

# Masterplan Development Consultation

**Conrad  
Gargett**



Conditions, Opportunities, Analysis and Options for the Development of a Site Masterplan  
For the Kingston & Arthur's Vale Historic Area World Heritage site, Norfolk Island



PREPARED FOR DEPARTMENT OF INFRASTRUCTURE, TRANSPORT, REGIONAL  
DEVELOPMENT AND COMMUNICATIONS

APRIL 2022- REVISION A



# Presentation Contents

What is a Site Masterplan?

Section One	Consultation Purpose	
Section Two	Challenges, Opportunities and Options	
	1. Arrival, entry and orientation	– Visitor Centre Options
	2. Management and rationalisation of the museum experience and collection	– Museum Location Options
	3. Interpretation and new visitor experiences	– Interpretation Options
	4. Insufficient revenue generation to support visitor and site management	– Food and Beverage Options – Accommodation Options
	5. Support for Community Uses	– Kingston Pier Options – Prisoner's Barracks Options – Emily Bay Options
Section Three	Next Steps	

## What is a Site Masterplan?

A Site Masterplan looks holistically at a site and considers the opportunities for sustainable development. This combines input from architectural, heritage, history, landscape and tourism expertise.

In the Kingston Masterplan, opportunities will be synthesised into key principles to guide the development of the site over time.

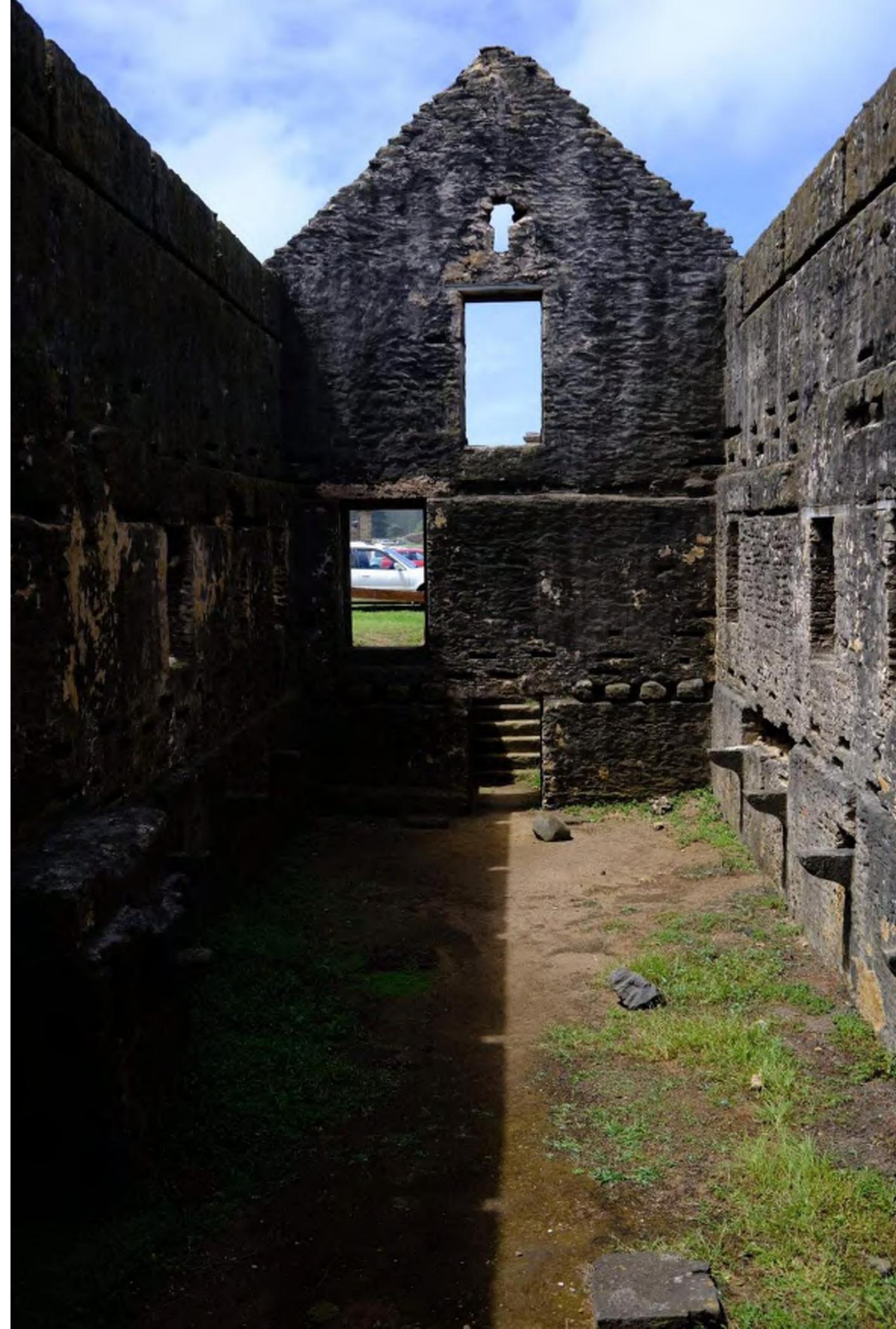
The final document will be a graphic and engaging presentation of the Kingston site for use by the public, key stakeholders, site managers and government bodies.



## What is a Site Masterplan?

The Kingston masterplan will aim to capture opportunities for:

- New and existing tourism and educational offerings
- Retention and reimagining of existing significant heritage structures
- Appropriate new uses and commercial offerings
- Infrastructure and new buildings to better facilitate existing and new uses
- Enhanced cultural landscape
- Enhanced living cultural and community values
- Physical and programmed interpretation to reinforce the historical significance of the site



# Section one — Consultation Purpose

## Consultation Process

Round One Feb/March 2022 – SMP & HMP  
Information gathering and site analysis  
& consultation for the draft HMP

Round Two April 2022 – SMP only  
Options testing and process presentation

Round Three September 2022 – SMP only  
Draft Masterplan Presentation

## Purpose of this Consultation – Round Two

To consult with you (the community and key stakeholders) to assist us to develop the site masterplan.

This is your opportunity to have a voice in shaping the masterplan to guide the future of the Kingston site.

