36	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Pedestrian priority	78	More car access	22	- Public Access to Open Space that offers Active and Passive Recreation	Transport
Integrate Bay Run	84	Remove Bay Run	16	- Public Access to Open Space that offers Active and Passive Recreation	Transport

THE MENTAL HEALTH FRAMEWORK

The Mental Health proposal for Callan Park was developed from the local community's shared belief in the primacy of a Mental Health role for Callan Park.

Incorporating the twenty plus submissions from the draft Mental Health discussion papers received from individuals and groups, a new model for Mental Health services on Callan Park was developed by Professor Vaughan Carr.

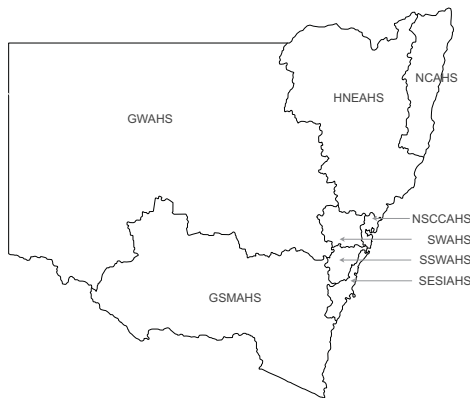
The common themes identified in the submissions were as follows:

- Acute services
- Shared Vocational/ Educational
- Social Enterprises
- University/ Teaching / Wellness Institute
- Interactive Museum of the Mind
- A role for NGOs
- The need to involve consumers
- Supported Accommodation/Step Up/Step Down
- Post-Acute Care

The proposed model was developed from an understanding of current NSW Mental Health services, the gaps in the provision of these services, the potential to complement existing services provided by the Area Health Services, the challenges that face Mental Health consumers and potential synergies with other activities on Callan Park.

Figure no. 31 shows the eight NSW Area Health Services. Callan Park is located within the Sydney South West Area Health Service [SSWAHS]. In August 2010 the State Government unveiled proposals to restructure the Area Health Services into seventeen smaller areas with the objective of furthering local participation and accountability.

Currently Mental Health services in NSW are provided through government, NGOs and private operators. Research into NGO and Government Mental Health service provision was reviewed by Professor Carr.



Sector Mapping Project Report 2010

MHCC

The Mental Health Coordinating Council [MHCC] is the peak body for non-government organisations working for mental health, providing leadership and representation on current issues. The MHCC are currently based on Callan Park.

As part of the stakeholder consultation process the MHCC provided the design team with raw data from their ongoing Sector Mapping Project:

"The NSW Mental Health Community Managed Organisation [CMO] Sector Mapping Project focuses on CMOs providing Mental Health services for people affected by Mental Health problems, their families and carers in NSW. Through this project the MHCC seeks to achieve two objectives:

- *Develop a current picture of the community managed Mental Health sector in NSW; and,*
- *Provide information, using evidence based methodology, to guide in future planning and sector development.'*

Executive Summary MHCC Sector Mapping Project 2010

The report used written surveys of NGOs operating in NSW and the MHCC estimated that between one half to a third of all organisations responded. The material reviewed by the design team provided data based on seven core service programme areas, these were:

- Employment and Education
 - Accommodation Support and Outreach
 - Self-help and Peer Support
 - Help line and Counselling Services
 - Leisure and Recreation
 - Information, Advocacy and Promotion
 - Family Support and Carer Programs
- The graphs on page 101 summarise the relevant data used to support the proposal for the Mental Health concept for Callan Park, the key issues identified were:

- The Sector Mapping Report identified four hundred and fifty six NGO Mental Health service providers in NSW.
- Only thirty-five offer services on a statewide basis
- That urban areas have a greater number of services than rural area proportionally to population

The Sector Mapping Report also explored programme gaps by asking:

"What Mental Health services do your clients require that they are unable to obtain?"

The survey found that "the majority of respondents stated that clients need better access to clinical services" The respondents in the Sydney South West area Health Services identified the following gaps:

- 18% All services needed
- 18% Accommodation/Respite
- 18% Co-existing conditions
- 12% Child and adolescent services
- 12% Clinical services
- 6% Believed current services are adequate
- 6% Long term treatment and support
- 6% Emergency services
- 6% Services catering for disability

Acute and Sub Acute Beds in NSW

Using data from the 2007 NSW Health "Mental Health Bed Types for Inpatient Units" report the design team mapped the proportion of acute and sub-acute beds proportional to population [see table 32].

Trends

The Master Plan team identified the following trends from the data reviewed:

- SSWAHS has a comparatively good provision of NGO services
- There are still large gaps across all services
- The biggest gaps in individual services are: coexisting conditions, child services and clinical services
- SSWAHS has a good provision of acute beds proportional to its population
- SSWAHS has an under provision of non acute beds proportional to the health of the population

THE MENTAL HEALTH SERVICES VISION

Professor Vaughan Carr

The Mental Health framework focuses on the over arching principle of 'wellbeing' in the context of sub-acute Mental Health service provision. The framework responds to the gap between acute hospital care and community living, and identifies the following three stands with key elements that should be addressed to promote wellbeing:

Health and Lifestyle

- Physical fitness
- Healthy eating
- Freedom from disease
- Leisure

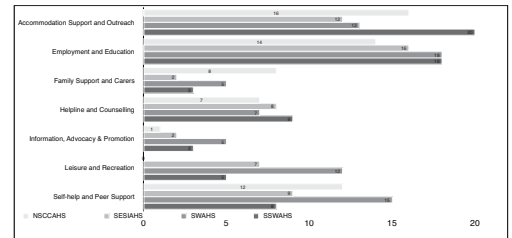
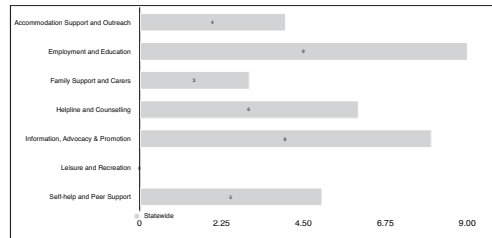
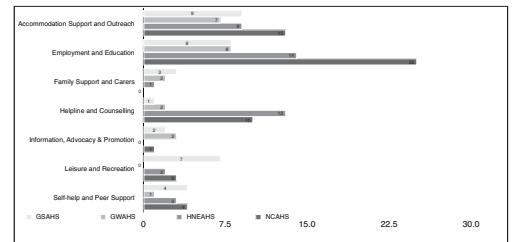
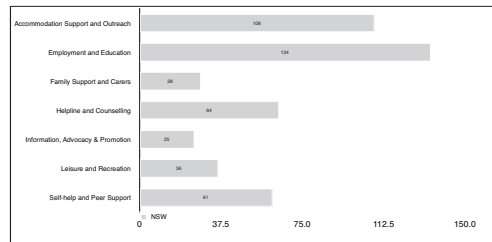
Social Connection

- Family
- Intimate relationships
- Friendship, companionship

Participation

- Education and training
- Employment
- Productive engagement

LEFT. Figure 31. NSW Area Health Service sectors.



Area	Acute beds [total number]	Acute beds [% NSW total]	Non-acute beds [total number]	Non-acute beds [% NSW total]	% share of NSW population
NSW	1390	100%	552	100%	100%
Sydney metro	1090	78%	303	55%	-
SSWAHS	296	21%	74	13%	20.5%
SESAHS	228	16%	14	14%	17%
NSCCAHS	315	23%	80	14%	16%
SWAHS	251	18%	135	24%	16%

The Mental Health framework sets out five service areas that can be provided on Callan Park to contribute to mental health recovery and wellness, these are:

1. Health and Lifestyle
2. Participation and Social Engagement
3. Short to Medium Term Residential Care
4. Information and Support
5. Education, Training and Research

Each area is discussed below.

Health and Lifestyle

The issues:

- Lifestyle
- Obesity, inactivity, poor nutrition, smoking, drug use
- High rates of physical disease
- Metabolic syndrome, cardiovascular disease [stroke, heart attack], diabetes, respiratory disease
- Poor access to medical services
- Inadequate identification and treatment of physical health problems
- Premature mortality
- Shorter life expectancy [~15 years]
- Mortality between two and three times that of the general population

Potential Health and Lifestyle services:

- Primary care [GP] clinics to assess, treat and monitor physical health problems
- Dietary assessment, advice and assistance for healthy eating

- Physical fitness assessment, advice, training, exercise and sporting activities
- Smoking cessation programs and alcohol/drug treatment programs
- Recreational and creative arts activities

Participation and Social Engagement

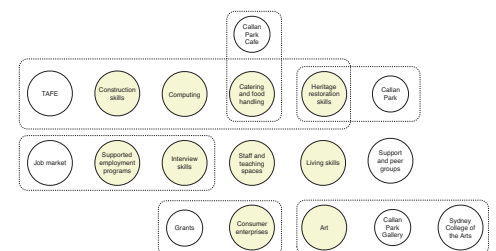
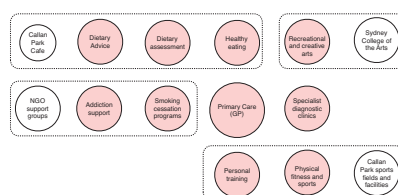
The issues:

- Failure to complete education and training
- Unemployment
- Boredom and inactivity
- Impaired social skills
- Social isolation and loneliness
- Suicide

Potential Participation and Social Engagement services:

Pre-vocational and job-readiness skills training

- Cooperative and commercial enterprise employment and training opportunities
- Supportive TAFE training programs
- Job skills and vocational training
- Supported employment programs [IPS – Individual Placement and Support]
- Supplementary treatment programs [cognitive remediation, cognitive-behaviour therapy, social skills training, problem-solving skills training]
- Social engagement and relationship building opportunities



TOP. Figure no. 32 NGO programmes from MHCC sector mapping data

SECOND FROM TOP. Table no. 32 Acute and Sub-acute beds.

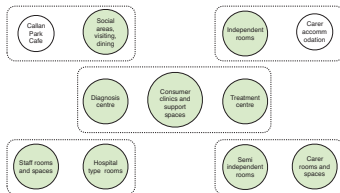
BOTTOM LEFT. Figure no. 33 Health and Lifestyle components

BOTTOM RIGHT. Figure no. 34 Information and Support components

Short and Medium Term Residential Care

The issues:

- Not all who are discharged from acute care are fully able to return to community living: there is a shortage of sub-acute [step-down] beds to aid this transition
- Acute [crisis] care could be averted by planned, elective admission to sub-acute [step-up] beds to nip emerging problems in the bud
- Although many could access the aforementioned services on a day [outpatient] basis, many more who live at a distance from Callan Park would require accommodation for the days-weeks they are accessing these services.



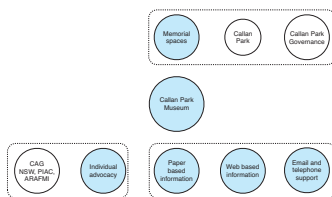
Potential Short and Medium Residential Care services:

- A spectrum of types of non-acute accommodation for people accessing on-site services could be available:
- Low support – hostel or serviced apartment style for those who are relatively independent or have a carer/relative accompanying them
- Medium support – time-limited HASI-like varied levels of support for those with less independence and requiring some supervision
- High support – more traditional sub-acute hospital-style facility
- Potential purposes of residential care include:
 - Diagnostic re-evaluation and clinical re-assessment
 - Stabilization of treatment and monitoring of response
 - Special investigations or therapeutic procedures
 - Initiation of new treatments
 - Intensive rehabilitation accessing on-site services

Information and Support

The issues:

- Need for carer/family information and support
- Need for general information about mental illness
- Need to illustrate and commemorate the history of Mental Health services on the Callan Park site and to honour the people that have been part of that history



