

KAVHA: CONCEPT PLAN FOR A MASTERPLAN A PLAN FOR ACTION AND THE FUTURE OF KAVHA

DISCUSSION PAPER

Background to the project

The Department of Infrastructure and Regional Development is preparing a Masterplan for the Kingston and Arthur's Vale Historic Area (KAVHA).

The first phase of the project involves the development of a concept plan with input from community consultation and presented in a report.

Although a World Heritage Site, KAVHA can change and evolve and new initiatives can occur. The end result needs to aim for the best conservation outcome.

Outcomes

The expected outcomes will be:

- A report in 2016 for acceptance in early 2017;
- A program of implementation with some new initiatives commencing in 2017 with other mid and longer term actions in the following years; and
- A structured approach to a new phase of KAVHA working to an agreed Masterplan that will provide visitors with a unique experience and be more financially viable for all participants.

The Team

Eric Martin and Associates has been engaged to undertake this phase of the project. EMA is joined by SGS Economic and Planning, an organisation with extensive experience in the creation of economic strategies to enhance urban and regional development and The Stafford Group who bring extensive commercial tourism experience.

Principal team members are:

- Eric Martin AM, (Eric Martin & Associates) an architect with 40 years' experience who has been working on Norfolk Island as architect, heritage consultant and access consultant since 1981;
- Clare Wall, (SGS Economics and Planning) who has considerable experience in the development of strategies through close cooperation with clients and stakeholders and who prepared the Economic Development Strategy for Norfolk Island, and
- Albert Stafford (the Stafford Group) who has undertaken similar projects on the Cook Islands and Lord Howe Island. His company is providing some advice to the NI Tourist Bureau.

Context

KAVHA is on the World Heritage List as part of a serial listing of convict sites in Australia and as such has some of the best conserved examples of colonial buildings in Australia. Despite this many Australians are unaware of the significance of the site.

2015/16 visitor numbers were about 28,000, mainly flown in by the 5 flights per week and one additional flight per week at peak times.

It is understood that the average age of visitors is 60+.

Apart from the Museum, the site does not have a significant revenue base other than government contributions.



Existing Information

The following existing reports have been considered and can be accessed through www.emaa.com.au :

GML, *Kingston and Arthur's Vale Heritage Area Heritage Management Plan 2016*

SGS, *Norfolk Island Economic Development Strategy, 2015*

Ashley Fuller & Associates, *A Tourism Strategy for the Kingston and Arthur's Vale Historic Area, 2011*

ACIL Tasman, *Norfolk Island Economic Development Report, 2012*

Joint Standing Committee on the National Capital and External Territories, *Same Country, Different World, 2014*

ANAO, *Audits of the Financial Statements of Australian Government Entities for the period ended 20 June 2015*

Deloitte Access Economics, *Norfolk Island Government Business Analysis – Phase two analysis, 2014*

New Information Gathered

Consultation with Carnival Cruiselines indicates that they believe they could attract 100,000 visitors per year to Norfolk Island with a weekly visit of 2,000 people after Cascade Pier is upgraded and special larger tenders are provided to transport visitors from ship to pier. A lead time of about 18 months is required. Visitors could spend a day on the Island returning to the ship in the late afternoon.

Explorer Cruises and other cruise lines are also potentially interested provided Norfolk Island and KAVHA can provide the experiences desired by their patrons.

Additional air flights can be provided if the demand exists. Visitors who fly in tend to stay 7-10 days and enjoy a more relaxed exposure and opportunity to explore the Island.

The following reports have been prepared as part of this project:

KAVHA HMP 2016, HMP extracts re Tourism

Review of Existing Information

Current Building Usage

These can be accessed at www.emaa.com.au.

Consultation has occurred with similar projects including:

Parks Australia, Norfolk Commonwealth Marine Reserve, Pilot Tourism Project.

KAVHA Heritage Management Plan (HMP) Tourism Aspects

The Heritage Management Plan (HMP) dated April 2016 is a final report but is defined as 'draft' while it awaits ministerial approval. This current version will be used for this study.

The HMP is a document that guides all actions that may occur in KAVHA to protect the heritage values. It clarifies issues to address.

The Masterplan is a vision for the future and the HMP is a document that assists the process.

The HMP 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.

The HMP details key strategies under the following headings:

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

Key recommendations are contained on p134 of the HMP.

Site Management Objectives

These include:

- 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 Norfolk Island. 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, comments via social media.
- Surveys of visitors and the community using a questionnaire.



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 are the new opportunities for the community to engage with the site that could be considered when planning for the future?
3. Are there appropriate community uses for any, including those currently occupied, of the building assets within KAVHA – 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 those to accommodate the expected increase in cruise ship passenger arrivals?
3. Are there 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. Opportunities for new experiences to be explored.

- **Heritage Conservation**

1. What are the major threats or risks to the heritage values of the site perceived by stakeholders – how can these be mitigated?
2. What are the features of the site that stakeholders are most satisfied with? How can these features be retained while still achieving the other objectives?

- **Landscape and natural values**

1. What are the values of the setting that 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?

24 October 2016