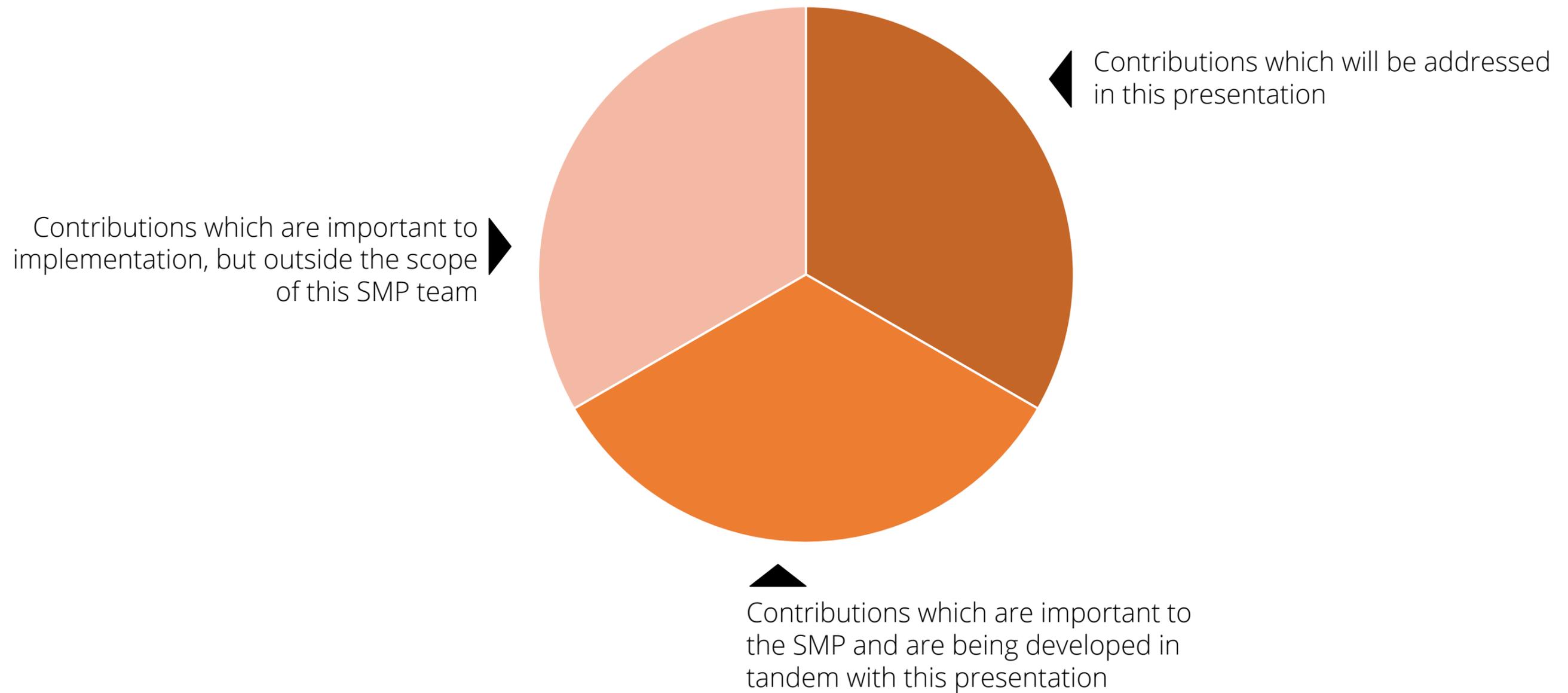
We will share our understanding and analysis of the key conditions and opportunities on the site

We will put forward options for your comment.

We would value your feedback on the conditions, opportunities and options. Your feedback will shape the development of the Site Masterplan



# Consultation input to the Site Masterplan



## Consultation Focus

### What we are not focusing on

During our February 2022 on Island community consultation conditions of site governance and site management were raised by many of the stakeholders.

We acknowledge that these are important conditions for the future of the site and to enable the final SMP to be adopted and actioned.

Site governance and management are not part of this SMP and are being addressed by the Department of Infrastructure, Transport, Regional Development and Communications. Building condition and maintenance will also be assessed and addressed in the HMP.

### What we are focusing on

Our focus is on developing an SMP to guide the future of the site. This consultation will focus on;

- Sharing what we heard from you on Island in February 2022
- Sharing our understanding of the site
- Sharing of our understanding of some of the key conditions and opportunities (not an exclusive list)
- Putting forward options for the future for comment (we know there will be varying opinions)

## What we've heard from you so far Round One Consultation

We were on Island from 26<sup>th</sup> February 2022 to 6<sup>th</sup> March 2022 and consulted with the following key groups;

- Norfolk Island Administrator
- Council of Elders
- KAVHA Advisory Committee
- KAVHA Community Advisory Group
- Attendees of the Community Drop in Session
- KAVHA Maintenance Staff
- Tourism Operators
- Museum Managers & Staff
- Students and parents at the School Drop in Session
- Cattle Association
- Parks Australia
- Flora and Fauna Society
- KAVHA Tenure holders



## What we've heard from you so far Round One Consultation

Across the broad range of groups, ages and demographics we heard;

- A diverse range of opinions across ages groups and demographics who were passionate about the site (views on the site and what is important varied greatly)
- That the Kingston Site site is a significant place for all those who live on Norfolk island
- The site is a significant cultural site for the Pitcairner descendants and their families and is a key place for holding gatherings, cultural events and activities (as well as for daily life)
- Access to the site at all times for locals is important
- A loss of activity and vibrancy across the site owing to many former community uses being relocated
- The need to generate more funds for visitor and site management through commercial visitor activity
- The need to refresh experiences to reflect changing visitor profiles and visitor needs and expectations
- The need for greater usage of many of the buildings on the site

## What we've heard from you so far Round One Consultation

We received specific suggestions and ideas about:

- Improved visitor arrival, orientation and introductory experience
- Community spaces including for cultural activities and clubs
- Larger scale gathering space capable of holding events and performances
- Facilities and gathering space at Emily Bay
- Better food and beverage offer and the opportunity to stay overnight on the site
- Safe walking and cycling routes for children and families
- Support for events on site including infrastructure, amenities and storage
- Signage, fencing, bins, picnic tables and shelters and traffic management (both for and against)

## What we want to hear from you

We will present our understanding of the site along with existing challenges, opportunities and options.

We would like you to provide your input on:

- Your thoughts on the options presented, including your preferred options
- Any additional options you think we have missed
- Any refinements you would recommend to the options proposed

All of these options are for your input and to spark discussion on the future of the Kingston site.

After this second round of consultation, we will use your feedback to help identify certain options and develop the Site Masterplan.



## Section two — Challenges, Opportunities and Options

Consultation and site analysis identified the following challenges and opportunities:

- 1. Arrival, entry and orientation**  
There is currently no clear arrival and entry point for visitors and a lack of orientation once on site
- 2. Management and rationalisation of the museum experience and collection**  
Museum experience across four locations with remote collections store
- 3. Interpretation and new visitor experiences**  
There are many untold stories and layers of history to be revealed on the site
- 4. Insufficient revenue generation to support visitor and site management**  
The site needs revenue raising tourism product to reinvest it in enhanced visitor and site management
- 5. Support for Community Uses**  
As a “living site” it often lacks vitality and needs core community and visitor uses to support a critical mass of activity throughout the year

Note: Other challenges and opportunities were identified and will be addressed in the Draft SMP



# 1. Arrival, Entry and Orientation



 **Queen Elizabeth II Lookout**  
*Kwlin Elleabeth II Lukaut*

*The pines, which have been particularly spoken of by Captain Cook, . . . is the most conspicuous of any tree here, they grow to a prodigious size and are proportionately tall. . . I employed the carpenters of the Sirius while here, to cut down a few sticks. . . 34 Trees were cut down*

Source: Norfolk Island Museum



**Full View of Kingston**  
*Put yvuu' Kingston*

From this vantage point you can clearly see . . . from east to west . . .

1. Cemetery Reserve
2. Quality Row
3. Heapan Island
4. Phillip Island
5. Emily Bay
6. Government House
7. Swamp / Kingston Common
8. Prisoner Compound
9. Landing Place Ridge / Kingston Pier
10. Military Row

Welcome to the QEI Lookout which surveys the Kingston and Arthur's Vale Islands Area (KIA). The lookout was named after and opened by Her Majesty Queen Elizabeth II on 19 February 1974. From here you can see very clearly the western side of the Norfolk Marine Park, the island and the surrounding Norfolk Island's unique history, environment and culture.

The island was uninhabited when the British arrived on Norfolk, however artefacts found suggest that the island and the surrounding area were populated by Torresian people between 3000 and 2000 years ago. Some of these artefacts can be viewed in the Norfolk Island Museum.