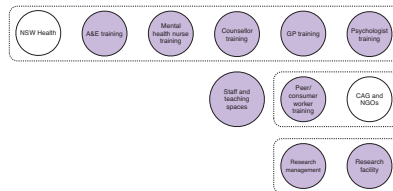
Potential Information and Support Services:

- Provision of electronic and paper-based information on mental illness for carers, families and the general public
- Provision of web-based family/carers psycho-education and coping skills programs backed up by email and telephone support
- Establishment of a Mental Health museum and memorial space

Education, Training and Research

The issues:

- Health and related staff need continuing education and training to keep their knowledge and clinical skills up to date
- Knowledge of new Mental Health treatments and rehabilitation interventions constantly needs to be acquired
- There is a need for routine, systematic measurement and evaluation of the effectiveness of existing treatments and rehabilitation strategies delivered in Mental Health services



Potential Education, Training and Research services:

- Provide facilities to conduct education and training sessions for health professionals, including psychiatrists in training, psychologists, Mental Health nurses, counsellors, general practitioners and other medical, health and related professionals
- Establish research facilities for the scientific investigation of new treatments and rehabilitation interventions and measure systematically the effectiveness of existing treatments and rehabilitation strategies

Mental Health Framework Summary

The framework provides five Elements: Health and Leisure, Vocational and Social, Short and Medium Term Residential, Information and Support and Education, Training and Research. It's Unique - Nothing like it elsewhere in Australia, yet fills a gap in the process of recovery and achievement of wellbeing. It's future-orientated and it has the potential to establish a new, model service to be emulated in other locations

Referral And Admissions Procedure

Because the concept is focused on non-acute services all activities and services will be offered on a voluntary basis. There will be six potential routes to the services on Callan Park:

- NGO referral
- Acute service/ hospital referral
- GP referral
- Private psychiatrist referral
- Community Mental Health team
- Self referral
- Referral and admissions procedure

Intake And Treatment Planning

Comprehensive multidisciplinary clinical evaluation comprising diagnostic assessment, disability profile and evaluation of areas of strength, as well as social and occupational functioning. Formulation of a treatment and rehabilitation plan on the basis of this assessment using a recovery and wellness focus. Figure no. 38 below shows the potential referral and admission process



TOP LEFT. Figure no. 35 Residential component

BOTTOM LEFT. Figure no. 36 Information and Support components

TOP RIGHT. Figure no. 37 Education and Training components

BOTTOM RIGHT. Figure no. 38 Consumer and Referral and Admission process

Continuing Recovery Plan

Compilation of a comprehensive continuing treatment plan that is clearly documented for communication to relevant health care providers to ensure ongoing implementation of the individual recovery-focused intervention plan on the person's return to their usual Mental Health care provider(s).

Building Condition Inspection

During this stage of the project an inspection of the accessible buildings on Callan Park was conducted. Members of the Master Plan team from McGregor Coxall and DCWC carried out this inspection. Where possible the team accessed the internal spaces within these buildings and documented the current situation with photos and notes. The purpose of the inspection was two-fold, to understand the potential for adaptive re-use of the existing internal configurations and to make a condition assessment that could inform decisions about demolitions and provide a basis for generating project costs. This inspection revealed a number of reoccurring issues:

- Asbestos, both sealed and damaged used in dry-lining, soffits and perimeter fencing
- Broken windows, graffiti and vandalism
- Water ingress caused by damage to roofs and down pipes
- Stolen down pipes and other base metal fittings
- Subsidence
- Degraded finishes and decoration
- Damage to structures caused by pests and rodents
- Damage to structures caused by unchecked vegetation growth

The photographs on this page highlight some of the damage and defects that are common within the derelict buildings on Callan Park.



CONSULTATION SUMMARY

City Marketing

The processes used for community engagement during stage three of the project included the interactive project website, community workshops, forums and meetings.

Online Consultation And Participation

Website open for feedback - 23 August until 17 September
Registered users were invited to use interactive sliders to show the Master Plan Team how they prioritised the issues the Master Plan should address. The collective results of this process were illustrated in an animated 'Character Collage' that highlighted:

- The importance of a focus on wellness and recovery
- The need to maintain a natural and sustainable environment
- The need for pedestrian priority and public transport
- The desire for facilities for the community, and:
- The importance of Callan Park's open spaces.
- Together with the Project Principles, this feedback was used to inform the draft Master Plan.

Web Site Visitation

The following statistics show the online traffic generated during stage three of the web based consultation:

- 1,901 Visits
- 7,421 Page views
- 3.90 Pages/Visit
- 04.38 Average minutes on site per visit

Community Workshops

Community Workshop 5 - Mental Health, Wednesday 25th August

The Mental Health Workshop was a significant milestone for the Callan Park Master Plan. Forty Three attendees (including representatives of key Mental Health consumer organisations) listened to Professor Vaughan Carr describe how he had incorporated community submissions into a wide-ranging suite of Mental Health services for Callan Park. The attendees formed groups and arranged themselves at seven tables, first to hear the presentations and then to work through the concept.

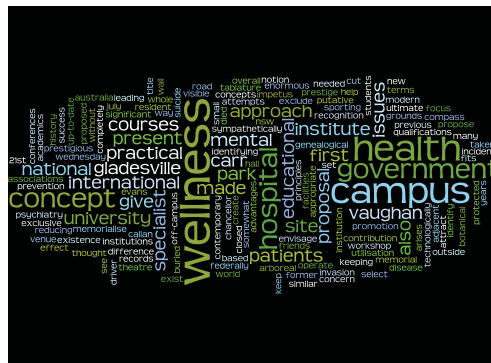
Workshop attendees endorsed the Master Plans team's proposal to develop a new Project Principle for Mental Health based on the 3 recurring themes of the table discussions: Wellness, Community and Recovery. Of the seven tables, 6 agreed to support the five areas of focus.

