

THE WILSON BROTHERS SITE
AND YELLOWMUNDEE RESERVE,
CAROLINE STREET, REDFERN

prepared
for

South Sydney City Council



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1.0

Introduction

The Plan of Management for the Wilson Bros site and Yellowmundee Reserve was prepared after a community consultation process conducted over approximately 35 weeks between November 1998 and July 1999.

The Plan has been prepared in accordance with the requirements of the NSW Local Government Act, 1993 and the Local Government Amendment (Community Land Management) Act, 1998.

2.0

Management Context

2.1 LAND TO WHICH THIS PLAN APPLIES

The plan applies to the Wilson Bros site and to Yellowmundee Reserve. Both portions of land are owned by South Sydney City Council and are zoned 6(a), Local Recreation, under the South Sydney Local Environmental Plan, 1998.

2.2 THE LAND AND SURROUNDING AREA (LG Amendment Act s36 (3)(3A)(a))

The land known as the Wilson Bros site is an irregular shaped block with a total land area of 2712.7m². Existing on the land are three interconnected light industrial / commercial buildings providing for the printing and book binding enterprise formerly operated by Wilson Bros. Pty Ltd. One of the three buildings has been assessed as structurally sound and capable of refurbishment. The remaining buildings are considered not viable for refurbishment.

2.3 CURRENT USES OF THE SITE (LG Amendment Act s36 (3)(3A)(a))

At the time of preparation of the plan the buildings are generally vacant and derelict. The Redfern Aboriginal Corporation runs employment training programs on part of the site and is the only current user of the land.

2.4 LOCAL AND REGIONAL CONTEXT

The Study Area supports a mix of medium to high density residential development interspersed with light industrial and commercial uses. It is undergoing an increase in residential populations as part of a trend towards inner city living occurring in Sydney in the 1990's (South Sydney City Council Section 94 Contributions Plan, 1998).

2.4.1 Demographics (Ref: 1996 Census data)

Approximately 8000 people lived in Redfern and Chippendale at the 1996 census. The population was ethnically and socially mixed, with approximately 50% being Australian born. The average age in the area is decreasing with the current trend towards inner city living. Concurrent to this trend, the social mix is diversifying to include traditional two parent families, as well as single parent families, single people without children, gay and lesbian people. The aboriginal population living in Redfern constituted approximately 8% of the total population at the census date. Approximately 35% of the dwellings in the Study Area were owner occupied at the census date. The remainder were rental properties or were occupied rent free.

2.4.2 Landuse / Urban Form

At the time of preparation of this Plan, the Study Area is dominated by residential uses in medium density terrace housing with pockets of light industrial and commercial uses. Streets are narrow with buildings built to front boundaries. A number of small parks also occur in the local neighbourhood.

2.5 LEGISLATIVE FRAMEWORK / PLANNING BACKGROUND

Requirements of the Local Government Act 1993 and the Local Government Amendment (Community Land Management) Act 1998

The Local Government Act 1993 and Amendment Act 1998 requires that a Plan of Management be prepared for the Wilson Bros site.

The Plan of Management must identify and/or include:

- (a) the category of the land (see Section 4.1);
- (b) the objectives and performance targets of the plan with respect to the land (see Section 4.2);
- (c) the means by which the council proposes to achieve the objectives and performance targets (see Section 4.2);
- (d) a proposed manner for assessment of Council's performance in achieving the objectives and performance targets (see Section 4.2);
- (e) a description of the condition of the land and buildings on it at the date of adoption of the Plan (see Section 2.3);
- (f) the use of the land and buildings thereon at the date of adoption of the Plan (see Section 2.3);
- (g) specification of the purposes for which the land and any buildings thereon will be permitted to be used (see Section 4.3);
- (h) specification of the purposes for which any further development of the land will be permitted, whether under lease of licence or otherwise (see Section 4.3); and
- (i) description of the scale and intensity of any such permitted use or development (see Section 4.3).

Council must give notice of a draft Plan of Management and exhibit the draft plan for no less than 28 days. There must also be a concurrent 42 day period within which public submissions may be made to Council.

Requirements of the South Sydney Local Environmental Plan, 1998

Under the current South Sydney Local Environmental Plan (gazetted 24 April 1998) the land is zoned 6(a) – Local Recreation.

Development of the land must be consistent with the OBJECTIVES of the zoning.

- “(a) To enable development of land for open space and recreational purposes, and*
- (b) To enable other ancillary or related development which will encourage the enjoyment of land zoned for local recreation, and*

- (c) To increase the provision and diversity of public open space and recreational land within the City of South Sydney to meet the needs of local residents, and*
- (d) To enhance the environmental quality of the City of South Sydney, and*
- (e) To encourage the use of natural drainage features to increase the availability of useable open space.”*

Council cannot give consent for any proposed development on the Wilson Bros site unless it is satisfied that the proposal is consistent with all of these objectives.

The land is within a Heritage Conservation Area mapped in the South Sydney LEP. Council is required under the LEP to consider the impact of any development on the heritage value of the Heritage Conservation Area. No Items of Heritage Significance occur within the confines of the site.

2.6 RECENT PLANNING HISTORY (Ref: Facsimile from Mr Col James of the University of Sydney March, 1999)

In about 1990, a public meeting held by South Sydney Council in Redfern endorsed plans for an incremental redevelopment of “the Block” with new houses and development of a recreation centre on the Wilson Brothers site. The site was subsequently rezoned from industrial uses to 9(c) Recreation (Open Space) under South Sydney Local Environmental Plan No. 107 (gazetted 4 October 1991) and South Sydney Council purchased the land from Wilson Bros Pty Ltd in 1993.

In February 1998, South Sydney Council, acting on concerns regarding the structural safety of the buildings, lodged a development application “to carry out full demolition of the buildings on the site and to temporarily reinstate the site with turf to create usable open space” (Statement of Environmental Effects – Proposed Demolition of Wilson Brothers Site, South Sydney Council, February 1998). It was then intended to prepare a Plan of Management to determine future development of the site after demolition had been carried out. Significant opposition to the proposal came out of the public exhibition period and a decision on the Development Application was consequently deferred by Council pending preparation of a Plan of Management for the land. Council also determined at that time to engage consultants to carry out community consultations and to prepare a masterplan and plan of management for the site.

2.7 COMMUNITY RESEARCH

The community research program was undertaken to identify the individual people and groups with an interest in the development of the Wilson Bros site and to allow them to participate in the preparation of the plan.

The specific objectives of the community research program were:

- To identify all of the various components of the local community that would have an interest in the development of the Wilson Bros site;
- To ensure that all of these groups were given the opportunity to become involved in the development of the masterplan and plan of management for the site;
- To identify all of the aspirations of these various groups with regard to development of the site and to tease out the issues and conflicts within the community;
- To ensure ownership by the community of the process of planning for development of the site; and
- To inform the community of the project and to ensure a flow of information throughout the project program.

The process of community research is detailed in the body of the plan. The preparation of the plan was guided and informed by a Steering Committee comprising

Community Representatives, Councilors and Officers of South Sydney Council and the consultant team.

2.8 COMMUNITY PROFILE

2.8.1 General character of the community

The Redfern community is a complex and varied one consisting of many disparate groups, defined by racial origin, lifestyle, age and attitude. Some of these groups identify as communities, for example Aborigines, gays and lesbians. Many other groups do not identify with any particular community. The groups overlap, complement or are in competition with one another and are subject to dramatic change within short time periods.

2.8.2 Social issues

Inevitably, the social issues that arise within this dynamic and complex community are numerous. They revolve around:

- unemployment and poverty;
- crime and fear of crime;
- uncertainty of the future, particularly for certain residents in rental properties;
- health issues;
- youth and children's issues,

to name a few.

2.8.3 The changing nature of the community

In the face of all of these characteristics, the community of Redfern is in a constant state of flux. There has traditionally been a high itinerant population in the locality, due largely to its status as an aboriginal meeting place. The future of the aboriginal community and the nature of its presence in Redfern is also uncertain. Residential densities are increasing with the trend towards inner city living and the age of the population is correspondingly decreasing.

The future of the Wilson Bros Site must be determined against the needs and aspirations of this diverse and dynamic community.

2.9 THE COMMUNITY'S EXPRESSED NEEDS FOR THE LAND – A PRODUCT OF THE CONSULTATION PROCESS

The consultation process identified a series of community aspirations for development of the Wilson Bros site. In brief, these aspirations revolved around the following issues:

- Local needs;
- Children and Youth;
- Image;
- Community safety and wellbeing; and
- Flexibility and sustainability.

3.0

Values of the Land

3.1 THE SIGNIFICANCE OF THE SITE

The significance of the site lies in opportunities it offers to the community. The controversy surrounding development of the site arises out of this opportunity, contested by the disparate groups within the local community.

The site has **local significance** as a place where the local community might create and strengthen social links through shared cultural and recreational pursuits.

The site has **regional and national significance** due to its location adjacent to a nationally important aboriginal community and meeting place

3.2 IDENTIFIED COMMUNITY PRINCIPLES FOR DEVELOPMENT OF THE SITE

Participants in the community consultation process ratified (and ranked in order of importance) the following principles for development of the land:

Principle 1: SOCIAL HARMONY

The site should provide opportunities for positive interactions and relationships to be built and maintained within the community

Principle 2: LOCAL NEEDS OF HIGH PRIORITY

The development of the site should respond to identified community needs in Redfern

Principle 3: ARTISTIC/CULTURAL EXPRESSION

The development should contribute to a positive and culturally appropriate local identity and provide an outlet for artistic and cultural expression. It should also provide useful and convenient facilities (amenities) for residents and visitors to the area.

Principle 4: CONTACT WITH NATURE

The development should provide people with opportunities for contact with nature.

Principle 5: COMMUNITY SAFETY

The site should contribute to the creation of an environment which is safe for all people.

Principle 6: SKILLS DEVELOPMENT

The site should provide opportunities for local community members to develop skills

Principle 7: COMMITMENT TO AN OUTCOME

The Plan of Management should ensure that something that will benefit the local community will definitely happen on this site in a timely manner.

Principle 8: SUSTAINABILITY

The development should be sustainable in social and ecological terms and should be economically responsible.

Principle 9: CHILDREN AND YOUTH

The site should accommodate the specific recreational needs of children and youth.

Principle 10: ABORIGINAL CULTURE

(This principle was added at the final design Workshop)

Development and management of the site should acknowledge the significance of the locality as a centre for aboriginal culture.

Principle 11: IMAGE AND IDENTITY

The development should contribute to a positive and culturally appropriate local identity.

3.3 THE VISION FOR THE LAND.

A vision for the future of the land has been synthesized from assessments of the significance of the land and the identified community values and aspirations for its future functions.

VISION STATEMENT

*The development of the Wilson Bros site
should progress in a manner which
responds to the recreational and cultural
needs of the people of Redfern and
Chippendale and acknowledges the*

4.1 THE CATEGORY OF THE LAND (LGA s.36 (3)(a))

For the purposes of this requirement, it is proposed to allocate two categories to the land covered by this Plan:

- The land comprising the proposed community centre (including the area currently occupied by the existing building at the northern end of the Wilson Bros site) is to be categorised as general community use; and
- The land comprising the park (including the remainder of the Wilson Bros site and Yellowmunde Park) is to be categorised as a park.

4.2 PRINCIPLES AND OBJECTIVES (LGA s.36 (3) (b) & (c))

The management of the Wilson Bros site will be based on the principles for its development identified through community consultation and ranked in order of significance by participants in the consultation process.

The management framework is presented in tables on the following pages with a separate table dedicated to each principle.

Table 1: Principles and Objectives

1. PRINCIPLE: SOCIAL HARMONY			
Objectives	Actions	Responsibility	Performance Measures
To foster interaction between groups and individuals in the community.	<p>The facility is to provide opportunities for informal interaction between individual groups.</p> <p>The facility is to be designed to accentuate existing neighbourhood links so as to facilitate local social interaction.</p>	South Sydney City Council and Design Consultants	Information coming out of assessments and reviews of the facility indicate that the facility is being used by a broad cross section of the community
To manage the facility so that it is not dominated by any particular group.	Community groups wishing to use the centre should be required to make application to the centre management.	South Sydney Council	

<p>To provide for informal and spontaneous community interaction.</p>	<p>Centre management is to continually assess the use of the facility using principles of action research (a continuous process of evaluation/planning/ action that gives priority to community development).</p>		
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2. PRINCIPLE/VALUE: LOCAL COMMUNITY NEEDS			
Objectives	Actions	Responsibility	Performance Measures
To be conscious of and respect the nature of the existing community.	Centre management to continually assess the success of the facility in meeting local community needs using principles of action research. Major review to occur at 5 years after adaptation of Plan of Management.	South Sydney City Council	Assessment and reviews indicate that the facility is contributing to local recreational and cultural resources.
To avoid duplication of existing facilities in the area	The proposed development is to be assessed for its likely impacts on the amenity of local residents.	South Sydney City Council	The facility is being well patronized by the local community.
To contribute to the quality of life of surrounding residents.			
To facilitate the interests and hobbies of the local community and provide local resources.			

3. PRINCIPLE: ARTISTIC/CULTURAL EXPRESSION			
Objectives	Actions	Responsibility	Performance Measures
To provide a creative outlet for local arts and crafts.	Ensure adequate allowance is made in the proposal for workshop spaces/performance space.	South Sydney City Council/Design Consultants	The facility develops as a centre for local cultural/artistic activities.
To accommodate activities which give expression to the positive and special aspects of the community.	ARTS Develop programs for local artistic endeavor in the management of the facility. CULTURE	South Sydney City Council	

	Encourage involvement of the range of cultural groups in the community.	South Sydney City Council	
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4. PRINCIPLE: CONTACT WITH NATURE			
Objectives	Actions	Responsibility	Performance Measures
To provide high quality useable open space incorporating opportunities for contact with plant and birdlife in an urbanised environment.	Design is to include trees of an appropriate scale to contribute significantly to the greening of the locality.	South Sydney City Council/Design Consultants	Open space is well used by the local community
	Tree species should be selected to provide shade and encourage birdlife.	South Sydney City Council/Design Consultants	The landscape successfully reaches maturity. Birdlife is attracted to the locality.
	A proper maintenance regime should be implemented to ensure that the landscape successfully reaches maturity and is maintained in perpetuity.	South Sydney City Council	

5. PRINCIPLE: COMMUNITY SAFETY			
Objectives	Actions	Responsibility	Performance Measures
To create a facility which responds positively to local safety issues	Design of the development should be guided by principles of Crime Prevention through Environmental Design (CPTED).	Design Consultants	The facility is continually active and attracts significant patronage.
	Day and night time activities should be programmed to promote an active, well patronized facility.	South Sydney City Council Facility Management	

6. PRINCIPLE: SKILLS DEVELOPMENT			
Objectives	Actions	Responsibility	Performance Measures

<p>To allow opportunities for programs which contribute to skills development across the community.</p>	<p>Design of the community facility to provide spaces and facilities suitable for workshops, training and education.</p> <p>Within the confines of the recreational zoning, management is to encourage leases aimed specifically at community skill development.</p>	<p>South Sydney City Council/Design Consultants</p> <p>South Sydney City Council/Community Services/Facility Management</p>	<p>Regular, well patronized skill development programs operate within the facility.</p>
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7. PRINCIPLE: COMMITMENT TO AN OUTCOME			
Objectives	Actions	Responsibility	Performance Measures
To complete a development in keeping with the vision for the land within three years.	Council is to progress the adopted masterplan in accordance with the works program included in this Plan of Management and is to receive and assess six monthly reports on the progress of the works program.	South Sydney City Council	The works program is being adhered to at each six monthly assessment, the proposed park is operational within one year and the proposed community centre is operational within three years.