The remains of the Torresian settlement at Emily Bay are the only physical evidence of the seafarer's known extent of East Polynesian migration.

About half of the Norfolk Islanders descend from Tahitians and Bougainvilleans who, being overthrown Captain William Bligh en route to the West Indies, settled on Pitcairn Island in 1790. When that island became unsuitable for their growing families, 164 people, including a baby born at sea, migrated to Norfolk Island.

They sailed on the *Moravian* and landed here on 8 June 1855, a date now celebrated annually as Bounty Day.

The first colonial outpost was established on Norfolk Island only 9 weeks after the British landed at Sydney Bay in January 1788. It was primarily intended to exploit and develop the resources of the island. The settlers, including 18 convicts, cleared land and built a settlement which formed the core of the present day.

They named the bay Sydney Bay and the town Sydney Town. By the 1800s the town had been renamed King's Town, later Kingston. The colonial instructions were to cultivate the natural flora and fauna for maritime industries and claim the territory for Britain. The sea was weak and unreliable for the production of sails and ropes and the area proved equally useless for ship's stores.

Despite initial success in farming and cultivation, which supported the struggling early settlers on the Australian mainland, the remote settlement ultimately proved unsustainable. When the settlement was abandoned in 1855 the timber buildings were burnt, leaving nothing but stumps and ruins. The fields, farms and many of the

buildings were abandoned by the settlers. It would be 9 years before any official visit back to Norfolk.

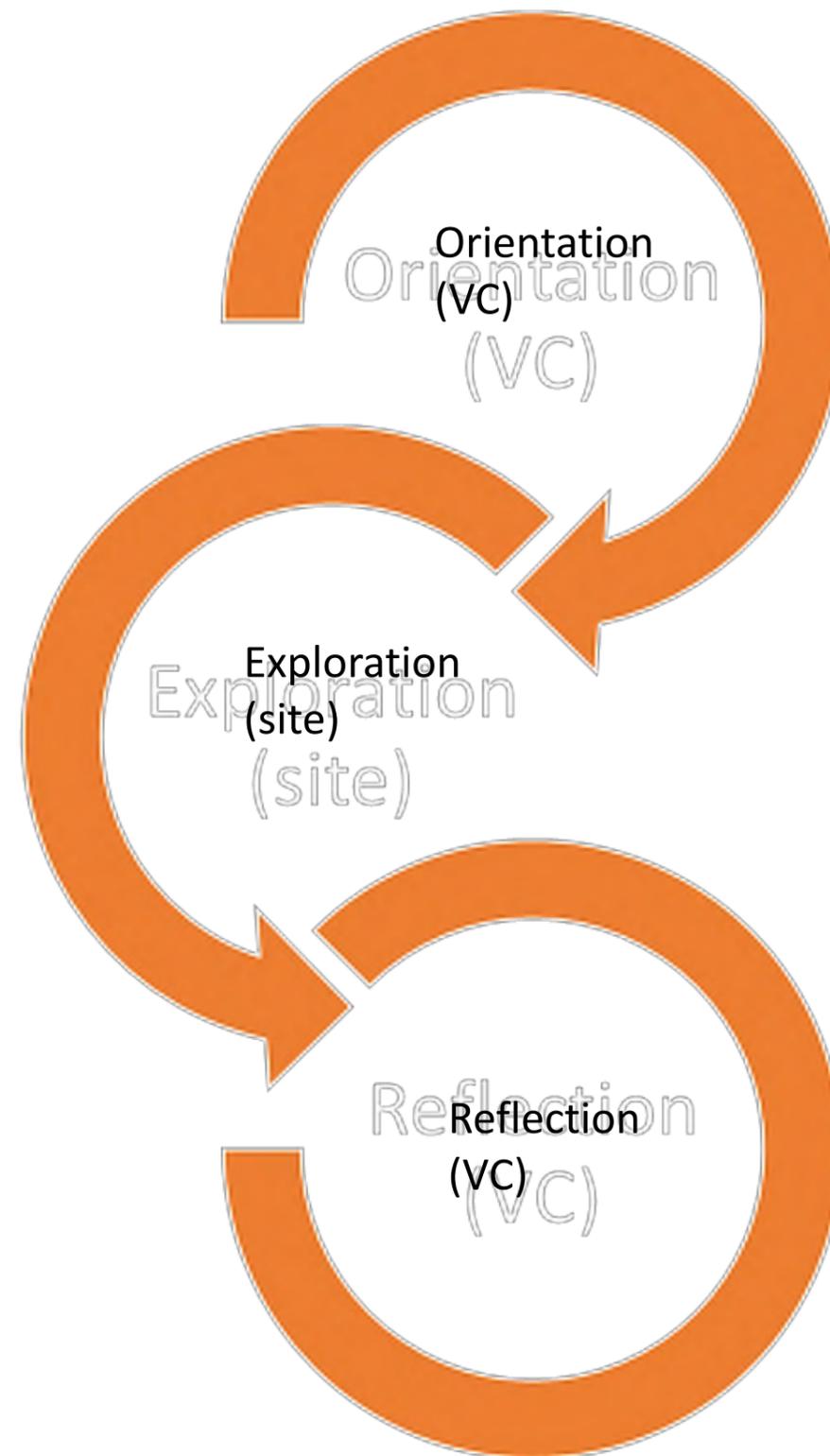
Most of the buildings you see below date from the British Penal Government 1825-1855. During this time Kingston was redeveloped with what the British Government described as being "the most beautiful of colonies", including surrounding corridors and private gardens from Ireland. Although renowned as a beautiful place, the convict colony at Norfolk did experience early attempts at prison reform (BAC 1848) when Commandant Charles Alexander Macquorra was appointed and introduced a more humane mark-based system here.



# Conditions and Opportunities

## Discussion of the conditions;

- The site is currently accessed and entered from 4 entry roads and has **no clear primary entry point**
- The site has **no designated gathering point** for orientation for visitors
  - QE2 lookout does this partially but has no facilities or shelter
  - The interim facility in the Settlement Guardhouse at the pier is too small for the long term
- The site has **no interpretive introduction for visitors**, no basic facilities and logistical support
- The site has **no clear structured routes** or sequence of stories for visitors (particularly self guided)
- There is minimal KAVHA management presence and interaction with visitors
- There is no opportunity for final reflection and creating an overall conclusion to the experience



# Conditions and Opportunities

## Potential opportunities;

- To create a designated primary entry for visitors (locals can use all entry points)
- To provide a facility for gathering, orientation and an interpretive introduction to the site - through a dedicated visitor centre (in a new building or existing building reused)
- To create connected walking trails and routes
- To provide appropriate signage to facilitate the above
- To provide flexible spaces for community and cultural uses



## Core and value adding elements of visitor centres

### Core elements of a visitor centre

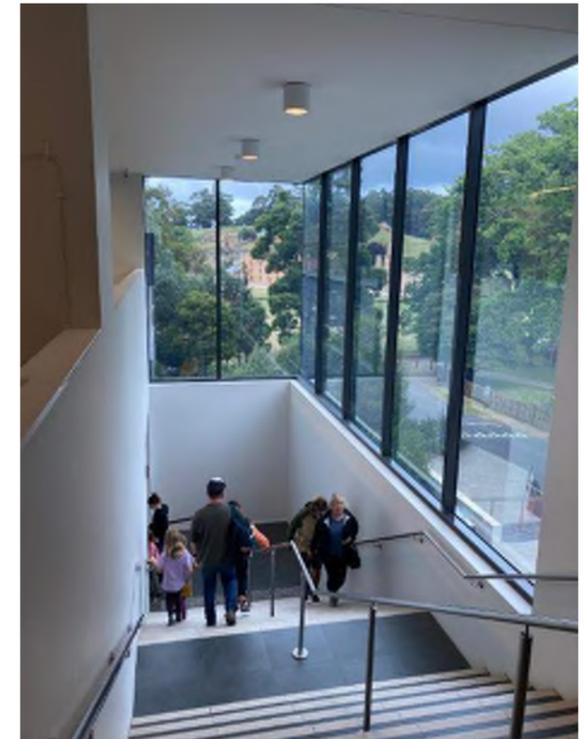
- Introductory displays and ideally customer service on how to experience whole site
- Introductory interpretation on site significance
- Locally relevant souvenirs and logistical support elements (eg. hats, coats))
- Parking for coaches and cars
- All access amenities

