



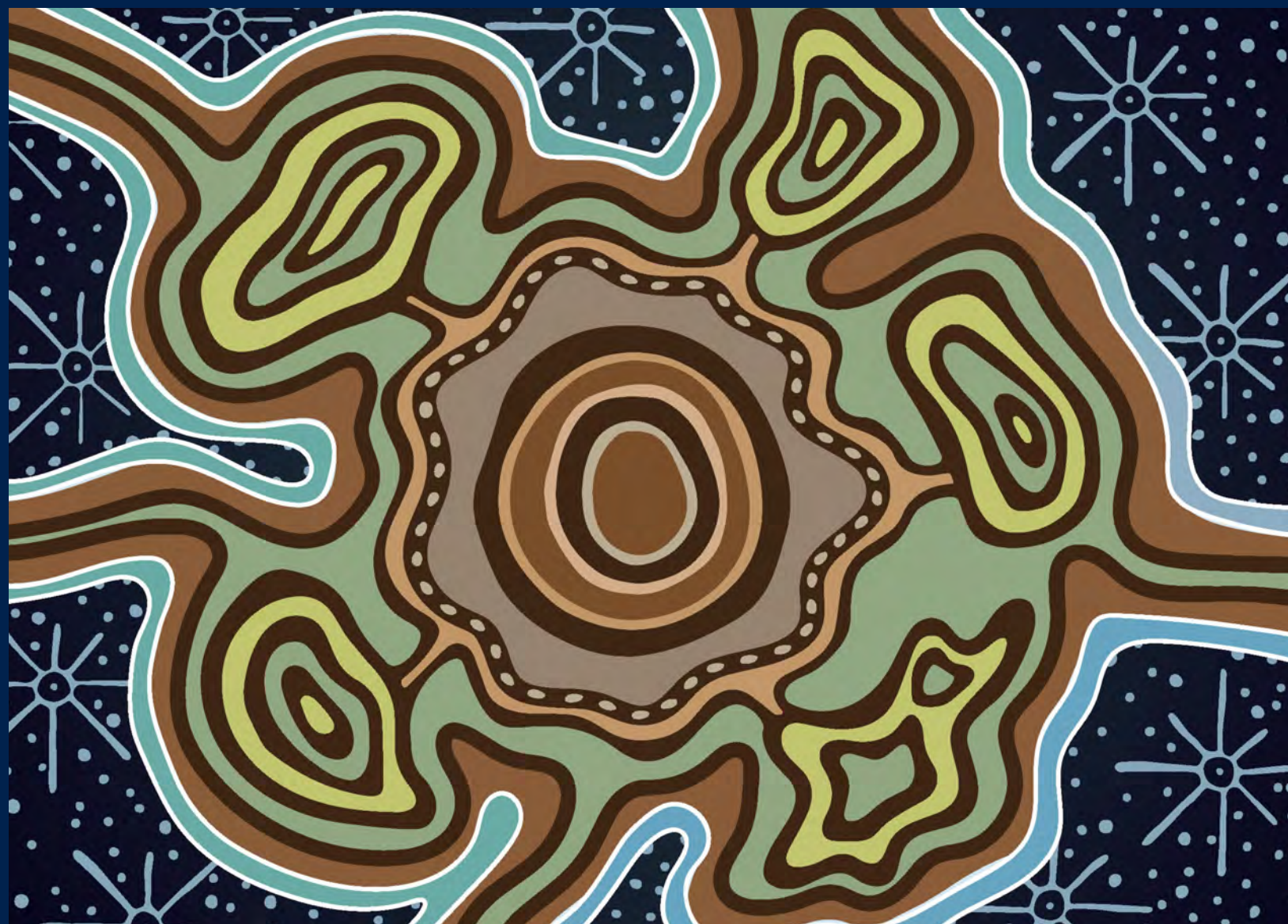
Callan Park

This artwork was created for Greater Sydney Parklands as part of our Reflect Reconciliation Action Plan. It represents our purpose, values, and deep connection to Country. Lead artist Dennis Golding collaborated with Jessica Tobin (Freshwater Country) and Dakota Campbell (Saltwater Country), incorporating elements from their individual artworks to reflect their unique ties to Country.

At the centre of the artwork is a large circular motif symbolising a meeting place. Surrounding this are track patterns with smaller dots, representing the movement of people and the pathways they create.

Beyond these tracks, brown land-pigment lines weave into five additional circular patterns, each representing one of the parklands cared for by Greater Sydney Parklands.

The parklands are depicted from a topographic, aerial perspective, painted in greens and ochres to reflect how the artists see their Country. Beyond the parklands, reflections of stars stretch across the water, symbolising the connection between land, water, and sky.



Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands, waters and sky upon which the parklands are located and pay respect to the Elders of these lands — past, present and emerging.

We recognise First Nations peoples' unique cultural and spiritual relationships to place and their rich contribution to society. We acknowledge the rights and interests of First Nations peoples to be involved in the ongoing management of these traditional lands.

We will work in a respectful manner with Traditional Custodians, Local Aboriginal Land Councils and the First Nations communities of Greater Sydney. We will support their custodianship of the natural and cultural heritage of parklands so that these are places where First Nations peoples feel socially, culturally and economically included.

Contents

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Aboriginal and Torres Strait Islander readers are advised this publication may contain names and images of deceased persons. Readers should be aware that, in some Aboriginal and Torres Strait Islander communities, seeing images of deceased persons in photographs may cause sadness or distress, and in some cases, offend against strongly held cultural prohibitions.

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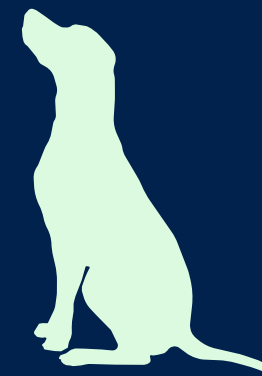
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Front cover image

Artist's impression of Callan Park in the future.

Acknowledgement of Country	2
Callan Park 2025 to 2035	6
Vision	8
Our key priorities	10
About this plan	12
Callan Park	14
The park’s values	16
Planning for the future	22
Opportunities and challenges	24
Strategic context	28
Legislative context	36
Activities and uses of land	38
Management framework	40
Strategic directions	44
Callan Point and foreshore	52
Kirkbride and parklands	56
Broughton Hall and gardens	60
Balmain Road interface	64
Making it happen	68
Appendices	70
Appendix A: Interim framework	72
Appendix B: Principles for leasing and licencing	73
Appendix C: Glossary	74



Callan Park 2025 to 2035

Vision

An iconic urban parkland for inner Sydney. Callan Park's heritage is cared for, its history shared, and the natural parkland setting is enjoyed by all as a place of social connection, health and wellbeing, exploration and recreation.

We will achieve this vision through four strategic directions:

Strategic Direction 1

Promote equitable, inclusive and respectful uses

Strategic Direction 2

Understand and care for the park's natural and cultural values

Strategic Direction 3

Create a safe, accessible and connected park

Strategic Direction 4

Manage the park in a sustainable and coordinated way



Our key priorities



This plan of management will direct our activities across various themes, focusing on the park's values, the feedback we've heard and what we know about planning for the park's future.

Ten priorities will provide focus for the next 10 years.

Aboriginal culture and heritage

Recognise Aboriginal people's ongoing connection to Callan Point, support opportunities for connection to Country, sharing of culture and conservation of heritage.

Natural environment

Care for the park's precious habitats, biodiversity and work to connect it to surrounding broader blue-green corridors.

Built heritage and landscape settings

Restore heritage items and places and adapt buildings for new uses through leases and licenses that respond appropriately to the community and parkland setting.

Expand parkland

Create new parkland and support amenities through removal of derelict buildings, services and roads with consideration of heritage context.

Park life

Enliven the park through new opportunities, leases, offers, activities, events, community and educational programs.

Movement and safety

Prioritise pedestrians and cyclists, invite them to explore the park beyond the Bay Run, improve vehicular movement to increase safety and contain parking to designated areas.

Connectivity

Improve how people access Callan Park and pursue opportunities to better connect it to the broader regional parkland network.

Community

Foster enduring partnerships with the community and across government to support Callan Park's revitalisation.

Single ownership

Transition the park's ownership to a single NSW Government agency, allowing for better governance, coordination and management.

