

North Head Sanctuary

Draft Concept

Community Consultation Outcomes Report

July 2021

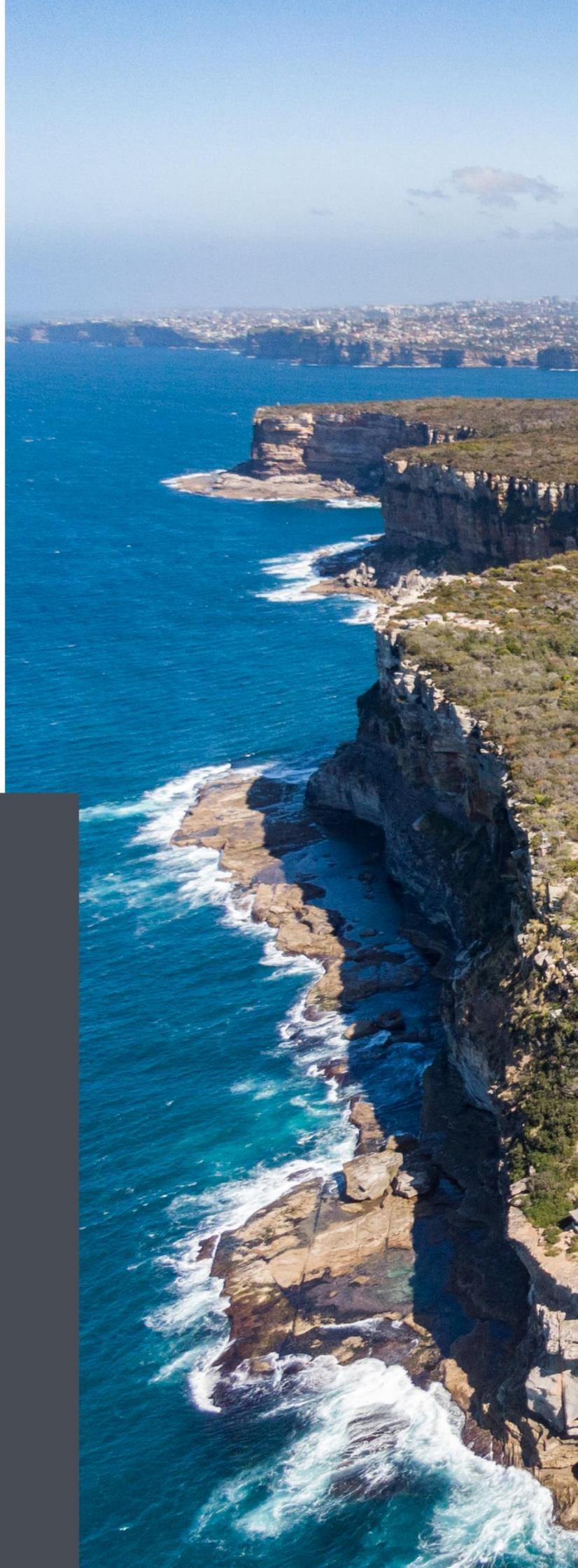


an ERM Group company

Contents

| | | |
|----|---------------------------------------|----|
| 01 | Executive summary | 4 |
| 02 | Background | 12 |
| 03 | Engagement requirements and standards | 14 |
| 04 | Engagement activities | 16 |
| 05 | Communicating the Draft Concept | 19 |
| 06 | Community webinar | 26 |
| 07 | In-person workshops | 29 |
| 08 | Virtual workshops | 40 |
| 09 | Stakeholder walkshop | 46 |
| 10 | Have Your Say survey | 55 |
| 11 | Online panel survey | 66 |
| 12 | Written submissions | 76 |
| 13 | Community pop-up sessions | 83 |
| 14 | Appendix | 89 |

Executive summary



01 Executive summary

The Sydney Harbour Federation Trust (Harbour Trust) was established to:

- revitalise former Defence and other Commonwealth lands
- ensure these public spaces would be open and accessible to all Australians
- protect the environment and heritage values
- reveal the rich stories and layered history of these unique sites.

Today, the Harbour Trust works with the community to protect and manage a network of unique places, including North Head Sanctuary.

Throughout October and November 2020, the Harbour Trust consulted the community about the future of North Head Sanctuary. The consultation revealed collective aspirations to preserve and conserve the natural environment, Indigenous culture and military history, with a desire for increased and enhanced opportunities for learning and discovery.

Building from these aspirations, the Harbour Trust developed a Draft Concept reinterpreting North Head Sanctuary as an invaluable community destination, rich with nature, history and opportunity. The Draft Concept was released for community feedback on 1 May 2021.

This report outlines the feedback received and the outcomes of the community consultation process.

The engagement process was designed to be inclusive, transparent, structured and meaningful for the local community and broader stakeholders. It included a variety of communication tools to promote awareness of the Draft Concept, provide information and encourage participation. Multiple and diverse opportunities to engage and provide feedback were incorporated, including a mix of *in-situ* face to face engagements and online COVID-safe activities. This approach encouraged representation of diverse stakeholder groups and age demographics within the consultation process.

The feedback received during the consultation period (1 May – 11 June 2021) was largely positive with **78%** of survey respondents¹ noting that they were supportive of the Draft Concept, and **81%** noting that they would visit a revitalised North Head Sanctuary.

When amalgamating all engagement activities, the community and stakeholder feedback demonstrated some common themes or desires for North Head Sanctuary. Collectively, these were to:

- protect the natural environment and limit over-development that would impact on feelings of refuge and sanctuary
- achieve the right balance and respectful integration of the environment, First Nations' heritage and military past
- create a seamless and integrated destination for North Head / Car-rang-gel, achieved by collaborating with local council, government agencies, including NSW National Parks & Wildlife Services and Transport for NSW, volunteers and tenants.

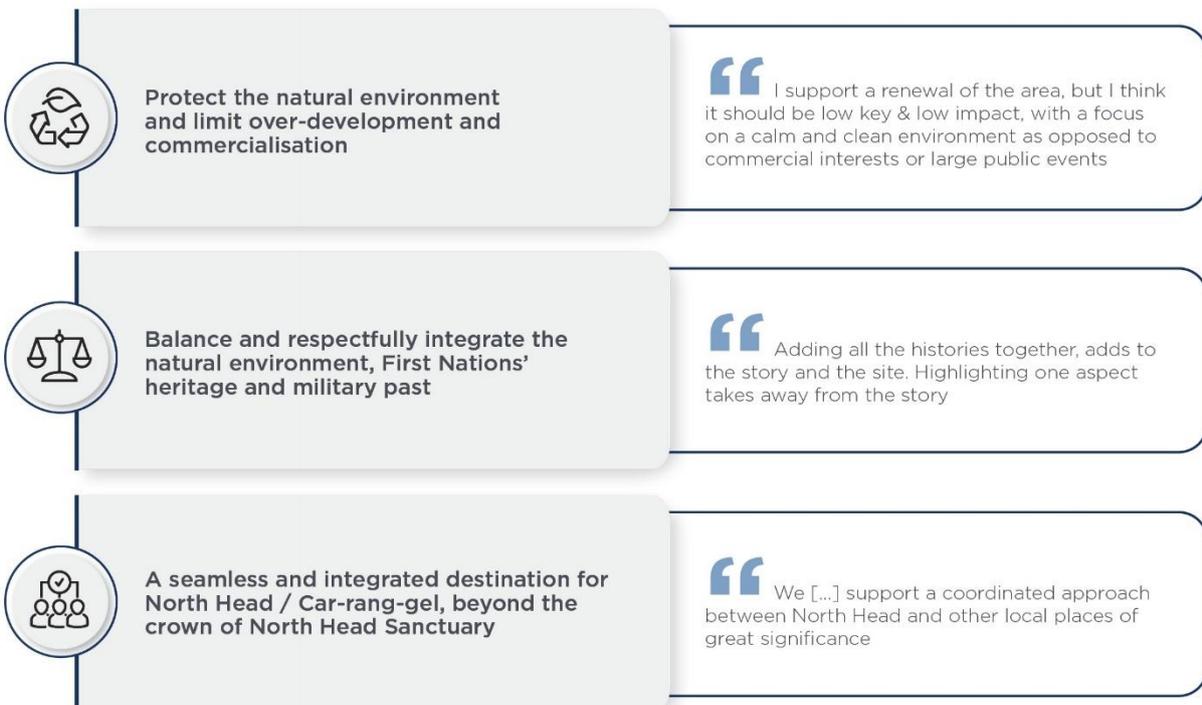
Engagement and consultation outcomes' highlights are provided in Figure 1.

¹ Including Have Your Say and online panel surveys

Engagement activities:



Key themes of feedback:



Users of North Head Sanctuary love:



Users of North Head Sanctuary want:

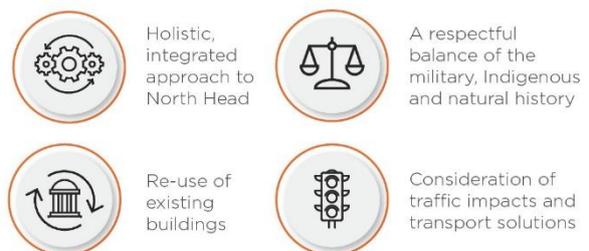


Figure 1 Engagement and consultation highlights

*Workshop participants included attendees at virtual, in-person and walking workshops. Survey respondents participated in Have Your Say and online panel surveys

In addition to the engagement and consultation highlights identified in Figure 1, the collective community feedback on the individual initiatives at the North Fort and Artillery Barracks Precincts are provided in Table 1 and Table 2 below.

North Fort Precinct

| | |
|---|--|
|  <p>Interpretive Centre</p> | <p>The concept of the Interpretive Centre was well supported, however queries on the balance of military, First Nations and environmental themes was prevalent. Suggestions were made that a military based Interpretive Centre could be located at the Artillery Barracks Precinct as an alternative.</p> <p>Concerns were also raised on the feasibility, accessibility and safety of connecting to the existing network of tunnels and the role of volunteers for guided tours and human interaction being unclear.</p> |
|  <p>Accessible path network & native garden</p> | <p>Generally positive community sentiment towards the native gardens and a designated area for <i>“walkers to enjoy the flora and fauna”</i>. There was concerns raised regarding the accessibility and the ongoing provision of the <i>“helicopter emergency landing area”</i> that currently uses this designated space.</p> |
|  <p>Existing car parking reconfigured</p> | <p>Concerns were raised that the increased parking options will lead to more traffic, creating community frustration and safety issues. It was suggested that more detail is required and that <i>“consultation and collaboration with Transport for NSW and Northern Beaches Council would be part of any improved public transport services to the site.”</i></p> |
|  <p>'Welcome Place' and improved precinct entry</p> | <p>Generally supported and the intent considered positive, however queries were raised about the adaptive reuse of the existing building and of its location in relation to the Interpretive Centre being on higher ground.</p> |
|  <p>Walking trail, encapsulating gun emplacements and Memorial Walk</p> | <p>Positive sentiment and well supported initiative, and was considered <i>“important [that] the memorial walk is looked after and explained with signage and interpreted sensitively in consultation with military veterans, community and families.”</i></p> |
|  <p>Environmental Education Centre</p> | <p>Positive sentiment and general support for learning Indigenous land management practices and utilising the surrounds of North Head, <i>“I particularly like the concept of repurposing existing buildings to provide an environmental education centre, with native, bush tucker gardens, that provide immersive experiences for the community.”</i></p> |

Table 1: Collective community feedback on North Fort Precinct initiatives

Artillery Barracks Precinct

| | | |
|--|--|--|
| | <p>More legible precinct gateway</p> | <p>Well supported initiative, noting that it is the logical location for visitor entry, information and education, <i>“this would be a great place as this is an introduction to the whole barracks area.”</i></p> |
| | <p>A public event space at the Parade Ground</p> | <p>The activation of this space was generally supported, however concern was noted on eroding the military significance of the site and potential impact of large scale events to the local environment and community (traffic and noise). Suggestions were made to <i>“look for events that enhance the place, surroundings and history.”</i></p> |
| | <p>Adaptive reuse & conservation of Other Ranks’ Mess</p> | <p>General consensus of repairing <i>“the main barracks building, rather than leaving it to dilapidation”</i>. Importance was noted on restoring the historic ballroom, with the potential to host functions however potential conflict was identified with tenants and accommodation users being disrupted.</p> |
| | <p>Protection of the environment & revegetation</p> | <p>Consistently the most supported initiative, with positive sentiment received through all engagement channels noting <i>“wildlife, nature and natural landscape are important to the Sanctuary.”</i></p> |
| | <p>Walking trail to North Fort</p> | <p>Positive sentiment and well supported initiative, with additional comments supporting <i>“improved pedestrian accessibility”</i> and increased <i>“cycle paths.”</i></p> |
| | <p>Renew and activate Gymnasium & Officers’ Mess</p> | <p>Well supported initiative with suggested uses including a volunteer hub, a for-hire space for community based initiatives. In addition it was commonly asked that <i>“consideration be given for a wellbeing hub to feature at North Head Sanctuary, where individuals and families could access support and services.”</i></p> |

Table 2: Collective community feedback on Artillery Barracks Precinct initiatives

The consultation highlights identified in Figure 1 and the community response to individual initiatives in Table 1 and Table 2 were developed in consideration of all engagement activities and show the collective feedback irrespective of age or other demographics. To ensure that voices across all ages were heard, an analysis of the feedback by age-group was undertaken. The results, as shown below, indicate that the feedback received was relatively consistent across all ages.

Support for the Draft Concept

The Draft Concept was received positively, with 78%² of the community being either 'supportive' or 'very supportive'. All results were within 7% of the average, with the range being:

- 25-34 age bracket being 71% supportive
- 35-44 age bracket being 85% supportive.

These results as shown in Figure 2 indicate that there is a consistently high-level of support across all age brackets, with no single age bracket unsupportive of the Draft Concept.