The role of consumers, carers and mental health practitioners in managing the delivery of Mental Health services was a strong focus for the night's discussions. There was also considerable debate about the role and scope of research, and about the extent and style of any residential care 'beds' at Callan Park. But for the first time, the community endorsed a guiding mental health framework within which these debates could occur. Callan Park, with a focus on Wellness, Community and Recovery, was positioned to become a new world-leading model of mental health care.

Community Workshop 6 - Communities of interest, Saturday 28th August

Workshop 6 on Saturday 28 August created an opportunity to form 'communities of interest' around tables to discuss the Sub Principles of the Master Plan and demonstrate how particular interests could contribute to a vision of Callan Park as a 'wellness sanctuary'. More than 60 participants self-selected an interest, making for lively table presentations about Bushcare, Sustainability, Heritage, Arts and Culture, Dogs, Community Gardening, Transport, City Farm, Disability and Services for Older People, and Open Space and Walking.

The workshop demonstrated the synergies across the interest groups. The workshop provided the forum for smaller 'communities of interest' with individual goals and needs to express their opinions. The format of this workshop enabled participants to explain and to understand where these goals and needs overlap. There was strong support for a Master Plan that can deliver the many dimensions of mental and physical wellness envisaged by the Callan Park [Special Provisions] Act 2002.



Stakeholder Engagement

The Hon. Verity Firth MP, Monday 9 August

Purpose:

To provide the local member an update on the progress of the Master Plan, the emerging issues and community participation.

Issues:

- Community participation and workshops
- The Bay Run

Existing lease and landholders, Tuesday 10 August

Purpose:

To provide an update and to hear presentations about current operations at Callan Park.

Issues:

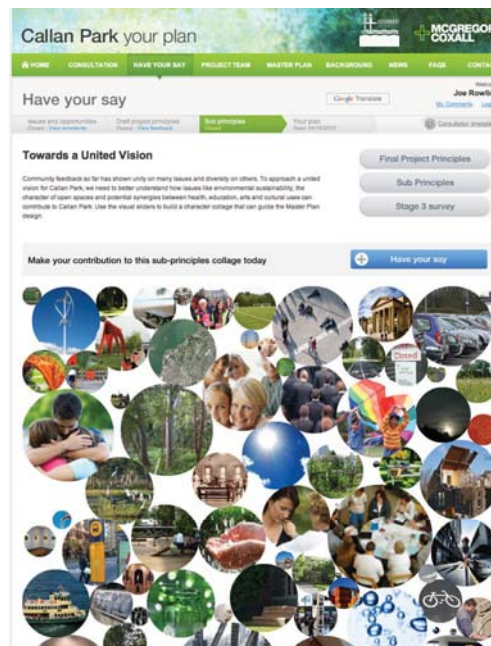
- Mental Health
- Community participation and workshops
- Presentations about current operations
- Summary of Culture and Arts provision within Leichhardt Local Government Area

Sydney Harbour Foreshore Authority, Monday 16 August

Purpose: to discuss ongoing management arrangements for Callan Park and matters relating to future studies to be commissioned by SHFA.

Issues:

- Contamination and vegetation studies
- The Bay Run Development Application



ABOVE RIGHT. Callan Park Wordle
BOTTOM RIGHT. Sub Principles web page

Stage Three Summary

Stage 3 of the Master Plan process investigated the Project Principles using a binary representation of critical design choices. This 'Character Collage' visualised opposing points of view about aspects of each of the Project Principles, namely:

Governance

Preserving and Managing Open Space

Public Access to Open Space that offers Active and Passive Recreation

Preserving the Heritage Significance of Callan Park

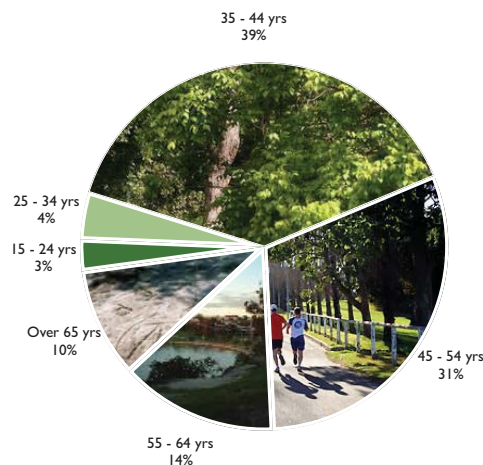
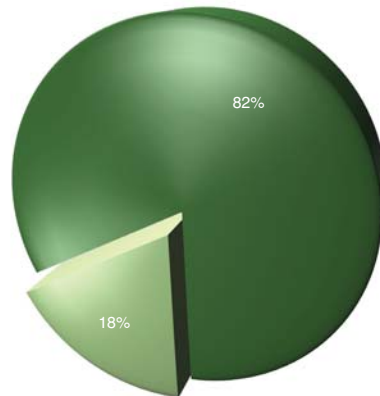
Future Development of Health, not-for-profit Community and not-for-profit Educational facilities at Callan Park

Stage 3 opened online on 23 August 2010 and remained open until 17 September.

During that time 989 unique visitors visited callanparkyourplan.com.au 1,901 times, spending an average of 4.38 minutes on the site and viewing an average of 3.9 pages per visit. 38.3% of all visitors were new.

The binary Character Collage was accompanied by an online survey investigating potential synergies between different uses allowed under the Callan Park (Special Provisions) Act 2002.

72 people completed this online survey.



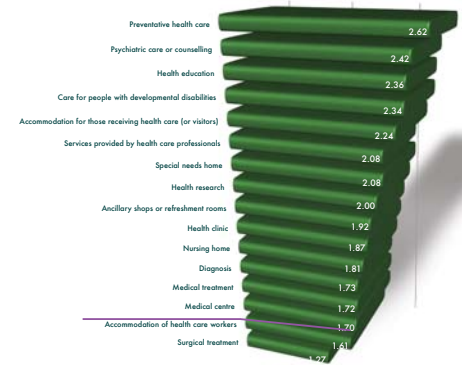
STAGE 3 Online Survey Question 1

Question 1 asked respondents to consider a range of potential allowable health uses identified in the Callan Park (Special Provisions) Act 2002 Discussion Paper. Respondents were asked which of these had the best potential to complement community and educational uses at Callan Park, and to make their selections based on Strong Potential,

Potential or No Potential.