Funding

Determine and implement a sustainable funding model to support the park's long-term prosperity.

About this plan

Callan Park 2025 to 2035 is a draft foundation plan of management developed by NSW Government, the community and stakeholders. The plan applies to the entire 61 ha of Callan Park, of which Greater Sydney Parklands owns 38 ha and NSW Health 22 ha.

This plan of management provides a management framework for Callan Park by:

- Establishing a vision for the park, based on what we've heard from the community and stakeholders
- Outlining what is needed to protect, enhance and activate this unique place over the next 10 years

Callan Park 2025 to 2035 will lead how the NSW Government transitions Callan Park to an iconic urban parkland.

Plans of management guide the work that many parties undertake to maintain and manage a place, facility or resource. They establish a vision, objectives, key strategies and management priorities.

Callan Park 2025 to 2035 is also a statutory document, which means it is required under legislation:

- Greater Sydney Parklands Trust Act 2022, which also shapes the work of Greater Sydney Parklands more broadly
- Centennial Park and Moore Park Trust Act 1983, as the majority of Callan Park is owned by Centennial Park and Moore Park Trust (part of Greater Sydney Parklands)

The plan must also comply with the *Callan Park (Special Provisions) Act 2002*, including limitations on the types of development allowed on the site and the requirements for leasing and licencing.

Callan Park 2025 to 2035 uses a 10-year timeframe and establishes four strategic directions, with objectives and management priorities under each of those. We've also identified four management areas that each have their own unique features — we'll plan these management areas to help us to achieve the vision.

Callan Park 2025 to 2035 will ensure Callan Park remains a much-loved and valued community parkland, while protecting its natural and cultural heritage and idyllic landscapes. The plan will shape Callan Park's sustainable future for the communities of Greater Sydney.



IMAGE: INNER WEST COUNCIL

Preparing the plan

We drew from background research, specialist expertise and stakeholder and community engagement to develop *Callan Park 2025 to 2035*. We've looked at the many studies, plans and strategies, including:

- Callan Park Master Plan (2011)
- Conservation management plans from 2002 and 2011 and others related to specific locations in Callan Park
- Callan Park Landscape Structure Plan (2021)
- Callan Park Companion Animals Management Plan (2022)

We've also procured specialist research in areas such as Aboriginal archaeology, cultural heritage landscapes and access, movement and parking.

Community and stakeholder engagement in the first half of 2024 added to what we'd heard from the community in previous engagement processes, such as feedback that informed the landscape structure plan.

In 2024, we asked people to tell us what they value about Callan Park, what they would like to do at the park in future and their overall vision for the park.

We heard from more than 2,000 people, community groups and other organisations through online surveys, information sessions, online and in-person workshops, and formal submissions. This information guided the development of all aspects of this draft plan of management.

This draft plan is now on exhibition, which means you can have your say on the plan's vision and strategic directions.

Your feedback will inform the final plan of management.

Have your say

To have your say, please visit greater_sydney_parklands.nsw.gov.au/callanparkpom



Callan Park

2

The park's values

Callan Park today is much loved by community for its history and heritage; its vegetation and wildlife; its large, green open spaces, nooks and hideaways; its tranquil settings and harbour views. It is a place where people connect with family and friends, walk their dogs and/or be a part of community sport.

Over many decades the community has advocated for Callan Park's protection and laid the groundwork for the park's preservation as a public space. Thanks to this community Callan Park is ready for its next chapter as an iconic public parkland.

Throughout our engagement, many in the community told us what they value about Callan Park. These values have directly informed our work and management framework.



IMAGE: KATJE FORD

Natural environment

Callan Park's natural environment illustrates the many phases of the park's evolution.

The park features native ecological communities on Callan Point, lovingly restored over several decades by volunteers; manicured gardens which, although featuring exotic vegetation, tell stories of the therapy gardens of the past; and important wildlife habitat that attracts more than 40 bird species, including rainbow lorikeets, magpies, currawongs and ravens.

The community wants to see more native ecological communities or at least more native species in the park. Although the fig trees, like a lot of the large trees, are not local to the site, they are highly valued and the community would like them to be retained. We can also expand habitat areas to attract more birds and other urban fauna such as blue tongue lizards, possums and bats.

Given the significant modifications since colonisation, such as reclamation and filling, we could help to reinstate the original natural environment by naturalising stormwater systems that would also better retain water in the landscape such as by removing the concrete-lined canal.

“

It has large and significant areas of native habitat that is badly needed in the Inner West.

Survey participant

“

...connect with nature through the water access, amazing trees and pockets of bushland.

Survey participant



Aboriginal cultural heritage

Callan Park sits on Wangal Country. It’s a place of great cultural and spiritual significance to Aboriginal people, from the stories shared about the ancient past to more contemporary uses as a place for community, sport and celebration.

Callan Point has important archaeological sites that are a testament to Aboriginal people’s enduring custodianship of the harbour and its foreshore. The shell middens — discarded shell and bones, animal remains, ash and charcoal — are clear evidence of how Wangal clans hunted, gathered and processed food. Callan Point also features rock carving.

The survival of these sites within a natural setting is unique for the Sydney Basin. People want these sites to be protected and better recognised; greater visibility of Aboriginal culture and connections with Callan Park will allow more people to understand and share the park’s rich Aboriginal heritage.

“ Important seagrass communities fringe the rocky shoreline. Remnant and restored swamp oak floodplain forest fringe the estuary with Sydney turpentine ironbark forest.

First Nations community member

“ The Callan Point middens, nestled along the harbour shores reveal Aboriginal heritage through ancient shell deposits. They echo a tale of sustenance, community and deep ties to the land.

First Nations community member



Built heritage and landscape settings

The entire Callan Park is listed on the State Heritage Register. It features a mix of buildings that tell stories of the park after colonisation — from the colonial land grants for private estates, to the park’s history associated with managing mental health and wellbeing. Garry Owen House, for example, is one of the original homesteads, and the Kirkbride buildings were the first permanent hospital buildings in Callan Park.

The landscape and gardens surrounding the mental health institutions were consciously designed as a place for therapy and these gardens remain today including the Broughton Gardens, with their unique plantings, bridges and paths, still providing therapeutic value.

We need to restore and protect the significant heritage buildings in the park today and use these buildings to bring life to the park. Consideration of the heritage context and removal of buildings that are impacting negatively on the landscape could deliver new areas of open space to bring more activity to Callan Park.

“ I’m really attracted to the history behind Callan Park. The story and everything.

Survey participant

“ I love Callan Park for its major historical significance in caring for people with mental health in a past era, the beautiful centuries old buildings, and the glorious parklands surrounding Callan Park.

Survey participant

“ The heritage value of the existing Victorian sandstone buildings is immeasurable to the culture of the Inner West and connection to our past and must be restored and maintained as part of the future management plan.

Submitter



Open space and recreation

Callan Park is an extensive open space at the heart of the Inner West. It offers a beautiful connection to the water, and a whole range of places for people to get together, relax, exercise or take part in formal sport.

Many people value the park’s sporting fields as places to participate in community sport, exercise or enjoy playing with friends. Others value the park’s quieter areas for walking, relaxing, walking their dog or finding solitude.

People value Waterfront Green recreation space, which sits adjacent to the foreshore and the popular Bay Run. This area attracts people to linger longer and enjoy more of what Callan Park has to offer.

The community wants us to prioritise how pedestrians move around the park over cars to improve safety.

“A green oasis that allows people to enjoy an open and inviting space where you can walk with man’s best friend and enjoy the peace and quiet on your own or catch up with like-minded people.

Survey participant

“Callan Park is a precious and unique space in the inner west of Sydney, widely valued for its open green spaces.

Submitter

“An inclusive space for everyone to come and enjoy recreational facilities, nature, picnics and fitness.

Survey participant



Wellbeing, community and the arts

Callan Park is valued as a place for health, wellbeing and the arts.

Health-related services will remain part of Callan Park, continuing the park’s tradition as a place for health and wellbeing for the community.

It offers capacity for community uses — for example, the Wharf Road Community Centre (including the Refugee Welcome Centre) is not used to capacity and other disused buildings could be brought to life with new community or artistic uses.

The community would love to see events at Callan Park, whether that is community events such as the 7 Bridges Walk fundraising event or farmers’ markets or music events like those held in Callan Park in the past.

“Love to see some cultural, music, educational and arts events held in the park.