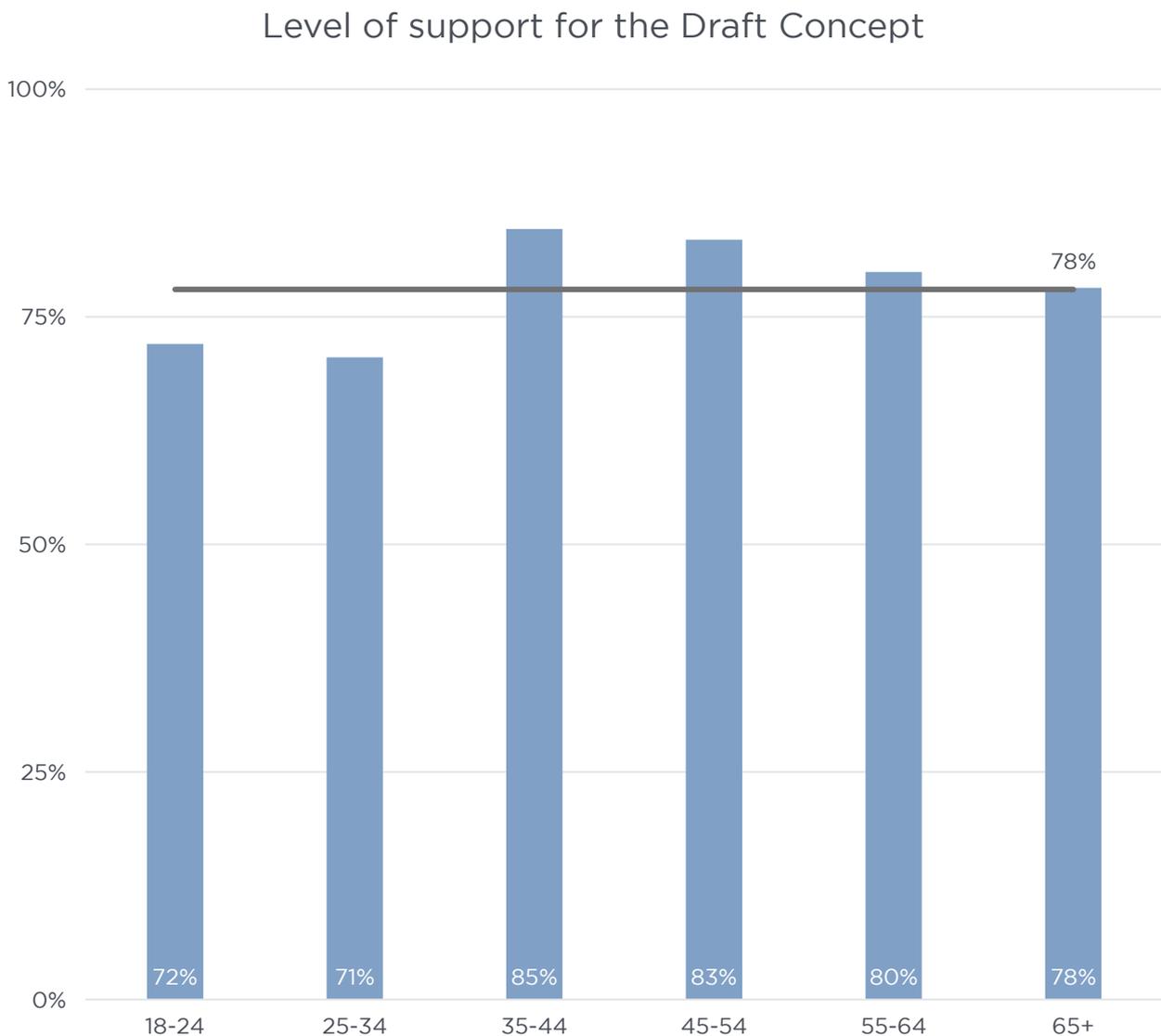


Figure 2 Level of support for the Draft Concept by age demographic

² Data utilises the combined responses from the Have Your Say and online panel surveys (n = 734)

Future visitor of North Head Sanctuary

Encouragingly, 81%³ of the community identified that they are either 'likely' or 'very likely' to visit a revitalised North Head Sanctuary. All results were within 10% of the average, with the range being:

- 55-64 age bracket being 71% supportive
- 35-44 age bracket being 88% supportive.

Similar to the previous section, these results again indicated a consistently high-level of support across all age brackets, as potential visitors to a revitalised North Head Sanctuary.

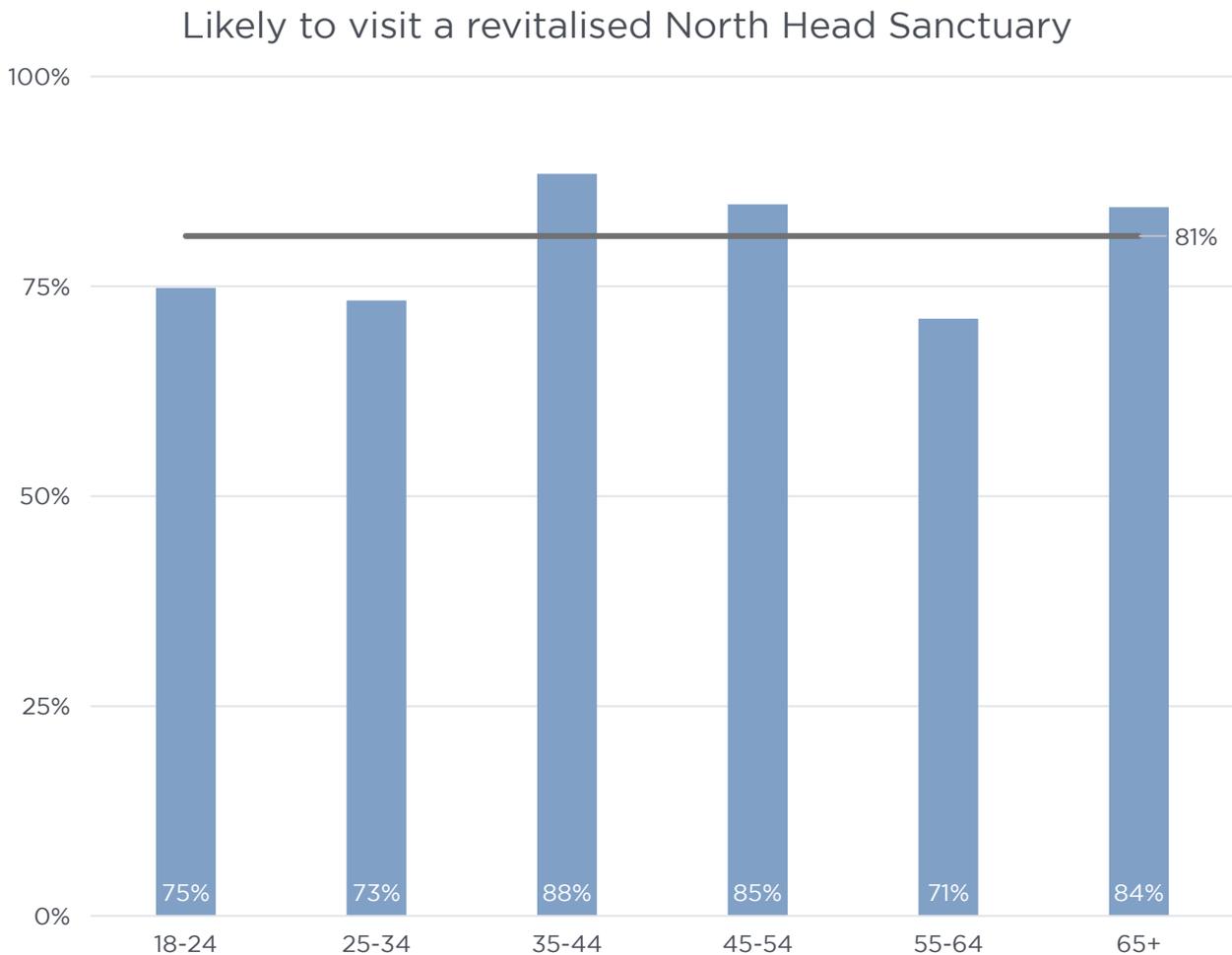


Figure 3 Likely to visit a revitalised North Head Sanctuary by age demographic⁴

Draft Concept initiatives

As part of the consultation process, community members were asked to rank the individual initiatives of the Draft Concept in terms of importance. The results⁴ of the top three initiatives in relation to respective age brackets is identified in Table 3.

³ Data utilises the combined responses from the Have Your Say and online panel surveys (n = 734)

⁴ Data utilises the online panel surveys (n = 515)

| Ranked Initiative | 1st | 2nd | 3rd |
|-------------------|---|--|--|
| 18-24 |  Protect and enhance the natural environment (Artillery Barracks) |  Walking trail upgrades (North Fort and Artillery Barracks) |  Environmental Education Centre (North Fort) |
| 25-34 |  Protect and enhance the natural environment (Artillery Barracks) |  Improved entry with First Nation 'Welcome Place' (North Fort) |  Walking trail upgrades (North Fort and Artillery Barracks) |
| 35-44 |  Protect and enhance the natural environment (Artillery Barracks) |  Walking trail upgrades (North Fort and Artillery Barracks) |  Accessible pathways and native gardens (North Fort) |
| 45-54 |  Protect and enhance the natural environment (Artillery Barracks) |  Walking trail upgrades (North Fort and Artillery Barracks) |  Conserve and reuse the 'Other Ranks' Mess Building (Artillery Barracks) |
| 55-64 |  Protect and enhance the natural environment (Artillery Barracks) |  Walking trail upgrades (North Fort and Artillery Barracks) |  Accessible pathways and native gardens (North Fort) |
| 65+ |  Protect and enhance the natural environment (Artillery Barracks) |  Walking trail upgrades (North Fort and Artillery Barracks) |  Accessible pathways and native gardens (North Fort) |

Table 3 Top three (3) Draft Concept initiatives by age demographic

These results show that protecting and enhancing the natural environment consistently appeared as the most important initiative across all age brackets. Walking trail upgrades were consistently ranked second in terms of importance by all age groups, except the 25 - 34 age bracket which ranked this as third. Notably, half of the age groups identified accessible pathways and native gardens as being the third most important initiative.



Background

02 Background

For nearly 20 years, the Harbour Trust has been tasked with protecting and managing extraordinary foreshore sites on Sydney Harbour. Each location is rich in history, with significant ties to First Nations culture as well as Australia’s naval, industrial and convict history. They also host some of Australia’s most precious natural ecosystems.

The Harbour Trust site of North Head Sanctuary, which sits high above Manly on the northern entrance to Sydney Harbour, is one of Sydney’s most spectacular landmarks. North Head Sanctuary is an invaluable community destination, rich with history and opportunity.

- Traditionally known as Car-rang-gel, North Head has enduring significance for the Traditional Owners and Custodians of the land, the Gayamagal People, along with other Indigenous communities and was often used for spiritual and cultural ceremonies.
- The site occupies a notable place in the nation’s quarantine and military narratives and played a significant role in the national chain of coastal defence, with a large network of underground tunnels and series of military installations.
- North Head Sanctuary is home to a delicate ecosystem and boasts a diversity of native flora and fauna across a range of habitats including an endangered population of Long-nosed Bandicoots, one of Sydney’s few remaining patches of Eastern Suburbs Banksia Scrub and locally extinct species including the Eastern Pygmy Possum.

2.1 Consultation

Throughout October and November 2020, the Harbour Trust consulted the community about the future of North Head Sanctuary. Community aspirations included themes of preservation and conservation for the natural environment, Indigenous culture and military history, with increased and enhanced opportunities for learning and discovery.

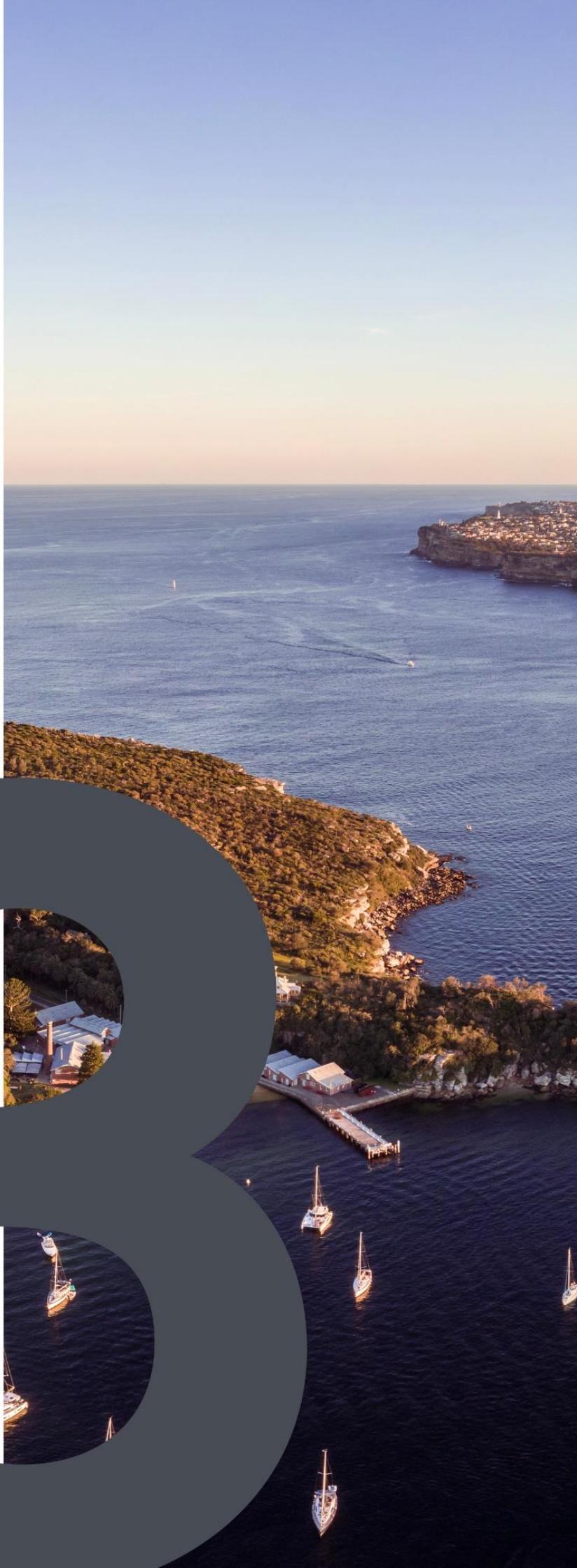
Based on the collective community aspirations uncovered, the Harbour Trust developed a Draft Concept. This Draft Concept for North Head Sanctuary proposes a range of signature initiatives that aim to preserve, restore and reinterpret the Sanctuary as an invaluable community destination, rich with nature, history and opportunity.