8. PRINCIPLE: SUSTAINABILITY			
Objectives	Actions	Responsibility	Performance Measures
To complete a development that is cost effective and environmentally and socially sustainable.	The development is to be guided by a professionally prepared cost plan and business plan.	South Sydney City Council	A cost and business plan is prepared for management of the facility and adhered to.
To ensure that development of the land is structured to evolve with the local community.	The facility is to undergo 'action research' assessment with major assessments occurring at 5 year maximum intervals.	South Sydney City Council	The development can be illustrated to have meaningful benefits for the local community.
To ensure that future decisions regarding development of the site involve meaningful community input.	Assessments are to include meaningful community consultation.	South Sydney City Council	The development stands up to scrutiny with regard to adherence to the principles of ecological sustainability.
To ensure that the development occurs within principles of ecological sustainability.	The design is to incorporate principles of ecological sustainability.	South Sydney City Council	

9. PRINCIPLE: CHILDREN AND YOUTH			
Objectives	Actions	Responsibility	Performance Measures
To cater to the needs of local children and	Include facilities in the development i.e	South Sydney City Council/Design	Programs for youth and children are in

youth of all ages, races, cultural backgrounds, sexual identities and gender.	within the proposed building and park, that will be suitable for use of children and youth.	Consultants	place and are well utilised.
To provide a supportive environment for children and youth.	Develop programs specifically targeted towards youth and children in the management of the facility.	South Sydney City Council/Facility management	
	Incorporate some form of playground facility in the park	South Sydney City Council/Design Consultants	

10. PRINCIPLE: ABORIGINAL CULTURE			
Objectives	Actions	Responsibility	Performance Measures
To acknowledge the significance of Redfern as a national and local centre for Australian Aboriginal culture.	The development is to be designed with significant involvement of members of the local aboriginal community.	South Sydney City Council/Design Consultants	The facility is well patronized by the local aboriginal community.
To provide facilities suitable for cultural expression by the local aboriginal community.	The development is to include references to the aboriginal significance of Redfern.	South Sydney City Council/Design Consultants	
	Management of the facility is to include programs aimed at expression of the local aboriginal culture.	South Sydney City Council/Facility Management	

11. PRINCIPLE: IMAGE AND IDENTITY			
Objectives	Actions	Responsibility	Performance Measures
To contribute to a positive local identity.	The development is to be designed and constructed so as to create a high quality environment that the people of Redfern and Chippendale can be proud of.	South Sydney City Council/Design Consultants	The development is well patronized and is considered as a positive attribute by the local community.
To provide a facility in which all members of the community can express their background and identity.			
To foster a sense of ownership by the local community.	Activities at the facility are to be orientated towards fostering the positive attributes of the local community.	South Sydney City Council/Facility Management	
To accommodate activities that give expression to the positive and special aspects of the community.			

4.3 PERMISSIBLE USES OF THE LAND (LGA s.36 (3A)(b))

For the area categorised as **park**, permissible current and future uses will include:

- Recreational activities and facilities
- Sporting activities and facilities
- Markets, festivals, performances and cultural events
- Commercial enterprises that contribute specifically to the recreational, physical, cultural, social and intellectual welfare of the local community and are consistent with the objectives of the zoning of the land under the South Sydney Local Environmental Plan, 1998. Examples of such enterprises might be market stalls, cultural exhibitions, dog training, etc.
- Uses that are consistent with the core objectives for management of community land categorised as a park as listed in the Local Government Amendment (Community Land Management) Act, 1998. (S.36 G).

For the area categorised as **general community use**, permissible current and future uses will include:

- Activities centres
- Indoor sports
- Workshops
- Childcare facilities
- Information and reference facilities
- Markets, festivals, conferences, performances, rehearsal space and cultural events
- Archival space
- Meeting and office space
- Commercial enterprises that contribute specifically to the recreational, physical, cultural, social and intellectual welfare of the local community and are consistent with the objectives of the zoning of the land under the South Sydney Local Environmental Plan, 1998. Such enterprises may include training workshops, exhibitions, indoor sporting activities such as gym or a café.
- Uses that are consistent with the core objectives for management of community land categorised as general community use as listed in the Local Government Amendment (Community Land Management) Act, 1998. (S.36 I).

For both areas, the listed uses of the land and the buildings thereon are to be of a scale and intensity that is consistent with a local recreational facility. The activities are not to be of a scale or intensity that will have any adverse impacts on the amenity of the local neighbourhood.

4.4 LEASES AND LICENCES OVER THE LAND

Leases and licences over the land or buildings thereon will be permitted only for uses that are consistent with the permissible uses described in this Plan at Section 4.3.

The Plan provides that short term leases over the land should be granted subject to Council consent and the requirements of s.46 and s.47 of the Local Government Act, 1995 and the Local Government Amendment (Community Land Management) Act, 1998.

It is recommended that for the first five years of the Plan, leases or licences should not be granted for periods greater than 5 years and that no lease or licence granted over the land should extend past the time at which the five year performance review of the Plan is to occur.

4.5 POTENTIAL SOURCES FOR FUNDING OF CONSTRUCTION AND MANAGEMENT OF THE FACILITY

Sources for funding of the facility may include:

- Section 94 contributions

- Sale of 2–40 Hugo Street, Chippendale
- Funding from Council voted contributions
- Corporate sponsorship
- State and Federal government agency sources
 - Metropolitan Greenspace Program of the NSW Department of Urban Affairs and Planning
 - Department of Sport and Recreation capital assistance program
 - Commonwealth cultural / recreational facilities programs
 - Aboriginal affairs agencies
 - Australia Council grants
 - NSW Department for the Arts and Cultural Heritage

5.1 PROCESS

The masterplan for development of the Wilson Bros site was synthesized directly from the outcomes of the community consultation process. The principles for development of the land, identified during the consultations and prioritised at the final workshop, formed the basis for the content of the masterplan. The masterplan was informed by the assessment of the three options for development of the site that occurred at the design (“Nitty Gritty”) workshop.

5.2 CONTENT

The proposal for development of the site is illustrated on the masterplan drawings at **Figures 11 to 15**. The elements of the proposal include:

- Demolition of all buildings existing on the site apart from Building 2 (the three storey masonry building at the northern end of the site);
- Refurbishment of the remaining building as a community centre including:
 - Workshop space
 - Activity rooms
 - Exhibition space
 - Meeting and office space
 - An information and resource facility
 - A large multi-purpose space
 - Toilet and kitchen facilities
- Development of a park and paved amphitheatre within the area previously occupied by the other buildings on the site to incorporate outdoor spaces for:
 - Informal sports and children’s activities
 - Performance and gathering
 - Outdoor markets
 - Community gardens and community arts projects
- Some reworking of Yellowmunde Park to integrate it with the proposed new park;
- Inclusion of a children’s playground within the development;
- Streetscape treatment aimed at:
 - Integrating the proposed development into the context of its surroundings
 - Providing further opportunities for community art
 - Strengthening Caroline Street as a visual spine between Abercrombie Street and Pemulwuy Park.

5.3 RATIONALE

The options presented to the local community for development of the Wilson Bros site during the consultation process fell into three broad scenarios:

- The “all park” option, proposing demolition of all existing buildings and development of the entire site for local open space;
- The “building and park” option, proposing a community centre in a new or refurbished building and a park on the remainder of the land; and
- The “all building” option, proposing almost full development of the site for indoor community based activities, either in new buildings or through refurbishment of the existing building stock.

The former and latter of these three scenarios were, in the end, rejected by the consultants as it was considered that neither adequately addressed the expressed needs of the community for development of the site. The proposed development, based on the “building and park” option, and including in the Plan of Management a strategy for performance review and reassessment of community needs, is considered to best address the expressed needs of the local community and best respond to the characteristics of the site and its surroundings.

The principle ways in which this occurs are:

- The community has identified a list of activities that it wishes to see accommodated within the developed Wilson Bros site. In essence, these activities translate into an expressed need for a place for local community activities and for local open space to serve a rapidly increasing local population. A park and community centre is the most appropriate combination of facilities to address this dual need.
- The community has expressed a need for a facility that is flexible and can adapt to the rapidly changing needs of a dynamic community. The proposal is simple in form to allow opportunities for ongoing development if required. A strategy is incorporated in the Plan of Management for ongoing assessment of the performance of the proposed facility in order to gauge what additional development may be appropriate in the future.
- The masterplan takes a sustainable and economically responsible approach to development of the site by retaining and refurbishing existing building stock that is sound and useable and by clearing away unsound structures to create local open space.
- In response to community aspirations for a facility which promotes social harmony, the masterplan proposes a community precinct linked visually and physically to the local area and accentuates existing visual links across the locality so as to facilitate social interaction both at the site and through the neighbourhood.

6.0

Implementation and Performance

6.1 MECHANISM FOR IMPLEMENTATION OF THE MASTERPLAN

It is proposed that design development and construction of the community centre and park should occur with maximum effective involvement of the local community. An appropriate model for development of the design out of the masterplan would be through a program such as the Community, Environment, Art and Design grants program offered by the Australia Council. Models for design development of this form facilitate active involvement by communities in the planning and design of public environments and creates a direct and effective link between the design team and the community.

It is proposed that the park component of the masterplan should be implemented at the outset of the project, with appropriate coordination with the Community Centre design.

Concurrent with design development of the park, a series of planning studies should occur to ensure proper implementation of the community centre component of the masterplan. These studies should include but should not be limited to construction cost planning, management and financial planning, neighbourhood impact assessment, traffic and parking management. Design development of the community centre should occur in conjunction with these investigations.

Table 2 indicates a schematic work schedule aimed at achieving the target operational dates indicated in the values and objectives schedule at Table 1. Also included is an opinion of probable cost (OPC) for construction of the various components of the masterplan.

ACTION		COMPLETED BY	OPC
1.00	PRE-CONSTRUCTION PERIOD		
1.01	Community Centre Planning	January 2000	\$ 30,000
1.01.01	Neighbourhood impact assessment		
1.01.02	Construction cost planning		
1.01.03	Management and financial planning		
1.01.04	Traffic and parking management		
1.02	Design and Documentation	April 2000	\$ 350,000
1.02.01	Prepare design brief & schematic design		
1.02.02	Development application prepared		
1.02.03	Design development and tender documentation		
1.02.04	Construction tender		
2.00	CONSTRUCTION PERIOD		
2.01	Phase 1: Demolition/Contamination clearance		\$ 250,000
2.02	Phase 2: Construct park on Wilson Bros site / refurbish Yellowmundee Park.	December 2000	\$ 290,000
2.03	Phase 3: Streetscape works	December 2000	\$ 100,000
2.04	Phase 4: Building refurbishment	December 2002	\$2,000,000
	Opinion Of Total Construction/Consultant Costs		\$3,020,000

Table 2: Construction Timing and OPC

6.2 MECHANISM FOR REVIEW OF THE PLAN OF MANAGEMENT (LGAs.36(3)(d))

The Plan requires the following mechanism for performance review with respect to the Plan's objectives and performance targets as described in Table 1:

- Six monthly reviews of works progress to occur during the design / construction period;
- Ongoing internal reviews of the operations of the community facility from opening to five years after adoption of the Plan;
- A major review at five years after adoption of the Plan to ascertain current community needs, the success of the facility in meeting these needs and its financial viability
- Decisions to be made at the completion of the five year review as to future strategies for further development of the site.

6.3 IMPLEMENTATION OF THE FACILITY MANAGEMENT STRUCTURE AND PERFORMANCE REVIEW

Table 3 provides a timetable for implementation of the management of the proposed community centre and the performance review process, along with estimates of running and review costs.

ACTION			
3.00	FACILITY MANAGEMENT		
3.01	Appoint facility manager	December 2002	
3.02	Ongoing assessment and granting of leases and licences over the land.		
3.03	Salaries, running and maintenance costs		\$ 300,000
4.00	PERFORMANCE REVIEW		
4.01	Ongoing reviews of progress in implementation		\$ 10,000 pa
4.02	Detailed performance review at 5 years	December 2004	\$ 30,000

Table 3: Management Timing and OPC

6.4 OPTIONS FOR MANAGEMENT OF THE PROPOSED COMMUNITY FACILITY

- Management by a private organisation holding a lease over the land.
- Management by a non-profit provider or a community management board
- Management by Council

6.5 RECOMMENDED MANAGEMENT SCENARIO

It is considered that at least in the short term, the most appropriate management structure for the facility would for Council to act as a sole manager. In order to establish the centre and its community programs, Council should appoint a full-time facility manager to be based on site. The facility manager should be an appropriately qualified person with skills in community development, mediation and conflict resolution and experience in cross cultural programs. Part time staff should then be appointed by the manager as and when required to run the programs. Leases would be granted by Council as it sees appropriate and the centre manager would carry out day to day administration of the leases.

7.0 Future Strategies for Development of the Land

The Plan of Management includes a strategy for assessment of performance of the facilities proposed in the masterplan and a number of possible scenarios for future development of the land should a need for additional facilities be identified.

The strategy includes regular internal performance reviews leading to a major review at five years after adoption of the Plan of Management. Should a need be identified for additional buildings on the site, then a series of three possible scenarios are suggested for their accommodation. (See Figure 15).

1.0

Introduction

2.0

Management Context

- 2.1 Land to which this plan applies
- 2.2 The land and surrounding area
- 2.3 Current uses of the site
- 2.4 Local and regional context
 - 2.4.1 Demographics
 - 2.4.2 Landuse/Urban form
- 2.5 Legislative framework/planning backyard
- 2.6 History of the site
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In August 1998, South Sydney City Council commissioned a team of private consultants to prepare a Plan of Management and Masterplan for land in Redfern known as “The Wilson Brothers site”.

The Plan of Management was prepared after a community consultation process conducted over approximately 35 weeks between November 1998 and July 1999. The Study Area for the consultations was defined by arterial and sub-arterial roads and by the main Sydney rail line (**Figure 1**). One result of the consultation process was the extension of the area covered by the Plan of Management to include the adjacent reserve known as Yellowmunde Park.

The Plan has been prepared in accordance with the requirements of the NSW Local Government Act, 1995 and the Local Government Amendment (Community Land Management) Act, 1998.