Survey participant

“A community hub, where the old buildings have been restored and house things like markets, pop-up stores, cafes and restaurants, local museums, Indigenous museums and community halls where activities for babies and kids can happen.

Survey participant

“...a place where all creatives can get together and attend multiple venues.

Survey participant



Planning for the future

3

Opportunities and challenges



We want to realise the full transformation of Callan Park from a mental health hospital to an iconic urban parkland. All our work towards achieving the vision for Callan Park must respond to several opportunities and challenges, the legislation that guides our activities and the park's strategic context.

Callan Park 2025 to 2035 will guide our decision-making within Callan Park and keep us accountable as we preserve its unique character and values.

Opportunities

Callan Park’s evolution to an iconic urban parkland creates opportunities to invite more people to visit, enjoy and make greater use of the park.

- The Bay Run is the most heavily used part of the park. Many people move through the foreshore area on this pathway, but we should explore ways to encourage them to stay and enjoy all that Callan Park has to offer.
- We have an amazing opportunity to recognise and celebrate the park’s cultural heritage. We can prioritise protecting the midden sites and draw on the significance of Callan Point to educate visitors about Aboriginal history and culture in the Parramatta River catchment. We can also share stories about the history of Callan Park enhancing, restoring and interpreting important places within the park.
- We can continue to improve the park’s biodiversity through activities such as creating additional canopy cover, continued nature restoration and fostering partnerships to support this.

- Restoring the park’s built assets will create opportunities for new attractive spaces and to tell stories of the park’s layered history.
- We can also make better use of Callan Park’s disused buildings. This ranges from new leases to tenants that will attract more people and activity to the park or demolishing older buildings with consideration to the heritage context to create new open space — as we did at Waterfront Green.

Challenges

Callan Park’s ownership and management, split across several government agencies, is a key challenge to achieving a coordinated outcome across the site. Single ownership makes better use of resources to achieve better outcomes for the community. Until that occurs, when we use ‘we’ in this plan, we mean the NSW Government as a whole.

- Another challenge is to balance the many different uses across the park. This includes the needs of different groups and users who already use the park, and making space for those that wish to in the future. Overall, our focus will be on the needs of the broader community by creating multi-purpose spaces.
- The challenge of climate change and its impacts needs to be considered in how we plan for the future. This includes sea level rise, storm events and periods of extreme and persistent rainfall and how these events could impact Callan Park. The trend towards increased heat and periods of drought will increase the importance of cool, green spaces and could impact heritage buildings without careful management.

- The level of restoration required for many of the buildings in Callan Park is a real challenge, particularly considering likely climate change challenges. We need a sustainable funding model, built on partnerships and appropriate leases, to realise opportunities, create new facilities and achieve operational excellence.



FIGURE 1: CALLAN PARK OWNERSHIP

- Greater Sydney Parklands
- NSW Health
- Transport for NSW

Strategic context

The broader planning context for Callan Park, Inner Sydney, Greater Sydney and NSW provides a framework for developing the draft plan of management. Together with the feedback we heard during engagement this provides a framework for identifying the future strategic directions for Callan Park.

A growing and changing community

Sydney’s population is growing. In analysing what we know about the nearly 300,000 people who live with a 5 km catchment of Callan Park, we know that:

- About three quarters of people (78%) live in medium and high-density housing and 21% of households do not have a car — nearly double the rate for Greater Sydney (11%).
- More than a third (38%) of the community were born overseas, with 5% with English as a second language. More people are of working age; the proportions of children and people of retirement age are lower.
- By 2041 this will be about 415,000 people with the number of homes expected to increase from approximately 140,000 to 191,000.
- By 2041 there will be a 40% increase in people at retirement age. There are also expected to be large increases in children (21%) and people of working age (27%).

Providing a range of diverse and affordable housing for Sydney’s growing population is a key priority for the NSW Government. This is being supported by the Transport Oriented Development Program and the Low and Mid-rise Housing Policy. These programs will result in higher density housing being built within a 5 km radius of Callan Park, including at the Bays West precinct and surrounding Lilyfield light rail station, the Annandale town centre and the Leichhardt Market Place shopping centre.

What this means for *Callan Park 2025 to 2035*

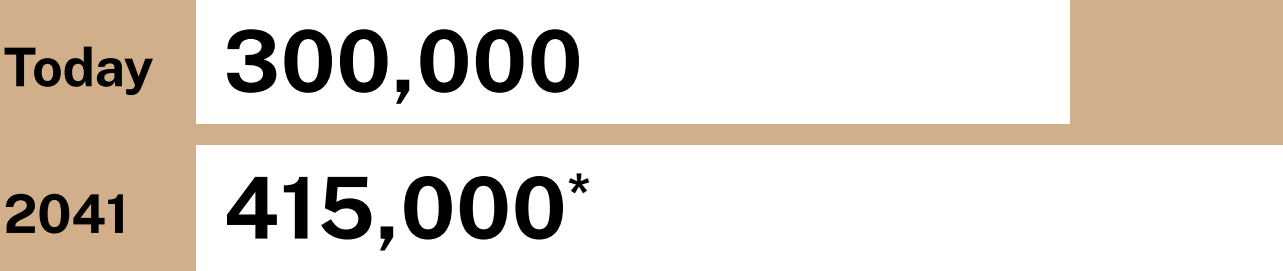
- With a growing population and more people living in higher density housing, realising Callan Park as high-quality parkland is essential to meeting recreational needs in the area.
- With a growing proportion of older people and children living nearby, Callan Park needs to deliver a diverse range of accessible recreational opportunities.
- With a strong connection for Aboriginal people, many nearby migrant communities, Callan Park must be an inclusive, welcoming and culturally sensitive environment.



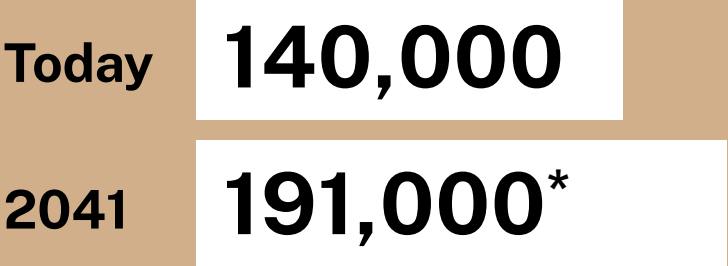
IMAGE: KATJE FORD

Growth

People within a 5 km catchment of the park

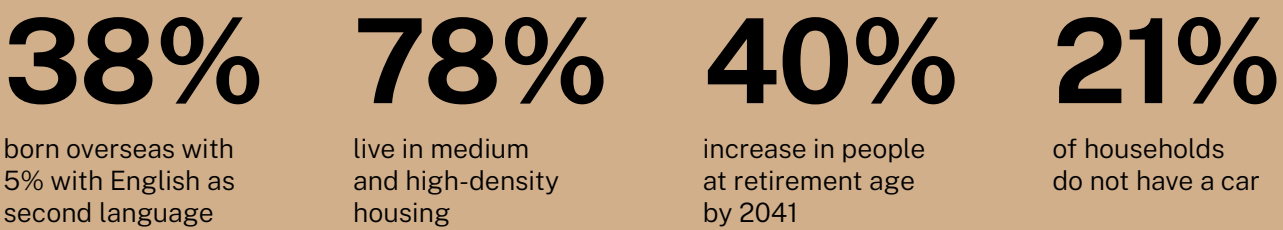


Homes within a 5 km catchment of the park



*Based on July 2023 forecasts from forecast.id.com.au and additional housing capacity under the Low to Mid-Rise Housing Policy

Community



“

A lot of the Inner West is densely occupied by residential or commercial uses. It is valuable to have such vast natural landscape and open space.

Community workshop participant



Open space and recreation

The vision of the Public Open Space Strategy for NSW is for thriving and resilient open spaces across NSW, enabled by the NSW Government. *The 50-year Vision for Greater Sydney's Open Space and Parklands* identifies four strategic directions for open space and parklands — growing parks for people, connecting people to parks, keeping Sydney green and vibrant and caring for the environment. The continuing transition of Callan Park to one of Sydney's iconic urban parklands aligns with the aspirations of both these important strategies.

Based on data analysis for the 2023 calendar year, there were 2.4 million visits to Callan Park. People spend around 45 minutes in the park — not including those using the buildings or passing through on the Bay Run.