The Draft Concept, which is summarised in the Appendix, was released for community consideration on 1 May 2021, with feedback required by 11 June 2021. Community feedback received on the Draft Concept will be used to shape a final Concept Plan, with further consultation on a Master Plan anticipated for 2022.



Figure 4 Community consultation timeline

Engagement
requirements and
standards



03 Engagement requirements and standards

The Harbour Trust is committed to consulting widely and acting transparently. This includes consulting stakeholders on significant new policies, as well as planning and land use decisions. To assist communicating these requirements to stakeholders the Harbour Trust developed the *Draft Stakeholder Engagement Strategy and Governance Framework*. The framework clearly outlines the consultation requirements for planning decisions.

The Draft Concept does not trigger any statutory or other requirements to consult the community from a planning and land use perspective. However, to promote deeper engagement with the community and to align with the *Draft Stakeholder Engagement Strategy and Governance Framework*, a consistent approach with statutory requirements was used. This includes exceeding the minimum one-month consultation period, as detailed in Part 5 of the *Sydney Harbour Federation Trust Act 2001*(Cth).

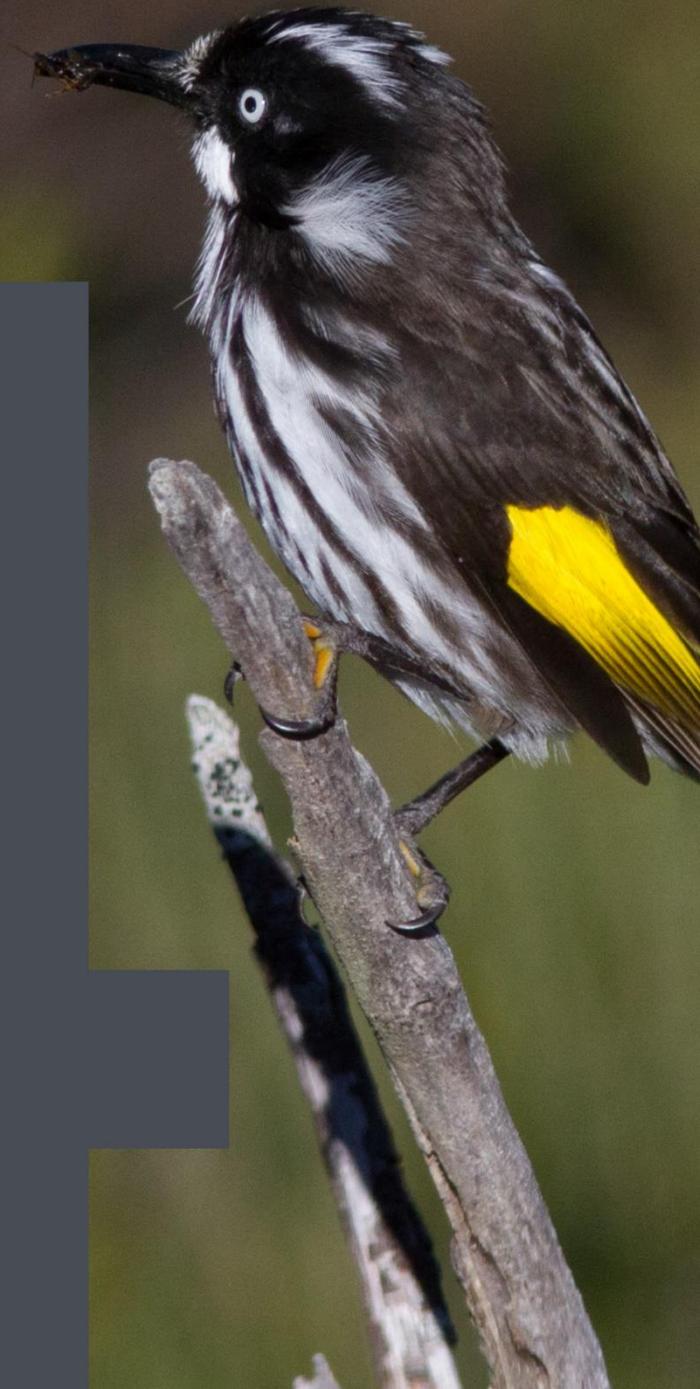
The consultation process was also developed in alignment with leading practice including consideration of the International Association for Public Participation (IAP2) Quality Assurance Standard.



Figure 5 Legislation, frameworks and standards

Engagement activities

4



04 Engagement activities

The overarching approach for the Draft Concept engagement activities was to provide a transparent, structured and meaningful engagement program for local and broader-level stakeholders. This included:

- informing community members how the values and ideals captured in previous consultation has resulted in the Draft Concept for North Head Sanctuary
- informing community members how their feedback will be utilised to further refine the Draft Concept, and eventually develop a draft master plan for community consultation in 2022
- providing opportunities for community members to learn about how the Draft Concept was created and what it entails
- providing easily understood and timely information to enable community members and stakeholders to provide informed feedback
- providing opportunities for community members to engage with Harbour Trust and its representatives to ask questions and clarify their understanding
- providing multiple and varied opportunities for community members to provide feedback on the Draft Concept.

To achieve this approach, a variety of engagement and communication tools were developed to foster participation by community members and other stakeholders. Multiple and diverse opportunities to engage and provide feedback were incorporated, including a mix of *in-situ* face to face engagements and online COVID-safe activities. This approach encouraged representation of diverse stakeholder groups and age demographics within the consultation process.

The key activities, noted in Figure 6, have been segmented to highlight the flow of information and feedback about the Draft Concept. On the top line, key communication tools and opportunities provided by the Harbour Trust to inform, engage and seek feedback from community and broader stakeholders have been outlined. The bottom line illustrates how the community and broader stakeholders have participated in the consultation process, responding through the provision of feedback to the Harbour Trust.

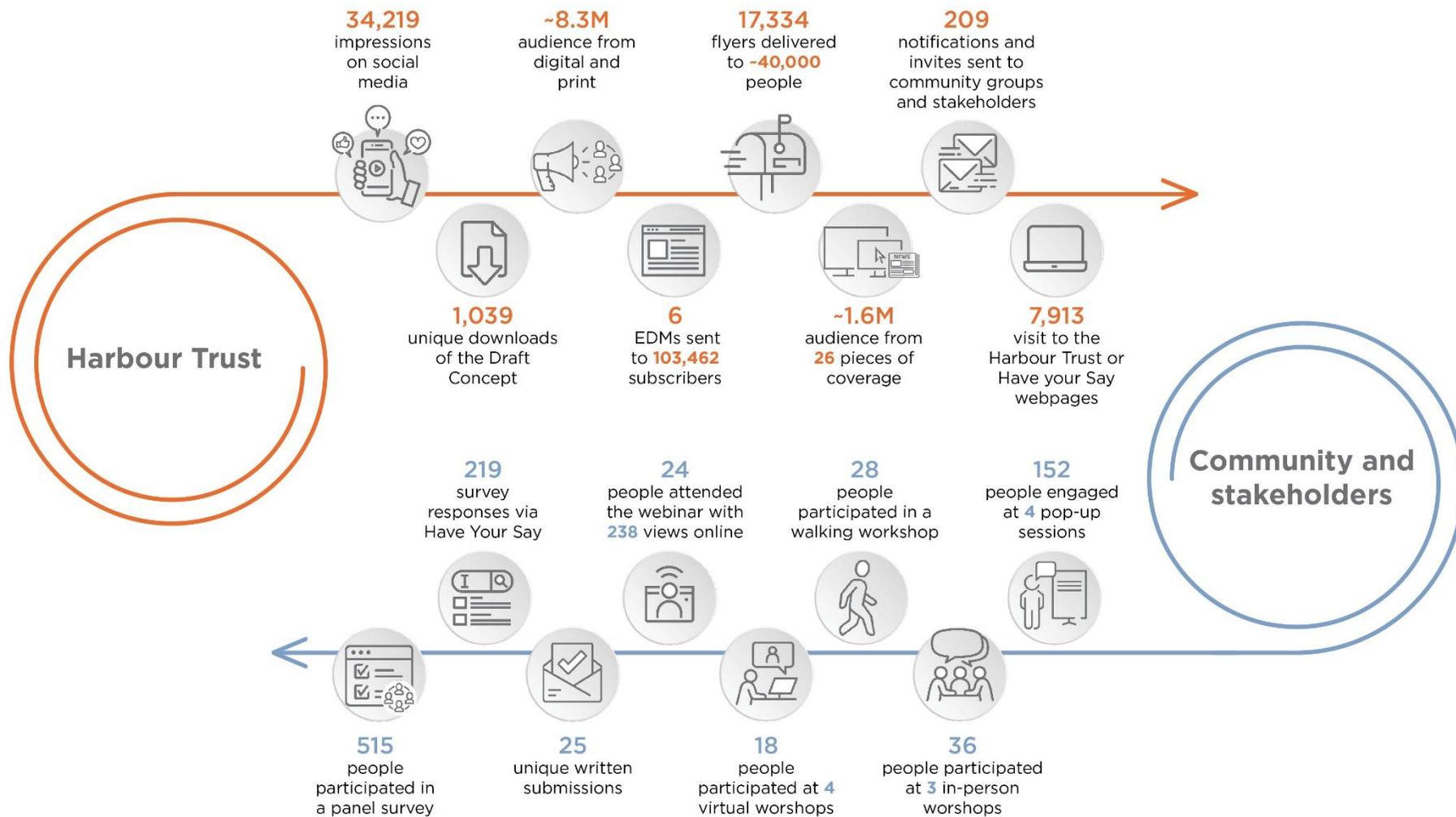
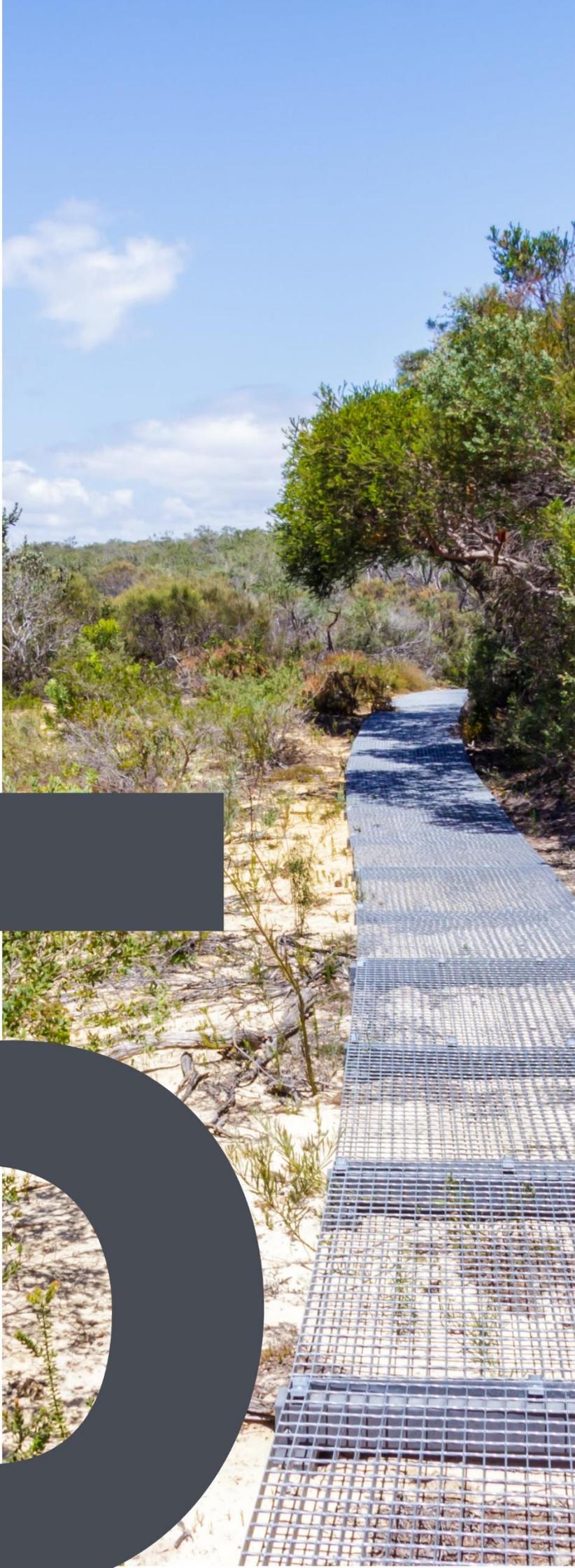


Figure 6 Key engagement activities

Communicating
the Draft Concept

5C



05 Communicating the Draft Concept

Building awareness of the Draft Concept, providing accessible information and developing mechanisms for the community and broader stakeholders to provide feedback was vital to the effectiveness of the consultation process.

A range of promotional activities were designed and undertaken to:

- announce the release and promote awareness of the Draft Concept
- provide details of the Draft Concept and the individual initiatives
- provide an overview of the consultation process and timing
- promote the multiple and varied engagement opportunities, encouraging community feedback.

The various communication activities undertaken and the outcomes achieved are detailed below.

5.1 Traditional media

On 1 May 2021, the Harbour Trust announced the Draft Concept for the future of North Head Sanctuary. The announcement was distributed widely to broadcast and online media between 1 May and 4 May. This resulted in 26 pieces of coverage with an estimated audience of 1.6 million.

The media coverage achieved included:

- The Daily Telegraph – print and online (1 May 2021)
 - Also syndicated to Adelaide Now, Herald Sun, The Courier Mail and NT News
- Seven News Sydney (1 May 2021)
 - Also syndicated to Prime 7 Orange, Prime 7 Wagga Wagga, Prime 7 Central Coast, Prime 7 Lismore, Prime 7 Newcastle, Prime 7 Tamworth, Prime 7 Wollongong and Prime 7 Port Macquarie
- Nine News – Sydney (1 May 2021 – coverage 1)
 - Also syndicated to SCA Nine Wollongong, SCA Nine Orange, SCA Nine Canberra, SCA Nine Wagga Wagga
- Nine News – Sydney (1 May 2021 – coverage 2)
 - Also syndicated to SCA Nine Wollongong, SCA Nine Orange, SCA Nine Canberra, SCA Nine Wagga Wagga
- Architecture & Design, Community feedback sought for North Head Sanctuary Draft Concept (4 May 2021).