### Value adding elements of a visitor centre

- Located close to arrival entry
- Offers a view of the site to support introduction
- Offers kiosk or café to support longer stay
- Offers a feature exhibition less able to be delivered on site
- Offers flexible spaces for community uses and revenue generation (eg cultural demonstrations, meetings and functions)
- Offers collection storage and conservation
- Integrate Tourist Information Centre to create a one stop shop

# Visitor Centre Exemplar images

Port Arthur Visitor Centre – scale appropriate to a larger tourist site



# 1. Arrival, entry and orientation

## Options for siting of a new visitor centre



NORFOLK ISLAND KINGSTON + ARTHUR'S VALE HISTORIC AREA. 1:5000 © A#

# 1. Arrival, entry and orientation

## Options for siting of a new visitor centre

Images of site options



Option A – Former Paradise Hotel



Option A – Former Paradise Hotel



Option B – Near QEII Lookout



Option C – Arthur's Vale



Option D – New Military Barracks



Option E – The Pier (The Landing site)

# 1. Arrival, entry and orientation

## Options for siting of a new visitor centre

### Option A – Former Paradise Hotel Site

## Discussion of Option A;

### Strengths;

- Greenfield site allows for purpose built design
- Sloping site with significant level change enables multiple levels including concealed basement (potentially for collections store and concealed car parking)
- Has some views across the site
- No archaeology on the site
- Could include commercial offerings to offset running costs
- Low impact on WH values and can be concealed with vegetation
- Good location to start a circular walking route starting at the Polynesian site

### Constraints;

- Semi-remote location might lose some visitors enroute
- Close to the Cemetery
- Close to Quality Row Duplex - impacts on WH values



# 1. Arrival, entry and orientation

## Options for siting of a new visitor centre

### Option B – Near or above the Queen Elizabeth II Lookout



### Discussion of Option B;

#### Strengths;

- Located on ideal visitor arrival route to site
- Minimal impact on WH site values
- Remarkable views to orientate visitors & introduce site
- Sufficient area to include many optional roles (collections store, cultural centre)
- A greenfield site (if available) would allow for a purpose design building
- Significant commercial potential to offset costs
- Potential for transport for tourists to/from site – buggy or bus

#### Constraints;

- Procurement of a greenfield site
- Disjunct restart travel into site – pedestrian trail link?

# 1. Arrival, entry and orientation

## Options for siting of a new visitor centre

### Option C – Arthur's Vale Adjacent to the watermill site



### Discussion of Option C;

#### Strengths;

- Located on a potential visitor arrival route to the site
- Minimal impact on WH site values
- Sufficient area to include many optional roles (collections store, cultural centre)
- A greenfield site (if available) would allow for a purpose design building
- Significant commercial potential to offset costs
- Potential for transport for tourists to/from site – buggy or bus

#### Constraints;

- Remote from the main site - pedestrian trail link?
- Impacts on the WH values for Arthur's vale would need to be managed
- Limited views to orientate visitors & introduce site

# 1. Arrival, entry and orientation

## Options for siting of a new visitor centre

### Option D – New Military Barracks



### Discussion of Option D;

#### Strengths;

- Located close to a potential visitor arrival route to the site
- Reuse of existing buildings
- Potential to integrate museums in above levels (or in new built form replicating the locations of other former buildings on the NMB site)
- Potential to remove parking on the NMB site and provide new parking behind the Commissariat Store site

#### Constraints;

- Parking area in WH landscape will impact values and should be removed
- Limited views of the site (at ground level) to orientate & introduce
- No large space / high ceiling for theatrette
- Limited value add uses can be accommodated (unless new built form can be added to the site)

# 1. Arrival, entry and orientation

## Options for siting of a new visitor centre

### Option E – The Kingston Pier (NW)

### Discussion of Option E;

#### Strengths;

- Located within an activated area
- Kingston Precinct views
- Greenfield site allows purpose design building
- Start circular route with wharf arrival area
- Potential to use other buildings in the precinct for support functions – event spaces & F&B

#### Constraints;

- Site has archaeological significance – building over would be difficult
- Site has high cultural use values and is frequented by locals to watch the pier
- Management of impacts on WH values
- Limited parking area, particularly for coaches



## 2. Management and rationalisation of the museum experience and collection



## Conditions and Opportunities

### Conditions;

- The moveable heritage collections that are presented in museums and stored on site are at risk
  - Buildings are too close to the ocean and not designed for the purpose
  - The collection is being subjected to excessive temperature, humidity and saline influences
- The multiple museums have helped to differentiate collections and stories but is an inefficient approach to the museum management
  - generate duplication in content (same introductions and stories)
  - generate duplication in human resourcing
- There are many layers of the history and stories not told
- The larger collections storage offsite is not fit for purpose



# Conditions and Opportunities

## Opportunities;

- To consolidate some of the museums and collections in one location
- A single multi-winged museum could balance differentiation with efficiency & better conservation for display and stored collection
- To provide collection store closer to the museum
- To provide other spaces to tell other stories
- New facility could be colocated with Visitor Centre options