The foreshore, which has been the focus of improvements in recent years, is the most highly used area of Callan Park with just over 50% of all activity on the Bay Run.

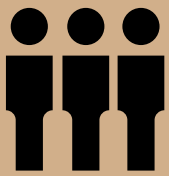
Less than a third of people (29%) who visited Callan Park in 2023 were from Inner West Local Government Area — this increases to 37% of visitors when we also consider people who live in Canada Bay Local Government Area. Essentially most people who visit Callan Park are from outside the local area.

Twenty per cent of people only visit Callan Park to use one of the buildings or to park their car. This means that 80% of people visiting Callan Park are using its open space.

Callan Park plays an important role in Inner Sydney's blue-green grid from an ecological, recreational, hydrological, cultural and connectivity perspective. The parkland is part of a network of interconnected open spaces and can form a natural extension to the Greenway an important link between the Iron Cove foreshore and the Cooks River.

What this means for *Callan Park 2025 to 2035*

- Callan Park needs to be planned as a place for people from across Sydney, NSW and even from interstate.
- We should maximise opportunities to create new and improved open space and to invite people into the less utilised central and upper areas of the park.
- Blue-green grid linkages are an opportunity for improving connectivity into Callan Park.



2.4m

visits to Callan Park



45 mins

average time spent by visitors in the park



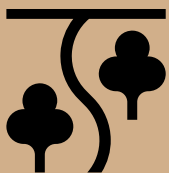
50%

of activity within the park occurs on the Bay Run



37%

local visitors from Inner West Council and Canada Bay Council areas in 2023



80%

of visitation is to use open space with the remaining 20% to use a building or parking

Health and safety

Callan Park will remain a place for health and wellbeing. Access to high quality open space is fundamentally important for people’s health and wellbeing by offering places for people to relax, exercise and play.

NSW Health’s *Future Health* vision is for a sustainable health system that can support mental health and wellbeing for the whole community. This aligns with Callan Park’s role as a place promoting physical and mental wellbeing.

The Healthy Eating and Active Living Strategy 2022–2032 aims to prevent overweight and obesity across the community by promoting healthy built environments to support healthy eating and active living. The Population Health Survey suggests that 23% of children aged 5–15 years and 61.5% of adults meet the recommended levels of physical activity.

The Mental Health Commission of NSW’s *Living Well in Focus* strategy for mental health underscores the importance of community wellbeing and recovery. The park’s tranquil environment and recreational opportunities can contribute to these goals.

Transport for NSW’s *Safer Cities* program seeks to improve perceptions of safety in public spaces, streets, parks and public transport hubs. It recognises the positive benefits of welcoming, activated public spaces, and connections for communities, particularly for women, girls and gender diverse people.



What this means for *Callan Park 2025 to 2035*

- We need to recognise and extend the legacy of the mental health use of Callan Park and retain and enhance the therapeutic landscape that was associated with this use.
- The provision of high-quality open space for a balance of active and passive purposes will provide opportunities for people to get active and increase their levels of physical activity.
- It’s important to make the park feel welcoming by addressing the park’s unused buildings, lighting and increase activity within the park, supporting improvements to perceptions of safety, attract community use and support crime prevention through environmental design.

“

A place of beauty, nature and history that enhances the health and well-being of the community

Survey participant

Community, arts and culture

Inner Sydney is a hub for culture and the creative arts. The park’s unique heritage buildings, diverse landscapes and accessible location make it an ideal venue for creative expression. This was evidenced by the tenancy of the Sydney College of the Arts in the Kirkbride buildings from 1996 to 2019.

The NSW Government is committed to enhancing vibrancy in NSW by supporting more creative, hospitality and cultural venues and spaces. Restoration and activation of Callan Park’s assets have the potential to assist in achieving the government’s aims.

As the state with the largest cultural and creative workforce, the oldest and most distinctive cultural institutions and the most diverse population, NSW’s *Creative Communities* policy seeks to support artists, creatives, cultural organisations and creative industries. Its guiding principles include prioritising First Nations culture and embracing arts, culture and creative industries. This policy specifically identifies Callan Park as a desirable location for filming into the future along with the *NSW Screen and Digital Games Strategy*.

What this means for *Callan Park 2025 to 2035*

- Callan Park’s buildings and landscapes provide opportunities for community and creative spaces to address deficits in spaces for these activities within the Inner West and Sydney more broadly.
- The plan needs to consider how to balance the desire for creative uses in Callan Park with other uses including health-related services and recreation.



“

These buildings can become vibrant hubs of creativity and community, offering places for artists to work, while cafes provide social spaces for visitors to relax and connect.

Submitter

Access and connectivity

The NSW Government’s *Future Transport Strategy* sets the direction to connect people, communities and businesses in NSW, shifting the vision from moving vehicles to moving people.

Callan Park is integral to the regional active transport network. It forms part of the Bay Run, a popular 7 km active transport link around the shores of Iron Cove.

It’s also part of the future Parramatta to Sydney foreshore link which will provide local links for pedestrians and cyclists to places such as to the Bays West Precinct to the south-east of Callan Park.

Access into Callan Park through a series of well-defined and located entry points will become increasingly important in the future as the government’s housing policies are implemented and the population surrounding Callan Park grows.

What this means for *Callan Park 2025 to 2035*

- Our focus should be on how we can effectively and efficiently move people to, from and within Callan Park to allow them to access this important area of open space to support their health and wellbeing.
- Walking and cycling connections in and to/ from Callan Park should be prioritised given the higher proportion of local no-car households. These should align with existing and future external links.



Environment and sustainability

The *NSW Plan for Nature* sets out the NSW Government’s ambition to protect what is left, restore what has been degraded and set biodiversity on a path to recovery to support a nature positive future. *Biodiversity in Place* provides a framework for how we can bring back nature in our cities and suburbs. Greater Sydney Parklands is currently preparing a Biodiversity Strategy to support and improve nature across its parklands, including Callan Park.

Embedding sustainability principles into the management of Callan Park will minimise our impacts and leave a positive social and environmental legacy. The United Nations Sustainable Development Goals provide a framework that can be brought to Callan Park at a local scale. Our management of Callan Park will consider NSW’s *Circular Economy Policy* which encourages better use of products to minimise waste and reduce our environmental impact.

Callan Park is well positioned with a history of social services in health. There is opportunity to embed and expand social considerations for equity, inclusion and support across management and activation of the site.

We must also consider the environmental challenges that interconnect at a global, regional and local scale, including climate change and the move to net zero carbon; water availability and cleanliness; waste, litter, plastics and landfill; and the use of chemicals, toxicity and remediation.

What this means for *Callan Park 2025 to 2035*

- We must take a nature positive view to support and improve nature within Callan Park.
- We should look for opportunities to leverage partnerships, including other government agencies such as the Botanic Gardens of Sydney, to enhance biodiversity and increase native and endangered species.
- Leasing and activation within the park provide opportunities for social equity and balancing user groups through leasing strategy and principles.
- The plan must require any planning upgrades and ongoing management to consider future climate scenarios, improve soil and water health, minimise waste, consider materials and seek opportunities for the circular economy.



Legislative context



In managing Callan Park, our work must align with legislative requirements, statutory heritage listings and our own operational requirements.

Legislation	Relevance to Callan Park
<i>Greater Sydney Parklands Trust Act 2022</i>	Guides management of the 38 ha managed by Greater Sydney Parklands and requires the development of this plan of management for Callan Park. The Act seeks to maintain and improve our parks, facilitate First Nations connection to Country, conserve natural and cultural heritage and the use and enjoyment of the parks by the community.
<i>Centennial Park and Moore Park Trust Act 1983</i>	The 38 ha of Callan Park managed by GSP is owned by the Centennial Park and Moore Park Trust. This Act seeks to maintain and improve the Trust lands and protect the environment, maintain public access and the use and enjoyment of the parks.
<i>Centennial Park and Moore Park Trust Regulation 2024</i>	Sets out the rules and regulations for use of Centennial Parklands including Callan Park.
<i>Callan Park (Special Provisions) Act 2002</i>	Seeks to preserve public ownership, public access to areas of open space, the park's heritage significance and to control development.
<i>Health Administration Act 1982</i>	Guides NSW Health for the 22 ha it owns and provides for health-related and property management activities.
<i>Environmental Planning and Assessment Act 1979</i>	Sets out the different types of planning approval pathways for development across NSW, including development within Callan Park.
<i>State Environmental Planning Policy (Transport and Infrastructure) 2021</i>	Allows activities and work undertaken in accordance with a plan of management to occur without development consent.
Other state environmental planning policies (SEPPs)	Will be considered during future activities in areas such as for managing biodiversity or contamination.
<i>Leichhardt Local Environmental Plan 2000</i>	Applies to Callan Park for works that require development consent under the <i>Callan Park (Special Provisions) Act 2002</i> .
<i>Heritage Act 1977</i>	With the entirety of Callan Park listed on the State Heritage Register, anything that potentially impacts the heritage significance of Callan Park may require approval under the Act unless an exemption applies.
<i>Biodiversity Conservation Act 2016</i>	Sets requirements for ensuring the protection of threatened ecological communities or species.
<i>National Parks and Wildlife Act 1974</i>	Sets requirements for the conservation of items of cultural value such as places, objects and features of significance to Aboriginal people.