North Head's past the key to its future as a vibrant tourist treasure

GEORGIA CLARK

IT'S been a quarantine station, a graveyard and a World War II fort but now plans have been revealed to turn North Head into a tourist attraction that celebrates its Indigenous history as much as its colonial heritage.

The Sydney Harbour Trust has released its concept plans for the

site's future and the public has until June 11 to have its say.

The plan calls for an "interpretative centre", native gardens, an environmental education centre, walking trails along the gun emplacements and transforming the parade ground at the Gunners Barracks into a space for events such as markets.

Harbour Trust CEO Joseph Carozzi said it is vital to maintain the

site's rich World War II, Indigenous and colonial history.

"The site's personality will remain unequivocally as bushland in a quiet, peaceful setting," he said.

"The extra work that we're doing will emphasise and highlight the stories of the military fortifications and ancient bush management."

The 300 metres of tunnels will be made into more of a visitor experi-

ence, while new walking tracks will take people to the gun emplacements and engine room.

The old School of Artillery — which includes the Army Barracks and North Fort — would be opened

to the public for the first time. North Head's significance for Indigenous people would be celebrated with an environmental education centre.

HARBOURTRUST.GOV.AU



Figure 7 Clipping from The Daily Telegraph

In addition to the editorial coverage noted above, the release of the Draft Concept and associated engagement opportunities was also advertised via print and online. The overall advertising campaign had an estimated total reach of 8.26 million people.

Advertisements were included in:

- The Daily Telegraph on 1 May
- The Australian on 3 May
- Sydney Morning Herald on 12 May
- Manly Daily between 1 May and 11 June
- Google 1 May and 11 June
- Facebook 1 May and 11 June.

Draft Place Concept Released

Have your say about the future of North Head Sanctuary

North Head Sanctuary / Car-rang-gel, at the northern entrance to Sydney Harbour, is one of Australia's most spectacular landmarks and holds significant ties to First Nations culture, Australia's military history and is host to some of Australia's most precious natural ecosystems.

To help shape the future of this treasured public destination, we want to hear from you!

We value your contribution in helping to shape the future of North Head Sanctuary. Consultation closes 5pm, 11 June 2021.

HAVE YOUR SAY

To have your say visit **harbourtrust.gov.au** or scan the code to view the Draft Place Concept and complete a survey.



TO HEAR MORE

Speakers will discuss the Draft Place Concept for North Head Sanctuary at our webinars, virtual workshops and community pop-ups. To register your interest visit **harbourtrust.gov.au** or scan the QR code above.



Figure 8: Advertisement example

5.2 Social media

Social media promotion of the Draft Concept occurred across multiple platforms including LinkedIn, Facebook, Instagram and Twitter, with a total of 34,219 impressions achieved.

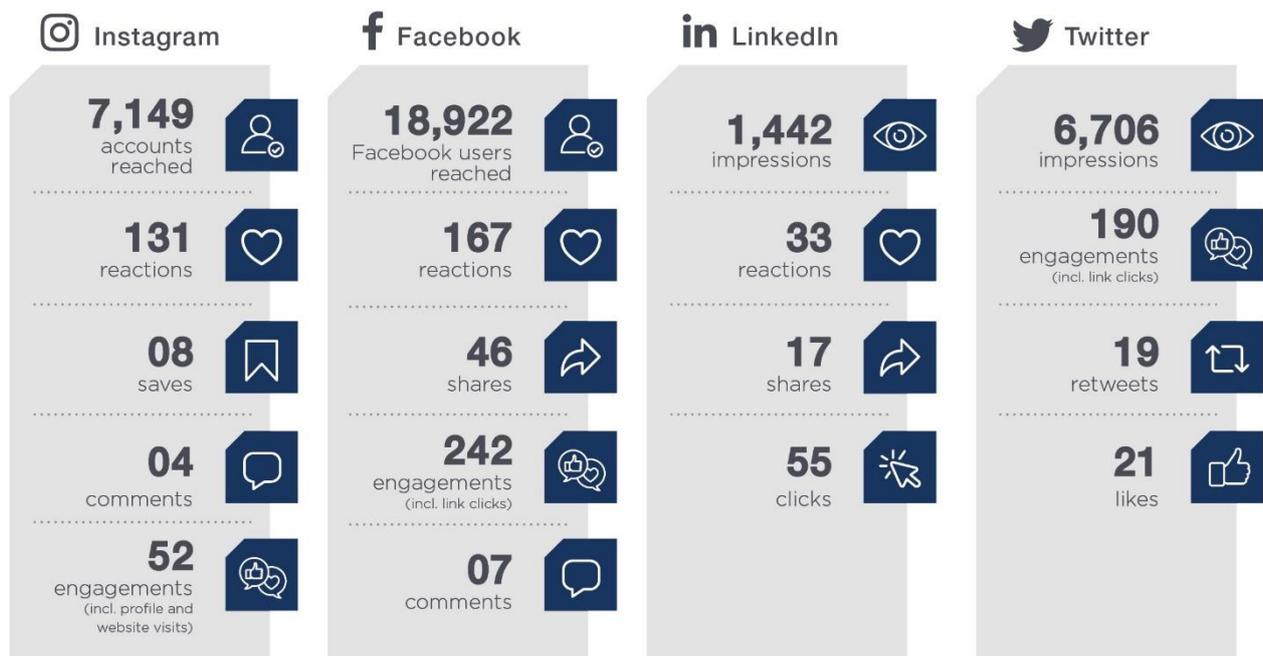


Figure 9: Social media metrics

5.3 Webpage visits and interactions

There were two main webpages developed to host information regarding the Draft Concept. These included:

1. The dedicated North Head Sanctuary consultation webpage on the Harbour Trust website
2. The dedicated Draft Concept Have Your Say webpage on the Commonwealth Department of Agriculture, Water and Environment's website.

A total of 7,913 visits were recorded across both Harbour Trust and Have Your Say webpages, with:

- 1,039 unique downloads of the Draft Concept
- 238 views of the webinar video with a collective viewing time of 39.5 hours
- 149 interactions with the digital map
- 98 unique downloads of the newsletter.

Figure 10 demonstrates the North Head Sanctuary Consultation landing page with additional webpage screenshots. Further screenshots, including the Have Your Say landing page have been included in the appendix.

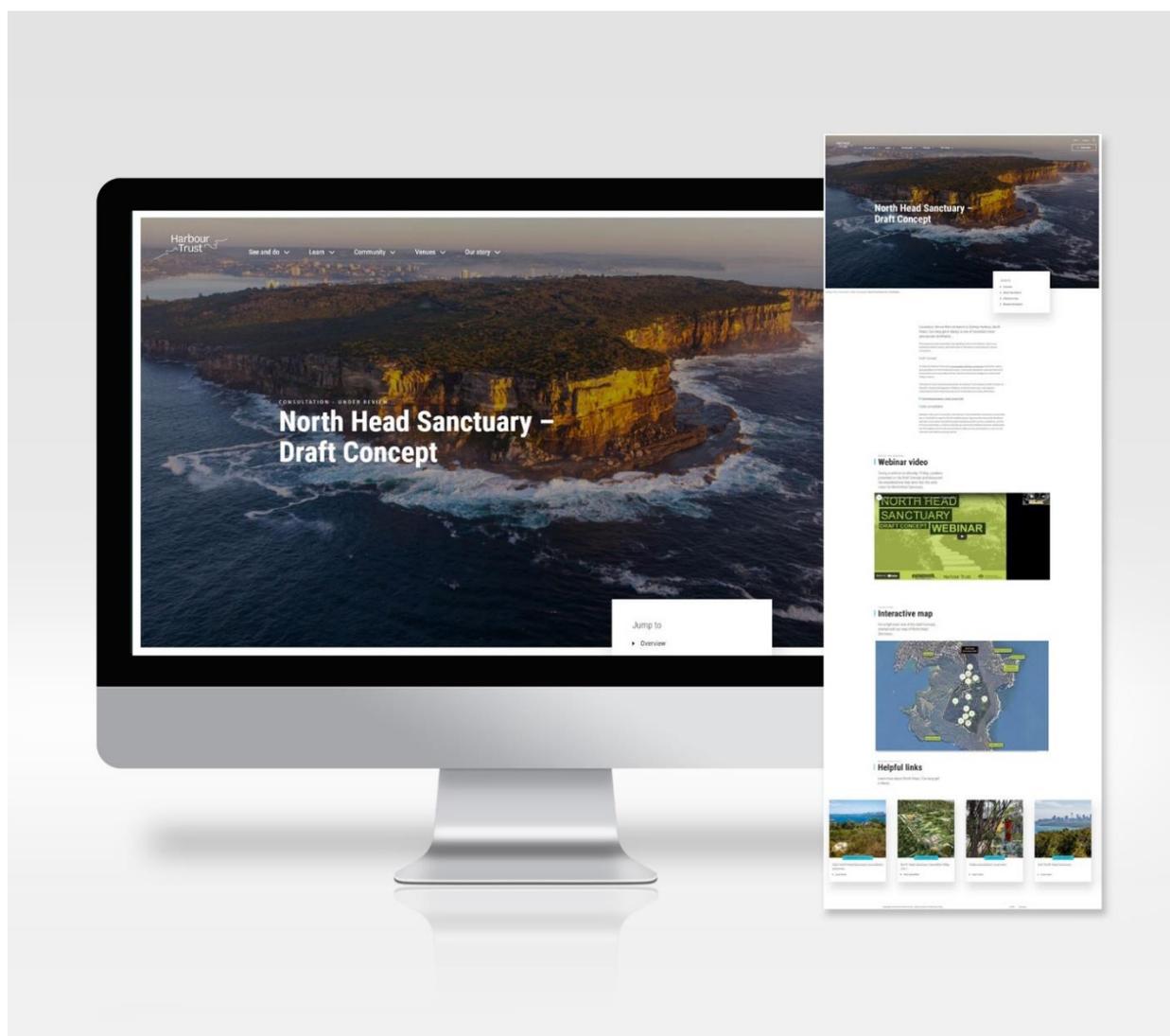


Figure 10: North Head Sanctuary Consultation webpage

5.4 Newsletter and letterbox drop

A newsletter was developed to inform community members of the release of the Draft Concept and opportunities to provide feedback. On 1 May, the newsletter was delivered to 17,334 local homes and businesses within proximity of North Head Sanctuary. This letterbox drop activity had an estimated reach of 40,000 people. Stakeholders could also access the newsletter via the website with 98 unique clicks to the online version.



Figure 11 Community newsletter

5.5 Subscription newsletter and stakeholder emails

A total of six subscription newsletters were distributed throughout the consultation period, reaching a total of 103,462 people. Recipients were derived from the Harbour Trust's existing electronic marketing database. Individual articles featured the Draft Concept, encouraging the community to participate. Key engagement activities and feedback mechanism such as the survey, pop-up sessions and workshops were promoted.



Figure 12 Draft Concept article in subscription newsletter

In addition, a total of 209 invitations and notifications were issued to community groups and stakeholders throughout the consultation period. This included invitations to attend engagement activities (e.g. webinar, workshops etc.) and notifications featuring consultation updates.

5.6 Project boards and poster displays

In addition to the key activities noted in Figure 6, project boards and poster displays were set up at community information hubs, including:

- Manly Library
- Northern Beaches Council
- Dee Why Library
- Bella Vista Café
- North Head Sanctuary Visitor Centre
- Headland Montessori School.



Figure 13 Project board outside the North Head Sanctuary Visitor Centre

Community
webinar



06 Community webinar

Community members were encouraged to register their interest in attending a webinar on 10 May 2021 from 10:00am – 11:00am. The webinar included key aspects of the Draft Concept, such as the historical context of the site, the guiding principle of *Healing Country*, and the signature initiatives in the North Fort and Artillery Barracks Precincts.

The webinar was presented by:

- Joseph Carrozzi (Chair, Sydney Harbour Federation Trust)
- Joe Agius (Design Director, Cox Architecture)
- Christian Hampson (CEO, Yerabingin)
- Hector Abrahams (Principal, Hector Abraham Architects).

40 people registered to attend the webinar, with 24 people attending the live event.

The webinar also included a live facilitated question and answer session with impromptu questions posed by webinar participants. Questions raised in the webinar covered topics, including:

- parking and public transport options to access the site
- the types of adaptive uses envisaged for the buildings with the Artillery Barracks Precinct
- how the proposed Interpretive Centre and Environmental Education Centre at North Fort will be run
- the funding and timing for the Draft Concept to be realised.

At the conclusion of the webinar, participants were asked to complete a short survey of their webinar experience. All respondents indicated that the webinar was useful to their understanding of the Draft Concept.



The webinar made it really easy to understand what is proposed for North Head”

“Having the subject matter experts live answering Q&A was great”

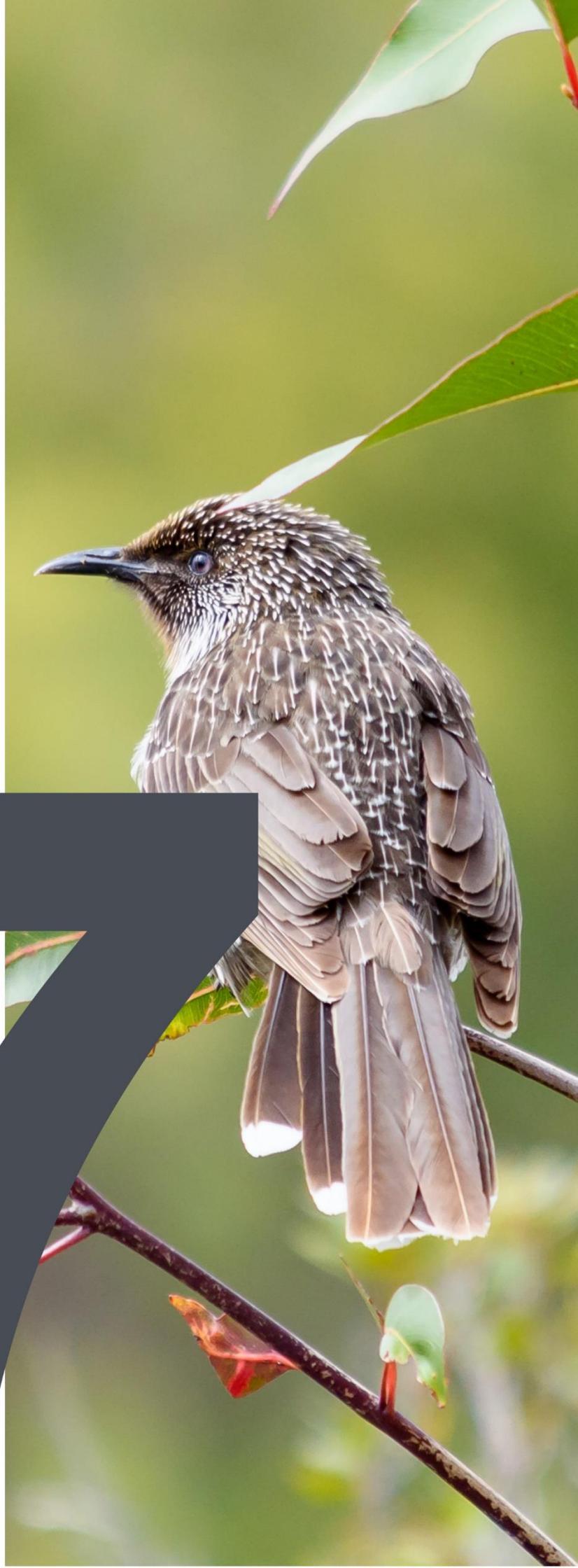
The webinar was also recorded and posted to the North Head Sanctuary consultation webpage as a supplement to community members’ own reading of the Draft Concept document, and as preparation viewing for attendees of the community workshops.