## How much moveable heritage needs to be stored?

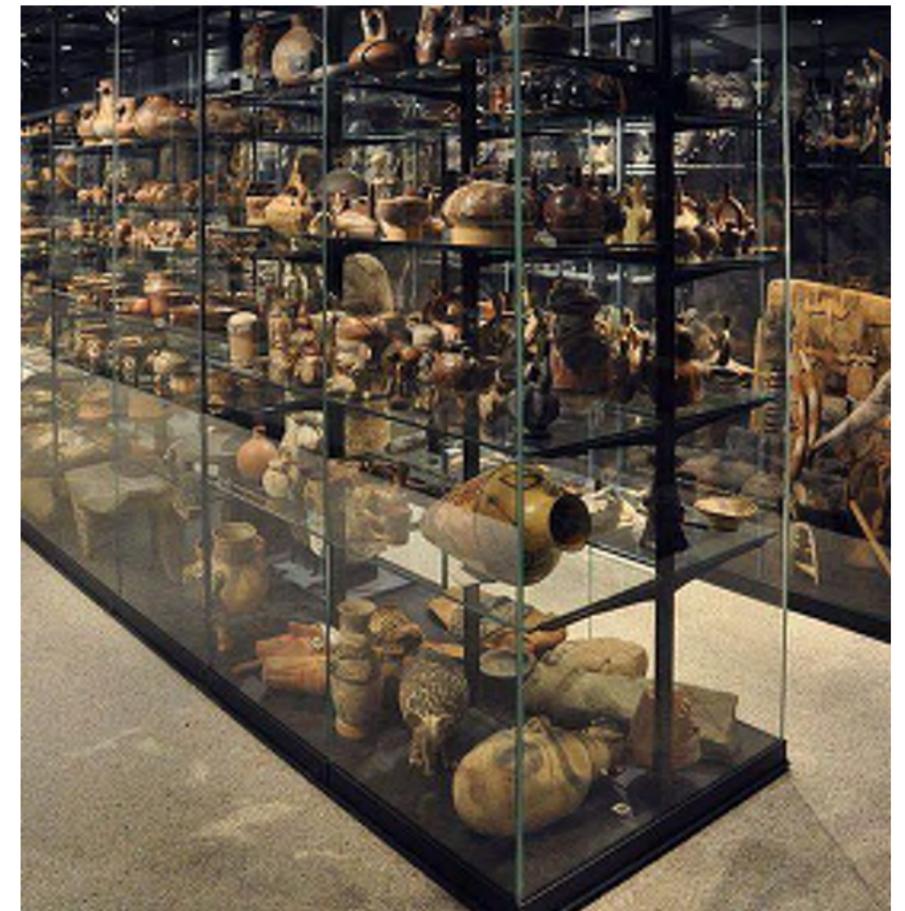
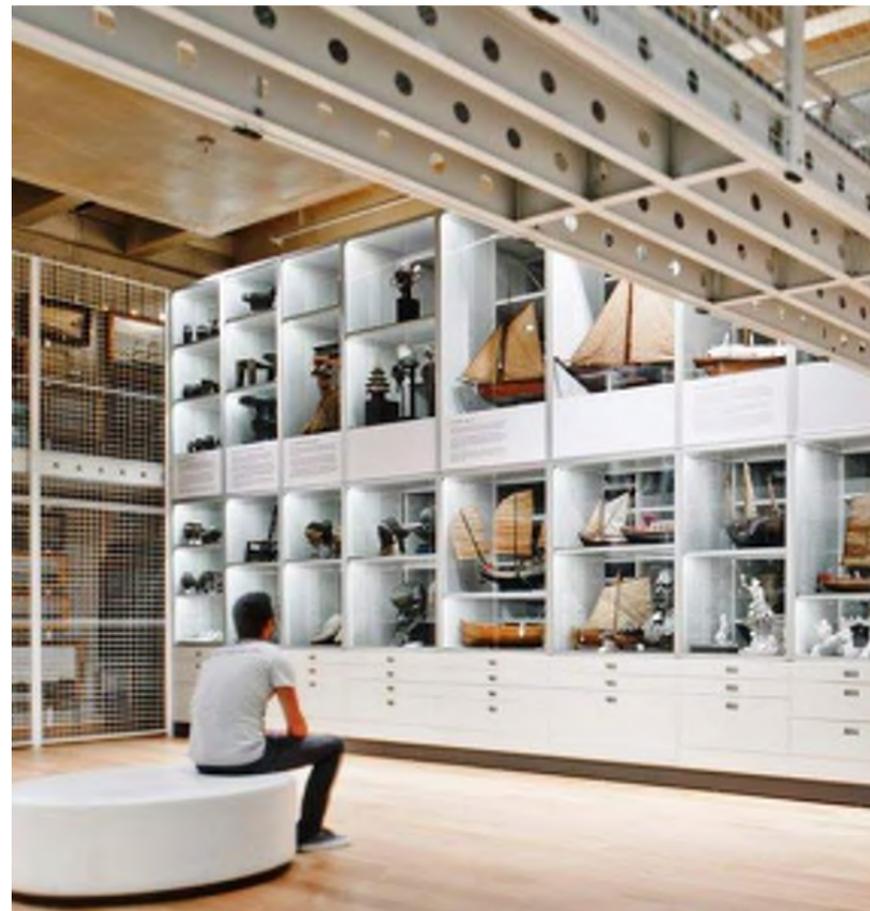
Sources	Contents	Lineal metres needed
Anzcan Building (house right of Anson Bay)	Sirius collection (45LM), large scale fixtures, metal, fabric, paper	190
Commissariat Store / Archaeological Museum	Paper, building materials, archaeological items, glass	20
#9 Research Centre (Royal Engineers Quarters)	Paper and photographs	15
Forecast growth and private collections	Paper and photographs	15
Total		240

Note: We have excluded the collection within the House Museum as it is better displayed in situ

## How much display area could be transferred?

Current venue	Interpretive displays	Admission & retail	Total LM
Sirius Museum	180	15	195
Archaeological Museum (Commissariat Store L1)	340	15	355
Pier Store Museum (Ground level)	118	30	148
Former REO (Royal Engineers Offices)	80	20	100
Total	718	80	843

# For inspiration – publicly viewable museum storage



Schaulager in Basel (Germany) presents best practice art storage with publicly accessible experiences, conservation areas and supporting research programs

# For inspiration – viewable collection conservation



## 2. Management and rationalisation of the museums



House Museum to remain in its current location in all options

## 2. Management and rationalisation of the museum experience and collection – Options for museum

### Option A – Retain museums in current locations but build a new storage and conservation facility

This option could include a new building in a new works depot or other location for collection storage and conservation

Fitout existing buildings with improved dehumidification and air conditioning

### Discussion of Option A;

#### Strengths;

- Some people like visiting different museums in different heritage buildings
- Keeping the existing museums in their current location is cheaper than building a centralised facility
- A new building for storing and conserving the collection in one location would offer a safer and more sustainable solution than the current situation

#### Constraints;

- The most important artefacts are on display, so keeping them in the existing buildings will result in their accelerated decline in condition and significance
- With limited resources and volunteers, operating multiple small museums that each require staffing is unsustainable
- Constrains the future use of the existing buildings – some buildings could have other appropriate uses

## 2. Management and rationalisation of the museum experience and collection – Options for museum

### Option B – Colocating and consolidating the museum collection in an existing building – New Military Barracks

This option could include a new building for collection storage and conservation

Transfer Archaeology Museum, Pier Store Museum and REO displays to wings of the building

Transfer the Sirius Museum into new visitor centre (if QEII or Paradise Hotel sites are chosen) as a feature exhibition with direct views of coastline



### Discussion of Option B;

Strengths;

- Less duplication and greater interconnectivity of museum displays
- More efficient operation, with longer and more reliable operating hours
- Safer collection
- Enhanced visitor experience

Constraints;

- Cost to adapt the building, fit out the building and transfer the collection

## 2. Management and rationalisation of the museum experience and collection – Options for museum

### Option C – Co-locating the museum collection in one location – new build facility with Visitor Centre

Create a new purpose built storage and conservation treatment facility underneath a new visitor centre providing 300LM underground capacity and public tours to view

Transfer multiple collections and anticipate forecast growth and private collections (843LM needed, 852LM available)

### Discussion of Option C;

Strengths;

- Greatest conservation outcomes for the collection
- Greatest opportunity for public to interact with the full collection (not just what is on display)
- Greatest interpretation impact

Constraints;

- Greatest development cost (new building, fitout and transfer of the collection)