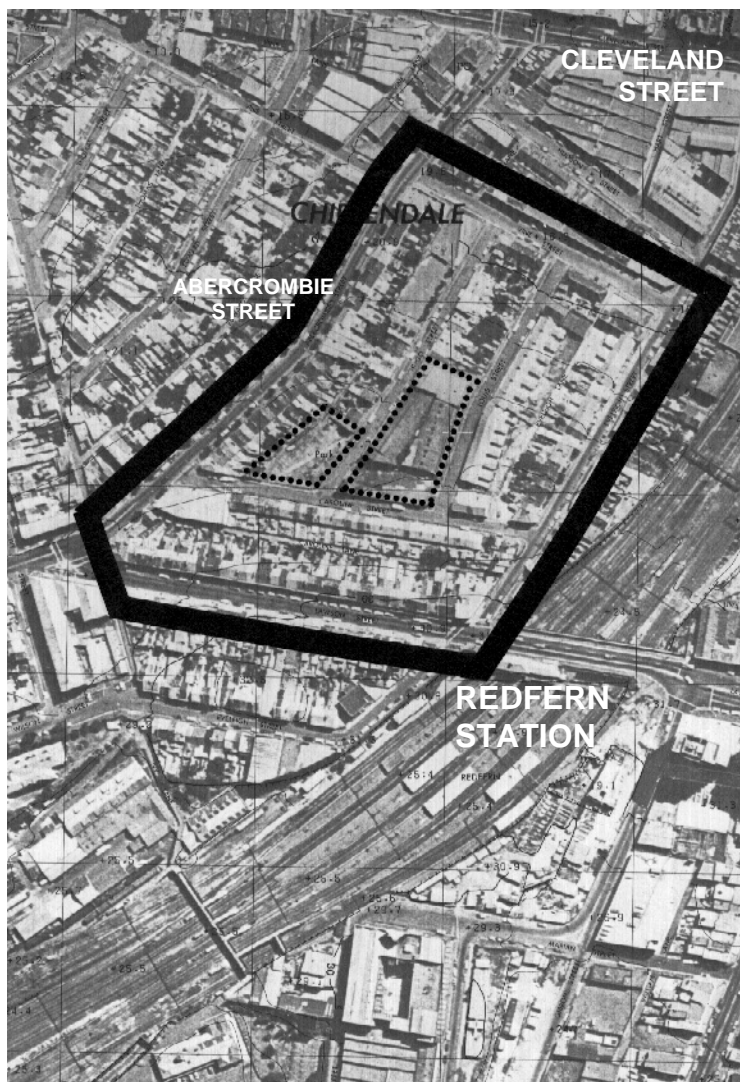


Figure 1: The site and study area

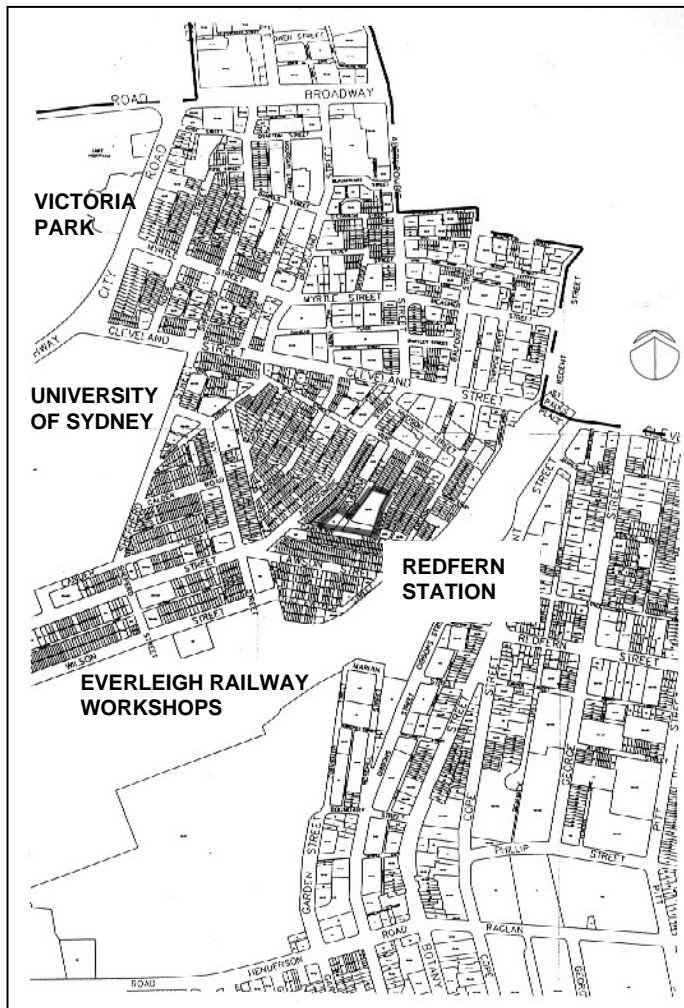


Figure 2: Regional context

2.0 MANAGEMENT CONTEXT

2.1

Land to Which this Plan Applies

(Figure 1)

The plan applies to the Wilson Bros site and to Yellowmundee Reserve. The Wilson Bros site occupies land at 29–53 Hugo Street, 28–54 Louis Street and 12–36 Caroline Street, Chippendale. Legal descriptions of allotments comprising the site are: Lot 1, DP905882; Lot 1 DP905477, Lot 1, DP979576; Lot 1, DP978950, Lot 1 DP430803; Lots 1 and 2, DP191312; Lot 1 DP188819 and Lots 17 and 18, DP374. Yellowmundee Park occupies land known as Lot 1, DP431672; Lot 8, DP215137; Lot 2, DP431672 and Lot LAND DP530. Both portions of land occur in the City of South Sydney, Locality of Eveleigh, Parish of Alexandria, County of Cumberland.

2.2

The Land and Surrounding Area

(LG Amendment Act s36 (3)(3A)(a))

The Wilson Bros site is a corner block located at the intersections of Hugo, Louis and Caroline Streets. Yellowmundee Reserve is located adjacent to the Wilson Bros site on the corner of Caroline and Hugo Streets. Both portions of land are owned by South Sydney City Council and are zoned 6(a), Local Recreation, under the South Sydney Local Environmental Plan, 1998.

It is an irregular shaped block with a total land area of 2712.7m². At the time of preparation of this plan, the site is built boundary to boundary. Existing on the land are three interconnected light industrial / commercial buildings providing for the printing and book large binding enterprise formerly operated by Wilson Bros. Pty Ltd a partially covered loading bay area and paper store and a two-storey brick terrace house.

The buildings are illustrated on the measured drawings prepared by Orwell Peter Phillips and Associates (see **Appendix i**) and are briefly described below:

Building 1 (on the eastern side of the site fronting Louis Street).

This is a two storey masonry building with floors of concrete and timber, metal framed windows and a corrugated asbestos cement roof. A single loading dock opens onto Louis Street and is secured by a roller shutter door. Both floors are open plan. The building has been found to have some significant structural problems and would require substantial work to bring it to a level that would satisfy structural and other Building Code requirements (see Structural assessments – **Appendix i**).

Building 2 (at the northern end of the site with frontages to Louis Street and Hugo Streets).

This is a three storey masonry building with reinforced concrete floors, metal framed windows and a corrugated asbestos cement roof. The lower level is partitioned for office and administrative activities and the upper two levels are generally open in plan form. A structural report has indicated that this building is structurally sound (see **Appendix i**: Structural Engineer's report – in Heritage Assessment) and architectural opinion is that the building could be feasibly upgraded to meet the requirements of the Building Code of Australia for occupation as a community facility.

Building 3 (on the western side of the site fronting Hugo Street).

This is a two-storey brick factory building with a corrugated asbestos cement roof, timber and concrete floors, two roller shutter doors and metal framed windows. Similarly to building 1, this building has been found to have some significant structural defects. (see **Appendix i**)

At the time of preparation of the plan the buildings are generally vacant and derelict. The only regular use of the site occurs at the open loading area at its southern end. This area is used on occasion by the Redfern Aboriginal Corporation to run employment training programs for local aboriginal people.

Redfern, Chippendale and Darlington are adjacent inner city suburbs of Sydney located approximately two kilometres from the city centre (**Figure 2**). Typical of inner Sydney suburbs, the Study Area supports a mix of medium to high density residential development interspersed with light industrial and commercial uses. Typically also, the area is undergoing an increase in residential populations as part of a trend towards inner city living occurring in Sydney in the 1990's (South Sydney City Council Section 94 Contributions Plan, 1998).

2.4.1 DEMOGRAPHICS (Ref: 1996 Census data for Chippendale and Redfern – Postcodes 2008 & 2016).

Approximately 8000 people lived in Redfern and Chippendale at the 1996 census. The population was ethnically and socially mixed, with approximately 50% being Australian born. The average age in the area is decreasing with the current trend towards inner city living. Concurrent to this trend, the social mix is diversifying to include traditional two parent families, as well as single parent families, single people without children, gay and lesbian people. The aboriginal population living in Redfern constituted approximately 8% of the total population at the census date.

2.4.2 LANDUSE / URBAN FORM

At the time of preparation of this Plan, the Study Area is dominated by residential uses in medium density terrace housing, circa late nineteenth to early twentieth century. Light industrial uses occur at the northern end of the precinct between Vine and Cleveland Streets and commercial activity is scattered along Lawson, Abercrombie and Cleveland Streets.

The urban form is typical of inner city Sydney and consists of a grid street pattern, narrow footpaths (1.5m width), dual carriageway roads (7m width) and two storey terrace houses built to front boundaries. A number of small local parks occur within a 200m radius including:

- Yellowmundee Park (765m²)
- Pemulwuy Park (2520m²)
- Open space at No. 2–40 Hugo Street (Cnr Vine Street) (1250m²) – currently zoned for residential development

The land falls under the jurisdiction of two planning instruments. The requirements of each of these are summarised below.

Requirements of the Local Government Act 1993 and the Local Government Amendment (Community Land Management) Act 1998

With regard to the management of public land, the Local Government Act 1993 and Amendment Act requires that a Plan of Management be prepared and that community land be managed and used in accordance with the Plan of Management applying to it.

The Plan of Management must identify and / or include:

- (a) the category of the land (see Section 6.1);
- (b) the objectives and performance targets of the plan with respect to the land (see Section 6.2);
- (c) the means by which the council proposes to achieve the objectives and performance targets (see Section 6.2);
- (d) a proposed manner for assessment of Council's performance in achieving the objectives and performance targets (see Section 6.2);
- (e) a description of the condition of the land and buildings on it at the date of adoption of the Plan (see Section 2.2);
- (f) the use of the land and buildings thereon at the date of adoption of the Plan (see Section 2.2);
- (g) specification of the purposes for which the land and any buildings thereon will be permitted to be used (see Section 6.3);
- (h) specification of the purposes for which any further development of the land will be permitted, whether under lease of licence or otherwise (see Section 6.3); and
- (i) description of the scale and intensity of any such permitted use or development (see Section 6.3).

Council must give notice of a draft Plan of Management and exhibit the draft plan for no less than 28 days. There must also be a concurrent 42 day period within which public submissions may be made to Council.

After considering all submissions received, Council may decide to amend the draft Plan or adopt it without amendment as the Plan of Management for the community land concerned.

Requirements of the South Sydney Local Environmental Plan, 1998

Under the current South Sydney Local Environmental Plan (gazetted 24 April 1998) the land is zoned 6(a) – Local Recreation.

Development of the land must be consistent with the OBJECTIVES of the zoning.

“(a) To enable development of land for open space and recreational purposes, and

- (b) To enable other ancillary or related development which will encourage the enjoyment of land zoned for local recreation, and*
- (c) To increase the provision and diversity of public open space and recreational land within the City of South Sydney to meet the needs of local residents, and*
- (f) To enhance the environmental quality of the City of South Sydney, and*
- (g) To encourage the use of natural drainage features to increase the availability of useable open space."*

Council cannot give consent for any proposed development on the Wilson Bros site unless it is satisfied that the proposal is consistent with all of these objectives.

The land is within a Heritage Conservation Area mapped in the South Sydney LEP. Council is required under the LEP to consider the impact of any development on the heritage value of the Heritage Conservation Area. No Items of Heritage Significance occur within the confines of the site.

(Heritage Assessment and Structural Survey Wilson Brothers Site Redfern,
Orwell and Peter Phillips Architects January, 1998)

2.6.1 EUROPEAN HISTORY

Early in the 19th century, the land incorporating the Wilson Bros Site was part of a 95 acre pastoral grant. The development of the rail line and Eveleigh Railway Workshops lead to subdivision of the pastoral lands and development for residential purposes. The Wilson Brothers site was first developed during this period and was occupied by terrace houses from the 1880's. Redevelopment of the site for commercial/light industrial purposes occurred between 1939 and 1976, over which time, the land was progressively purchased by Wilson Brothers Printers and Bookbinders. The buildings which currently occupy the site were all constructed during this period with the exception of the two storey Victorian building on the corner of Hugo and Caroline Streets. This was probably a corner shop.

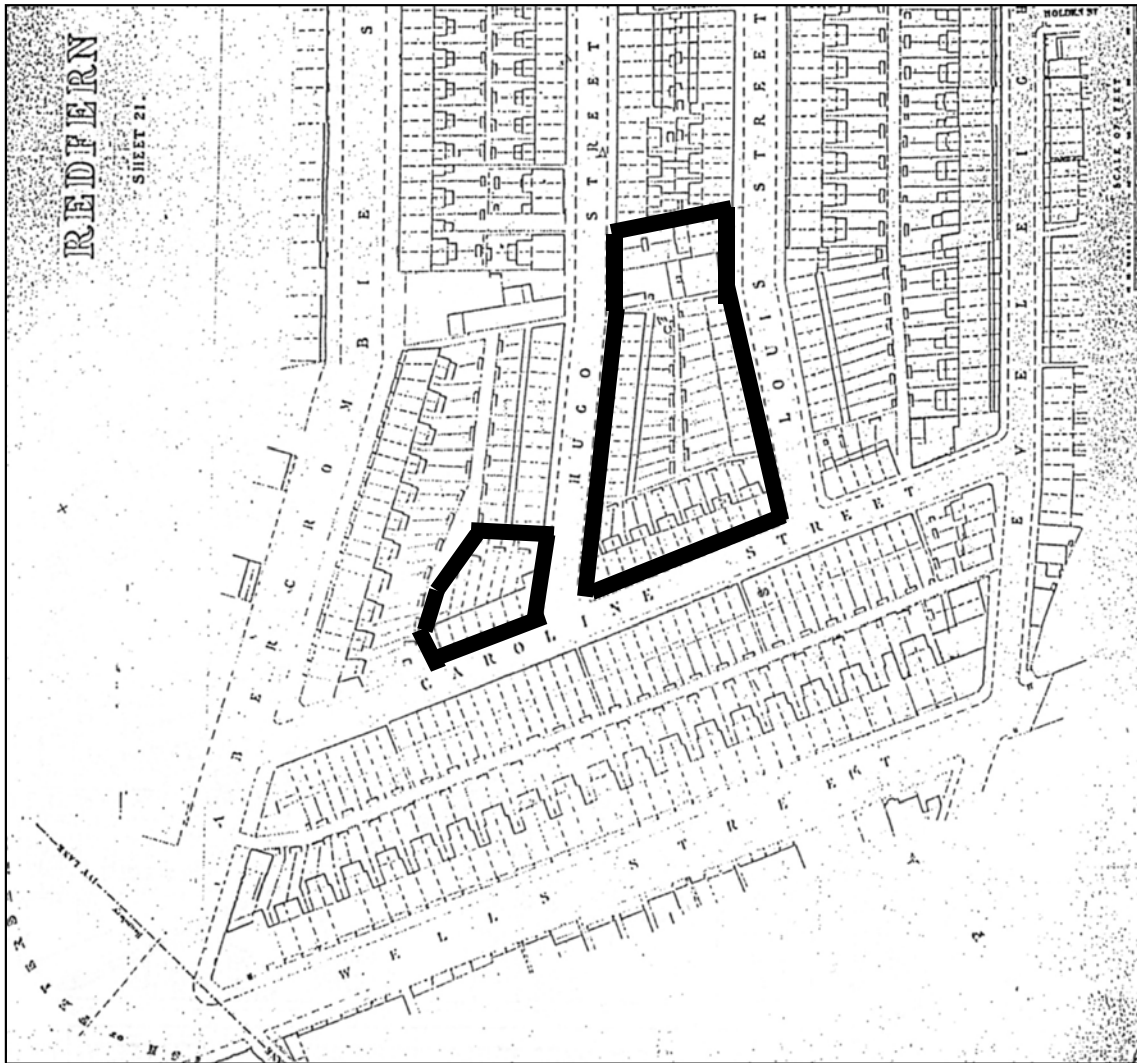
2.6.2 ABORIGINAL PRESENCE IN REDFERN

The urban settlement of Aboriginal people in the area known as "The Block" and surrounding area dates back to the 1960's when Aboriginal people occupied many of the derelict terrace houses on Louis street.