At the conclusion of the public exhibition period, the webinar recording had been viewed 238 times.



Figure 14 Community webinar

In-person
workshops



07 In-person workshops

A series of workshops were held in-person with key stakeholder groups. The purpose of these workshops was to communicate the Draft Concept, provide an overview of the consultation process and gather participant feedback. In addition to this, participants were encouraged to provide further feedback via other consultation activities, like the online Have Your Say survey.

Each workshop was structured to gain feedback on the signature initiatives of the Draft Concept. During each workshop, three broad prompting questions were used to generate discussion amongst the participants:

- What do you like about the signature initiatives?
- What concerns you about the signature initiatives?
- What is missing from the Draft Concept?

Participant feedback and suggestions were written on post-it notes and collated.

The workshops included representatives from the Harbour Trust Community Advisory Committee (CAC), North Head Sanctuary volunteers and tour guides, and on-site tenants.

The workshops were conducted on Thursday 13 May 2021.

7.1 Community Advisory Committee workshop

The CAC is the primary community advisory body to the Harbour Trust. The general membership of the CAC aims to represent a broad cross-section of expertise, age, gender and interests. In addition to the appointed general members of the CAC, the CAC includes *ex-officio* members representing local governments and elected representatives.

12 CAC members participated at the workshop with 122 comments captured, comprising of 66 verbal comments and 56 written notes.

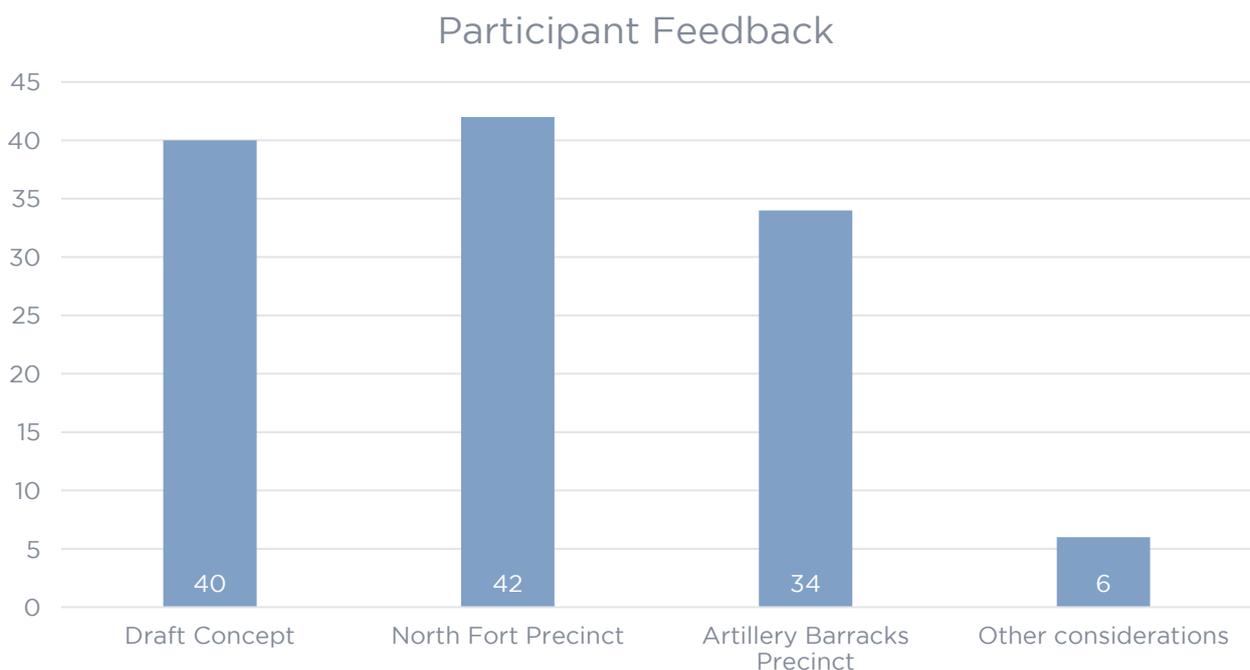


Figure 15 Breakdown of CAC workshop participant feedback

Feedback on the Draft Concept

The workshop commenced with an overview of the Draft Concept demonstrating an intent to revitalise the site through interpretation of First Nations' to recent military history. Comments primarily focussed on addressing the site as a whole, including a request to *“take a holistic perspective to the environment”* and to address the integration and interpretation of military and First Nations history throughout the site by *“ensuring public activation doesn't take away from the significance of the site”*. Other topics including tourism, accessibility, traffic management and transport were also discussed.

In regard to the themes of the Draft Concept, the workshop participants noted:

- that nature is the most valued aspect of the whole headland, and how it makes people feel. The concept of sanctuary and the environment was a number one priority
- the increased involvement of First Nations in designing and operating the site, including leading education initiatives
- respecting the military significance and history of the site.

Feedback on the North Fort Precinct

The CAC workshop participants were generally supportive of the initiatives at the North Fort Precinct and ranked the initiatives in order of importance.

| Rank | Group 1 | Group 2 | Group 3 |
|------|---|---|--|
| 1 |  Interpretive Centre |  Existing car parking reconfiguration |  Existing car parking reconfiguration |
| 2 |  Existing car parking reconfiguration |  Environmental Education Centre |  Environmental Education Centre |
| 3 |  'Welcome Place' and improved precinct entry |  Interpretive Centre | - |
| 4 |  New walking trails |  Accessible path network and native garden | - |
| 5 |  Accessible path network and native garden | - | - |
| 6 |  Environmental Education Centre | - | - |

Table 4 Results of the CAC workshop participants' ranking of importance for North Fort initiatives

In addition to the ranking activity, the CAC workshop participants also provided feedback on the individual initiatives.

Interpretive Centre

There was considered support for the Interpretive Centre, with suggestions that the ongoing operations of the centre should be engaging for visitors. Examples included the inclusion of videos and graphics to recapture lost artefacts. It was also suggested that the historical interpretation of North Head Sanctuary should be implemented throughout the whole site, with recommendations for interpretations to be co-located with points of interest and relevance across both precincts.

 *Rather than one big building, centres are incorporated around the site and integrated into the surrounds.”*

Welcome Place

It was noted that more information about the ‘Welcome Place’ and the improved precinct entry was required to provide informed feedback. However, similar to the comments about the Interpretive Centre, it was suggested that the ‘Welcome Place’ as a representation of Indigenous culture could be decentralised and integrated across all of North Head Sanctuary.

Walking trails

Initiatives which focused on the expansion and improvement of walking trails were well supported, including the preservation of the existing Memorial Walk. Feedback on these initiatives included using the Memorial Walk as a site for commemorative services and a desire for the native garden to be developed and maintained in consultation with Indigenous groups.

 *Walking trails need to be expanded and accessible”*
“Park network [sic] very good especially if it shows Indigenous management”

Concerns were raised about the necessity of the proposed zig-zag nature walk through North Fort to the Interpretive Centre given there is extensive native bushland and nature walks on the site already. Additional suggestions included hosting garden events and incorporating sculptures.

 *Do we need a contrived garden when there is native vegetation surrounding the site?”*
“More organic and natural vegetation might be better”

Environmental Education Centre

The Environmental Education Centre was well received, with acknowledgement that it would be the “*biggest drawcard for families and school kids – to attract new interest.*” There was further support for the Centre to integrate with the native flora and fauna on the site and for First Nations people to be involved in the operation of the Centre.

Car park reconfiguration

The car parking reconfiguration was identified as an important initiative, noting that the revitalisation of the North Head Sanctuary will attract additional visitors and therefore the site will require additional parking and public transport.

Feedback on the Artillery Barracks Precinct

As part of the workshop, participants were asked to rank the individual initiatives at the Artillery Barracks Precinct, in terms of importance.

| Rank | Group 1 | Group 2 | Group 3 |
|------|---|--|--|
| 1 |  More legible gateway |  Adaptive re-use of the existing gymnasium and the officer's mess |  Protection of the environment and revegetation |
| 2 |  Walking trail to North Fort |  A public event space at the Parade Ground |  More legible gateway |
| 3 |  Protection of the environment and revegetation | - |  Adaptive re-use of the existing gymnasium and the officer's mess |
| 4 |  Adaptive re-use of the existing gymnasium and the officer's mess | - | - |
| 5 |  Adaptive re-use and conservation of the Other Rank's Mess | - | - |
| 6 |  A public event space at the Parade Ground | - | - |

Table 5 Results of the CAC workshop participants' ranking of importance for Artillery Barracks initiatives

The participants were generally supportive of the initiatives, most specifically, the restoration and preservation of the historical buildings. In addition to the ranking activity, the CAC workshop participants also provided feedback on the individual initiatives.

Adaptive reuse

Suggestions were made regarding different types of uses within the existing buildings. This included different levels of accommodation for walkers, as part of the Bondi to Manly walk, and a place of respite and care for veterans. There was acknowledgement of the expense involved in restoring heritage buildings and requests to create a balanced approach that ensures the area is not overdeveloped to recoup costs.

 *Place of healing for veterans also – need for space and facilities to accommodate this”*

“More veteran support – the site is also a healing place for veterans”

Parade Ground

Comments demonstrated support for the Parade Ground becoming the centre of events and public involvement. There was a call for these events to be respectful of the significance of the Parade Ground in military and site history.



There will be people that will have a strong view about its use – from the military connection”

More legible gateway

With regard to the precinct entrance, feedback supported improving its legibility and doing so in a way that is sympathetic to the site and its past, particularly *“don't grandiose the entrance or change the structure, have it reflect the original look and feel”*.

Walking trail

Feedback on the proposed walking trail linking the Artillery Barracks to North Fort was positive. Suggestions for the walking trail included using it as a *“path to link to many assets rather than [a] single route”*.

Other considerations

Whole of site approach

The CAC members in attendance highlighted that visitors view North Head as one site, and often do not differentiate between North Head Sanctuary, the National Park and the Quarantine Station. As such, there was support for greater integration across the whole of North Head.

Similarly, feedback also indicated that the headland was of importance to the community and initiatives regarding the native bushland should be considered with respect to the impact on overall flora regeneration and fire recovery.

It was also noted that the Third Quarantine Cemetery should be included in future designs for North Head Sanctuary.

Transport, parking and accessibility

Comments were made that an integrated transport solution is required for North Head, which would include working collaboratively with Transport for NSW for possible 'turn up and go' buses and ferry connections.

Discussion also centred on the need for further car parking options to be addressed, in anticipation of an increase in visitor numbers to a revitalised North Head Sanctuary. The importance of this was evidenced by the groups ranking the car parking reconfiguration highly when ordering the signature initiatives by importance.

Tourism

A general discussion was initiated on ways to attract more tourists to the site, with improved public relations and communication strategies being suggested.



Figure 16 CAC workshop participants discussing the North Head Sanctuary Draft Concept

7.2 Volunteer and Tour Guide workshop

Volunteers and tour guides play a vital role at North Head Sanctuary. They fulfil a wide range of functions including visitor services, administrative assistance, heritage restoration, event support, tour guides and gardening.

Volunteer and tour guide workshop participants spoke passionately about maintaining the sanctuary of the site, representing the layered history and sympathetically restoring and preserving the history. They highlighted that the role of volunteers and tour guides was not clearly articulated in the Draft Concept, and voiced concern that the proposed initiatives would focus on digital interpretation over personal interactions.

There were 18 participants at the workshop, with 150 contributions being captured. These contributions were comprised of 76 verbal comments and 74 written notes.