### 3. Interpretation And Visitor Experience



## Conditions and Opportunities

### Conditions;

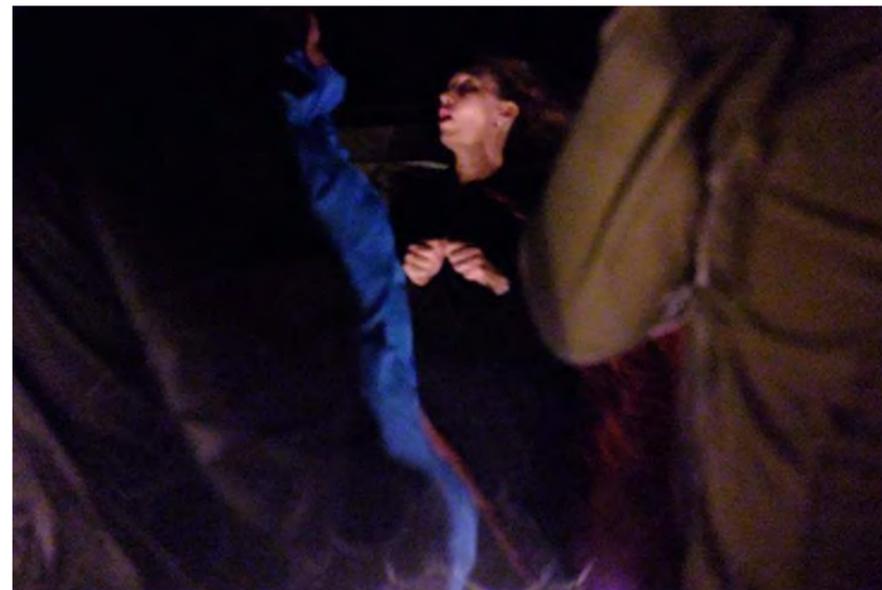
- The Pitcairner story is not clearly told on the site to visitors
- Existing signage is in the process of being refreshed
- Existing ruins don't tell the full story of convict's experiences where physical enclosures have been lost, including the sense of isolation in cells and the demands of physical labour
- There is an established existing market of tour providers but the product is not quality monitored (for visitor management and interpretation content consistency and accuracy)



# Conditions and Opportunities

## Opportunities;

- Maintain, support and enhance existing tour offerings with guide training and operator licensing
- Design a route throughout the site for visitors which helps tell the story
- Introduce new signage which gives enough orientating information without giving it all away for free
- Consider interactive interpretation which supplements spoken and written guides and tells the story of the convicts and their experiences
- Introduce new spaces which reflect the Pitcairner story



### 3. Interpretation And Visitor Experience



NORFOLK ISLAND KINGSTON + ARTHUR'S VALE HISTORIC AREA. 1:5000 @ A#

## 3. Options for Interpretation And Visitor Experience

### Option A – The Lighterage Story

Interpret the story of lighterage at Kingston Pier with the display of original boats in situ. This could occupy the existing boat sheds and include interpretive signage to tell the story of the Pier as a working site



Existing lighterage boats and boatshed at Kingston Pier

### Discussion of Option A;

#### Strengths;

- Continues the story of the Pier as a working site
- Provides appropriate storage and display of existing significant lighterage boats
- Demonstrates and continues the use of the boat sheds

#### Constraints;

- Requires relocation of existing maintenance workshops
- Cost of ongoing maintenance of the display

### 3. Options for Interpretation And Visitor Experience

#### Option B – Develop a Museum of Governance

Reinstate the former legislative assembly fitout in its original location with interpretation which tells the story of self government. Rooms could house displays and artefacts from the time which represents the lived experiences of Norfolk Islanders



Evidence of former Council fitout, joinery and furniture in storage as part of the museum collection

#### Discussion of Option B;

##### Strengths;

- Opportunity to tell the story of self governance on Norfolk Island
- Original fitout and space are intact and able to be reconstructed without conjecture
- Existing fitout can be better conserved in situ than in storage
- Potential for Trial of 15 to be conducted here
- Reinstated fitout could be used as an educational space and used for important meetings and gatherings

##### Constraints;

- No access to the second floor for people with disabilities
- Access to the chamber would need to consider security of ongoing courthouse functions

## 3. Options for Interpretation And Visitor Experience

### Option C – The Crankmill

Interpret the Crankmill with recreated crankmill mechanism and soundscape to allow visitors to experience the manual labour of convicts

Consider whether the crankmill should be covered to protect existing structure



Existing Crankmill mechanism in the Commissariat Store Museum

### Discussion of Option C;

Strengths;

- Unique piece of surviving history which can be told on the site
- Enhances existing museum offering by recreating a piece from the collection in a way that can be used/interacted with
- Contemporary roof structure could protect the ruined structure from further deterioration

Constraints;

- Any new work must be sensitive to high value heritage fabric
- Crankmill mechanism must consider user safety
- Access into the crankmill is limited – tight, steep, uneven steps

### 3. Options for Interpretation And Visitor Experience

#### Option D – The New Gaol

The New Gaol is in a ruined state which does not tell the full story of the inhabitants imprisonment, including the use of blackout confinement cells.

There is potential for a colocated lightweight interpretive structure which reproduces the scale of a single cell and helps visitors understand this experience



Example of contemporary interpretive structures  
Cascades Female Factory, Tasmania

#### Discussion of Option D;

Strengths;

- Enhances the legibility of the existing remnants without detracting from the visitors experience of the original fabric and setting
- Any structure can be designed in contemporary way which is lightweight and removeable

Constraints;

- Any new work must be sensitive to high value heritage fabric
- Access around the gaol is uneven and not suitable for people with mobility issues

## 3. Options for Interpretation And Visitor Experience

### Option E – The Prisoner's Barracks

The Prisoner's Barracks building is not evident in above ground archaeology. Landscape design could be used to tell the story of the use of this site within the existing boundary walls



Example of landscaped interpretation of former structures  
Cascades Female Factory, Tasmania

### Discussion of Option E;

Strengths;

- Tells the story of the site and its function
- Landscape surfaces could be used for new functions including to facilitate outdoor events
- Landscaping can manage traffic over existing underground ruins
- Surface finish is totally removeable and not invasive to existing heritage fabric

Constraints;

- Any new work must be sensitive to high value heritage fabric

### 3. Options for Interpretation And Visitor Experience

#### Option F – Increasing Access to the Government House

Access is limited to only monthly opening hours which does not capture the majority of visitors.

Proposal to increase visitation hours for the Government House reserve, including potential to reinstate the Parterre gardens and croquet lawn.



Character image of reinstated gardens

#### Discussion of Option F;

##### Strengths;

- No physical changes required to accommodate increased visitation
- Helps tell the story of colonial governance on the site in contrast to convict conditions
- Provides an opportunity for tours to access the site and appreciate the house from the outside

##### Constraints;

- Requires permission and coordination with Island Administrator
- Increased security provision around the house

## Other Stories which are not told

We know there are more stories on the site which are not being told by interpretation, signage or structures. These include:

- Enhancing the Polynesian story
- Telling the story of the engineering of the site including the creek, drainage and watermill
- Telling the story of the agricultural history of the Vale

We value your thoughts and feedback to add to this list

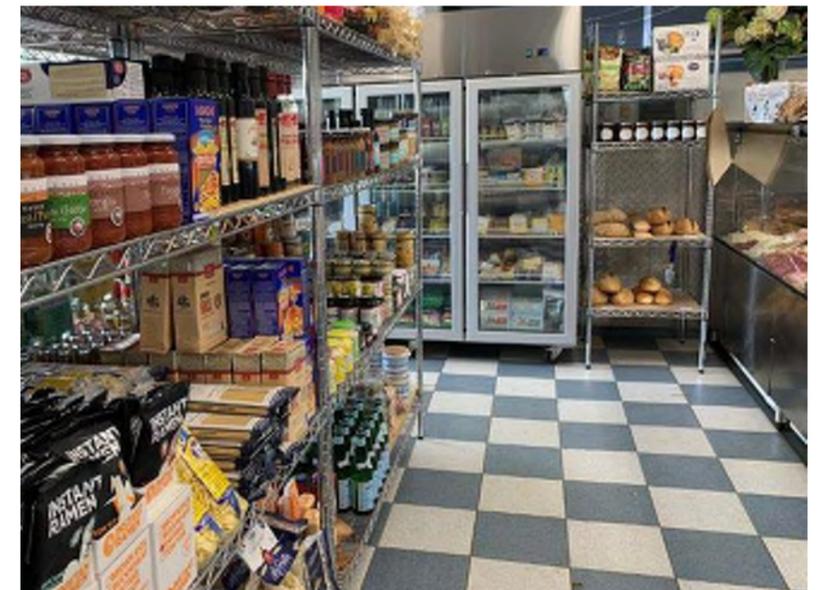
## 4. Insufficient revenue generation to support visitor and site management