In the early 70's the Whitlam government put up money for squatters to buy the derelict houses they were already occupying. A corporation was formed to manage the houses, taking the name The Aboriginal Housing Corporation.

Many credit the Block as the birthplace of black activism in Australia.

Currently there are pressures on the Block for redevelopment. Development Applications for demolition of terrace houses within the Block have been submitted to Council in recent years. Masterplan options are currently being developed. However, at the time of the release of this Plan of Management these proposals are not yet available.



Local residential subdivision 1888 (courtesy Orwell Peter Phillips)

2.7

Recent Planning History

(Ref: Facsimile from Mr Col James of the University of Sydney March, 1999)

In about 1990, a public meeting held by South Sydney Council in Redfern endorsed plans for an incremental redevelopment of “the Block” with new houses and development of a recreation centre on the Wilson Brothers site. The site was subsequently rezoned from industrial uses to 9(c) Recreation (Open Space) under South Sydney Local Environmental Plan No. 107 (gazetted 4 October 1991) and South Sydney Council purchased the land from Wilson Bros Pty Ltd in 1993.

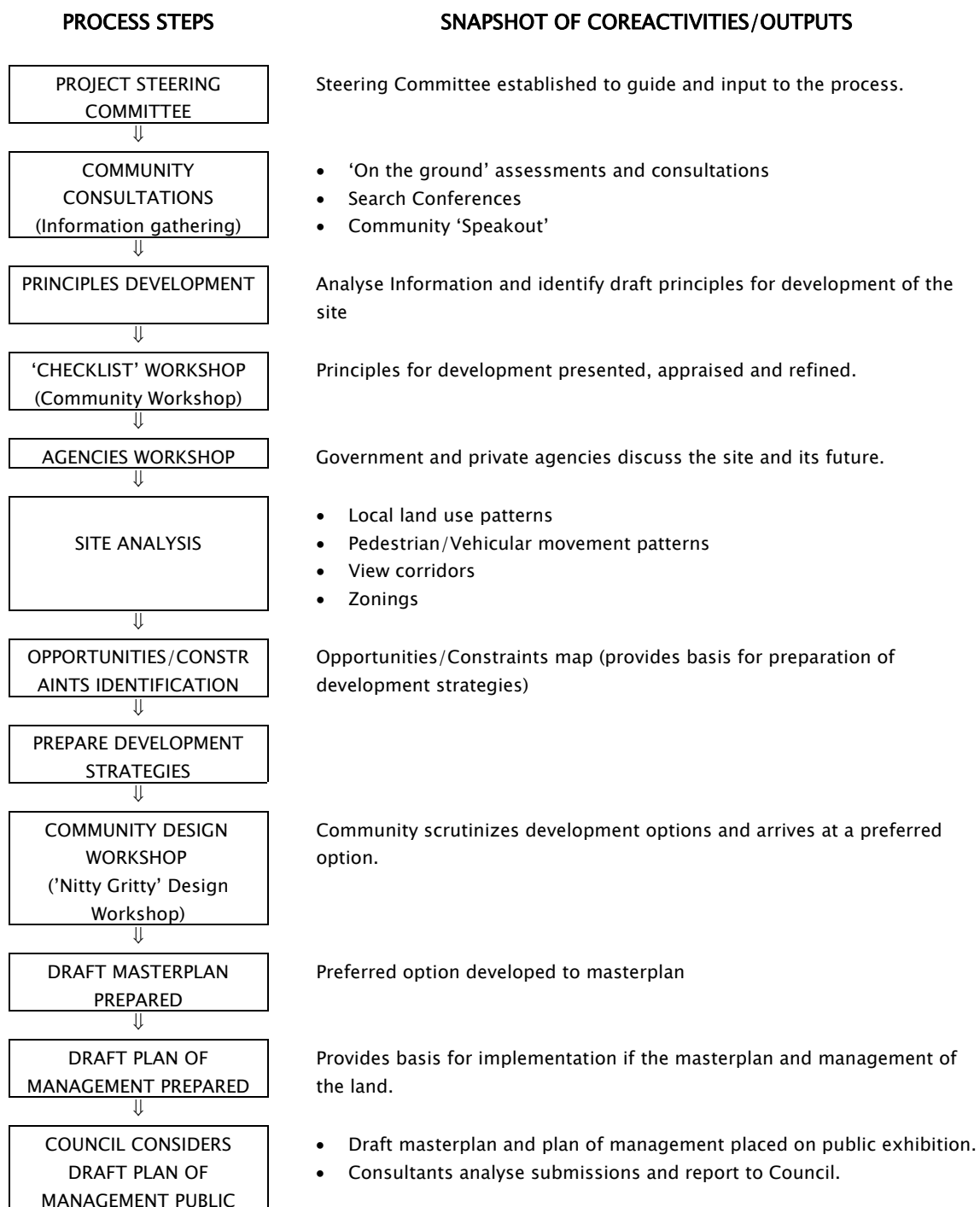
In February 1998, South Sydney Council, acting on concerns regarding the structural safety of the buildings, lodged a development application “to carry out full demolition of the buildings on the site and to temporarily reinstate the site with turf to create usable open space” (Statement of Environmental Effects – Proposed Demolition of

Wilson Brothers Site, South Sydney Council, February 1998). It was then intended to prepare a Plan of Management to determine future development of the site after demolition had been carried out. Significant opposition to the proposal came out of the public exhibition period and a decision on the Development Application was consequently deferred by Council pending preparation of a Plan of Management for the land. Council also determined at that time to engage consultants to carry out community consultations and to prepare a masterplan and plan of management for the site.

3.0 THE PLANNING STUDY

The planning study culminating in this Plan of Management was based on a comprehensive process of consultations with the local community and the various government and non-government agencies operating in the locality. Consultation activities were integrated into the planning and design process in order to achieve real community input at key stages in the Study. The process is summarised at **Figure 3**.

THE STUDY PROCESS



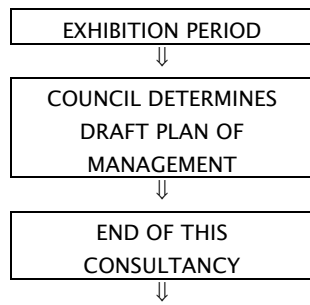


Figure 3: The Study Process

POST CONSULTANCY PROCESS

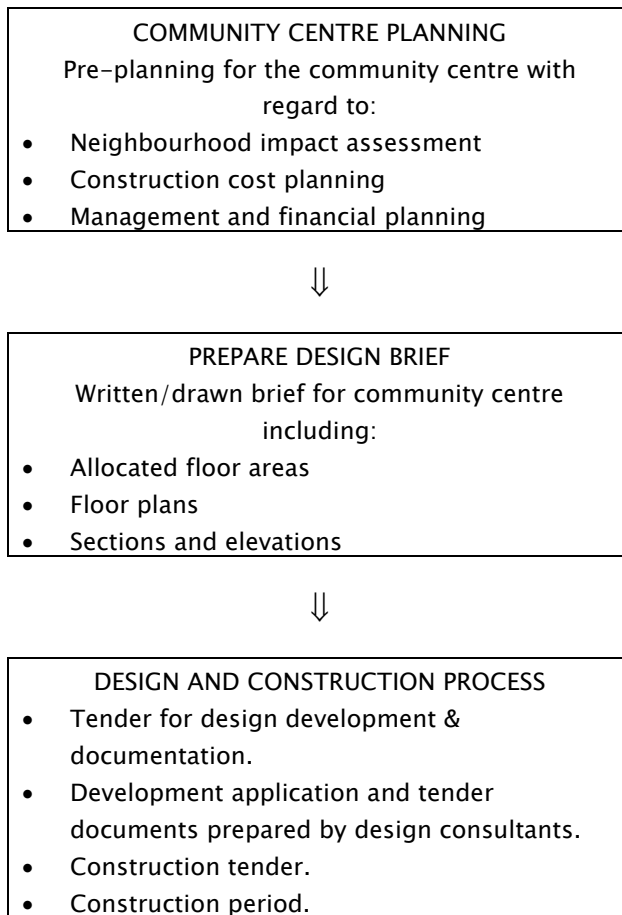


Figure 4: Post Consultancy Process (implementation)

4.1

Community Research

A comprehensive community research program was conducted from November 1998 to May 1999. The research was undertaken to identify the individual people and groups with an interest in the development of the Wilson Bros site and to allow them to participate in the preparation of the plan.

The program was coordinated by Sarkissian Associates, Social Planners and Community Consultation Facilitators. A separate and concurrent consultation with the Redfern aboriginal community was carried out by the Merrima Aboriginal Design Unit of the NSW Department of Public Works and Services. The other two members of the consultant team, Pittendrigh Shinkfield and Bruce, Landscape Architects and Environmental Planners and Bligh Voller Nield, Architects were actively involved through the entire community consultation process.

The specific objectives of the community research program were:

- To identify all of the various components of the local community that would have an interest in the development of the Wilson Bros site;
- To ensure that all of these groups were given the opportunity to become involved in the development of the masterplan and plan of management for the site;
- To identify all of the aspirations of these various groups with regard to development of the site and to tease out the issues and conflicts within the community;
- To inform the community of the project and to ensure a flow of information throughout the project program; and
- To ensure ownership by the community of the process of planning for development of the site by the local community.

The results of the consultation process are described in detail in the separate reports prepared by the two community consultants (see **Appendix iii**).

4.2

Description of the Community Research Process

In order to achieve the objectives of the community consultation process, the consultation facilitators adopted an approach based on “consensus decision making”. The approach consisted of collaborative processes, where the people who make up the communities, residents, and stakeholders work with the Council and its consultants to come up with an approach which suits everyone's needs – or at least a approach with

which everyone can live. The processes undertaken have the capacity to generate outcomes commonly labeled as “win-win” or “all-gain”. As with mediation and negotiation, the aim is discover and implement a stable and flexible solution.

In practice, the consultation process involved a series of public meetings augmented by individual interviews with representatives of various local interest groups and by a series of newsletters distributed by letter box drop to all residences within the boundaries of the Study Area. **Figure 3** describes the components of the process. In detail, these components included:

4.2.1 PROJECT STEERING COMMITTEE

At the outset of the project, a steering committee was established comprising four local residents as representatives of the local community and three Councilors of South Sydney City Council. The steering committee provided direction for the study and operated as the principle conduit for contact with the community in the interim periods between formal community events.

4.2.2 PRELIMINARY INVESTIGATIONS, LIAISON AND SCOPING

The various components of the community were identified through consultation with South Sydney City Council community services and the steering committee and by interviews with community groups within the area including, for instance, the Redfern Police station, the Aboriginal Housing Company and the Redfern Aboriginal Corporation. As a further component of the scoping process, a conference with the various government and private agencies involved with the Redfern community was held later in the consultation program.

4.2.3 PUBLIC EVENTS

A series of public meetings and a participatory display formed the body of the community consultation program. Each of these was advertised widely through the local press, letterbox drops and through information posted on the wall of one of the buildings on the site. With each letterbox drop and at each meeting, “green sheets” were made available to facilitate feedback or suggestions in writing. Participants were invited to either post their responses or to place the completed “green sheets” in “suggestion boxes” at each meeting.

Public “search conferences”

The initial series of public meetings was held to introduce the project to the community and to gain initial community opinion regarding the development of the site. Participants were invited to identify issues surrounding the development of the site, local needs that the site might accommodate and any problems that they saw as emerging from community use of the land. Additionally, advice was sought from the meetings on how to proceed with the main component of the community consultation program.

On the advice of the steering committee and Council, it was decided to hold four separate meetings to begin the consultation process. It was thought that the community might be too divided for all to attend one event simultaneously. Each event was “hosted” by a local resident member of the Steering Committee. It was hoped that this process would enable all interested parties to feel free to attend and speak their views.

Out of these initial meetings, the consultants were able to glean some important information regarding the expressed needs and concerns of the community for the development of the site.

(see Appendixes J & K of the Community facilitators Stage One Report – Appendix (iii) to this Plan).



Figure 10: The "Speakout"

Following the initial public meetings, an interactive staffed exhibition, a "Speakout", was held to feed back to the wider community results of the individual meetings and to encourage further input.

The event included a free BBQ, a mural painting for children, a tour of the Redfern Aboriginal Corporation's operation in Holden Street and an opportunity to 'vote with your hands'. Attendance was excellent, with an estimated 200 to 300 participants.

Seven 'issues stalls' at the *SpeakOut* each had a trained listener and a recorder. All information presented came from analysis of information gathered at the "scoping" meetings. Six stalls were erected, each relating to an issue identified either at the meetings or in other consultations. The six issues canvassed were:

- Community focus
- Image and perceptions
- Cultural difference and reconciliation
- Social issues
- Children and youth
- Doubts and questions

A seventh stall was called the 'visioning' stall and was staffed by members of the architectural and design team. This stall was for people who wanted to work through and express specific ideas and proposals for the use of the site.

Information offered by participants at all stalls was recorded in public view on butchers' paper.

The outcomes of this event are described in Appendixes M & N of the Community Facilitator's Stage One Report (Appendix (iii) to this Plan)

The "Checklist" workshop

Out of the initial components of the consultation process (including public events, face to face consultations and information fed back via suggestion sheets), the consultants identified a list of qualities valued for the site by the local community. These qualities were then synthesized into eight draft principles to guide the development of the Wilson Bros Site (see Community Participation Program – Stage One Report).

The aim of the "Checklist" workshop was to refine the set of guiding principles for the site generated from consultation to date. The event was also intended to keep the project 'alive' in the community as there would otherwise have been four months between events. Addressing the principles in a separate workshop would also 'free up' the 'Nitty Gritty' workshop to be more focussed on practical planning for the site.

The Consultants, together with the project steering committee, used this material to revise the principles for use in the Nitty Gritty workshop and for inclusion in the Plan of Management for the site.

Results of the check list are reported in the Community Facilitator's Stage Two Report (Appendix (iii) to this Plan)

Local agencies search conference

The purpose of this conference was to gauge opinions of key government and private agencies operating in Redfern and to gain an understanding of the wider social context of the Wilson Bros site. The conference was formatted so that the results could be fed into the final design workshop. Invited participants included representatives of agency and government organisations operating in Redfern whose operations could have implications for development of the site. Approximately 75 agencies were invited.

Results of the check list are reported in the Community Facilitator's Stage Two Report (Appendix (iii) to this Plan)

The 'Nitty Gritty' Workshop

The "nitty gritty" workshop was the final public event in the community consultation process. Participants were invited to consider the details of how the site should be planned and what activities its development should provide for.