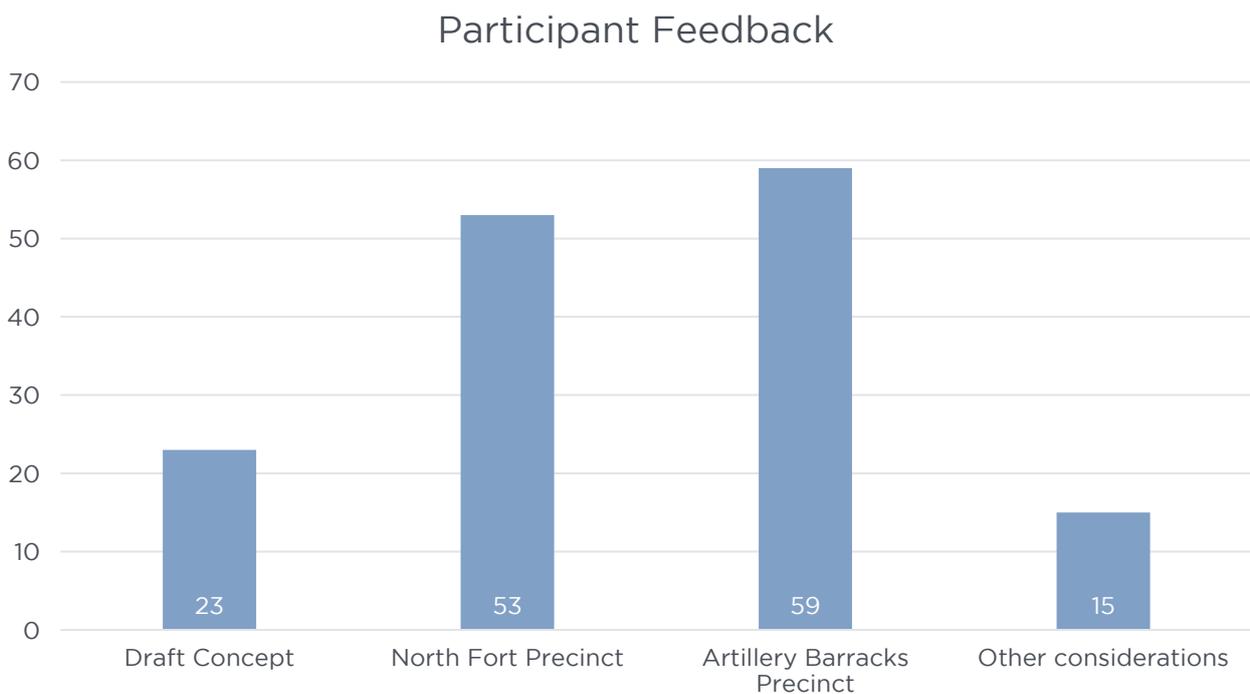


Figure 17 Breakdown of Volunteer and Tour Guide workshop participant feedback

Feedback on the Draft Concept

Feedback primarily focused on the site's shared history and the concept of sanctuary.

Shared history

Comments centred on the importance of reflecting and appropriately representing the many layers of history across North Head Sanctuary including First Nations history and more recent military history. Specific feedback regarding military history included interest in returning military artefacts that have been removed from the site and ensuring the "Defence of Sydney" story is told.

Sanctuary

The concept of sanctuary and Healing Country was well supported with comments indicating their significance in the Draft Concept.



The word Sanctuary needs to be forefront in the plan. The definition of the word means that flora and fauna are left undisturbed."

"This site is listed on the national heritage register. This is important to consider in future planning."

Some participants however indicated reservations about the Draft Concept, including the type of uses that would be approved for the site being contrary to the idea of sanctuary.



Plan contradicts with the purpose of sanctuary"

"I have deep reservations regarding night time markets/events - which could interfere with fauna."

Feedback on the North Fort Precinct

There was mixed feedback regarding the initiatives at North Fort, with some strong negative views that the Draft Concept for North Fort needed to be recreated. Additional feedback on the individual initiatives is noted below.

Interpretive Centre

The Interpretive Centre was well supported and it was noted that it *"could be a star attraction for visitors"*. Suggestions for enhancing the centre included a *"viewing platform constructed above the interpretive centre; to view the coastline and the surrounding sanctuary"*.

Questions were raised with regard to the proposed treatment of the tunnels in the Draft Concept, including where the newly proposed ramp access to the existing tunnels would be located (noting that the Draft Concept identifies access to the tunnels via the Interpretive Centre). The unidentified location of the entrance and safety considerations were noted particularly if visitors are permitted to be unsupervised in the tunnels while on self-guided tours.

Welcome Place

Suggestions for the proposed 'Welcome Place' included ensuring that it reflects all histories of the site, and potentially reusing the existing *Married Quarters* building.

Environmental Education Centre

Feedback for the Environmental Education Centre was positive with the centre being considered a welcomed addition. Commentary suggested it should reflect the local native flora, rather than taking a global approach.

Walking trails and pathways

Concerns were raised regarding the addition of new pathways or walking trails, particularly noting “*no new tracks for North Fort*”. In addition, it was noted that it is hard to create natural shade in the North Fort Precinct due to the site being wind swept with existing pathways having partial shade only.

Feedback on the Artillery Barracks Precinct

Adaptive reuse of buildings

Most comments were in support of the restoration and protection of the heritage buildings to preserve the military history in this precinct. This included the adaptive reuse and conservation of the Gymnasium, Other Ranks’ Mess and the Officers’ Mess buildings.



Need to restore Building One to its original condition and interpret past history of the precinct”

“Agree on the refurbishment of the gymnasium with wellbeing promoted”

It was clarified that while being in support of adaptive reuse of the buildings, over-commercialisation of the assets would be a concern.



Being adaptive is not a bad thing. However, over commercialism is an issue. Maybe the site is not for everyone”

Parade Ground

The Parade Ground garnered a number of comments with feedback focused on the importance of the Parade Ground in military history, which would impact the type of uses that would be considered respectful.



The Parade Ground has witnessed lots of military ceremonies. There are traditions of the Parade Ground that should be respected and not breached”.

“Parade ground as an important asset. Would not support other activity being placed on this sacred military ground.”

“Parade Ground – should show respect to military and also environment. Alternative site proposed at the oval above the Parade”.

“To me an old ‘gunner’ the Parade Ground is akin to a sacred site”.

Environmental protection

With regard to initiatives to protect and preserve the native environment, feedback was supportive. Comments focused on preservation of endangered plant species and in particular, “*this site contains critically endangered Eastern Suburbs Banksia Scrub*”. There was further acknowledgement that “*re-vegetation is already happening*” on the site and well supported by the volunteers.

Other considerations

Concerns were raised with regard to parking, traffic management and transport access to the site. Feedback highlighted that any new parking areas need to be discrete and sympathetic to the environment, and to consider the gun park as an alternative parking area.



New parking areas will take up more space, more pressure on the bushland. Parking should be discrete and sympathetic to the vegetation.”

“If the Draft Concept is relying on public transport there needs to be more frequent bus services, walkers need a higher level of mobility to access the site and cyclists need safer access.”

Consideration of upgrading amenities to support more visitors was also raised.

7.3 Tenants workshop

Commercial tenants have long been a mainstay of North Head Sanctuary and there was a strong sense of collaboration and a desire to work with the Harbour Trust to support events and activation plans.

The workshop was attended by six representatives from four tenancies. The main focus for these participants was how the Draft Concept would influence commercial activities on the site now and in the future.

Overall, 51 contributions were captured, with 24 verbal comments and 27 written notes.

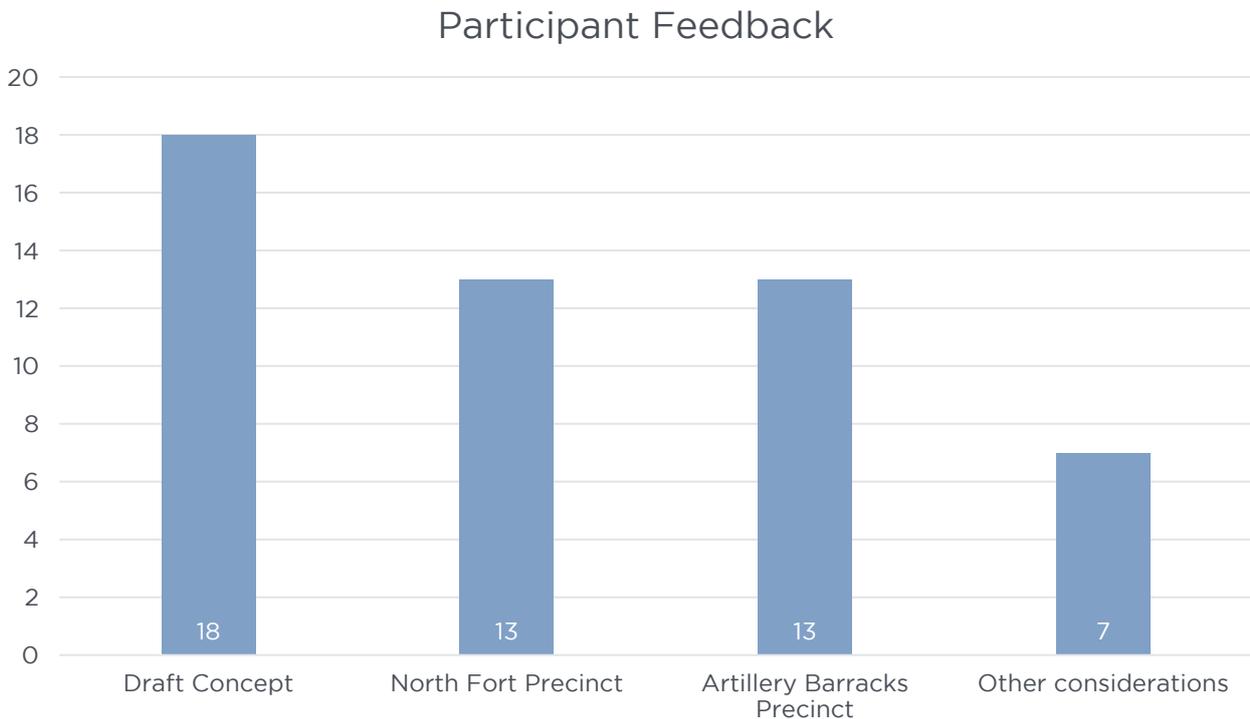


Figure 18 Breakdown of Tenants workshop participant feedback

Feedback on the Draft Concept

Comments focussed on the idea of sanctuary, and the representation and interpretation of the site's Indigenous and military history.

Feedback was supportive of maintaining the essence of the site being a sanctuary, with endorsement for appropriate adaptive uses that are aligned to and preserve the sanctuary environment. It was noted that the bush tracks and walkways are one of the key drawcards to attract visitors, particularly during the current COVID pandemic.

With regard to the representation and interpretation of the Indigenous and military history, this was supported with specific interest in an educational focus on Indigenous history, and returning the guns and other artefacts, previously removed from the site.

Feedback on the North Fort Precinct

There was interest in the Environmental Education Centre and the Interpretive Centre further integrating educational activities into North Head tenancies, in conjunction with cooperative or collaborative initiatives, which could form "*an integrated school classroom and curriculum*".

Walking trails and pathways

Feedback was positive as walking trails and pathways attract visitors. The native bushland was also considered an attraction for parents who send their children to the school, which is tenanted in the Gatehouse in the Artillery Barracks Precinct.



People come to the site and bring their children to the school [in the Gatehouse Building] because of the beautiful natural environment of the site."

Feedback on the Artillery Barracks Precinct

Feedback was supportive of adaptive uses for the buildings, with suggestions for the Other Ranks' Mess (Building One) to be restored. For commercial tenancies comments focused on the upgrade to business amenities particularly telecommunication and internet services, which are critical for "*point of sale, businesses and schools*".

Additional comments supported collaboration between the Harbour Trust and current tenants in determining future uses for the site. Concerns were raised regarding evening events on the Parade Ground having an impact on the wildlife and existing businesses, and the need to "*incorporate a balanced management of people and events*" with further consideration being given to noise or transport management plans for these events.

Other considerations

With regard to parking, increased visitor numbers and transport options, a number of concerns were raised. They included suggestions for a traffic management plan to be developed to include non-private car access, alternative transport and active transport options.



Bringing more people to the site will bring a number of issues with car parking capacity, toilet amenities and the management of facilities."

Overall, tenants had a strong a desire to collaborate with the Harbour Trust on events and activation plans, and to develop ideas for the proposed adaptive uses, particularly at the Artillery Barracks Precinct.

Virtual
workshops



08 Virtual workshops

To provide a COVID-safe environment and to support inclusive consultation with a wide-range of stakeholders, a series of virtual workshops were held. These workshops were held throughout the consultation period at varying times (during and after business hours) on:

- 18 May
- 19 May
- 24 May
- 1 June.

A total of 34 people registered for these workshops with 18 attending.

The initial three virtual workshops followed a similar structure to the in-person workshops, where three questions were used to generate discussion amongst the participants:

- What do you like about the signature initiatives?
- What concerns you about the signature initiatives?
- What is missing from the Draft Concept?

The contribution of the participants is summarised below.

Feedback on the Draft Concept

The majority of attendees were positive about the Draft Concept, however some attendees stated a preference for the site to remain unchanged, with required maintenance and enhanced signage as the only interventions. In particular, the main concern raised was of *“development disrupting the natural scenery & quietude”*.

Aligned to this feedback was the consistent commentary on the concept of sanctuary and avoiding over-development and commercialisation, in particular *“too many events will take away from the special nature of the place”*.

There was also consistently positive feedback in representing and interpreting the layered history of North Head Sanctuary, particularly the environment, First Nations and military.

““ An opportunity to use this site to link different cultures together on site at a national level. This is a forward-thinking approach to healing”

“The Aboriginal history is intrinsically linked with the physical environment”

In addition, comments were made for an integrated and future-focussed interpretation and educational experience of the site’s history.

““ With sound parameters, this could be a future-focused place that brings together multiple generations. It would be great to explore how North Head could focus on the future while respecting, but not being centred on the past.”

Feedback on the North Fort Precinct

The participants of the virtual workshops were generally supportive of the initiatives at the North Fort Precinct with a clear desire to incorporate the layered history of North Head Sanctuary, and using it *“as a touchstone for us coming to terms with our Indigenous history as well as military and contemporary”*. Accordingly, there was significant feedback about the Interpretive Centre and the representation of Indigenous culture.

Interpretive Centre

Feedback on the Interpretive Centre was mixed but included a recognition of the importance of having all layers of history on the site including military and Indigenous histories represented, with the *“integration of Indigenous culture into military and modern culture.”*

There was a suggestion that the centre would not be required if the current interpretation and signage were improved.

Additional comments were made about the operation of the Interpretive Centre and what would be included in the exhibitions and interpretive content.

Environmental Education Centre

There was support for the Environmental Education Centre, noting its perceived value to the community and visitors. Comments also included an appreciation for reusing the existing buildings, discussion about how the Centre would be managed and operated, and the need to integrate educational aspects across all of North Head Sanctuary.

““The environmental educational centre is something new which if done well should help everyone who visits to appreciate its unique value to all people.”

“Focus on learning about the environment and cultural history of the area.”

Adaptive reuse

There was concern that North Fort Precinct included a number of new buildings, with minimal adaptive reuse being evident. It was proposed that the reuse of existing buildings should be the first priority, with new buildings being developed with care and consideration.

““New building and development is worrying - using existing buildings, and taking a very sensitive approach to any new buildings is far more preferable”

Accessible pathway and native garden

It was noted that the open lawn on North Fort is used to land helicopters in the event of an emergency, which is the proposed site of the accessible pathway and native garden. It was suggested that safety and emergency planning need to be incorporated.