Responses were rated out of a maximum of 3, to enable easy comparison e.g. 65% of respondents felt that preventative health care had 'strong potential' and another 32% felt it had 'potential'. Health uses below the pink line on this this graph were those where more than 50% of respondents felt there was 'no potential' for synergies.

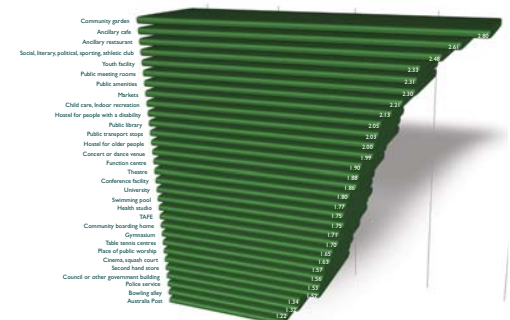
Based on this feedback, the draft Master Plan should investigate the potential for mental health services within these broad 'health' descriptors.



Stage Three Online Survey Question 2

Question 2 asked respondents to consider a range of potential allowable community and education uses identified in the Callan Park (Special Provisions) Act 2002 Discussion Paper. Respondents were asked which of these had the best potential to complement health uses at Callan Park, and to make their selections based on Strong Potential, Potential or No Potential.

Responses were rated out of a maximum of 3, to enable easy comparison e.g. 82% of respondents felt that a community garden had 'strong potential' and another 17% felt it had 'potential'. Health uses below the pink line on this this graph were those where more than 50% of respondents felt there was 'no potential' for synergies.



Based on this feedback, the draft Master Plan should investigate the potential for community and educational facilities that can support mental health services at Callan Park.

Stage Three Character Collage

Stage 3 of the Master Plan process investigated the Project Principles using a binary representation of critical design choices. This 'Character Collage' visualised opposing points of view about aspects of each of the Project Principles, namely:

- Governance
- Preserving and Managing Open Space
- Public Access to Open Space that offers Active and Passive Recreation
- Preserving the Heritage Significance of Callan Park
- Future Development of Health, not-for-profit Community and not-

for-profit Educational facilities at Callan Park

Stage 3 opened online on 23 August 2010 and remained open until 17 September.

During that time 989 unique visitors visited callanparkyourplan.com.au 1,901 times, spending an average of 4.38 minutes on the site and viewing an average of 3.9 pages per visit. 38.3% of all visitors were new.

The binary 'Character Collage' was accompanied by an online survey investigating potential synergies between different uses allowed under the Callan Park (Special Provisions) Act 2002. 72 people completed this online survey.

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Question 2 asked respondents to consider a range of potential allowable community and education uses identified in the Callan Park (Special Provisions) Act 2002 Discussion Paper. Respondents were asked which of these had the best potential to complement health uses at Callan Park, and to make their selections based on Strong Potential, Potential or No Potential.

Responses were rated out of a maximum of 3, to enable easy comparison e.g. 82% of respondents felt that a community garden had 'strong potential' and another 17% felt it had 'potential'. Health uses below the pink line on this this graph were those where more than 50% of respondents felt there was 'no potential' for synergies.

Based on this feedback, the draft Master Plan should investigate the potential for community and educational facilities that can support mental health services at Callan Park. There were 119 respondents to the Character Collage. Of these, 92% were residents of the Leichhardt LGA.

Respondents were asked to use to virtual sliders to choose between sometimes conflicting community design choices generated by the Project Principles.

Governance

- State statutory trust v participatory democracy led by council
- A regional resource v a local asset
- Zero carbon emissions v business as usual
- Clean and recycle storm water v business as usual
- Zero sydney water use v business as usual
- Recycle on site v export waste to land fill
- Minimise waste v business as usual
- Grow sustainable crops onsite for consumption in the park v import food from elsewhere
- Self sustaining financial model v reliance on ongoing public funding
- Decision making based on what is best for the community v decision making based on what is best for individuals or individual groups

Preserving and Managing Open Space

- Discrete organised park spaces v Unstructured open space
- Botanic garden/manicured lawns v Bushland
- Reinstate natural waterways/wetlands v No change
- Restored heritage gardens v Wild gardens

Public Access to Open Space that offers Active and Passive Recreation

- Increase open space by removing buildings with no heritage significance v No change
- Improve night access with lighting v No change
- Remove Bay Run v Integrate Bay Run
- Welcoming pedestrian safe entrance ways v No change

- More car access v Pedestrian priority
- Move parking to the edges v Keep parking scattered
- Controlled (paid) parking v Free parking
- Ferry/water taxi wharf v No change

- Bus stops on site v Balmain Rd bus stops
- More sporting fields v Less sporting fields
- Contemplative Sanctuary v Flexible, lively public park
- Formalised running/walking/cycling circuits v Informal shared paths
- Dedicated picnic areas v Multi use of all public areas

Preserving the Heritage Significance of Callan Park

- Heritage collection in State Library v Museum with on-site heritage collection
- No change v Interpretive signage/trails/
- Memorial gardens v Memorial benches
- Park Art installations v Exhibitions in Kirkbride
- Pre-settlement to now v Focus on mental health history
- Offset rent for commitment to heritage restoration v Seek separate funding for restoration

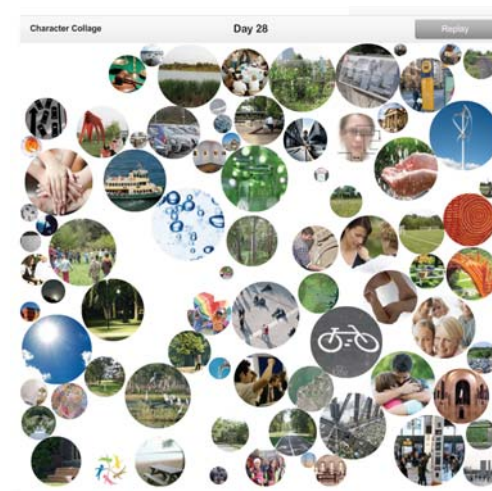
Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan Park

- Encourage arts and cultural uses v Discourage arts and cultural uses
- Focus on illness v Focus on wellness
- Acute care v Non-acute care
- Treatment oriented v Recovery oriented
- Shared identity or 'brand' v shared values
- Health, community and educational facilities for patients v Health, community and educational facilities for the community
- Interactive education about health and sustainability v No change

The resulting 'Character Collage' represented both visually and statistically the depth of community feeling about these design choices.