Three draft options for the site were prepared by the design team based on information gathered in the earlier components of the consultation process. These included:

- An “all park” option
- A “buildings and courtyard” option
- A “park and building” option

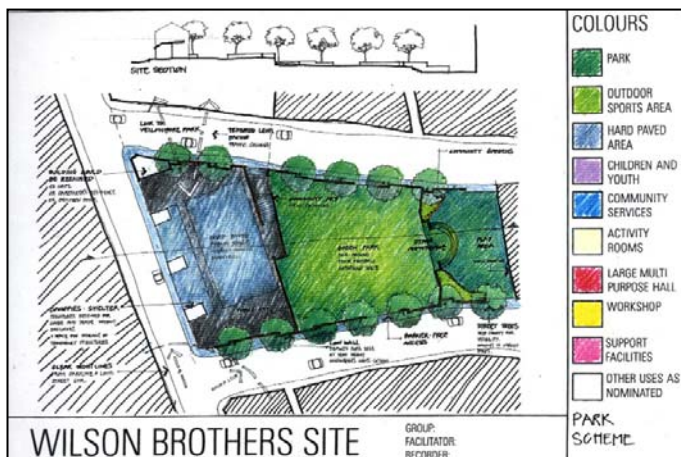
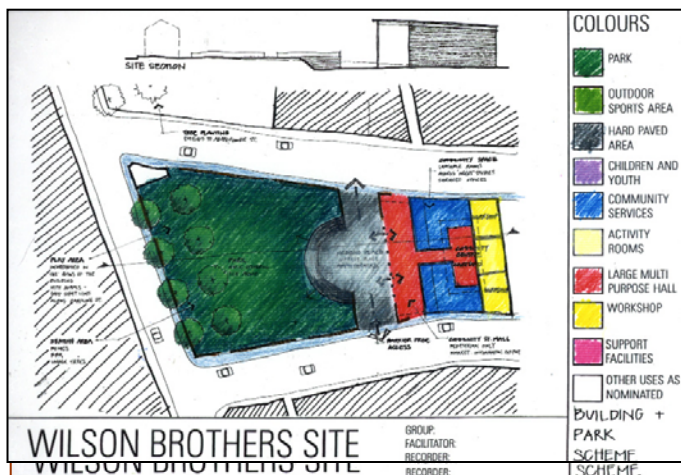


Figure 5: Draft options for development of the site

Participants were asked to work with the option of their choice in small groups, guided by the principles already developed, and to modify the option to suit their needs and aspirations.

Out of this workshop, each small group developed their own preferred solution for development of the site. Six solutions were developed, five being based on the park



and building option and one being based on the building and courtyard option. No groups at the workshop chose to work on the “all park” option.

A selection of these worked up solutions coming out of the “nitty gritty” workshop is illustrated at **Figure 6**.

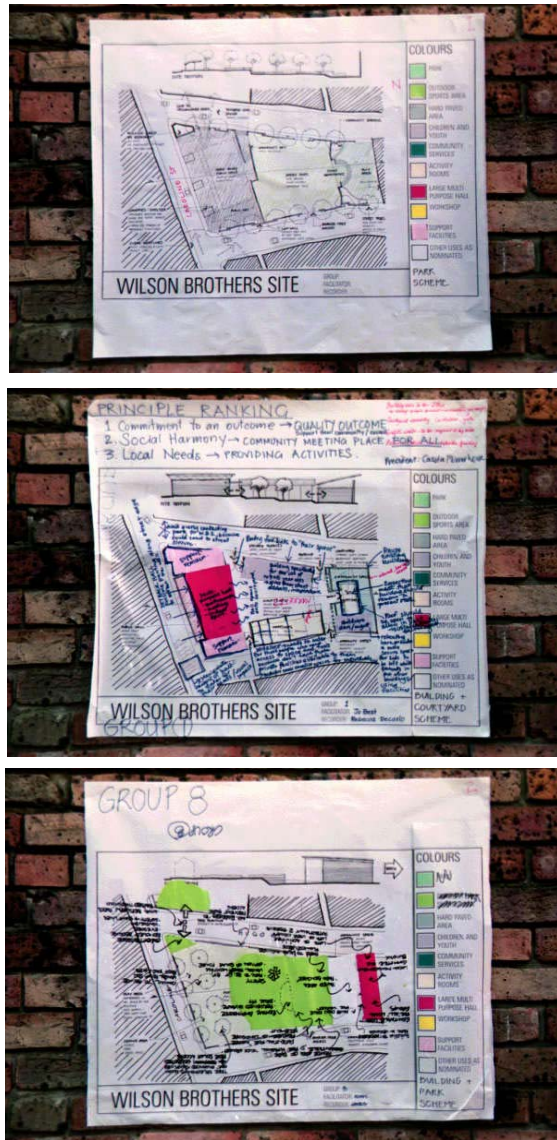


Figure 6: Some worked up solutions from the “Nitty Gritty” workshop

4.2.4 PARTICIPATION BY INDIGENOUS PEOPLE (See report by Merrima Aboriginal Design Unit in Appendix (iii))

The local Aboriginal community was represented on the project steering committee by Dennis Weatherall, a respected member of the community and a representative of the Redfern Aboriginal Corporation. Aboriginal and other indigenous residents of Redfern were invited to participate at all stages in the mainstream community consultation program and a number of members of the community attended each of the consultation events. Due, however, to the importance of the locality to indigenous people and cultural practices which tended to preclude indigenous people from attending the community events in representative numbers, it was considered that separate and specialised consultations with the indigenous community should be conducted. Specific consultation with Indigenous people has been conducted by Kevin O’Brien of the Merrima Aboriginal Design Unit of the NSW Department of Public Works and Services. A list of agencies and organisations consulted in this process is set out below:

- Redfern Aboriginal Corporation (Dennis Weatherall and staff)
- Aboriginal Housing Company (Mick Mundine and staff)
- Murrawina Limited (Lavina Lyons and staff)
- Redfern Aboriginal Medical Service (Naomi Mayers and staff)
- Aileena (Lynda Boney and staff)
- Naamoro Koori Employment Service (Margaret Hobbs and staff)

- Mudgin-Gal Aboriginal Corporation (Bronwyn Penrith and staff)
- The Settlement (Kevin Marron and staff)
- Gadigal Koori Radio (Cathy Creaghy and staff)
- Metropolitan Aboriginal Lands Council (Jenny Munro and staff)
- Aboriginal Christian youth Organisation (staff)
- Redfern Aboriginal Housing Coalition (Auntie Joyce [Ingram] Jenny Munro)

4.2.5 CHILDREN'S PARTICIPATION (See report in Appendix (iii))

Consultation with children has been integrated into the community consultation process in the form of two separate activities:

- Students of the year 6 class at Redfern Public School were asked to create collages of their aspirations for the Wilson Bros site; and
- A separate area was set aside at the "nitty gritty" workshop where children were



encouraged to make models and paintings of what they wanted for the site with the help of four facilitators.

4.3

Community Profile

The demographic profile of the community is outlined in Section 2.3 of the Plan. Equally important in determining future directions for the Wilson Bros site, is an understanding of the somewhat more esoteric characteristics of the community – perceptions, social problems and attitudes. To gain any depth of understanding of these complex characteristics, a detailed sociological study would be required (or alternatively, one would need to live in the area). The consultants were, however, able to gain some insights into the community through liaison with South Sydney Council's staff and through six months of intensive community consultations. Some of these insights are outlined below.

4.3.1 GENERAL CHARACTER OF THE COMMUNITY

The Redfern community is a complex and varied one consisting of many disparate groups, defined by racial origin, lifestyle, age and attitude. These groups overlap, complement or are in competition with one another and are subject to dramatic change within short time periods.

4.3.2 PERCEPTIONS

An Aboriginal meeting place

The aboriginal community has lived in Redfern since the 1960's. Over that period, the area has developed a reputation amongst the Koori groups of Australia as a national meeting place.

"The Block is important to local aboriginal people, a United Nations for Australian Aborigines, and should be a place for visitors to Australia to experience aboriginality." (Quotation from the third scoping meeting held at the Redfern Aboriginal Corporation headquarters, Holden St Redfern, 14th November 1998).

A dangerous place

The locality is perceived by some as a place with high crime rates and corresponding physical risks to residents and visitors.

"Let's be honest, living near the site was dangerous. I picked up numerous syringes from my front and back yards. I was the victim of an attempted mugging while 8 months pregnant, my friends and family were not comfortable coming over to my house – due to fear of being the victim of crime." (Quotation from an ex resident who has recently moved out of Redfern).

A safe place

Some see the locality as being, in many ways, a safe place for residents and visitors.

"Eveleigh Street has a similar feel to Sydney in the 1930's with a vibrant and safe street life." (Quotation from the fourth scoping conference held at the Darlington Centre 16th November 1998)

A place of opportunities

Some see the locality as providing great opportunities for social interaction across cultures and as a potentially safe, strong and culturally rich community.

"My attitude is that there are no problems in this area. There are only positive issues and opportunities" (written submission by a local resident)

"Redfern is a multicultural which is consolidating rather than a culture which is conciliating" (residents comments at one of the steering committee meetings).

4.3.3 SOCIAL ISSUES

Inevitably, the social issues that arise within this dynamic and complex community are numerous. They revolve around:

- unemployment and poverty;
- crime and fear of crime;

- uncertainty of the future, particularly for certain residents in rental properties;
 - health issues;
 - youth and children's issues,
- to name a few.

4.3.4 THE CHANGING NATURE OF THE COMMUNITY

In the face of all of these characteristics, the community profile of Redfern is in a constant state of flux. There has traditionally been a high itinerant population in the locality, due largely to its status as an aboriginal meeting place. The future of the aboriginal community and the nature of its presence in Redfern is also uncertain. Residential densities are increasing with the trend towards inner city living and the age of the population is correspondingly decreasing.

The future of the Wilson Bros Site must be determined against the needs and aspirations of this diverse and dynamic community.

4.4 *The Community's Expressed Needs for the Land – A Product of the Consultation Process*

The consultation process identified a series of community aspirations for development of the Wilson Bros site. These are listed in detail in the reports prepared by the consultation facilitators (see **Appendix iii**) and are summarised below.

In brief, the aspirations of the community for development of the site revolved around the following issues:

4.4.1 LOCAL NEEDS

The development of the site should provide facilities that address the specific recreational and social needs of the local community. It should provide avenues for local artistic and cultural expression as well as opportunities for contact with nature in a highly urbanised environment.

4.4.2 CHILDREN AND YOUTH

The development should respond to the needs of the local youth and children and the youth of the community should be involved in consultation, construction and programming of the facility.

4.4.3 IMAGE

The facility needs to have a strong and coherent sense of identity and needs to respond specifically to and complement the positive attributes of Redfern. It should be a friendly, inviting and visually attractive place and should contribute to social cohesion in the locality. It should accommodate and encourage visitors to the locality and welcome and include aboriginal visitors

4.4.4 COMMUNITY SAFETY AND WELL BEING

The place should contribute to community safety and should incorporate actual safety as well as a perception of safety. It should have secure facilities and should be free of vandalism and graffiti. Moreover, the development should contribute to the social,

spiritual and physical health of local people and to local economic development while being reserved for community uses.

4.4.5 FLEXIBILITY AND SUSTAINABILITY

In light of the dynamic nature of the Redfern and the rapid changes occurring there, the development should have the flexibility to evolve with the local community. The development should complement future local development and should improve local quality of life. Moreover, it should be socially and environmentally sustainable.

Statements regarding the values of the land have been derived directly from information gathered from the community consultation process. The significance of the site is stated on local, regional and national levels. The community aspirations coming out of the consultation process were distilled into a series of principles for development of the site. These were adopted as the community values for the land and, together with the statement of significance of the site, became the basis for the formulation of a vision statement for the development and management of the land. In turn, the community values were used as the basis for a series of objectives for development of the land, and actions to ensure that the objectives are achieved.

5.1

The Significance of the Site

The essence of the strategic and social significance of The Wilson Brothers Site lies in its location at the interface between the Redfern Aboriginal precinct and the greater community of Redfern, Chippendale and Darlington. In this location, the site offers a great number of opportunities to the community. This depth of opportunity offered by the site across the community is evidenced in the controversy that has arisen over the future of the land. In essence, however, the land embodies an opportunity to create a meeting place for the disparate communities of Redfern, a place where the community might create and strengthen social links through shared cultural and recreational pursuits.

On a broader level, the site has regional and national significance due to its location adjacent to a nationally important aboriginal community and meeting place. During the community consultation process, the consultants have been struck by the heartfelt sentiments for the value of the Redfern area expressed by the local aboriginal community.

Quotation:

"The Block is important to local aboriginal people, a United Nations for Australian Aborigines, and should be a place for visitors to Australia to experience aboriginality"

Comment by a participant at a community meeting on 14 November 1998.

The significance of the Wilson Bros site in this context lies in its potential to provide a meeting place for local aborigines and for aboriginal visitors to the area as well as being a venue for visitors to the area to learn something of aboriginal culture.

The site has **local significance** as a place where the local community might create and strengthen social links through shared cultural and recreational pursuits.

The site has **regional and national significance** due to its location adjacent to a nationally important aboriginal community and meeting place

5.2 Identified Community Principles for Development of the Site

A series of Principles for development of the Wilson Brothers site were derived by the consultants out of the community consultation process and ratified by the community at the participatory design workshop held on 8th May 1999 (see Appendix iii Community Participation Program – Stage 2 Report).

The local community ratified (and ranked in order of importance) the following principles for development of the land:

PRINCIPLE 1: SOCIAL HARMONY

The site should provide opportunities for positive interactions and relationships to be



built and maintained within the community.

"The site is in a context – it's in our community"

"The wider community could benefit from the site"

"A chance for connecting to broader community context"

"The Wilson Bros Site represents an opportunity for inclusion of the whole community"

PRINCIPLE 2: LOCAL NEEDS OF HIGH PRIORITY

The development of the site should respond to identified community needs in Redfern.



- *Arts / performance / access to information*
- *Open space (kicking a ball around)*

- *Workshops (training links)*
- *Balance of use – children, artistic*
- *Employment creation – theatre groups, artists, cafes*

PRINCIPLE 3: ARTISTIC / CULTURAL EXPRESSION

The development should contribute to a positive and culturally appropriate local identity and provide an outlet for artistic and cultural expression. It should also



provide useful and convenient facilities (amenities) for residents and visitors to the area.

“Arts, performance workshops”

“Exhibition Space”

“Rehearsal Space”



PRINCIPLE 4: CONTACT WITH NATURE

The development should provide people with opportunities for contact with nature.

"Bring bird-life into the city"

"Community Gardens"

"Open space in the city"

"Provide shade and shelter"

PRINCIPLE 5: COMMUNITY SAFETY



The site should contribute to the creation of an environment which is safe for all people.

"Reclaiming streets, flow of people"

"Some say that the area is quite safe – always people around"

– the dangerous areas are where there are no people around"



PRINCIPLE 6: SKILLS DEVELOPMENT

The site should provide opportunities for local community members to develop skills.

"Opportunities for employment training"

"A library with a good librarian"

"Community centre – cultural, artistic use, hands on things that people can do"

"A meeting place, conference centre"

PRINCIPLE 7: COMMITMENT TO AN OUTCOME

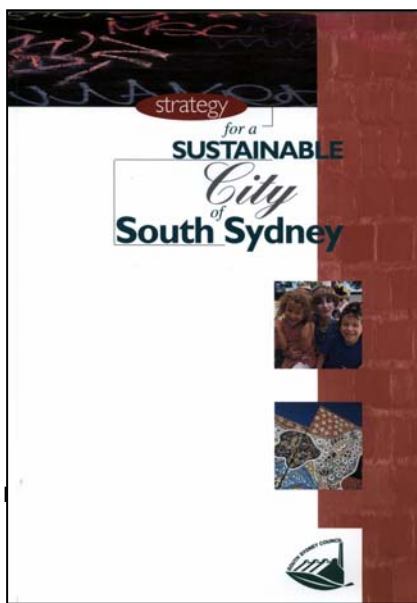
The Plan of Management should ensure that something that will benefit the local community will definitely happen on this site in a timely manner.