Feedback on the Artillery Barracks Precinct

Operating models and commercial uses were at the centre of many discussions regarding the Artillery Barracks Precinct. There was significant alignment and support to retain the concept of sanctuary, however there was mixed feedback regarding potential uses. Some participants viewed the commercialisation of the site to be in opposition to the concept of sanctuary and the goal of increased public use and visitation.

Adaptive reuse

Although feedback was mixed on individual uses of the Artillery Barracks buildings, there was support for a mechanism to assess and approve specific land and building use before it proceeds. Participants noted that a model outlining appropriate or prohibited types of events and adaptive uses would be beneficial, with a process for approval based on the principles of North Head Sanctuary.



Adaptive reuses of the unused buildings for community benefit"

"The [local council] advocated rock concerts & outdoor cinema which is totally incompatible with this site"

"I'd like to see the buildings activated as a satellite campus (research or field station) for a University - in areas of environmental studies, or medicine, or Indigenous studies."

"Expand the services offered for returned soldiers".

Parade Ground

Feedback specific to the use of the Parade Ground highlighted the importance of respecting the ground for its place in military history as *"it is a special place"*.

In terms of using the Parade Ground as a marketplace and for evening concerts, feedback was mixed. Comments included requests for further consideration of the environmental impact of large events on the Parade Ground in terms of noise, parking and fauna. It was identified that the Parade Ground has the *"potential for a community gathering space as long as activities are sensitive to the environment"*

Environmental protection

Feedback on the protection and revegetation of the environment was positive, with a clear desire to encourage native plantings, with the *"Eastern Suburbs Banksia Scrub [being] a feature"* and for flora to be specific to the North Head Sanctuary site.

Other considerations

The participants of the first three virtual workshops were asked to rank, in order of importance, the 12 individual initiatives across North Fort and Artillery Barracks Precincts. The collective results are illustrated in Figure 19 and show that the top five initiatives important to the participants of the virtual workshops were:

1. Protection of the environment and revegetation (Artillery Barracks)
2. Accessible path network and native garden (North Fort)
3. Adaptive re-use of the Other Ranks' Mess (Artillery Barracks)
4. Environmental Education Centre (North Fort)
5. 'Welcome Place' and precinct entry (North Fort).



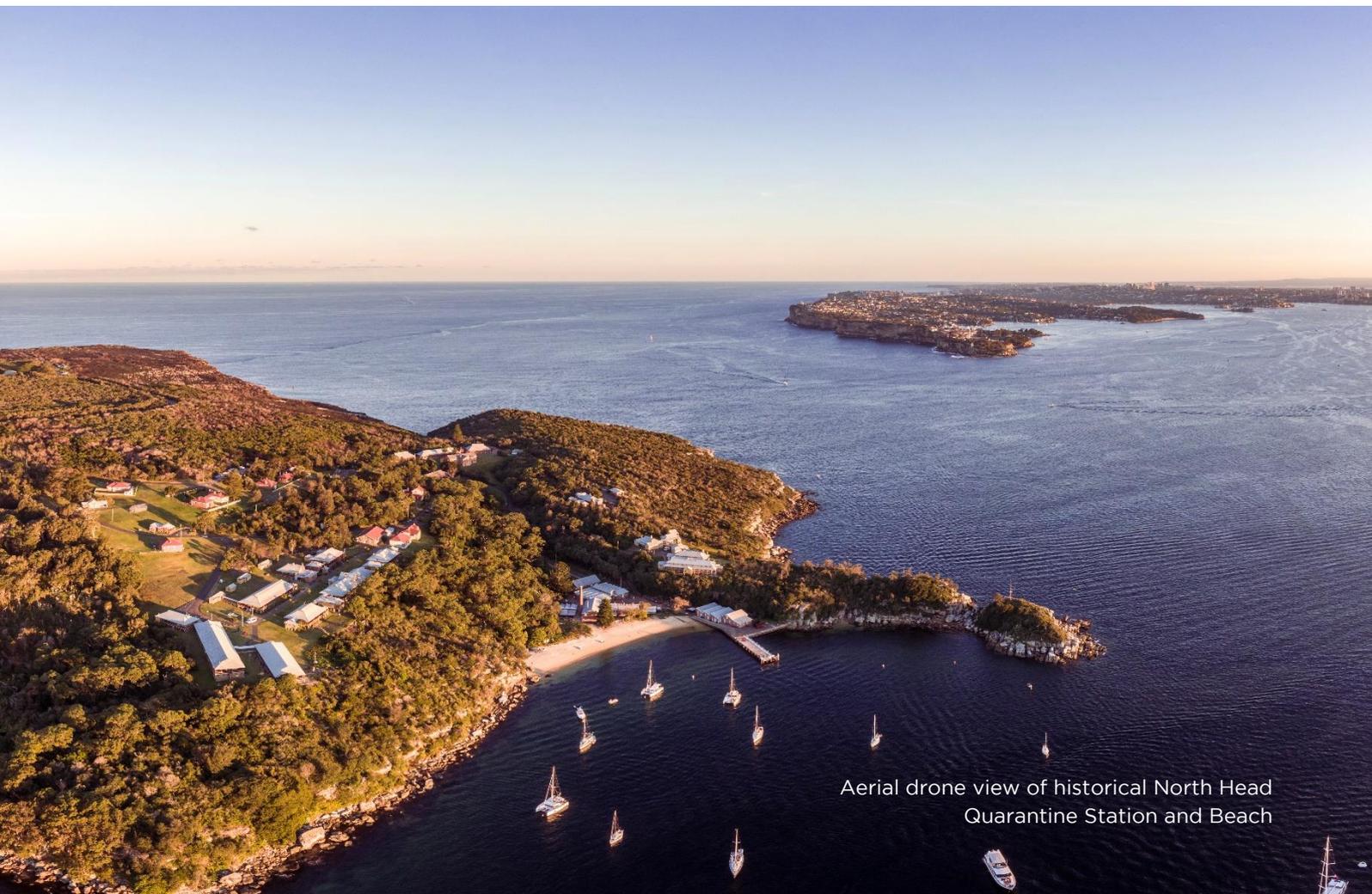
Figure 19 Virtual workshop participants' collective ranking of the Draft Concept initiatives

Virtual workshop participants also commented that North Head Sanctuary should be considered from a holistic perspective with a focus on the natural environment and connectivity across the headland. Suggestions were made to refer to sites such as MONA in Tasmania, or the Q-Station on North Head for inspiration on how to effectively interpret a site, support adaptive uses and build integrated educational programs.

In addition, concerns were raised about the impact of increased visitor numbers to traffic in the area, highlighting the need for additional parking and safety plans.

The participants of the first three workshops were also asked how they would feel about North Head Sanctuary, if the Draft Concept was enacted. The results were positive, with the resultant word clouds included in the Appendix.

In response to participant feedback, the fourth virtual workshop was a more conversational style workshop and did not include the ranking exercise. The anecdotal comments and feedback from this workshop have been included throughout this section.



Aerial drone view of historical North Head Quarantine Station and Beach

Stakeholder
workshop



09 Stakeholder walkshop

An onsite walking workshop ('walkshop') was conducted at North Head Sanctuary on 8 June 2021 from 10.30am - 12.30pm. Key military and other stakeholders were invited to attend the workshop with opportunities for the broader community to register their attendance, as advertised on the Harbour Trust website. 38 stakeholders and community members registered to attend with 28 participants attending on the day.

During the registration process over half of the participants demonstrated a significant knowledge or interest in the site noting roles as restoration volunteers at North Head Sanctuary (5), representatives of military associations including former employees from the School of Artillery (5), representatives of environmental protection organisations (2), or Community Advisory Committee members (3).

The purpose of the walkshop was to:

- engage with key stakeholders and provide a direct opportunity for feedback
- explain themes within the Draft Concept, outline specific signature initiatives and stimulate discussion
- reinforce feedback channels available including 'Have Your Say' and timeline
- discuss the Draft Concept *in situ* to provide greater context, interactivity and engagement.

Given the size of the group and to accommodate capacity for all voices to be heard, the walkshop included opportunities for participants to provide verbal and written comments. Post-it notes were provided with two nominated scribes available to assist. Overall, 112 contributions were captured, comprised of 59 verbal comments and 53 written notes.

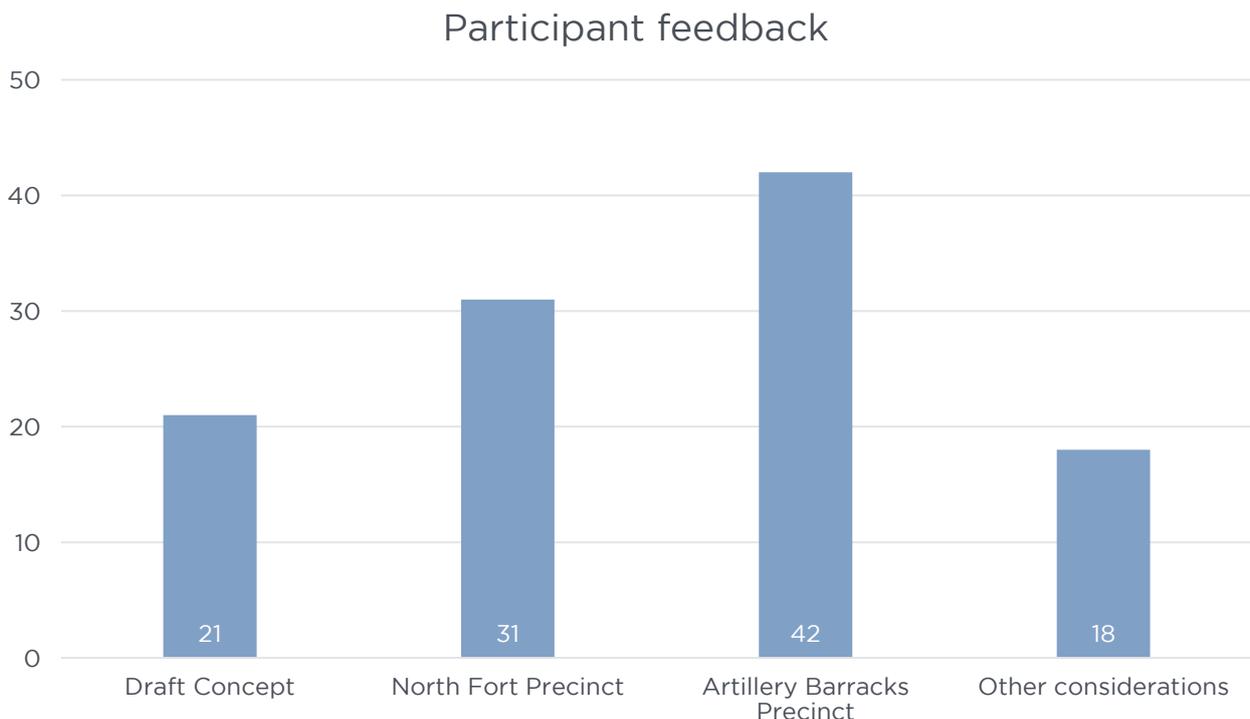


Figure 20 Breakdown of walkshop participant feedback

Feedback on the Draft Concept

The walkshop commenced with an overview of the Draft Concept demonstrating an intent to bring the past to life, and telling the truth of the site through interpretation of ancient to recent military history. A total of 21 comments were captured. Key themes included Healing Country, First Nations, military heritage and the environment.

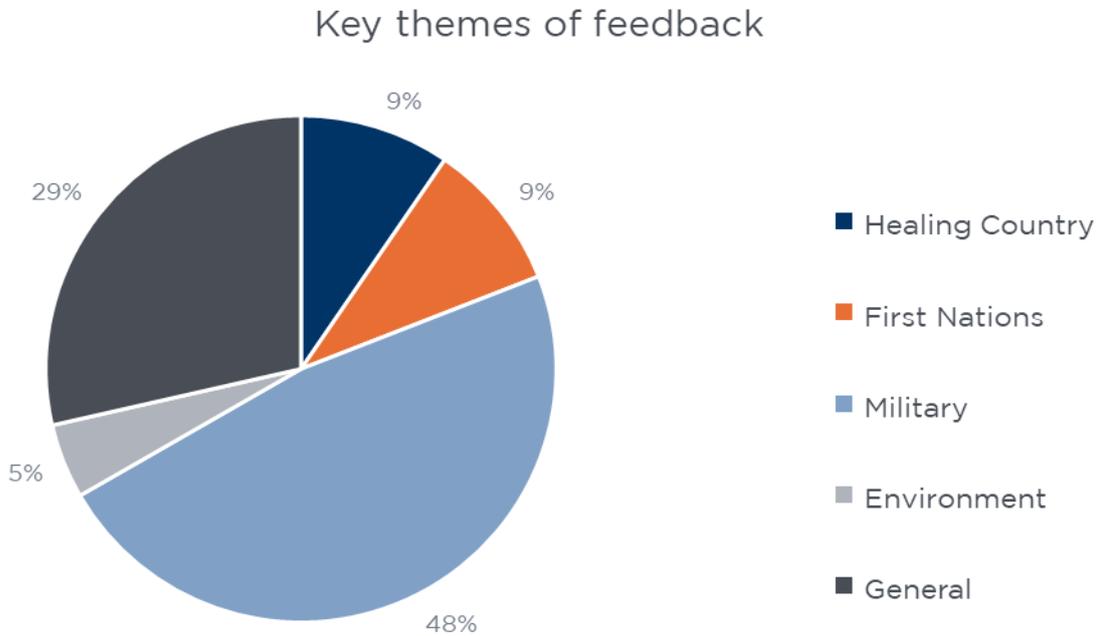


Figure 21 Key themes of walkshop feedback regarding the Draft Concept

With respect to general comments about the Draft Concept, the vast majority of responses related to the need to balance the interpretation and focus of the various themes at the site. *“Adding all the histories together, adds to the story and the site. Highlighting one aspect takes away from the story.”* These themes and priorities were noted by the group as being:

- First Nations history
- Environmental protection
- Military significance
- Community needs.

In addition, one participant raised a concern about the lack of ‘robustness and detail’ within the Draft Concept, while another raised concerns about the separation between the authorities currently managing the area (noting Harbour Trust, Northern Beaches Council, National Parks and Wildlife).