# Conditions and Opportunities

## Condition;

- There is very limited commercial activity on site that generates revenue for reinvestment back into visitor and site management
- There is unfulfilled demand from visitors for food and beverage, additional branded merchandise and a more immersive and reflective overnight accommodation experience on the site
- Greater income re-investment would benefit the site and experiences



# Conditions and Opportunities

## Opportunities;

- KAVHA needs ongoing supplemental income, user pays is logical
- Entry fee is not logical or feasible due to multiple entry points and high local use
- Tour guides could be interpretation trained and their tourism operators could be licensed and pay KAVHA for use
  - Modest potential revenue to KAVHA via % revenue collected
- F&B is a logical value add delivering reflection experience
  - Potentials are a kiosk, café / wine bar / catering for functions
  - Locations to integrate with a Visitor Centre or in a separate central location
  - Modest potential revenue to KAVHA via base rent + turnover
- Onsite accommodation is a logical value add, delivering reflection and immersion experience
  - Potentials are self contained, small hotel or glamping
  - Significant potential revenue to KAVHA via base rent + turnover



# F& B example for inspiration – adaptation, Q Station



## F&B example for inspiration – new build, Port Arthur



CAFE



RESTAURANT & BAR

## Heritage themed accommodation for inspiration – Q Station



## 4. Food and Beverage Site Options



NORFOLK ISLAND KINGSTON + ARTHUR'S VALE HISTORIC AREA. 1:5000 © A#

# Evaluation of F& B site options

Potential sites	Strengths	Constraints
A – Colocation with Visitor Centre	<ul style="list-style-type: none"> <li>Excellent views increase appeal</li> <li>Sufficient area for a café, and function catering</li> <li>Co-location with VC increases functionality</li> <li>Offsite location has less impact on WH values</li> </ul>	<ul style="list-style-type: none"> <li>Offsite Location doesn't support the needs of visitors within the site</li> </ul>
B - Pier Store as café / wine bar	<ul style="list-style-type: none"> <li>Excellent views of waterfront increase appeal &amp; wharf operation increases local appeal</li> </ul>	<ul style="list-style-type: none"> <li>Constraints to adapting building to add all weather dining view field and disabled access</li> <li>Modest building footprint limits capacity</li> </ul>
C - Landing Place (NW of Wharf)	<ul style="list-style-type: none"> <li>Excellent views of waterfront increase appeal &amp; wharf operation increases local appeal</li> <li>Greenfield site allows purpose design building</li> <li>Reasonable sized footprint improves capacity</li> </ul>	<ul style="list-style-type: none"> <li>Significant challenges to build over archaeology</li> <li>Limited parking area, especially for coaches</li> </ul>
D – Surgeon's Quarters	<ul style="list-style-type: none"> <li>Fair views of waterfront</li> <li>Reuse of an existing building</li> </ul>	<ul style="list-style-type: none"> <li>Constraints to adapting building to add all weather dining view field and disabled access</li> <li>Modest building footprint limits capacity</li> </ul>
E – Emily Bay Kiosk or Van	<ul style="list-style-type: none"> <li>Excellent views of coast and beach</li> <li>Appealing to locals and visitors</li> </ul>	<ul style="list-style-type: none"> <li>Semi-remote location might lose some visitors enroute</li> </ul>