"It is a matter of urgency"

"It will end up in a 'talk - fest!'"

PRINCIPLE 8: SUSTAINABILITY



The development should be sustainable in social and ecological terms and should be economically responsible.

“Creative approach to crime, drugs;

Employment Training;

Place of international harmony”

PRINCIPLE 9: CHILDREN AND YOUTH

The site should accommodate the specific recreational needs of children and youth.



“Involve youth in the construction process, provide a sense of ownership”

*“Support for kids programs ,are adults going to use the site
as much as the kids?”*

PRINCIPLE 10: ABORIGINAL CULTURE

Development and management of the site should acknowledge the significance of the locality as a centre for aboriginal culture. Note: This principle was added at the final design (Nitty Gritty”) workshop.



'Reconciliation be a meaning and function of the place"

"A positive for Aboriginal and non-Aboriginal people"

"Place of healing, cultural teaching"

PRINCIPLE 11: IMAGE AND IDENTITY

The development should contribute to a positive and culturally appropriate local identity.



“Gentrification; must be up front about real plans for the area”

“Opportunity to demonstrate that this is a great area which people care about”

5.3

The Vision for the Land

A vision for the future of the land has been synthesized from assessments of the significance of the land and the identified community values and aspirations for its future functions.

VISION STATEMENT

The development of the Wilson Bros site should progress in a manner which responds to the recreational and cultural needs of the people of Redfern and Chippendale and acknowledges the regional and national significance

*6.1**The Category of the Land*

(LGA s.36 (3)(a))

The Local Government Act requires that a category be allocated to all lands that are subject to a Plan of Management. For the purposes of this requirement, it is proposed to allocate two categories to the land covered by this Plan:

- The land comprising the proposed community centre (including the area currently occupied by the existing building at the northern end of the Wilson Bros site) is to be categorised as **general community use**; and
- The land comprising the park (including the remainder of the Wilson Bros site and Yellowmunde Park) is to be categorised as **a park**.

The extent of these proposed categories is illustrated at **Figure 13**.

*6.2**Principles and Objectives*

(LGA s.36 (3)(b) & (c))

The management of the Wilson Bros site will be based on the principles for its development identified through community consultation.

Objectives have been derived from each principle and actions have been identified to ensure achievement of these. Measures for assessment of the achievement of the objectives are also described.

The management framework is presented in tables on the following pages with a separate table dedicated to each principle.

TABLE 1: PRINCIPLES AND OBJECTIVES

1. PRINCIPLE: SOCIAL HARMONY			
Objectives	Actions	Responsibility	Performance Measures
To foster interaction between groups and individuals in the community.	<p>The facility is to provide opportunities for informal interaction between individual groups.</p> <p>The facility is to be designed to accentuate existing neighbourhood links so as to facilitate local social interaction.</p>	South Sydney City Council and Design Consultants	Information coming out of assessments and reviews of the facility indicate that the facility is being used by a broad cross section of the community
To manage the facility so that it is not dominated by any particular group.	Community groups wishing to use the centre should be required to make application to the centre management.	South Sydney Council	
To provide for informal and spontaneous community interaction.	Centre management is to continually assess the use of the facility using principles of action research (a continuous process of evaluation/planning/ action that gives priority to community development).		

2. PRINCIPLE/VALUE: LOCAL COMMUNITY NEEDS			
Objectives	Actions	Responsibility	Performance Measures
To be conscious of and respect the nature of the existing community.	Centre management to continually assess the success of the facility in meeting local community needs using principles of action research. Major	South Sydney City Council	Assessment and reviews indicate that the facility is contributing to local recreational and cultural resources.

<p>To avoid duplication of existing facilities in the area</p> <p>To contribute to the quality of life of surrounding residents.</p> <p>To facilitate the interests and hobbies of the local community and provide local resources.</p>	<p>review to occur at 5 years after adaptation of Plan of Management.</p> <p>The proposed development is to be assessed for its likely impacts on the amenity of local residents.</p>	<p>South Sydney City Council</p>	<p>The facility is being well patronized by the local community.</p>
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3. PRINCIPLE: ARTISTIC/CULTURAL EXPRESSION			
Objectives	Actions	Responsibility	Performance Measures
To provide a creative outlet for local arts and crafts.	Ensure adequate allowance is made in the proposal for workshop spaces/performance space.	South Sydney City Council/Design Consultants	The facility develops as a centre for local cultural/artistic activities.
To accommodate activities which give expression to the positive and special aspects of the community.	ARTS Develop programs for local artistic endeavor in the management of the facility.	South Sydney City Council	
	CULTURE Encourage involvement of the range of cultural groups in the community.	South Sydney City Council	

4. PRINCIPLE: CONTACT WITH NATURE			
Objectives	Actions	Responsibility	Performance Measures
To provide high quality useable open space incorporating opportunities for contact with plant and birdlife in an urbanised environment.	Design is to include trees of an appropriate scale to contribute significantly to the greening of the locality.	South Sydney City Council/Design Consultants	Open space is well used by the local community
	Tree species should be selected to provide shade and encourage birdlife.	South Sydney City Council/Design Consultants	The landscape successfully reaches maturity. Birdlife is attracted to the locality.
	A proper maintenance regime should be implemented to ensure that the landscape successfully reaches maturity and is maintained	South Sydney City Council	

	in perpetuity.		
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5. PRINCIPLE: COMMUNITY SAFETY			
Objectives	Actions	Responsibility	Performance Measures
To create a facility which responds positively to local safety issues	Design of the development should be guided by principles of Crime Prevention through Environmental Design (CPTED).	Design Consultants	The facility is continually active and attracts significant patronage.
	Day and night time activities should be programmed to promote an active, well patronized facility.	South Sydney City Council Facility Management	

6. PRINCIPLE: SKILLS DEVELOPMENT			
Objectives	Actions	Responsibility	Performance Measures
To allow opportunities for programs which contribute to skills development across the community.	Design of the community facility to provide spaces and facilities suitable for workshops, training and education.	South Sydney City Council/Design Consultants	Regular, well patronized skill development programs operate within the facility.
	Within the confines of the recreational zoning, management is to encourage leases aimed specifically at community skill development.	South Sydney City Council/Community Services/Facility Management	

7. PRINCIPLE: COMMITMENT TO AN OUTCOME			
Objectives	Actions	Responsibility	Performance Measures
To complete a development in keeping with the vision for the land within three years.	Council is to progress the adopted masterplan in accordance with the works program included in this Plan of Management and is to receive and assess six monthly reports on the progress of the works program.	South Sydney City Council	The works program is being adhered to at each six monthly assessment, the proposed park is operational within one year and the proposed community centre is operational within three years.

8. PRINCIPLE: SUSTAINABILITY			
Objectives	Actions	Responsibility	Performance Measures
To complete a development that is cost effective and environmentally and socially sustainable.	The development is to be guided by a professionally prepared cost plan and business plan.	South Sydney City Council	A cost and business plan is prepared for management of the facility and adhered to.
To ensure that development of the land is structured to evolve with the local community.	The facility is to undergo 'action research' assessment with major assessments occurring at 5 year maximum intervals.	South Sydney City Council	The development can be illustrated to have meaningful benefits for the local community.

To ensure that future decisions regarding development of the site involve meaningful community input.	Assessments are to include meaningful community consultation.	South Sydney City Council	The development stands up to scrutiny with regard to adherence to the principles of ecological sustainability.
To ensure that the development occurs within principles of ecological sustainability.	The design is to incorporate principles of ecological sustainability.	South Sydney City Council	

9. PRINCIPLE: CHILDREN AND YOUTH			
Objectives	Actions	Responsibility	Performance Measures
To cater to the needs of local children and youth of all ages, races, cultural backgrounds, sexual identities and gender.	Include facilities in the development i.e within the proposed building and park, that will be suitable for use of children and youth.	South Sydney City Council/Design Consultants	Programs for youth and children are in place and are well utilised.
To provide a supportive environment for children and youth.	Develop programs specifically targeted towards youth and children in the management of the facility.	South Sydney City Council/Facility management	
	Incorporate some form of playground facility in the park	South Sydney City Council/Design Consultants	

10. PRINCIPLE: ABORIGINAL CULTURE			
Objectives	Actions	Responsibility	Performance Measures
To acknowledge the significance of Redfern as a national and local centre for Australian Aboriginal culture.	The development is to be designed with significant involvement of members of the local aboriginal community.	South Sydney City Council/Design Consultants	The facility is well patronized by the local aboriginal community.
To provide facilities suitable for cultural expression by the local aboriginal community.	The development is to include references to the aboriginal significance of Redfern.	South Sydney City Council/Design Consultants	
	Management of the facility is to include programs aimed at expression of the local aboriginal culture.	South Sydney City Council/Facility Management	

11. PRINCIPLE: IMAGE AND IDENTITY			
Objectives	Actions	Responsibility	Performance Measures
To contribute to a positive local identity.	The development is to be designed and constructed so as to create a high quality	South Sydney City Council/Design Consultants	The development is well patronized and is considered as a positive attribute by

<p>To provide a facility in which all members of the community can express their background and identity.</p>	<p>environment that the people of Redfern and Chippendale can be proud of.</p>		<p>the local community.</p>
<p>To foster a sense of ownership by the local community.</p>	<p>Activities at the facility are to be orientated towards fostering the positive attributes of the local community.</p>	<p>South Sydney City Council/Facility Management</p>	
<p>To accommodate activities that give expression to the positive and special aspects of the community.</p>			

The Local Government Amendment (Community Land Management) Act, 1998 requires that the Plan of Management specify the purposes for which the land or buildings will be permitted to be used, the purposes for which any further development of the land will be permitted, whether under lease or licence or otherwise, and the scale and intensity of any such permitted use.

Uses recommended to be permitted on the land have been derived from a list of uses for the site identified by the community through the consultation process. These have been tested against uses permissible under the zoning of the land and synthesized into the following list:

For the area categorised as park, permissible current and future uses will include:

- Recreational activities and facilities
- Sporting activities and facilities
- Markets, festivals, performances and cultural events
- Commercial enterprises that contribute specifically to the recreational, physical, cultural, social and intellectual welfare of the local community and are consistent with the objectives of the zoning of the land under the South Sydney Local Environmental Plan, 1998
- Uses that are consistent with the core objectives for management of community land categorised as a park as listed in the Local Government Amendment (Community Land Management) Act, 1998.

For the area categorised as general community use, permissible current and future uses will include:

- Activities centres
- Indoor sports
- Workshops
- Childcare facilities
- Library and computer facilities
- Markets, festivals, conferences, performances, rehearsal space and cultural events
- Archival space
- Meeting and office space
- Commercial enterprises that contribute specifically to the recreational, physical, cultural, social and intellectual welfare of the local community and are consistent with the objectives of the zoning of the land under the South Sydney Local Environmental Plan, 1998
- Uses that are consistent with the core objectives for management of community land categorised as community land as listed in the Local Government Amendment (Community Land Management) Act, 1998.

For both areas, the listed uses of the land and the buildings thereon are to be of a scale and intensity that is consistent with a local recreational facility. The activities are

not to be of a scale or intensity that will have any adverse impacts on the amenity of the local neighbourhood.

Leases and licences over the land or buildings thereon will be permitted only for uses that are consistent with the permissible uses described in this Plan at Section 6.3.

The Plan provides that short term leases over the land should be granted subject to Council consent and the requirements of s.46 and s.47 of the Local Government Act, 1995 and the Local Government Amendment (Community Land Management) Act, 1998.

It is recommended that for the first five years of the Plan, leases or licences should not be granted for periods greater than 5 years and that no lease or licence granted over the land should extend past the time at which the five year performance review of the Plan is to occur.

Sources for funding of the facility may include:

- Section 94 contributions
- Sale of Council owned land at No. 2–40 Hugo Street Chippendale
- Funding from Council voted contributions
- Corporate sponsorship
- State and Federal government agency sources
 - Metropolitan Greenspace Program of the NSW Department of Urban Affairs and Planning
 - Arts Council grants
 - Department of Sport and Recreation capital assistance program
 - Commonwealth cultural / recreational facilities programs
 - Aboriginal affairs agencies

7.1

Introduction

Masterplanning is a process which, through analysis of physical characteristics and the requirements of current or future users, attempts to create a “best fit” strategy for development of a parcel of land.

The masterplan for the future development of the Wilson Bros site is a response to:

- The expressed needs of the local community identified through extensive consultation with the community, South Sydney Council and relevant government and private agencies; and
- The consultants’ professional assessments of the physical nature of the land and its environs.

In the case of this particular Study, the masterplan is very much the culmination of the process of consultation. It constitutes a strategy for the physical implementation of the vision statement for the land which, in turn, has been synthesized from the community identified principles for development and management of the land.

7.2

Process

The masterplan for development of the Wilson Bros site was synthesized directly from the outcomes of the community consultation process. The principles for development of the land, identified during the consultations and prioritised at the final workshop, formed the basis for the content of the masterplan. The form of the masterplan was informed by the assessment and development of the three options for development that occurred at the design workshop.

7.3

Site Analysis

Figures 7,8 and 9)

7.3.1 LAND USES

Figure 6 is an excerpt from the South Sydney Local Environmental Plan, 1995 indicating the zoning of the Wilson Bros site and surrounds. The immediate locality is zoned for medium density residential development (apart from the Wilson Bros site and Yellowmunde Park). Heights of development surrounding the site are restricted in the South Sydney Council Development Control Plan, 1997 to two storeys, to three

storeys (9 metres) on land fronting the rail line and to four storeys (12 metres) on some Lots along Cleveland Street.



Figure 7: Zoning of the Study Area in the South Sydney LEP

Figure 7 indicates existing landuses in the Study Area. The site is located in a context of medium density residential development of two storey terrace houses, circa 1900. Streets are narrow (at 10m from boundary to boundary) and local open space consists of relatively small parcels of parkland. Light industrial and commercial landuses occur on the northern edges of the study area.

7.3.2 CIRCULATION (Figure 8)

Redfern Station is a major destination for regional and local pedestrian traffic. Secondary destinations include the shops and local pubs in Abercrombie Street, local parks, the current headquarters of the Redfern Aboriginal Company in Holden Street and the Aboriginal Housing Company at Lawson and Eveleigh and Merraweena Childcare and Aboriginal Support centre in Eveleigh Street.

Cleveland Street and the rail line are regional movement corridors. Abercrombie and Lawson Streets are sub-arterial roads and Lawson Street is a significant pedestrian thoroughfare for movements from Sydney University and Redfern shops to and from

the station. Within the Study Area, vehicular movements tend to be quite light and pedestrians move freely through the whole area, generally unencumbered by vehicles. In some ways the streets within the Study Area function as surrogate open space – games, conversations and general movements from place to place occur randomly and constantly on the streets.

