



Woolwich Dock & Parklands  
Platypus Neutral Bay  
Georges Heights  
Middle Head  
North Head Sanctuary Manly  
Cockatoo Island  
Chowder Bay  
Marine Biological Station  
Snapper Island  
Macquarie Lightstation

Vision planning and management of Sydney Harbour sites.

**MEETING NOTES  
SYDNEY HARBOUR FEDERATION TRUST  
COMMUNITY ADVISORY COMMITTEE  
CAC MEETING – 20 February 2018**

**Time:** 6:10-8:00pm

**Venue:** Success Room Administration Building, Cockatoo Island

**Present:**

Adele Rancan  
Beth Lawsen  
Geoffrey Lambert  
Kate Eccles  
Ian Campbell  
Julie Goodsir  
Peta Lewis  
Colleen Godsell  
Matthew Rafferty  
Paul Forward  
Sarah Dinning  
Roy MacLeod  
Bob Smith  
Mathew Bradley  
Rob Crawford

Mary Darwell (Harbour Trust)  
Daniel Sealey (Harbour Trust)  
Rebecca Hill (Harbour Trust)  
Kathryn Roberts (Harbour Trust)  
Rebecca Hage (Harbour Trust)

**Apologies:**

Jilly Gibson  
Vince Williams  
Jill L'Estrange  
Susan Moylan-Coombs  
Trent Zimmerman

**Purpose:**

To provide updates on current Harbour Trust projects and seek input from CAC members.

**Site Tour:**

The group toured the Industrial Precinct of Cockatoo Island viewing the bump in of works for the Biennale of Sydney and the new pop-up tenant, Contained. The group also viewed recent restoration works undertaken by the Harbour Trust (HT) and the volunteer team.

**Executive Director Welcome and Update**

Rebecca Hill (RH) opened the meeting and introduced Mary Darwell, CEO of the Harbour Trust.

Mary Darwell welcomed attendees and acknowledged the traditional custodians of the land and elders past and present.

MD presented general business of the Harbour Trust including, outlining the direction of a recent strategy review which confirms that the Trust has performed well to date and developed a pioneering model of self-funding through re-use of heritage building. However, renewed strategic focus is required to ensure the Trust operates to fulfill its statutory mandate:

- The commercial strategy review at the Harbour Trust had recently been completed.

Corporate Plan Update

MD advised that the corporate plan will be updated and soft advice from the CAC. Area of focus include;

- Ongoing investments in sites
- Building partnerships
- Philanthropy
- Brand
- Update the “Our Approach” section and include 2017/18 achievements in attachment and Chair’s update.

Members commented on the exposure of the HT brand, and the opportunity for the organisation to better use the HT brand across sites.

Kathryn Roberts (KR) highlighted that the Harbour Trust Marketing and Communications team are currently in the process of reviewing our approach to brand and site communications, this includes reviewing the brand guidelines and how we communicate with our visitors, consumers and the HT brand across various mediums.

MD added the organisation will focus more attention on the outward facing elements of the Harbour Trust with a large emphasis placed on visitor numbers across all sites. This will involve the development of key messages that communicate the direction of the organisation as a whole.

Members enquired if building repairs and remediation could be undertaken by tenants to lessen the cost to the Harbour Trust. As a result, the Harbour Trust could offer lower rental rates for its tenants. Comment was also made on making it easier for public donations at sites as an extra revenue stream.

Reconciliation Action Plan

MD provided information on the current state of the Reconciliation Action Plan (RAP). The plan has been submitted to Reconciliation Australia (RA), with feedback to be supplied in the coming months. The CAC will receive an update once a response has been provided from RA.

CAC Update

Following the recent annual review of the CAC and membership, resignations have been received from:

- Liz Foster
- Zena O'Connor
- Douglas Sewell

Rebecca Hill (RH) asked for the CAC to consider not replacing the three members of the committee who had resigned, as there are still members representing all sites on the committee, and the slightly smaller group would allow for an increased level of information to be provided to members, and a higher level of detailed discussion. All committee members were in favour of not replacing the three resigned members. However, an overlap in appointments could assist.

Members made comment of the advantages to less members as it pushed each member to learn more about each site also noting a pairing system of CAC members at each site could be useful in expanding knowledge, also suggested pre reading material may be beneficial for the committee in order to properly discuss items on the CAC agenda. Members highlighted the benefit of small focus groups on important topic that might help the efficiency of the CAC. Brainstorming would be advantageous to the productivity of each meeting in order to gather advice on particular issues.

MD asked the CAC to think of particular areas within The Harbour Trust, the CAC would like to provide comment on and send them through to Rebecca Hill.

#### Platypus Renewal Project

DS gave the CAC an update on construction progress at Sub Base Platypus - items included:

##### Stage 1A

Kesterton Park Link - (SMC Marine)

- On-site work commenced 27/11/17
- Hand rails still to be installed
- walkway has potential to allow shared access (bicycles and pedestrians)
- walkway coordinated with North Sydney Council works on Kesterton Park
- Interpretation and signage to be installed in the coming weeks
- Kesterton Park Link will have a gate allow Sub Base Platypus to be secured

Northern Park, Northern Stair and Upper Car Park - (Design Landscapes)

- On-site works commenced 15/1/18
- Fibre glass panels to be used on Northern Stairs which is the same material used on Kesterton Park Link

The committee enquired as to whether the material on stairs would create noise which may disturb residents. DS outlined that the fibre glass material is flexible should minimise potential noise impacts.