Communities of Interest Workshop

A community workshop on Saturday 28 August examined the 'Character Collage' in a paper based form. Approximately 80 people attended the workshop.



BOTTOM RIGHT. Character Collage

Members of the community self selected 'communities of interest' in which to discuss the character collage sub-principles and make presentations about their views.

The 10 communities of interest which arose spontaneously during the workshop were:

- Bush care/wires and wildlife
- Disability
- Glovers garden
- City farm
- Transport
- Sustainability
- Open space and walking
- Heritage
- Dog walking
- Arts and culture

The final three chose to provide visual or verbal feedback outside the format of the provided worksheets.

The character choices of the 7 groups that did use the worksheets are shown here.

Workshop participants also marked up a plan of Callan Park with individual comments and ideas. All have been reviewed by the Master Plan team.

Heritage

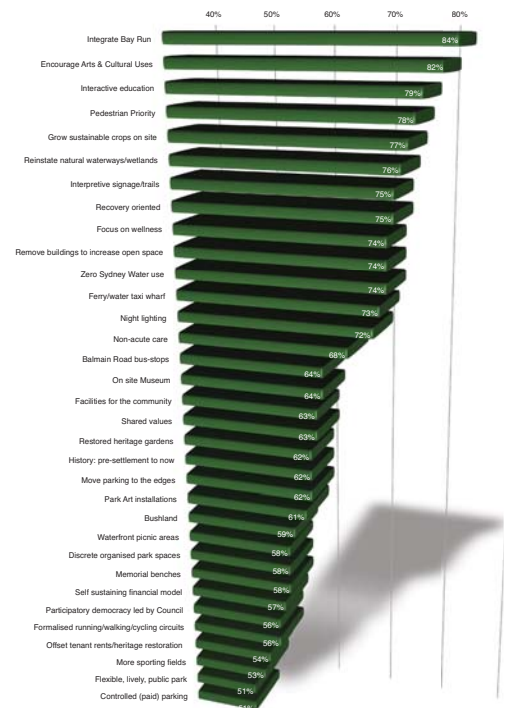
The Heritage group focussed its discussion on the group of six character statements under the heading 'Preserving the Heritage Significance of Callan Park'.

Handwritten notes on the workshop worksheet include:

- What is significance and to whom?
- Conservation and preservation
- Museum with on-site heritage collection 'highly desirable'
- The heritage collection in the state library should continue and should be integrated with a new collection at Callan Park
- Interpretive signage trails should be included
- Park art installations and exhibitions in Kirkbride should be integrated and co-ordinated as a collaboration with SCA
- The focus for history should be a balance approach including pre-settlement and a focus on mental health
- Heritage acknowledgement should be part of the governance of the whole site
- No objection to memorials some objection to cemetery style gardens
- CMP (Conservation Management Plan) 2002!

Dog Walking

- The dog walking group provided copious notes:
- Both human and animal wellness
- Strong physical and mental health benefits for many in the community
- Imperative the extensive off-leash areas keep dogs well socialised and adequately exercised
- Happy well balanced dogs means fewer neighbourhood disputes over neurotic barking dogs
- Dog walkers overlap with the passive users (walking, picnic groups)
- Huge demand for off-leash areas
- look at how heavily used the Hawthorn Canal area is
- Restrictions on car usage would benefit many passive users including dog walkers
- Car fee weekends periodically
- Gates installed at strategic points to achieve desired traffic arrangements
- Dog friendly facilities include poo bins, boo pag dispensers, combined human/dog 'bubbles'
- Remove some internal park roads depending on building usage
- Curtail road users speed with humps and chicanes
- Reduced roads within the park reduce speed and make park more amenable for all passive recreational pursuits
- University car traffic should be channeled away from the bulk of the park
- Dog owners are responsible people in the main. We do not want problems with children's play areas and would hope that they can be located away from potential conflict situations. This has not been successful in Bicentennial Park: the resulting on-leash area is



large but of little use to dog owners; the two small off-leash areas either side of the large area are too small to be really useful.

- Skateparks should also be sited away from dog walking areas unless fenced off adequately
- Vandalism and anti-social behaviour of many kinds occur in Callan Park. Dog owners have the best interest of the Park/community/users at heart.
- Put up posters with an emergency contact telephone number for the security company. We as a group can act as unpaid eyes and ears, reporting anti-social behaviour. It would be desirable to link dog walking between Callan Park and Hawthorn Canal.

Arts and Culture

The arts and culture group provided a well marked up plan that included:

- An outdoor amphitheatre performance space
- Aboriginal heritage walk along the foreshore (with provision for a separate sculpture walk)
- Music, dance and dramatic arts rehearsal spaces
- Gallery for resulting artworks
- Artists precinct including an artists co-operative, community studios, aboriginal artists
- Arts teaching precinct (a wellness priority for mental illness)
- Computer workshops and museum
- Picture framing workshop
- Possible residential space for arts students and short term accommodation for visiting artists

Based on workshop and online feedback, the draft Master Plan should incorporate the character elements identified as desirable by the community.