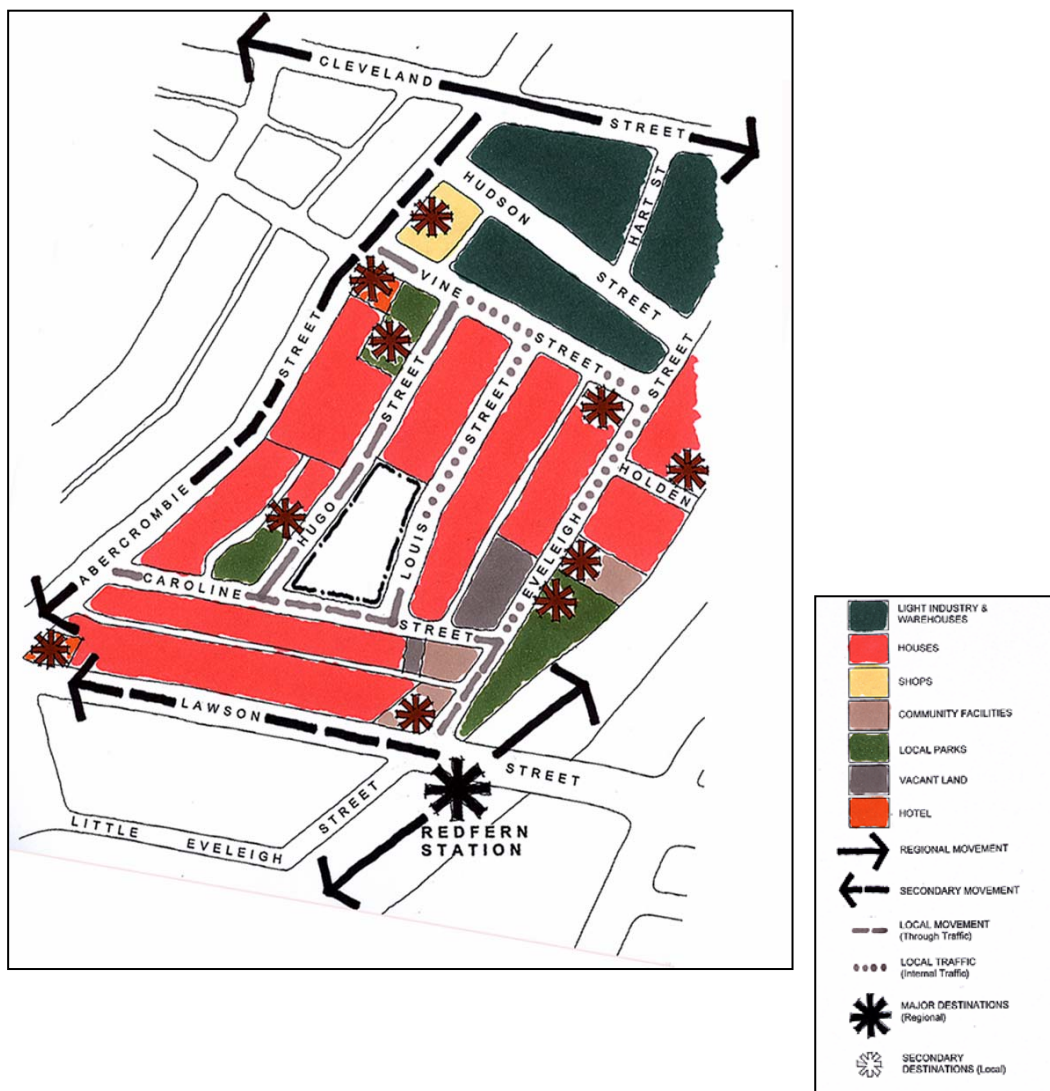


Figure 8: Local landuse and circulation patterns.

7.3.3 SPATIAL CHARACTER AND SURVEILLANCE (Figure 9)

Views within the study area tend, in most cases, to be truncated by buildings and the precinct tends to be inwardly focused with regard to spatial character. Exceptions to this occur notably at the top (southern) end of Eveleigh Street in the vicinity of Pemulwuy Park where expansive views are available down Eveleigh Street, towards the Wilson Bros site and north to the skyline of the Sydney Central Business District. Views to the north are also available from the upper levels of three storey buildings, including the northern building on the Wilson Bros site. The area in the immediate

locality of the site, including Yellowmundee Park, Caroline Street and the southern end of Hugo Street, is a defined space with a pleasant visual character. Caroline Street constitutes a significant spine and provides a visual link across the Study Area from Abercrombie Street to Pemulwuy Park.

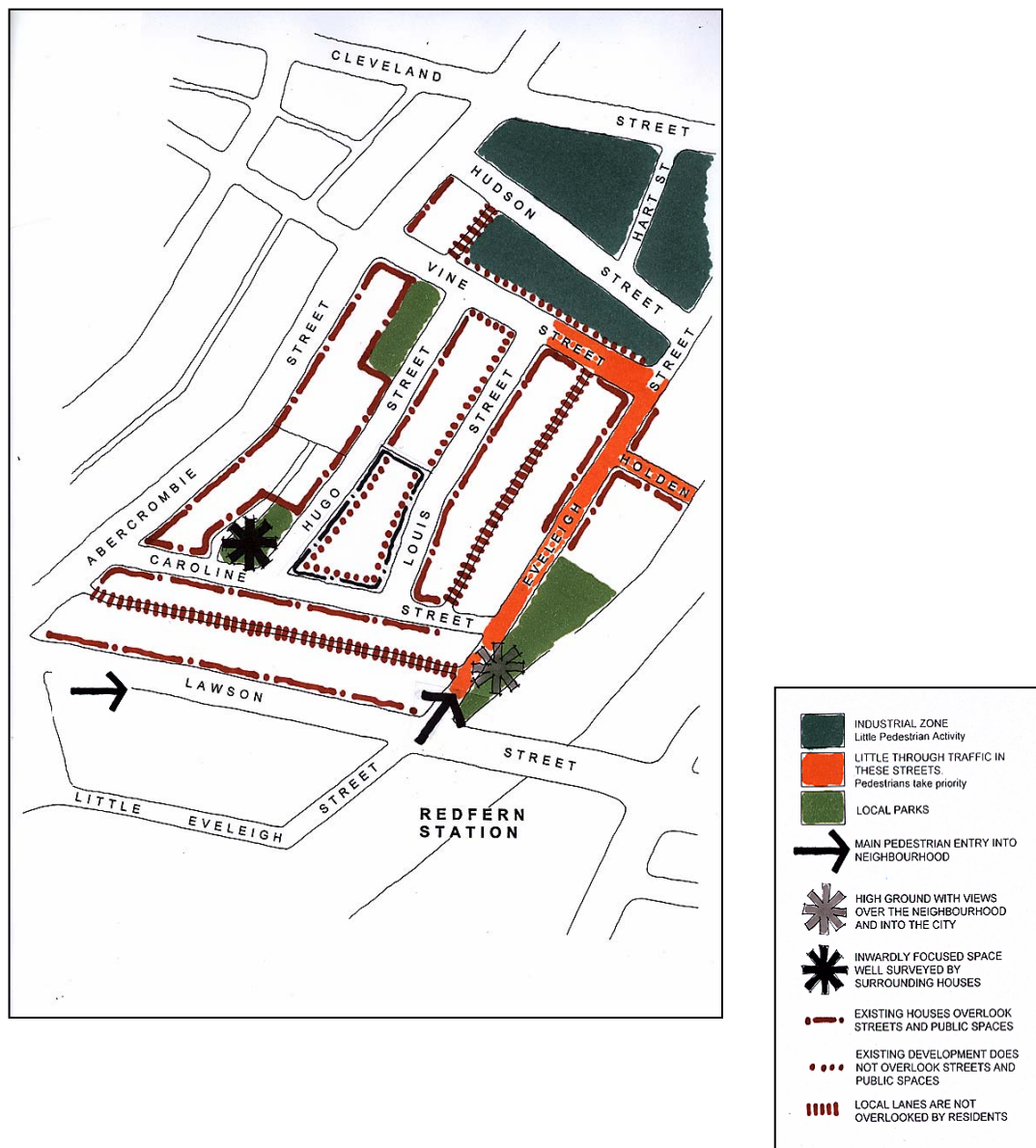


Figure 9: Spatial Character and Surveillance

7.3.4 OPPORTUNITIES AND CONSTRAINTS (Figure 10)

Opportunities emerging out of the site and locality and constraints on development of the Wilson Bros site have been defined through the site analysis and out of the community consultation process.

OPPORTUNITIES

- Create recreation facilities aimed specifically at serving the local community of Redfern and Chippendale
- Create a safe and high quality facility that will enhance the positive attributes of the Redfern/ Chippendale community
- Provide useable open space in a heavily urbanised and developing area
- Create opportunities for positive interactions between the members and groups within the local community

- Promote and foster understanding of the local aboriginal community and of aboriginal culture generally
- Create a central community place for Redfern/Chippendale
- Create visual links to other parks in the locality, to Redfern Station and to the city
- use existing building stock on the land to provide community facilities

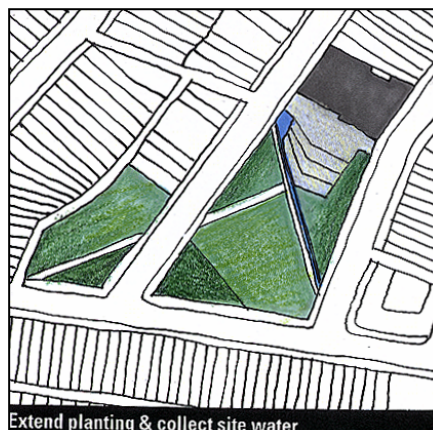
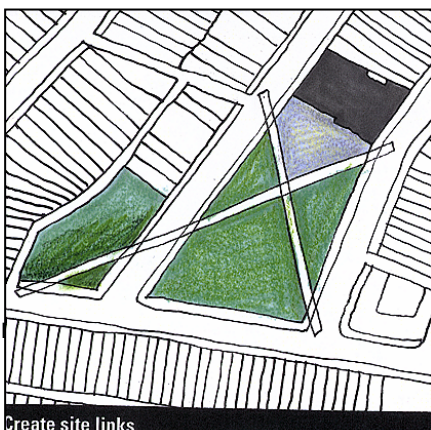
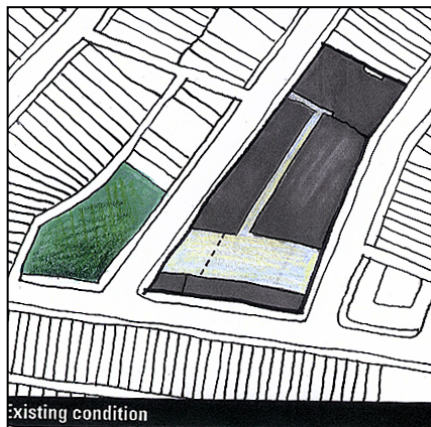
- Perceived crime problem in the locality
- Impacts of the drug culture on crime and local safety
- Barriers to local pedestrian movement and access to the site
- Zoning constraints – development of the land is required to satisfy the objectives of the zoning under the LEP



Figure 10: Opportunities and Constraints

The proposal for development of the site is illustrated on the masterplan drawings at **Figure 10**. The elements of the proposal include:

- Demolition of all buildings existing on the site apart from Building 2 (the three storey masonry building at the northern end of the site);
- Refurbishment of the remaining building as a community centre including:
 - Workshop space
 - Activity rooms
 - Exhibition space
 - Meeting and office space
 - A resource and information facility
 - A large multi-purpose space
 - Toilet and kitchen facilities
- Development of a park and paved amphitheatre within the area previously occupied by the other buildings on the site to incorporate outdoor spaces for:
 - Informal sports and children's activities
 - Performance and gathering
 - Outdoor markets
 - Community gardens and community arts projects
- Some reworking of Yellowmunde Park to integrate it with the proposed new park and to incorporate a children's playground
- Streetscape treatment aimed at:
 - Integrating the proposed development into the context of its surroundings
 - Providing further opportunities for community art
 - Strengthening Caroline Street as a visual spine between Abercrombie Street and Pemulwuy Park.



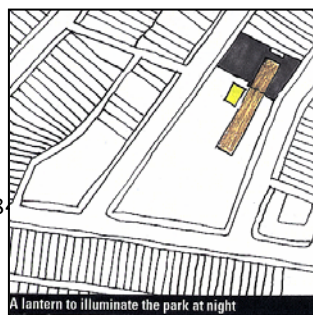
The options presented to the local community for development of the Wilson Bros site during the consultation process fell into three broad scenarios:

- The “all park” option, proposing demolition of all existing buildings and development of the entire site for local open space;
- The “building and park” option, proposing a community centre in a new or refurbished building and a park on the remainder of the land; and
- The “all building” option, proposing almost full development of the site for indoor community based activities, either in new buildings or through refurbishment of the existing building stock.

The former and latter of these three scenarios were, in the end, rejected by the consultants as it was considered that neither adequately addressed the aspirations of the community for development of the site. The proposed development, based on the “building and park” option, and including in the Plan of Management a strategy for performance review and reassessment of community needs, is considered to best address the aspirations of the local community and best respond to the characteristics of the site and its surroundings.

The principle ways in which this occurs are:

- The community has identified a list of activities that it wishes to see accommodated within the developed Wilson Bros site. In essence, these activities translate into an expressed need for a place for local community activities and for local open space in the light of a rapidly increasing local population. A park and community centre is the most appropriate combination of facilities to address this dual need.
- The community has expressed a need for a facility that is flexible and can adapt to the rapidly changing needs of a dynamic community. The proposal is simple in form to allow opportunities for ongoing development if required. A strategy is incorporated in the Plan of Management for ongoing assessment of the performance of the proposed facility in order to gauge what additional development may be appropriate in the future.
- The masterplan takes a sustainable and economically responsible approach to development of the site by retaining and refurbishing existing building stock that is sound and useable and by clearing away unsound structures to create local open space.
- In response to community aspirations for a facility which promotes social harmony, the masterplan proposes a community precinct linked visually and physically to the local area and accentuates existing visual links across the locality so as to facilitate social interaction both at the site and through the neighbourhood.