Activities and uses of land

Consistent with activities and uses of land across the Greater Sydney Parklands estate, we have identified the following activities and uses of land as opportunities for Callan Park.

Appendix B outlines the areas of Callan Park used for these activities and uses of land currently and the maximum areas of the park we would use them for during the life of this plan of management.



Natural environment

Bushland, habitat, waterways, foreshore

Unstructured recreation

Picnic, play, kickabout, walking, cycling, cafe

Structured recreation

Community sport, sports fields, use of buildings for sport or cafes

Community facilities

Health-related services, community facilities, child care, education and social programs, community gardens

Arts and culture

Events, public art, markets, galleries, studios, museums

Operational and administration

Areas required for parkland maintenance

Infrastructure

Sewer pumping station, air quality monitoring station

Interim

Temporary land use, prior to establishing long term uses



Management framework

Our four strategic directions apply to every area of Callan Park — these will guide all our overarching work. For each strategic direction we have a series of objectives and management priorities that apply to the site as a whole and will help us achieve and implement the objectives.

We have also identified four management areas within Callan Park. These have their own natural and cultural features and values, a distinct landscape character and context, and existing and future functional and operational requirements.

We introduce each of these places and summarise their opportunities and challenges. We've also identified land use and activity opportunities for each place.

We've set out our priorities for each management area under the plan's four strategic directions, for investigation and implementation.



FIGURE 2: MANAGEMENT AREAS

Promote equitable, inclusive and respectful uses



This direction acknowledges the many different uses in Callan Park today, and the kind of uses people would like to see in the future. It also acknowledges that we need to ensure uses are equitable, inclusive and respectful. This includes walking, running, cycling, resting and relaxation, dog walking, arts, cultural, community, education and health uses; and organised community sports.

This direction will provide a framework for managing this variety of uses. It also guides the management of the many buildings within Callan Park.

Objectives

- Plan for and facilitate a range of diverse, flexible, shared, multipurpose recreation opportunities and spaces for the community
- Support the ongoing provision of health-related services
- Prepare a strategy for the removal, restoration and future use of buildings and begin implementation
- Create spaces that can be used for multiple purposes and are responsive to community need.
- Pursue more arts, cultural and creative uses

Management priorities

1. Prepare master plans that consider opportunities and strategies for new and renewed spaces
2. Encourage and facilitate opportunities for informal recreation by providing amenities such as picnic tables, seating, bins and drinking fountains
3. Determine which buildings should be removed and obtain funding for demolition
4. Develop a plan for activation and adaptive re-use of retained buildings, guided by the principles for leasing and licencing in Appendix B, that considers how best to match tenants to buildings and spaces
5. Identify future spaces for events and activations of an appropriate scale and prepare a management framework to support their operation
6. Encourage and increase the provision of, and actively manage arts, cultural and creative uses
7. Continue to deliver education programs and investigate expansion opportunities

What we heard

“

Best heritage buildings should be maintained and reused, including a café. Architecturally insignificant buildings should be demolished and turned into green space unless they can be used.

Survey participant

“

Love to see some cultural, music, educational and arts events held in the park.

Survey participant

“

A shared space for the community, both for casual gatherings and formal activities such as sports.

Survey participant

Understand and care for the park’s natural and cultural values



IMAGE: KATJE FORD

This direction acknowledges the park’s significant environmental, heritage and cultural values. It recognises the need to manage these values in the right way and to elevate how the broader community understands and recognises these values.

Objectives

- Recognise Aboriginal archaeological potential and significance, Aboriginal culture and First Nations people’s ongoing relationship with the park
- Recognise archaeological potential and significance, restore heritage items and celebrate the park’s rich histories and stories
- Improve the quality of bushland and waterways, create additional habitat for wildlife and connect to adjoining blue-green corridors
- Improve connections with water within the park and to Iron Cove

Management priorities

1. Increase recognition of Aboriginal cultural heritage in the park
2. Prepare a First Nations strategy
3. Update the conservation management plan to consider Aboriginal heritage and cultural landscape settings
4. Prepare a park-wide interpretation strategy
5. Continue to restore bushland, improve habitat and biodiversity and provide connections to adjoining blue-green corridors
6. Develop and implement a tree management plan that considers increasing canopy cover in a manner sensitive to landscape settings
7. Consider opportunities to retain water in the landscape for habitat and cooling
8. Collaborate with other government agencies including the Botanic Gardens of Sydney to share knowledge on the best outcomes for environmental values

What we heard

“

Ideas include protecting the natural wildlife and educating the new generation on why and how to care for Country. There could also be an Aboriginal green team.

First Nations workshop participant

“

Highlight all the histories of the site: the Indigenous history, the colonial history, the psychiatric history and the history of veterans.

Submitter

Create a safe, accessible and connected park

We heard from the community that they want pedestrians to be prioritised in the park. People want to feel safer moving around. We’ve also heard that people want easier access through Callan Park to access their destination. Connections within the park and to and from the park are important to encourage more people to visit the park.



Objectives

- Prioritise pedestrians, reduce cars in the park and reduce conflict between different modes of transport
- Improve internal and external pedestrian and cycle connections
- Improve how people find their way around the park
- Improve safety and perceptions of safety by removing unused buildings with consideration of heritage context and encouraging park life

Management priorities

1. Finalise and implement the first stages of the Access, Movement and Parking Strategy
2. Establish a main one-way vehicular loop through the park
3. Implement a restricted parking area scheme
4. Plan and build a network of pedestrian paths between key destinations as part of future master plans
5. Improve active transport connections between Callan Park and the surrounding streets
6. Develop a clear and consistent approach to wayfinding and signage
7. Advocate for improved and more diverse public transport connections to the park in partnership with Inner West Council
8. Provide lighting in key activity areas

What we heard

“

Reduce through road traffic and ensure separate pathways for pedestrians and cyclists across the park to enhance safety and accessibility.

Survey participant

“

Road/path safety for pedestrians should be a priority.

Survey participant

Manage the park in a sustainable and coordinated way



This direction acknowledges that we need to find a way to sustainably fund Callan Park’s operations, maintenance and ongoing program of restoration and activation. The park’s management can be improved to further consider how we can address social and environmental sustainability and to ensure a coordinated approach to planning, delivery and investment; with a view to transitioning to single ownership over time.

Objectives

- Consolidate management and governance of Callan Park
- Develop partnerships and processes for working with government and non-government organisations
- Pursue additional funding and investment
- Incorporate and implement sustainability principles and practices
- Deliver social benefit through activation, leasing and management opportunities
- Incorporate and implement environmental sustainability principles to reduce impacts, mitigate climate risks and contribute to the circular economy

Management priorities

1. Establish a coordinated management framework to shape the best outcomes for the community, government and stakeholders
2. Develop and implement processes for working with other government and non-government organisations
3. Work with the not-for-profit and social enterprise sectors to better understand opportunities for these sectors within Callan Park
4. Expand volunteering beyond bush care for social, heritage and health purposes
5. Identify and secure alternative funding streams including NSW and Australian government grant programs and philanthropic opportunities
6. Pursue appropriate revenue-generating opportunities to support park-life, restoration and ongoing maintenance, including a cafe and appropriately scaled arts and cultural events
7. Mitigate heat by maintaining green, thriving sports fields, open space and gardens through smart irrigation, water conservation and soil improvements
8. Implement management actions to reduce risks of climate change impacts to Callan Park
9. Implement ways to minimise waste, reduce our environmental impact and contribute to the circular economy

What we heard

“

Additional toilets, bins and seating throughout the park to accommodate the needs of visitors and encourage longer stays.