Character Choice	Workshop Community of Interest Group							Project Principle
participatory democracy led by council	Bush Care							Governance
import food from elsewhere		Disability						Governance
reliance on ongoing public funding	Bush Care							Governance
state statutory trust		Disability	Glovers Garden		Transport			Governance
a regional resource		Disability	Glovers Garden	City Farm	Transport			Governance
install and use 100% renewable energy	Bush Care	Disability	Glovers Garden	City Farm		Sustainability	Open Space & Walking	Governance
clean and recycle storm water	Bush Care	Disability	Glovers Garden	City Farm		Sustainability		Governance
zero Sydney water use	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Governance
recycle on site	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Governance
zero carbon emissions	Bush Care	Disability		City Farm	Transport	Sustainability		Governance
grow sustainable crops onsite for consumption in the park	Bush Care		Glovers Garden	City Farm	Transport			Governance
self sustaining financial model		Disability				Sustainability		Governance
decision making based on what is best for the community	Bush Care				Transport	Sustainability		Governance
Unstructured open space	Bush Care						Open Space & Walking	Preserving and Managing Open Space
Bushland	Bush Care							Preserving and Managing Open Space
Wild gardens	Bush Care						Open Space & Walking	Preserving and Managing Open Space
Discrete organised park spaces			Glovers Garden					Preserving and Managing Open Space
Reinstate natural waterways/ wetlands	Bush Care		Glovers Garden	City Farm	Transport			Preserving and Managing Open Space
Restored heritage gardens	Bush Care		Glovers Garden				Open Space & Walking	Preserving and Managing Open Space
Heritage collection in state library		Disability	Glovers Garden					Preserving and Managing Open Space
Memorial Benches		Disability						Preserving and Managing Open Space
Seek separate funding for restoration	Bush Care		Glovers Garden					Preserving and Managing Open Space
Museum with on site heritage collection	Bush Care				Transport	Sustainability		Preserving and Managing Open Space
Interpretive signage/trails	Bush Care		Glovers Garden					Preserving and Managing Open Space
Memorial gardens					Transport			Preserving and Managing Open Space

LEFT. Table no. 33 Responses of various stakeholders at Callan Park

OPPOSITE PAGE. Table no 34. Responses of various stakeholders at Callan Park

Character Choice	Workshop Community of Interest Group							Project Principle
Park Art installations	Bush Care		Glovers Garden		Transport			Preserving the Heritage Significance of Callan Park
Pre-settlement to now			Glovers Garden					Preserving the Heritage Significance of Callan Park
Offset tenants rents for commitment to heritage restoration		Disability			Transport			Preserving the Heritage Significance of Callan Park
No change		Disability						Public Access to Open Space with Active & Passive Recreation
No change		Disability					Open Space & Walking	Public Access to Open Space with Active & Passive Recreation
Pedestrian priority	Bush Care		Glovers Garden	City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Keep parking scattered		Disability						Public Access to Open Space with Active & Passive Recreation
Uncontrolled parking			Glovers Garden					Public Access to Open Space with Active & Passive Recreation
Balmain Rd bus stops		Bush Care	Disability	Glovers Garden				Public Access to Open Space with Active & Passive Recreation
No change		Disability		City Farm				Public Access to Open Space with Active & Passive Recreation
Flexible, lively public park			Glovers Garden					Public Access to Open Space with Active & Passive Recreation
Informal shared paths		Disability					Open Space & Walking	Public Access to Open Space with Active & Passive Recreation
Increase open space remove buildings of no heritage significance	Bush Care		Glovers Garden		Transport			Public Access to Open Space with Active & Passive Recreation
Improve night access with lighting	Bush Care				Transport			Public Access to Open Space with Active & Passive Recreation
Welcoming pedestrian safe entrance ways	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Move parking to the edges			Glovers Garden		Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Controlled (paid) parking	Bush Care				Transport			Public Access to Open Space with Active & Passive Recreation
Ferry/water taxi wharf	Bush Care	Disability	Glovers Garden	City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
Bus stops on site				City Farm	Transport	Sustainability		Public Access to Open Space with Active & Passive Recreation
More sporting fields					Transport			Public Access to Open Space with Active & Passive Recreation
Contemplative Sanctuary	Bush Care				Transport			Public Access to Open Space with Active & Passive Recreation
Formalised running/walking/cycling circuits					Transport	Sustainability	Open Space & Walking	Public Access to Open Space with Active & Passive Recreation
Waterfront picnic areas					Transport			Public Access to Open Space with Active & Passive Recreation
Focus on wellness			Glovers Garden		Transport			Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Non-acute care	Bush Care							Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Recovery oriented								Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Shared values						Sustainability		Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Health community & educational facilities for the community					Transport			Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Encourage arts and cultural uses	Bush Care	Disability	Glovers Garden		Transport	Sustainability		Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park
Interactive education about health and sustainability		Disability	Glovers Garden	City Farm	Transport	Sustainability		Future Development of Health, not-for-profit Community and not-for-profit Education Facilities at Callan park

Mental Health Workshop

A workshop dedicated to Mental Health was held on Wednesday 25 August at Balmain Town Hall. This workshop was a significant milestone for the Callan Park Master Plan. 43 attendees (including representatives of key mental health consumer organisations) heard Professor Vaughan Carr report how he had incorporated community submissions into a potential suite of mental health services for Callan Park. Workshop participants marked up large format worksheets that visualised elements of Professor Carr's draft proposal:

Consumer Referrals and Admissions Process (referral through a range of mechanisms including GP, NGO, Community mental health teams, self or family referral)

Vocations and Social (Including pre-vocational and job-readiness skills training, co-operative and commercial enterprise employment and training opportunities, supportive TAFE training programs, job skills and vocational training, supported employment programs (IPS, Individual Placement and Support) supplementary treatment programs (cognitive remediation, cognitive behaviour therapy, social skills training, problem solving skills training, social engagement and relationship building opportunities and living skills)

Information and Support - providing electronic and paper based information on mental illness for carers, families and the general public and provision of web-based family/carer psycho-education and coping skills programs backed up by email and telephone support and establishment of a mental health museum and memorial space and peer and consumer worker training.