## 4. Accommodation Site Options

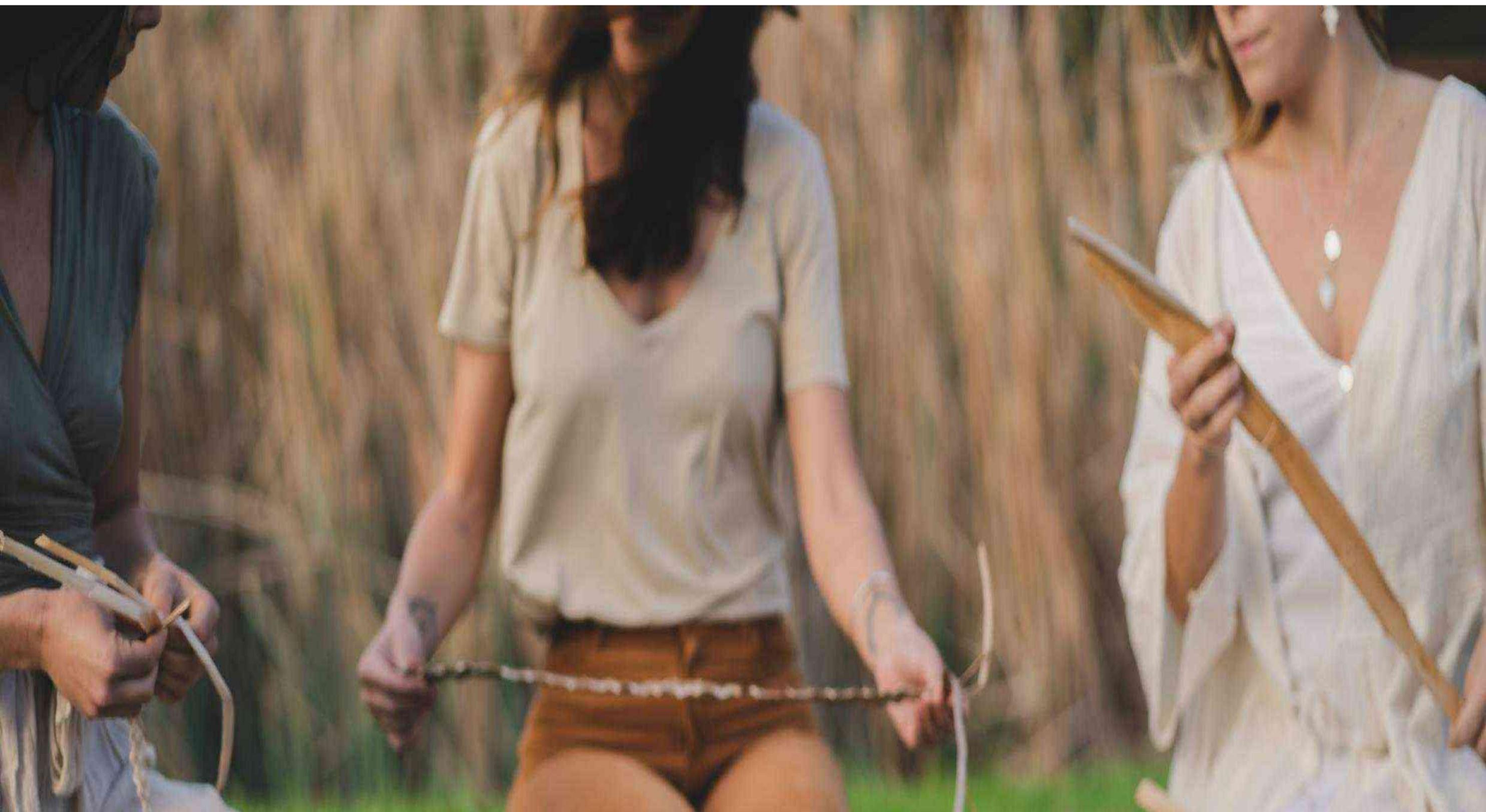


NORFOLK ISLAND KINGSTON + ARTHUR'S VALE HISTORIC AREA. 1:5000 @ A#

# Evaluation of Accommodation Site Options

Potential sites	Strengths	Constraints
A – Quality Row Houses 5, 8 & 9	<p>3 star self contained guest houses</p> <ul style="list-style-type: none"> <li>- Increased access for tourists to visit and stay on site</li> <li>- Increased life on site through regular movement of guests and staff to service</li> <li>- Potential for local use through a lottery system for stays during the year</li> <li>- Mix of uses in the Quality Row houses</li> </ul>	<p>Some adaptation may be required to facilitate new use (some buildings have already seen a high degree of change)</p>
B – New Military Barracks – Officer's Mess	<p>4 star hotel rooms</p> <ul style="list-style-type: none"> <li>- Increased access for tourists to visit and stay on site</li> <li>- Increased life on site through regular movement of guests and staff to service</li> <li>- Type of accommodation appealing to older Baby Boomer target market</li> </ul>	<p>Small footprint only generates approximately six rooms with ensuites</p>
C - Glamping	<p>8-10 glamping tree houses for seasonal use</p> <ul style="list-style-type: none"> <li>- Increased access for tourists to visit and stay on site</li> <li>- Increased life on site through regular movement of guests and staff to service</li> <li>- Lower cost investment</li> <li>- Can be dismantled in low season</li> </ul>	<p>Seasonal use only, impacted by weather</p>

## 5. Community Uses



# Conditions and Opportunities

## Conditions;

- The site is used by locals and tourists for diverse uses at different times, intensities and locations
- It is important that the site retains its living culture and ongoing use
- A number of major civic and commercial functions have been relocated off site
- The site needs critical mass to support new development and commercial opportunities
- Existing buildings need to be used in order to be maintained and conserved



# Conditions and Opportunities

## Opportunities;

- Prioritise existing buildings for new functions on the site
- Consider how new uses can function for tourists and locals and enhance existing uses including cultural and seasonal events and celebrations
- Consider if existing uses are appropriate, highest and best use for high significance buildings
- Address buildings in precincts to support life on the site



## 5. Community Use Options



NORFOLK ISLAND KINGSTON + ARTHUR'S VALE HISTORIC AREA. 1:5000 @ A#

## 5. Community Use Options

### Option A – Enhance Kingston Pier as a Community Hub

Potential sites	Strengths	Constraints
A – Pier Store – Theatre Space	Programmable space for many uses Cultural performances Theatre	Upper level would require equal access Infrastructure would need to be upgraded
B – Boat Shed – Events Space	Programmable space for many uses Long table dinners Small conference groups	No commercial kitchen – could be serviced by a nearby site or by a temporary setup Infrastructure would need to be upgraded Accessibility upgrade
C – REO – community meeting rooms	Space for clubs and cultural uses including: Arts space, workshop, language school Existing services for the shop would require minimal upgrade for new uses	Accessibility upgrade

## 5. Community Use Options

### Option B – Enhance the Prisoner's Barracks as a major events space

Potential sites	Strengths	Constraints
A – New infrastructure to support event use	<p>Providing new power, water supply would facilitate a range of new uses with lower overhead costs for each individual event</p> <p>On site storage makes set up and packdown easier and ensures furniture, gazebos and other equipment is available for community use</p>	New infrastructure and structures will need to consider heritage values
B – New Public Toilets	<p>Toilets could service any events and is in proximity to the beach, the pier and sports fields for general community use</p> <p>Toilets could replace the existing green toilet block which is considered invasive and not compatible with heritage values</p>	<p>Getting new infrastructure into the compound will need to consider underground archaeology</p> <p>Design of new structure will need to consider heritage values</p>
C – Sirius Museum – Community Space	<p>Internal, covered space would support the management and organisation of events in this space</p> <p>Could host larger gatherings – community, events and performances</p> <p>Minimal new work required to service the space</p>	Equitable access to the space

## 5. Community Use Options

### Option C – Enhancing use of Emily Bay

Potential sites	Strengths	Constraints
A – Covered Gathering and Events Space	Provide a large outdoor gathering space for school, community groups, public events and could be booked for larger family occasions	Consider environmental impact on landscape including sandy dunes and mature Norfolk pines
B – Children's Playground	There is only 1 other playground on Norfolk Island which is not in Kingston Playground could be themed for the site and contribute to Children and family's interpretation of the site – Colonial, Pitcairner and recent history including the importance of the reef and environmental management	Consider environmental impact on landscape including sandy dunes and mature Norfolk pines

## Section three — Next Steps

## Next Steps

The options presented here will be displayed for comment and discussion with the project team while on island and via online survey for your later comment

The project team will read and analyse the responses and use this to inform what is recommended in the Site Masterplan

The options put forward for consideration will also need to be assessed against the principles of the Heritage Management Plan and tests undertaken to confirm the appropriateness of the building or site for the proposed use.

## Other items to be addressed

There are a number of other issues to be addressed in the SMP which have not formed part of this presentation. These include:

- Managing and maintaining the setting of the place including view sheds and landscape features
- Landscape management including planting, soil and water management
- Location and facilities for maintenance crew
- Site wide access for people with disabilities
- Site wide safety including around existing buildings and traffic
- Traffic management and parking
- Pedestrian movement and paths
- Site wide infrastructure

## What we want to hear from you

Your thoughts on the options presented including:

- Your thoughts on the options presented, including your preferred options
- Any additional options you think we have missed
- Any refinements you would recommend to the options proposed



Thank you!

The Site Masterplan Team would like to thank everyone for their ongoing engagement with the development of a Masterplan for Kingston.

We greatly appreciate your input and look forward to hearing from you again in our Round Three consultation



# Conrad Gargett



#### Conrad Gargett Group Pty Ltd

mail@conradgargett.com.au  
conradgargett.com.au  
ABN 81 636 465 373  
ACN 636 465 373

NSW Nominated Architect:  
Lawrence Toaldo Reg. 10255  
Laura Cockburn Reg. 6360  
Gillian Donaldson Reg. 11728

#### Brisbane Studio

Yuggera and Turrbal Country  
Level 26/240 Queen Street  
Brisbane QLD 4000  
T +61 7 3229 3555

#### Townsville Studio

Bindal and Wulgurukaba Country  
Level 1/45 Eyre Street  
North Ward Townsville  
QLD 4810  
T +61 7 4795 0200

#### Gold Coast Studio

Jellurgal Country  
Level 1/37 Connor Street  
Burleigh Heads QLD 4220  
T +61 7 5619 3531

#### Sydney Studio

Eora Country  
110/26-32 Pirrama Road  
Pyrmont Sydney NSW 2009  
T +61 2 8218 9100

#### Melbourne Studio

Woiwurrung and  
Boonwurrung Country  
Level 9/2 Queen Street  
Melbourne VIC 3000  
T +61 3 9081 3587

#### Ethiopia Studio

Africa Hall Project Office  
Africa Hall, Level 1  
Room 14, Menelik Avenue  
T +251 11 544 4664