Survey participant

“

Productive and evolving with the changing needs of the community.

Survey participant

Callan Point and foreshore

Callan Park’s foreshore is a picturesque waterfront area along Iron Cove, with lovely views. It is the area of Callan Park that has the most use associated with the Bay Run, the new Waterfront Green, community sporting grounds and the Wharf Road Community Centre (including the Refugee Welcome Centre).

This is a collection of places with different characters, drawn together by the Iron Cove foreshore.

Callan Point is a distinct high point along the foreshore and a quieter area away from the main Bay Run. People use it for more relaxing activities, such as walking their dogs. Community education programs are run from Callan Point.

Callan Point is the area of greatest Aboriginal cultural heritage significance within the park. It features shell middens — the evidence of the remains of shellfish that were once gathered and eaten by First Nations people. There are also rock engravings throughout Callan Point, some of which are Aboriginal artefacts.

The slope leading towards King George Park has the largest area of endemic vegetation in Callan Park.

On the western side of this management area, the Glover Street sporting ground is topographically and visually separated above the waterfront by a bank of trees.

Between Callan Point and Glover Street sporting grounds, Waterfront Drive sporting ground is used for soccer in winter and cricket in summer. Waterfront Green includes space for people to relax and an amenities building. It is much loved by the community. The Wharf Road Community Centre adjacent to this space is a cornerstone community venue.

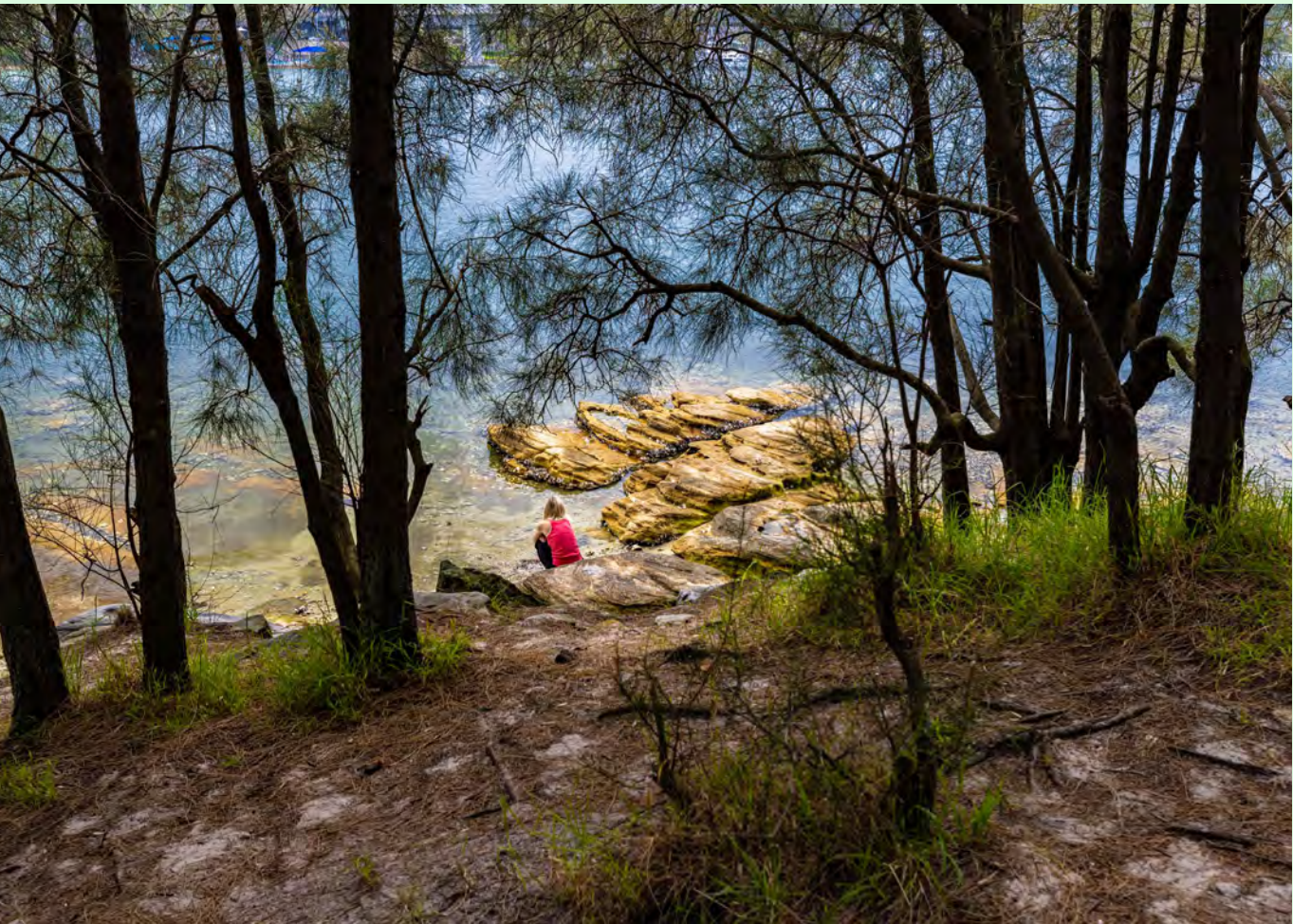


IMAGE: KATJE FORD

Opportunities and challenges

We have an opportunity to:

- Recognise the ongoing connection Aboriginal people have to Callan Point
- Protect and interpret Aboriginal cultural heritage, particularly on Callan Point
- Improve how people view and connect with the water both within Callan Park, to and from Iron Cove, and across the Bay Run
- Improve connections between Glover Street sporting ground and the rest of the park
- Recognise the Bay Run as a key point of entry and busy thoroughfare for pedestrians and cyclists

As this is the most well-used part of the park, our challenge will be to balance uses for all park users and respect the area’s natural and cultural values.

Land use and activity opportunities

Natural environment
Unstructured recreation
Structured recreation
Arts and culture
Community facilities
Infrastructure
Operational and administration
Interim

Management priorities

Promote equitable, inclusive and respectful uses

- Create new recreational spaces and facilities for the community, including supporting infrastructure, as funding becomes available
- Pursue industry best practice in sporting ground management and operational maintenance and balance community utilisation with quality

Understand and care for the park’s natural and cultural values

- Work with the Aboriginal community to protect Aboriginal cultural heritage sites on Callan Point
- Investigate the opportunity for the provision of an Aboriginal community space at Callan Point
- Improve access to interpretive signage on Callan Point
- Consider improvements to the drainage line to retain water in the landscape, create habitat, improve water quality and create opportunities for water play
- Improve the foreshore to create opportunities for both habitat and people to engage with the water
- Advocate to protect key views to the park from harbour settings
- Retain the fig trees adjacent to the sports field and develop a plan for their ongoing management

Create a safe, accessible and connected park

- Upgrade the Bay Run through Callan Park and remove public vehicles off Waterfront Drive
- Better connect Glover Street sporting ground to the broader park
- Improve pedestrian movement through Callan Point to protect cultural and natural heritage values

Manage the park in a sustainable and coordinated way

- Coordinate management of the foreshore and the sea wall across agencies to best mitigate the impacts of climate change
- Consider the future of leases at the end of the current lease term



FIGURE 3: CALLAN PARK AND FORESHORE MANAGEMENT AREA

Kirkbride and parklands

The landscapes surrounding the Kirkbride buildings stretch from the highest elevations of Callan Park near Balmain Road down the slope to join with the waterfront area on the foreshore of Iron Cove.

The Kirkbride buildings are beautifully prominent throughout these landscapes. They are not in permanent use but are occasionally used for filming. This results in short periods of high activity such as traffic movements. The complex of buildings is enclosed by a boundary wall and some require extensive restoration and conservation works.

Garry Owen House, near the Kirkbride buildings, is used by Writing NSW, which brings activity to this area of the park. Several other buildings in the landscape surrounding the Kirkbride buildings are significant as part of the early colonial estates or the evolution of the Callan Park Mental Hospital. This includes the stables, the gardener’s cottage (Bonnyview Cottage) and the convalescent cottages. The more recently constructed buildings on the slopes below the Kirkbride buildings are not in use with several being fenced off for safety reasons.