Health and Lifestyle - including primary care GP clinics to assess, treat and monitor physical health problems, dietary assessment, advice and assistance for healthy eating, physical fitness assessment, advice, training, exercise and sporting activities, smoking cessation programs, alcohol/drug treatment programs and recreational and creative arts activities.

Residential - a spectrum of types of non-acute accommodation for people accessing on-site services such as low support hostel or serviced apartment style, medium support time limited HASI style varied levels of support and high support - more traditional sub-acute hospital style facility.

Education, Training and Research - providing facilities to conduct education and training for health professionals, including psychiatrists in training, psychologists, mental health nurses, counsellors, general practitioners and other medical, health and related professionals and establish research facilities for the scientific investigation of new treatments and rehabilitation interventions and measure systematically the effectiveness of existing treatments and rehabilitation strategies.

The 5 areas of focus for mental health services at Callan Park are:

- Health and lifestyle
- Vocation and social
- Residential
- Information and support
- Education, training and research

Of the 7 tables, 6 were in broad agreement and support of the five areas of focus. The role of consumers, carers and mental health practitioners in managing the delivery of mental health services was a strong focus for the night's discussions.

There was also considerable debate about role and scope of research, and about the extent and style of any residential care 'beds' at Callan Park.

The marked up worksheets have informed the Master Plan team's development of the draft Master Plan.

The workshop endorsed the Master Plans team's proposal to develop a new Project Principle for Mental Health based on the 3 recurring themes of the table discussions: Wellness, Community and Recovery.

As a result of the workshop, a new draft Project Principle was placed online for community feedback.

45 members of the community endorsed the Mental Health Project Principle: 'Ensure that Callan Park develops as a place for restoring and strengthening community wellness'. This Project Principle is the leading principle under 'Future Development of health, not-for-profit community and not-for-profit education facilities at Callan Park'.

Based on this feedback, the draft Master Plan should incorporate the five areas of focus for mental health services at Callan Park, identifying appropriate locations and buildings for the delivery of these services.

Stage Three Arts & Cultural Workshop

A workshop dedicated to Arts and Culture was held on Thursday 9 September at the Sydney College of the Arts. Approximately 45 members of the community with an interest in arts and culture (including artists and performing artists) attended. Participants were asked to consider:

What is your creative vision for Callan Park? Within the opportunities of the Callan Park (Special Provisions) Act 2002, how do you imagine Callan Park in 10 years time?

What excites you about the links between Mental Health and the Arts? What are the opportunities in Callan Park? How can culture and wellbeing be supported?

What are the priorities for supporting artists and creative organisations in Callan Park and its locality?

Response 1: Creative Vision

- Amazing hub of constant activities - a big vibrant community full of active centres
- Festival and events open to the whole community
- Artists in residence/studios
- Street art
- Creative hub for arts/creative organisations as well as artists
- Good coffee
- Where members of the community (who are not creative) can feel welcome
- Shared spaces, (not isolated spaces) keeping costs down and collaboration up
- Workshops, summer programs
- Centrally administered
- Different art forms require different things
- Facilities which can accommodate casual visitors, keeping it fresh, new interests, giving audiences a reason to engage and return
- Large outdoor events
- Active community engagement and participation in events
- Local performance companies, rehearsal spaces
- Active links to adjacent performing arts precincts
- Sydney residents from all over identify Callan Park as a place they can visit, with a sense of ownership
- Studio spaces, galleries, exhibition space, outdoor performance and cinema
- Dedicated spaces for outsider artists
- Viability enabled through 'arts/cultural precinct involving peak arts organisations
- An environment open to the community vibrant with activity from artists of all stages, emerging to established, an arts based 'village'
- Opportunities for exchange; support; collaboration; resource provision
- Mix of NGO's and private organisations
- Technology museum including film sets and film archive
- Linking areas to allow balance between vibrancy and reflection
- Maintaining passive useage and peace of the environment
- Sculpture park
- Version of Gaudi Park
- Indigenous influence
- Community garden

Response 2: Supporting Culture and Wellbeing

- Potential to breakdown barriers and stigma
- Capacity for engagement and space to exhibit and showcase
- Residences for arts organisations and artists who work with people in mental health
- Yoga for everyone
- Chance to communicate issues about mental health through innovative creative ideas
- Physical theatre and youth community engagement
- Bring people together/ blur the line/ partnerships between artists and mental health organisations
- Integration of mental health therapies with art programs
- Organic, collective work
- More funky bars to dance, sing and be entertained
- Linking existing activities and organisation
- Artists as family
- A family, a place of incubation, inclusivity, nurturing
- Place for expression
- Gardens as art, labyrinth
- Men's Shed
- Open but safe, conducive to mental wellbeing

- Therapy through art
- The capacity for art to heal
- Disability programs and respite using the arts
- Using arts groups, classes, events and projects to promote mental health and wellbeing
- Access to pathways for ongoing professional development
- History and heritage of the site
- Reducing isolation, celebrating diversity, accepting difference

Response 3: Priorities

- Encouraging use of existing facilities
- Outdoor spaces as amphitheatre
- Information/communication
- Affordable space (storage, studios, meeting, performance, display)
- Basic infrastructure and facilities
- Access to specialised technical facilities
- Shared resources
- Capacity for events and exhibitions including equipment
- Accommodation for artists in residence
- Mixture of long-term and short-term/ curated and open-access spaces for hire
- Networking opportunities
- Creative commons - jointly run venture and collaborative support
- Critical mass of co-located arts organisations and artists
- Centralised communal gathering spaces including cafe near the water
- The more groups the better
- Exchange programs
- Mentors
- Events
- Promotion - eg annual arts festival
- Investment (not just financial)
- Sustainability
- Governance (transparency)
- Vision
- Maintaining peaceful environment
- Vibrancy
- Equity

Based on this feedback, the draft Master Plan should incorporate an arts and cultural precinct with the capacity to create synergies between arts, culture and mental health and wellbeing, with specific opportunities for mental health consumers within active participation in the arts and cultural pursuits by the broader community.