- Works have begun on the playground and surrounding area near Northern Stairwell
- Part of the site is scheduled to open to the Public in late May 2018

The Committee raised concerns that lighting of the upper car park may impact neighbouring residents, requesting the HT provide the times when lights are illuminated, whether they will be on all night and if they are automated. DS outlined operational aspects of lighting are still being considered, however lights will be designed to limit light spill.

##### Stage 1B

- Construction Contract is out to tender.
- Likely to be awarded in Early April 2018

### Events and Activations Update

KR outlined the Marketing, Communications, Media and Visitor Experience activities currently undertaken at the Harbour Trust.

KR highlighted that summer 17/18 received the highest number of visitors across all sites, with a large number of visitors on Cockatoo Island during NYE. Statistics of NYE on Cockatoo Island included:

- Saturday 30 December: 929 visitors
- Sunday 31 December: 1557 visitors
- 87% of accommodation sold for the event

KR outlined the Virgin in Flight Entertainment video package on Cockatoo Island. This entertainment is set to start on 1 March and will feature both on Virgin Airline flights as well as circulated through Destination NSW media channels. The entertainment piece places Cockatoo Island as a family friendly location to visitors.

The CAC were briefed on the Contained Pop-up on Cockatoo Island which was also explored during the site tour of the island. KR outlined the importance of the Contained pop-up for the Biennale as well as the imminent arrival of a children's play area to further activate the site for young families.

The Committee enquired as to further activations on the site for young children and if this was to be a priority for the Harbour Trust. It was highlighted, with the absence of swimming in the slipways, there is no longer any water activities on the island.

KR outlined the Harbour Trust is currently developing other options outside of water play to engage visitors while MD agreed that these are desirable, however, budget constraints mean that this is a challenge in the immediate future.

The Committee highlighted a smart design student competition may be option to aid the Harbour Trust in developing ideas and utilising different areas of Cockatoo Island. The docks may be one option for innovative water play.

### Biennale

KR provided the CAC with information surrounding the upcoming 21<sup>st</sup> Biennale of Sydney on Cockatoo Island. The exhibition will be the largest Biennale to visit Cockatoo Island with 20 artists displaying multiple artworks all over the island. During the three month period of the Biennale, Cockatoo Island is projecting 170,000, activations outside of the Biennale will also help boost the attraction.

The Committee enquired about the overlap between Vivid and the Biennale and if pursuing Vivid as a partner would be of interest to the organisation.

KR outlined that although a Vivid partnership would be beneficial, the costs of participating in the event were quite high and would not be pursued this year, however, not ruled out all together.

### Discovery Day Review

KR provided a brief overview on Discovery Day, highlighting visitor rates to North Head Sanctuary were up 77% compared to an average Sunday. 2113 people visited the Harbour Trust Site with 5568 people visiting the whole of North Head. Discovery Day was a collaboration between the Harbour Trust, NSW National Parks and Wildlife, Q Station and Manly Art Gallery and Museum.

The committee commented on the success of the tours throughout the day and noted additional tours were run during the event due to popularity. The North Head Foundation received three times the amount of visitors due to Discovery Day

It was also noted, although the water stations were a great idea, not many visitors knew where they were. More signage may be required if the event is to run again, and it may be worth looking at holding the event at a different time of the year as the heat played a factor in lowering visitor numbers in the afternoon.

#### Mosman Drill Hall- Flood Lighting Proposal

- Mosman Council proposal to install floodlighting at three existing outdoor netball courts, to meet demand for increased use
- Council has been offered NSW Govt grant of \$150,000 (aimed at increasing women's participation in sport)
- Site leased to Council - adjacent to residences, Rawson Oval
- Lease/planning controls: limits outdoor courts to daytime use
- Consultation outcome: 185 responses: 87% For / 13% Against
- Issues: Meet demand, Noise, Traffic, Parking, Lightspill
- Trust to decide whether to accept DA; and amend Plan & Lease

General support for direction, however, noted that DA should address potential light spill, increased traffic flow, safety of young people in the area at night time.

The Committee suggested a software light automation system which would automatically turn off the lights at a particular time could be an option.

DS advised all comments would be taken on board, including potential impacts and the community's need for the courts (noting that there were formally six courts in Rawson Park)

#### Recreation Strategy

DS provided information about the upcoming Recreation Strategy which will look at ways of improving management of sports facilities and potential for new and upgraded facilities.

DS provided background for the Recreation Strategy during the presentation:

- *Corporate Plan* – calls for Active Recreation Strategy
- Parklands for all – includes range of active recreation facilities
- Balance: public access / enhance amenity / protect heritage & environment
- Comprehensive Plan
  - Policies – Open Space & Recreation; Sporting Facilities
  - Outcomes for sites (elaborated in Management Plans)
- Strategy informed by Council Recreational Need Assessments
- Already have Playground Strategy (potential facilities at Platypus, Cockatoo, North Fort, Middle Head, Artists Precinct)

Members raised concerns that an increase of recreational use at the sites may also increase traffic flow of both cars and pedestrians. Protection of assets, the need for open spaces as well as investigating the types of recreational activities undertaken at each site are also factors to consider.

DS would like to gather the feedback and will have a follow up focus group which will lead into the preparation of the draft Recreation Strategy.