Publicly accessible parkland surrounds the buildings and provides spaces for people to enjoy quiet moments for contemplation and rest. People also use these areas to walk their dogs. The Callan Park War Memorial lies within this area.

The Kirkbride gardens were designed with then Director of the Botanic Gardens, Charles Moore. The sunken garden to the east is significant as one example of these gardens.



Opportunities and challenges

This area of Callan Park contains some of the area’s earliest buildings. Their restoration and interpretation is a key opportunity. While funding for building restoration is a challenge, their restoration will open up opportunities to find a long-term tenant to bring ongoing activity.

We will need to balance any activities with the current temporary filming use of the buildings. There could be opportunities to expand filming use into the park more broadly.

We can create additional parkland and encourage more visitors into this area of the park if we consider heritage context to identify and remove redundant buildings that impact negatively on the landscape setting of the Kirkbride buildings. We should also pursue opportunities to provide information on the original landscape setting of the Callan Park Mental Hospital and its therapy gardens.

Land use and activity opportunities

- Natural environment
- Unstructured recreation
- Arts and culture
- Community facilities
- Infrastructure
- Operational and administration
- Interim

Management priorities

Promote equitable, inclusive and respectful uses

- Create more open space through the selective removal of appropriate buildings
- Develop a plan for film and production at Callan Park balancing industry needs with other uses

Understand and care for the park’s natural and cultural values

- Identify a long-term vision for the Kirkbride buildings and convalescent cottages and determine appropriate uses
- Restore and interpret the Kirkbride buildings and surrounds including the therapy gardens and stables
- Restore the convalescent cottages
- Look to reinstate views of the Kirkbride buildings from key surrounding settings through careful tree maintenance
- Naturalise and transform some mown areas and spaces around trees and rock outcrops into diverse groundcovers, shrubs and natural spaces, with stag trees preserved for habitat

Create a safe, accessible and connected park

- Trial internal road closures within this management area to test the impact of removing hardstand for future parkland
- Investigate more public access to and through the Kirkbride buildings
- Consider how to connect new areas of open space created through building demolition to adjacent spaces

Manage the park in a sustainable and coordinated way

- Resolve the future of the Kirkbride buildings and the convalescent cottages
- Secure investment needed for restoration of the Kirkbride buildings and convalescent cottages

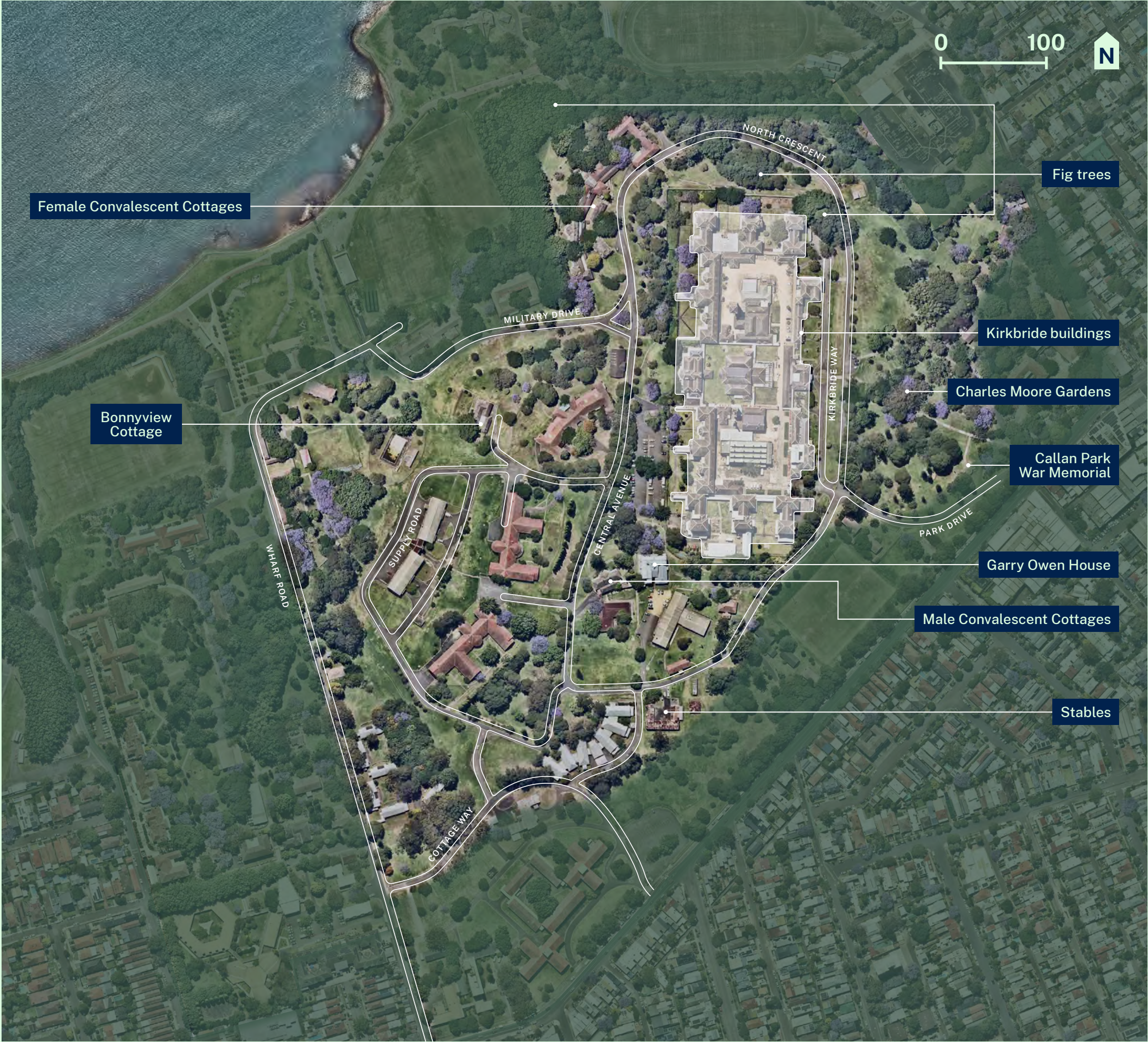


FIGURE 4: KIRKBRIDE AND PARKLANDS MANAGEMENT AREA

Broughton Hall and gardens

On the western side of Wharf Road, Broughton Hall and Gardens is distinct from the rest of Callan Park. While Broughton Hall remains, it is in a state of disrepair following a fire in the 1980s.

North of Church Street, non-government organisations use other buildings from the former Broughton Hall Psychiatric Clinic for health-related uses. South of Church Street, more recent buildings house the University of Tasmania that offers nursing and paramedic education.

The gardens established to support psychiatric clinic patients remain today. They feature unique plantings, bridges and paths, continuing to provide therapeutic value.

This area also includes the Glover Street community garden near Glover Street sporting ground. The community garden has been part of Callan Park for almost 40 years.



IMAGE: JULIET COBB

Opportunities and challenges

Broughton Hall was established as a private estate in the 1800s. We have an opportunity to pursue the building’s restoration, noting the challenge presented by fire damage. If restoration can be achieved, the longer term for leases allowed for Broughton Hall may attract an ongoing tenant.

We also have an opportunity to improve the unique plantings and features in Broughton Hall gardens. We could facilitate better public access so long as we balance this access with the ongoing health-related uses run in this part of the park.

Land use and activity opportunities

- Natural environment
- Unstructured recreation
- Community facilities
- Interim

Management priorities

Promote equitable, inclusive and respectful uses

- Maintain active health-related services and training
- Consider the relationship between Broughton Hall and Gardens and the broader parkland in the long term
- Investigate opportunities for broader public use of facilities

Understand and care for the park’s natural and cultural values

- Maintain and manage Broughton Hall gardens
- Seek funding to restore Broughton Hall and allow adaptive re-use

Create a safe, accessible and connected park

- Seek opportunities to improve permeability and increase connections through Broughton Hall and Gardens to the rest of the park, where appropriate
- Separate the internal vehicle network from the remainder of the park

Manage the park in a sustainable and coordinated way

- Actively manage co-existing health uses alongside the gardens
- Investigate initiatives to encourage sustainable management of the garden including water conservation



FIGURE 5: BROUGHTON HALL AND GARDENS MANAGEMENT AREA

Balmain Road interface

Balmain Road is a prominent gateway to Callan Park. It shapes people’s first impressions and influences how people access the park when entering from Balmain and surrounds.