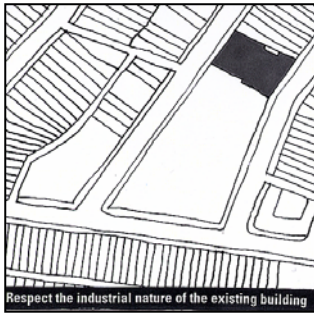




Figure 11: Masterplan - Context



Figure 12: Masterplan- Site Plan

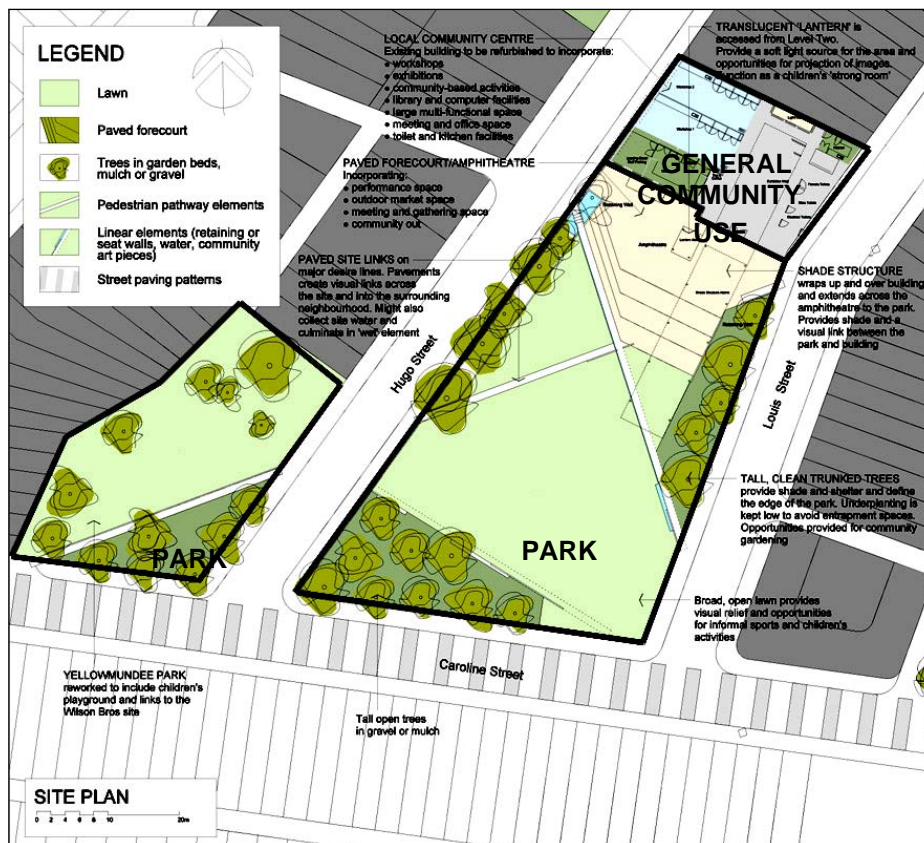


Figure 13: Masterplan– Land Categories

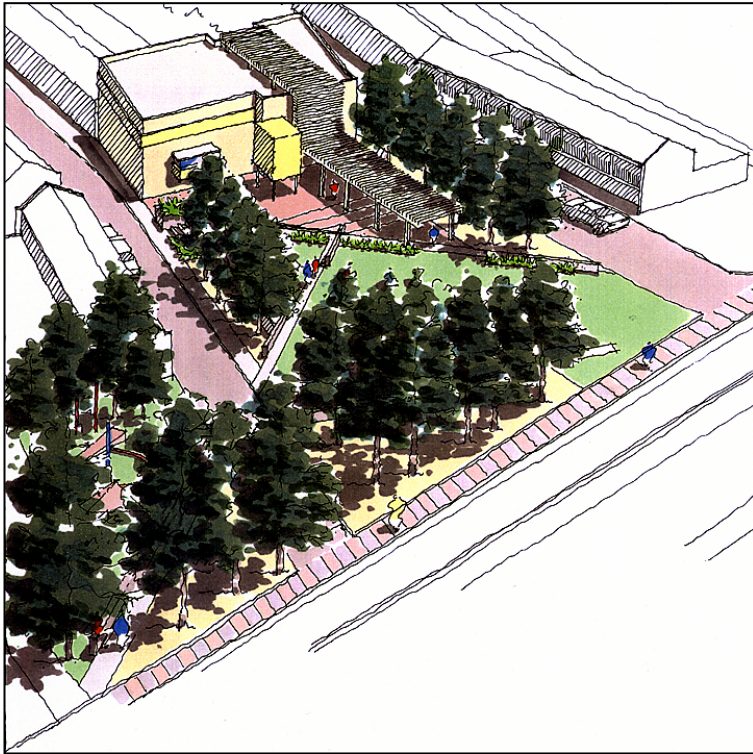


Figure 14: Masterplan– Bird's Eye View from Southwest

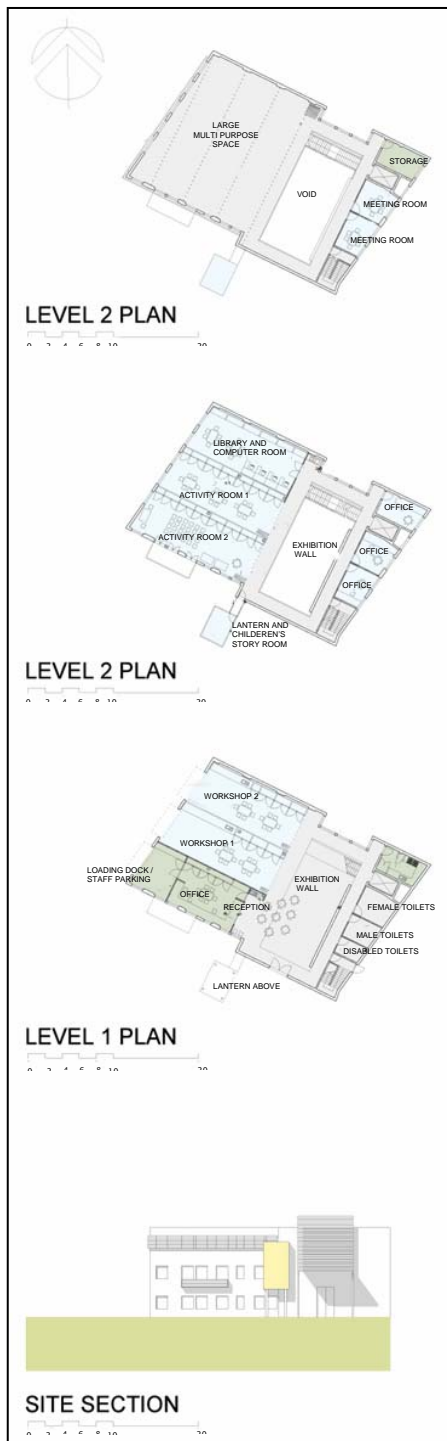
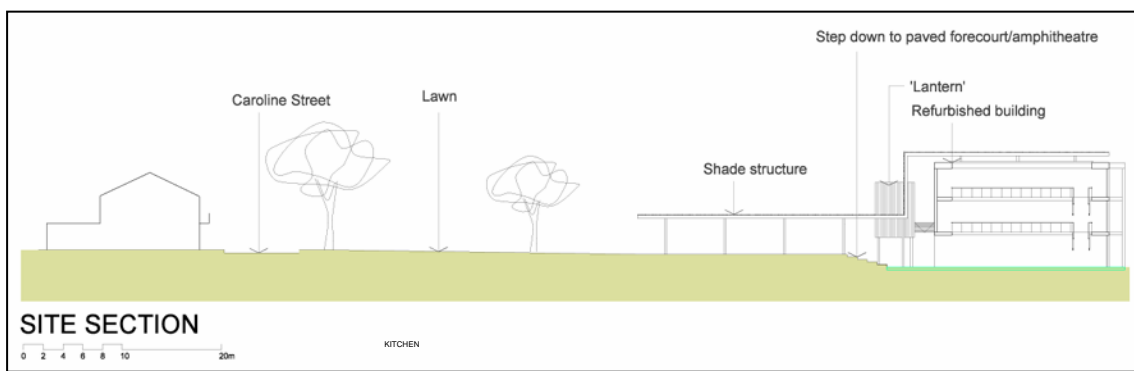


Figure 12: Masterplan – Building Principles and Site Sections



8.0 IMPLEMENTATION AND PERFORMANCE

8.1 Mechanism for Implementation of the Masterplan

It is proposed that design development and construction of the community centre and park should occur with maximum effective involvement of the local community. An appropriate model for development of the design out of the masterplan would be through a program such as the Community, Environment, Art and Design grants program offered by the Australia Council. This model for design development facilitates active involvement by communities in the planning and design of public environments and creates a direct and effective link between the design team and the community.

It is proposed that the park component of the masterplan should be implemented at the outset of the project, with appropriate coordination with the Community Centre design.

Concurrent with design development of the park, a series of planning studies should occur to ensure proper implementation of the community centre component of the masterplan. These studies should include but should not be limited to construction cost planning, management and financial planning, neighbourhood impact assessment, traffic and parking management. Design development of the community centre should occur in conjunction with these investigations.

Table 2 indicates a schematic work schedule aimed at achieving the target operational dates indicated in the values and objectives schedule at Table 1. Also included is an opinion of probable cost for construction of the various components of the masterplan.

ACTION		COMPLETED BY	OPC
1.00	PRE-CONSTRUCTION PERIOD		
1.01	Community Centre Planning	January 2000	\$ 30,000
1.01.01	Neighbourhood impact assessment		
1.01.02	Construction cost planning		
1.01.03	Management and financial planning		
1.01.04	Traffic and parking management		
1.02	Design and Documentation	April 2000	\$ 350,000
1.02.01	Prepare design brief & schematic design		
1.02.02	Development application prepared		
1.02.03	Design development and tender documentation		
1.02.04	Construction tender		
2.00	CONSTRUCTION PERIOD		

2.01	Phase 1: Demolition/Contamination clearance		\$ 250,000
2.02	Phase 2: Construct park on Wilson Bros site / refurbish Yellowmundee Park.	December 2000	\$ 290,000
2.03	Phase 3: Streetscape works	December 2000	\$ 100,000
2.04	Phase 4: Building refurbishment	December 2002	\$2,000,000
	Opinion Of Total Construction/Consultant Costs		\$3,020,000

Table 2: Construction Timing and OPC

8.2 Mechanism for Review of the Plan of Management

(LGA s.36(3)(d))

The Plan requires the following mechanism for performance review with respect to the Plan's objectives and performance targets as described in Table 1:

- Six monthly reviews of works progress to occur during the design / construction period;
- Ongoing internal reviews of the operations of the community facility from opening to five years after adoption of the Plan;
- A major review at five years after adoption of the Plan to ascertain current community needs, the success of the facility in meeting these needs and its financial viability; Decisions to be made at the completion of the five year review as to future strategies for further development of the site.

8.3 Implementation of the Facility Management Structure and Performance Review

Table 3 provides a timetable for implementation of the management of the proposed community centre and the performance review process, along with estimates of running and review costs.

	Action		
3.00	FACILITY MANAGEMENT		
3.01	Appoint facility manager	December 2002	
3.02	Ongoing assessment and granting of leases and licences over the land.		
3.03	Salaries, running and maintenance costs		\$ 300,000
4.00	PERFORMANCE REVIEW		
4.01	Ongoing reviews of progress in implementation		\$ 10,000
4.02	Detailed performance review at 5 years	December 2004	\$ 30,000

Table 3: Management Timing and OPC

8.4 Options for Management of the Proposed Community Facility

Management of the proposed community centre could be approached in a number of ways. Three possible management structures are briefly described and discussed here. Advantages and disadvantages of each structure are listed and a preferred management structure is recommended. Management options will require further scrutiny in the investigations of feasibility of the community centre to follow the adoption of the Plan of Management.

8.4.1 MANAGEMENT BY A PRIVATE ORGANISATION HOLDING A LEASE OVER THE LAND

Leasing of the community centre would be permissible under the Local Government Act provided that the specific uses proposed were consistent with those described in this Plan.

Under this structure, the management body would be obliged to manage the facility in a manner that facilitates the needs of the local community. It is possible that the body would also be required to contribute, either financially or in kind, to the upkeep and development of the facility.

Advantages of this management structure

- The management body may be required to contribute to the development and/or upkeep of the facility;
- Council would be relieved of some of the immediate day to day responsibilities of operating the facility;
- It is possible that management of the community centre could be carried out by the users of the site.

Disadvantages

- The potential exists for restriction of use of the site to one or a number of groups
- This May be perceived as alienation of the site
- Council has diminished control over operations of the facility

8.4.2 MANAGEMENT BY A NON-PROFIT PROVIDER OR A COMMUNITY MANAGEMENT BOARD

The centre may be managed by an existing non-profit provider or board of community representatives. Specific programs and one-off capital costs could be provided by Council to ensure affordability and access to all sections of the community.

Advantages:

- The management body may be required to contribute to the development and/or upkeep of the facility;
- Council would be relieved of some of the immediate day to day responsibilities of operating the facility;
- Community management would be a popular structure with the community

Disadvantages

- Membership of the community management board could be controversial
- Council would have limited control over the operation of the facility

8.4.3 MANAGEMENT BY COUNCIL

Council would act as the sole management body and would be responsible for development of the centre and its programs, day to day operations and all administration.

Leases could be granted in accordance with this Plan and assistance might be requested as conditions of leases for development or running costs.

Advantages

- Council would have maximum control over the operation of the facility
- The structure avoids controversy with regard to perceived restriction of use of the development

- Council would be in the most convenient position to accurately monitor the performance of the facility in addressing the needs of the local community.
- Council would provide a single non-biased contact point for management of the facility.
- Council would be in a strong position to get the facility “up and running”

Disadvantages

- Sole management by Council would have time and financial implications for Council

8.4.4 RECOMMENDED MANAGEMENT SCENARIO

It is considered that at least in the short term, the most appropriate management structure for the facility would for Council to act as a sole manager. In order to establish the centre and its community programs, Council should appoint a fulltime facility manager to be based on site. The facility manager should be an appropriately qualified person with skills in community development, mediation and conflict resolution and experience in cross cultural programs. Part time staff should then be appointed by the manager as and when required to run the programs. Leases would be granted by Council as it sees appropriate and the centre manager would carry out day to day administration of the leases.

9.0 FUTURE STRATEGIES FOR DEVELOPMENT OF THE LAND

The community consultations have pointed to a strong need for a flexible strategy for development of the Wilson Bros site so that the site can be allowed to develop in response to the changing nature and needs of the community. In response, the Plan of Management includes a strategy for assessment of performance of the facilities proposed in the masterplan and a number of possible scenarios for future development of the land should a need for additional facilities be identified.

The strategy includes regular internal performance reviews followed by a major review at five years after adoption of the Plan of Management. Should a need be identified for additional buildings on the site, then a series of three possible scenarios are suggested for their accommodation (**Figure 16**).

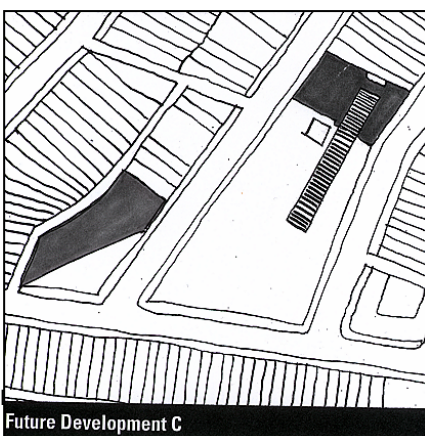
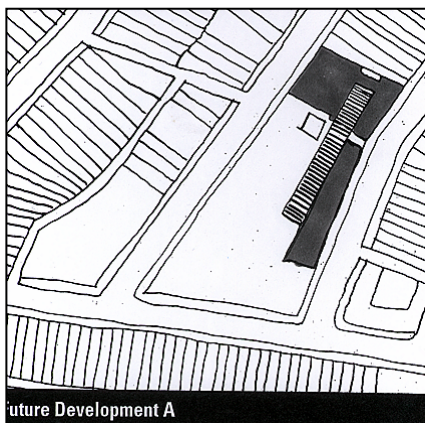
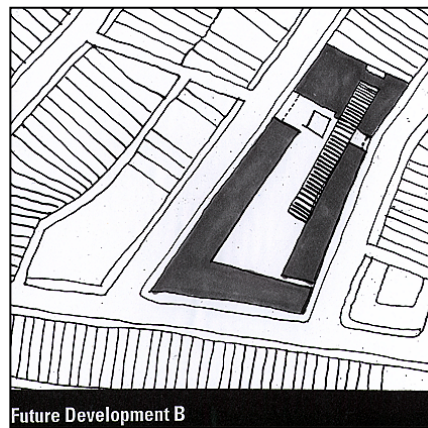


Figure 16: Masterplan – Possible future building opportunities

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