

## DEVELOPING THE CONCEPT PLAN FOR THE KAVHA MASTERPLAN

Eric Martin and Associates has been engaged to prepare a concept plan for a masterplan for the Kingston and Arthur's Vale Historic Area. EMA is joined by SGS Economics and Planning and The Stafford Group.

Eric Martin (EMA) and Clare Wall (SGS) will be on Norfolk Island from 29 October to 5 November 2016 to consult with people and organisations interested in contributing to the development of this plan.

When the work at Cascade Pier is completed and new tenders are purchased to improve the transfer of passengers it is expected that there will be an increase in the number of cruise ships stopping at Norfolk Island and the number of day visitors to the Island.

The Heritage Management Plan (HMP) endorsed earlier this year establishes that there should be sustainable tourism which involves balancing environmental, cultural, social and economic demands to deliver intergenerational equity.

The HMP outlines five key principles in relation to sustainable tourism on Norfolk Island:

- Tourism should provide positive and engaging visitor experiences which communicate heritage values
- Tourism should support local traditions
- Tourism should provide benefits to local people
- Tourism at the KAVHA site should minimise impacts on heritage values
- The tourism industry should be contributing partners in the conservation and management of the KAVHA site.

The HMP states the tourism objective as:

*Tourism within the KAVHA site will be managed to provide visitor experiences that exceed expectations, minimise site impacts and deliver benefits for local people through collaborative partnerships with the tourism industry.*

It details key strategies under the following headings:

- Sustainable tourism
- Visitor experience
- Conservation
- Community benefits
- Communication of heritage values
- Industry partnership.

### Site Management Objectives

The Masterplan looks specifically at the issues and opportunities for the development of KAVHA. These site management objectives are:

- Promoting economic development on Norfolk Island;
- Providing a sustainable revenue stream for KAVHA: such as proposing efficient, non-intrusive, methods for imposing (non-resident) site entry charges, considering mechanisms for those commercial operators who current use the site to contribute to its ongoing maintenance and care, and other opportunities for private sector involvement in the site;
- Improving the capacity of the site to manage the expected increase in cruise ship arrivals to Norfolk Island once the refurbishment of Cascade Pier is completed in late 2017;
- Conserving the site's significant heritage values;



- Improving the quality and range of authentic experiences for visitors;
- Ensuring KAVHA remains relevant and accessible to the local community; and
- Examining options to utilise buildings on the site for commercial, not for profit and community purposes.

## Consultation

This is an essential part of developing the Masterplan and the intention is that there be wide-ranging engagement with all stakeholders and parties with an interest in the future of KAVHA. The consultation will include a variety of methods including:

- Meetings/discussions with businesses, organisations, interested groups and individuals while the team is on Norfolk Island from 29 October to 5 November 2016.
- Opportunities to provide suggestions and comments direct to Eric Martin & Associates by email or other means.
- Opportunities to contribute ideas, and comments via electronic or paper survey forms.
- Opportunities for further comment on general views expressed at the consultations, which will be posted on the EMA website.

Some areas to be explored are:

- How to ensure KAVHA provides a unique experience for visitors but meets community needs.
- How to engage with NI businesses to maximize visitor experience of KAVHA.
- What are the strengths, weaknesses, opportunities and constraints and how to overcome the negative aspects and build on the positive.

Some of the issues to be considered and reported on include:

- **Enhancing community access to KAVHA**
  1. What are the priority improvements to infrastructure/open space required/desirable to enhance community use and access to the KAVHA site?
  2. What new opportunities for the community to engage with the site could be considered when planning for the future?
  3. Are their appropriate community uses for any of the buildings within KAVHA including those currently occupied – what are they/which assets could be used? In what ways could these uses contribute to the other management objectives for KAVHA?
- **Improving visitor experiences, amenity and economic returns**
  1. What are the priorities for improving site orientation for visitors?
  2. What are the priority visitor facilities and amenities, including accommodation of the expected increase in cruise ship passenger arrivals?
  3. Are their alternate uses for the existing assets that may enhance visitor experiences?
  4. What are the new or emerging commercial opportunities that should be planned for?
  5. How can commercial operators contribute to the ongoing maintenance and care of the site?
  6. What are the opportunities for the private sector to invest?
  7. How best to maintain quality of experience?
  8. What opportunities for new experiences are there to be explored?
- **Heritage Conservation**
  1. What do stakeholders perceive as the major threats or risks to the heritage values of the site– how can these be mitigated?



2. What features of the site are stakeholders most satisfied with? How can these features be retained while still achieving the other objectives?

- **Landscape and natural values**

1. What values of the setting do stakeholders value the most?
2. What are the perceived risks to natural values – how might these be mitigated?
3. Are there other ways/events that could be considered to capitalise on natural and landscape values?

A more detailed discussion paper and other supporting material are available at [www.emaa.com.au](http://www.emaa.com.au) and copies will be available for viewing when the team are on the island.

Comments, submissions and invitations to meet are most welcomed by the team.

Eric and Clare will be based at No 11 Quality Row and are available to meet with any organisation group or individual, from 31 October to 4 November 2016 here or at venue preferred by others. People are invited to drop in between 2 and 4pm on Monday, Wednesday or Friday. Outside these hours Eric and Clare will be holding scheduled meetings either here or at another agreed venue. Please email us at [eric@emaa.com.au](mailto:eric@emaa.com.au) or phone on 1100 612 6260 6395 to set up a meeting. Comments, submissions and ideas can also be sent to this email address or discussed directly with Eric on this number.

Islanders and visitors are also invited to respond to a questionnaire which will be loaded onto the website in the week commencing 24 October 2016. Hard copies of the questionnaire will be available from No 11 Quality Row between 30 October and 4 November 2016.

There will be a general open forum on Thursday 3 November 2016. Timing and location details will be notified on [www.emaa.com.au](http://www.emaa.com.au), advertised in the Norfolk Islander and posted on the door at No 11 Quality Row.

Eric Martin AM

20 October 2016