Mainly flat or gently sloping land adjacent to Balmain Road, the area includes Balmain Road sporting ground and surrounding open space. The sporting ground has been in use since its creation as a cricket ground in the 1880s.

In the east, Sydney Local Health District utilises buildings for Sydney Education and short-term accommodation. Rozelle Childcare Centre is also located here. In the west, NSW Ambulance is gradually moving out of the buildings on the corner of Wharf Road and Balmain Road.

This area was part of Garry Owen Estate and Callan Park Mental Hospital. Buildings remaining from this time include the gatekeeper’s cottage and attendant’s cottage. The hospital gates, originally completed in 1878, were restored in 2022. The gates were moved from their original location and are no longer located directly adjacent the gatekeeper’s cottage.

This area includes vegetation originally planted as part of the hospital, including a corridor of fig trees along Balmain Road.



Opportunities and challenges

We have an opportunity to interpret the gatekeeper’s cottage and attendant’s cottage. While the main gates have been relocated away from the gatekeeper’s cottage, further interpretation could be undertaken.

The relocation of NSW Ambulance provides an opportunity to reimagine this area of Callan Park.

There is the potential to improve the frontage of Callan Park at Balmain Road to make the park more inviting, particularly for pedestrians and cyclists. In creating new park entries, we should consider how to interpret historical entries to the park for Garry Owen Estate and the Callan Park Mental Hospital.

Land use and activity opportunities

- Natural environment
- Unstructured recreation
- Structured recreation
- Arts and culture
- Community facilities
- Interim

Management priorities

Promote equitable, inclusive and respectful uses

- Pursue industry best practice in sporting ground management and operational maintenance and balance community utilisation with quality
- Create more open space through the selective removal of appropriate buildings
- Maintain active health-related services and training

Understand and care for the park’s natural and cultural values

- Research the setting of the Callan Park Mental Hospital gatekeeper’s cottage and attendant’s cottage
- Restore and interpret the Callan Park Mental Hospital pleasure gardens and boundary plantations
- Encourage biodiversity including diverse ground covers and shrubs, with hollows and stag trees preserved for habitat

Create a safe, accessible and connected park

- Explore and implement strategies to discourage long-stay parking and improve the frontage at Balmain Road in collaboration with Inner West Council
- Distinguish key points of entry to the parkland from surrounding streets
- Explore new pedestrian entrances and consider how these can reflect historic centres in their implementation

Manage the park in a sustainable and coordinated way

- Resolve the future of the buildings currently used by NSW Ambulance
- Consider the future of leases at the end of the current lease term



FIGURE 6: BALMAIN ROAD INTERFACE MANAGEMENT AREA

Making it happen

Callan Park 2025 to 2035 is a foundation plan of management. It provides a framework for managing Callan Park for the next 10 years.

In implementing the plan we will work to:

- Lead the conservation, activation and management of Callan Park
- Lead the stewardship of Callan Park's natural and cultural values
- Promote Callan Park as an iconic regional parkland within Greater Sydney
- Continue to engage and consult with the community on the management of the park
- Cultivate partnerships with stakeholders to support activation and rejuvenation of the park and its assets
- Transition Callan Park to single ownership over the long term
- Pursue and secure funding to deliver on our identified priorities
- Achieve the 2035 vision



IMAGE: ARTIST'S IMPRESSION OF THE FEMALE CONVALESCENT COTTAGES



Appendices

Appendix A: Interim framework

The following table identifies and describes the different land uses within the part of Callan Park that Greater Sydney Parklands manages. It also indicates the maximum area (as a percentage) that can be used for a particular land use or activity. The long-term target provides an indication of how the site will balance community needs and guide planning and management priorities towards this balance. The maximum prescribes an upper limit for any type of land use or activity as required under the *Greater Sydney Parklands Trust Act 2022*. This allows flexibility to cater for changing community needs.

These land uses reflect either the land’s primary purpose today, or the original purpose designed for the land. We recognise that multiple land uses or activities can occur in any one area – for example, a sports field can be used for passive recreation or even an event. However, as that sports field was designed for structured recreation, it is classified as such.

Land use or activity	Description	Current area (%)	Maximum area (%)
Natural environment	Bushland, habitat, waterways, foreshore	6	8
Unstructured	Picnic, play, kickabout, walking, cycling, cafe	75	80
Structured recreation	Community sport, sports fields, use of buildings for sport or cafes	10	12
Community facilities	Health-related services, community facilities, child care, education and social programs, community gardens	<1	5
Arts and culture	Events, public art, markets, galleries, studios, museums	<1	5
Operational and administration	Areas required for parkland maintenance	<1	1
Infrastructure	Sewer pumping station, air quality monitoring station	<1	<1
Interim	Temporary land use, prior to establishing long term uses	8	8
Total		100	120%

Appendix B: Principles for leasing and licencing

The Greater Sydney Parklands Trust Act 2022 requires plans of management to include principles that will apply when we consider proposed leases, licences or easementsover land within the relevant park.

Our role is to consider whether the proposal isconsistent with the legislation. In doing so, we will apply the following principles:

- Leases and licences should positively contribute to enhancement and ongoing maintenance of the park and buildings, either through financial contribution,works in kind and/or maintenance obligations.
- Leases, licences and easements should not adversely impact First Nations peoples’ cultural heritage and values.
- Leases, licences and easements should conserve natural and cultural heritage values and protect theenvironment of Callan Park.
- Leases and licences should encourage the community’s use and enjoyment of Callan Park as public parkland by promoting and increasing the recreational, historical, scientific,educational, cultural or environmental valuesof Callan Park.
- Leasesor licences should not create a conflict between park users.

- Leases and licences should not cause significant environmental impacts and should contribute to ecologically sustainable parklands. Any potential for damage should be rectified in a timely manner and at theexpenseof the lessee/licensee.
- Leases and licences should be ecologically and socially sustainable, reduce energy and water use, limit carbon emissions and contribute to the circular economy.
- Leases or licences should be consistent with Callan Park 2025 to 2035 objectives, land use and activityopportunities and management priorities.

In addition to addressing the above principles, leases and licences must be consistent with all relevant legislative requirements, including *Callan Park (Special Provisions) Act 2002*.

Appendix C:

Glossary

Adaptive re-use

Repurposing a disused building for a different use, while preserving its original design, cultural heritage, and historic significance.

Aboriginal cultural heritage

The living, traditional and historical practices, representations, expressions, beliefs, knowledge and skills, and the associated environment, landscapes, places, objects, ancestral remains and materials, that First Nations people recognise as part of their cultural heritage and identity.

Blue-green grid

A place-based strategy that connects spaces within the wider public realm, through enhancing creek corridors, transport routes, suburban streets, footpaths and cycleways (Inner West Council, *Blue-Green Grid Strategy*, 2023).

Circular economy

Reuse and regeneration of materials or products, especially as a means of continuing production in a sustainable or environmentally friendly way.

Country

Country includes Earth, Waters and Sky. It encompasses tangible and intangible aspects, knowledge and cultural practices, belonging and identity, wellbeing and relationships. People are part of Country (GANSW, *Connecting with Country Framework*, 2023).

Cultural landscape

Defined by UNESCO as the combined works of nature and humankind, they express a long and intimate relationship between people and their natural environment.

Interpretation

All the ways of presenting the significance of an item. Interpretation may be a combination of the treatment and fabric of the item; the use of the item; the use of interpretive media, such as events, activities, signs and publications, or activities, but is not limited to these (NSW Heritage Office, *Interpreting Heritage Places and Items Guidelines*, 2005).

Master plan

A master plan is both the process by which analysis is undertaken and strategies are prepared, as well as the resulting coordinated proposals for buildings, infrastructure, spaces, circulation, and land use etc. (Government Architect, *Master plans — GANSW Advisory Note*, version 2, 2018).

Nature positive

Repairing and regenerating the environment (NSW Government, *NSW Plan for Nature*, July 2024).

Setting

The immediate and extended environment of a place that is part of or contributes to its cultural significance and character.



PLAN OF
MANAGEMENT
2025 TO 2035