First Nations history

The themes of Healing Country and First Nations significance were discussed with further questions asked about long-term meaningful engagement, future employment opportunities for First Nations people and the need to integrate the concept of 'healing' across the entire site, in balance with other themes.

Environmental protection

Comments pertaining to environmental protection and enhancement were captured during conversations at the North Fort and Artillery Barracks Precincts regarding some of the signature initiatives. During the introduction, a general comment was provided that greater detail was needed about the *"wildlife and native vegetation."*

Military significance

Similarly, many comments about the sites military history were captured at the North Fort and Artillery Barracks Precincts with respect to the signature initiatives. However, the military heritage and history of the site was important to many in the group as a general theme of the overall site. This extended beyond the precincts visited to also include the sheds, tunnels and overall configuration of the site as *"reflective of the look as a military establishment."* Comments and questions were raised as to how moving towards a balance of mixed themes within the Draft Concept might impact the structural elements relevant to military design.

Examples at North Fort included *"Why change the look of North Fort so much? Buildings at North Fort are unique to the military,"* and at the Artillery Barracks Precinct included *"The Barracks are unique as there are no other barracks in the world similar to this - this is why it is important to preserve,"* and *"The importance of this site should not be forgotten."* A suggestion was made that the concept of 'healing' should extend to military veterans with many of the sheds suitable for activities specific to this purpose.



Aerial drone view of North Head

Feedback on the North Fort Precinct

A total of 31 comments were collated specific to the North Fort Precinct. A breakdown of comments in relation to the signature initiatives is outlined below.

North Fort Precinct Feedback

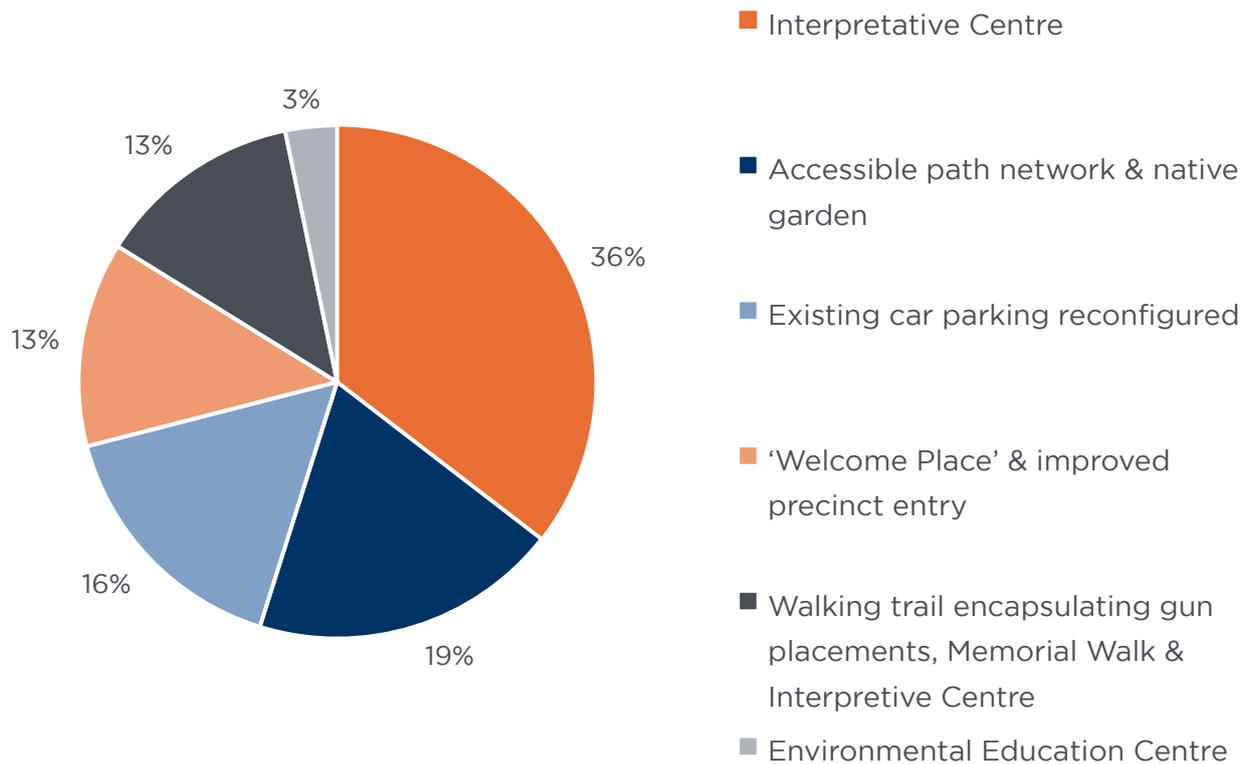


Figure 22 Breakdown of walkshop feedback for individual initiatives at North Fort

Interpretive Centre

Over one third of comments at North Fort pertained to the Interpretative Centre. Questions were raised about the role of the Interpretative Centre, with further clarity requested about how this would work given the desire to balance military, First Nations and environmental themes. Others noted that the focus should be “*military history and the defence of Sydney given the location at the top of the hill.*” Volunteers within the group were keen to understand the role of the centre in relation to existing guided tours and human interaction. Five questions or comments were raised in relation to the tunnels. Mixed feedback was received on linking the tunnels to the Interpretative Centre in terms of safety, disability access, water or drainage issues, supervision and integration/relevance to the existing tunnel network.

Accessible path network & native garden

The accessible path network and native garden received mixed reviews with concerns raised regarding accessibility and the ongoing provision of a “*helicopter emergency landing area.*”

However, three individuals supported the idea for a *native garden with Indigenous healing aspects* and a designated area for *“walkers to enjoy the flora and fauna.”*

Existing car parking reconfigured

Participants were keen to better understand how the existing car parking would be reconfigured. Key feedback included the need for better coach turnaround and parking facilities, a suggestion that coach access should be via Bluefish Drive, recommendations to create safer separation for cyclists and pedestrians, and inconsistencies between free parking within the Harbour Trust grounds versus paid parking within the National Park.

‘Welcome Place’ & improved precinct entry

The proposed site for the ‘Welcome Place’ and improved precinct entry was generally supported: *“The Welcome Centre is fantastic but needs to be in balance with all other themes.”*

Other comments pertained to the detailed design of the welcome place with requests that it *“blend into the natural landscape rather than having a roofline that sticks out.”* Other suggestions included *“re-using the brick building as library/ film / info centre.”*

Walking trail

Four comments were captured in relation to the walking trail encapsulating gun placements, Memorial Walk & Interpretive Centre. Concerns were raised that *“the memorial walk is a dedicated and significant war memorial and tends to be pushed aside.”* It was considered *“important (that) the memorial walk is looked after and explained with signage and interpreted sensitively in consultation with military veterans, community and families.”* Further information was requested about the gun positions, reinstatement of models, observation posts and remaining focused on the defence of Sydney (rather than submarines).

Environmental Education Centre

The Environmental Education Centre was noted as providing links between First Nations culture, environmental principles and modern science.



Figure 23 Walkshop post-it note exercise near the proposed Interpretive Centre

Feedback on the Artillery Barracks Precinct

A general comment was made that the Artillery Barracks Precinct contains *“lots of opportunities and synergies.”* Significant discussion and suggestions were made with nearly 60% of comments pertaining to potential options for the public event space (Parade Ground) and Building One.

Artillery Barracks Precinct feedback

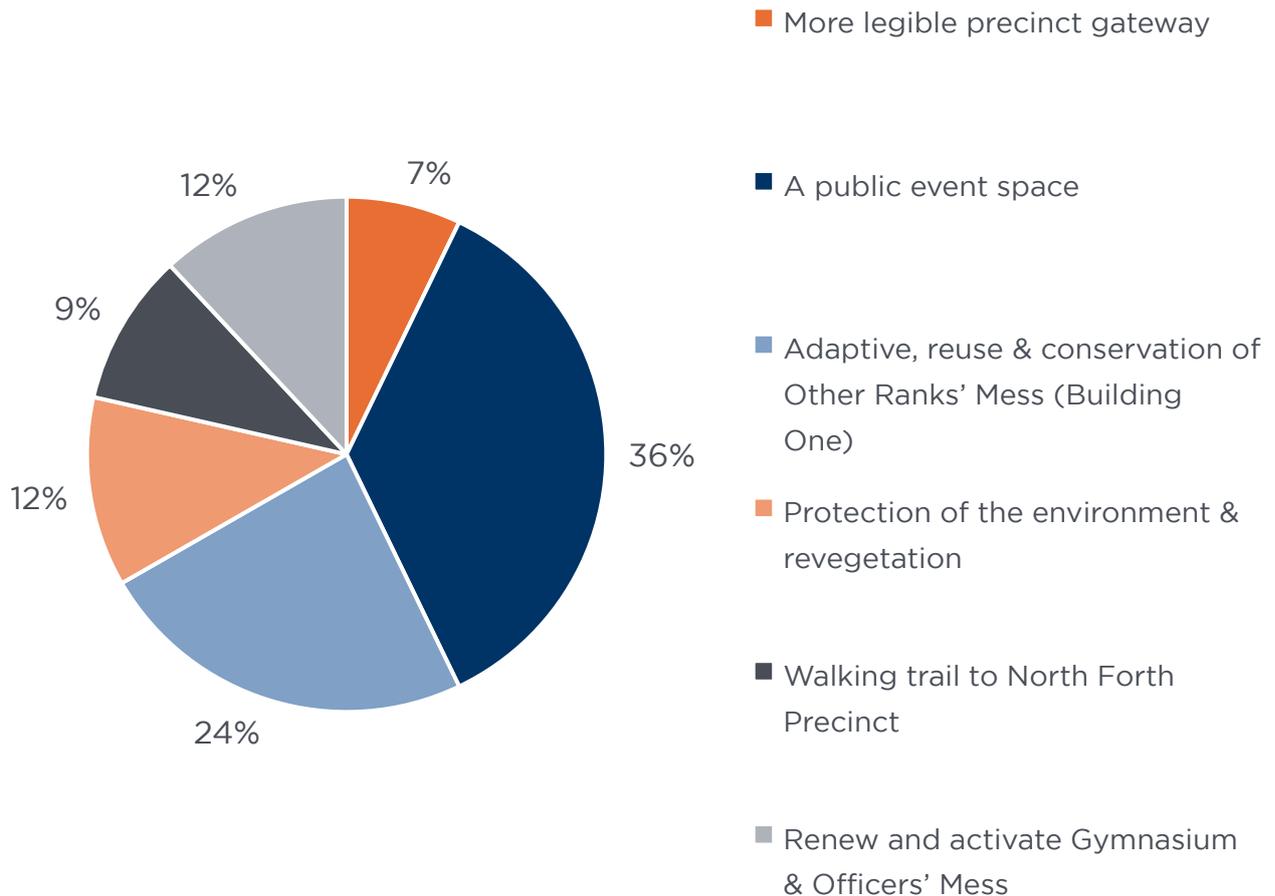


Figure 24 Breakdown of workshop feedback for individual initiatives at Artillery Barracks

More legible precinct gateway

All three comments raised in relation to creating a more legible precinct gateway referred to the pre-existing use of the gatehouse as an interpretations centre. To many it seemed like a logical location for visitor entry, information and education: *“This would be a great place as this is an introduction to the whole barracks area.”*

Public event space

When discussing ideas for the public event space a common suggestion was to *“Look for events that enhance the place, surroundings and history.”* The key question that many grappled with was *“how does the event space sit with the sanctuary concept and Officers' Mess and temporary*

accommodation?” It was noted that activation at the Parade Ground must be sympathetic to the historical context. Suggestions included the military tattoo, jazz festival, 1812 symphony/classical music performances and the Manly/Warringah Pipes. Key considerations when planning large scale events included waste management, suitable amenities, the protection of local fauna, parking, traffic impacts, pedestrian safety and noise impacts to local residents (suggested 10pm closure). There was a ground swell of ideas with one participant commenting *“As a local I wish this space could be activated more.”* Others perceived that the parade ground was ‘sacred’ and demonstrated concerns about eroding the military significance of the precinct.

Adaptive reuse and conservation of Other Ranks’ Mess

A common sentiment when discussing the adaptive, reuse and conservation of Other Ranks’ Mess (Building One), was to *“urgently repair the main barracks building, rather than leaving it to dilapidation.”* Four separate comments were received regarding the potential and importance of restoring the historic ballroom. It was noted that *“the possibilities for hosting events or functions in the ballroom is wonderful – with kitchen facilities underneath it should not be overlooked.”* It was also noted that hosting these functions inside would limit impacts to the flora and fauna in the area. Varied opinions were voiced regarding the use of accommodation. Some participants questioned how accommodation and tenancy would be balanced with large events, raising concerns that this may become disruptive. Others commented that forward planning and ensuring events were *“in sync with the history and heritage of the area”* may actually drive interstate and international visitors to the site.

Protection of the environment and revegetation

When discussing the protection of the environment and revegetation it was agreed that *“wildlife, nature and natural landscape are important to the sanctuary.”* A concern was raised that *“it would be a pity to see the usage (public event space) drive out the wildlife”* noting that *“if we are going to get equal balance of themes, we need to prioritise environmental protection.”* Conversely a comment was received that *“military people lived here since 1946 and the flora and fauna was looked after well.”*

Walking Trail to North Fort

During the workshop participants proceeded to the Artillery Barracks Precinct along North Fort Road. During discussion questions were asked to stimulate thinking about the walking trail to North Fort Precinct connecting the two key areas. Most commented about the importance of recreation space noting the need for *“cycle paths and improved pedestrian accessibility.”* *“Wayfinding and storytelling between North Fort and the Artillery Barracks”* was also raised. Questions were raised about the intended use of the sheds between the precincts, with concerns that this was not detailed within the draft concept.

Renew and activate gymnasium and Officers’ Mess

Similar to Building One and the nominated public event space, workshop participants had several ideas about how to renew and activate the Gymnasium and Officers’ Mess. These included a volunteering hub, hired space for community initiatives, or as dedicated space for First Nations activities, sustainability initiatives, school groups, bushcare/environmental groups, and corporate volunteers who could equally contribute to the site.



Figure 25 Walkshop group discussion at the Parade Ground

Other considerations

The vast majority of other comments (75%) pertained to accessibility and transport to North Head. A comment was made that “a large proportion of people take their advice from Lonely Planet which advises transport via the Manly ferry.”

It was considered important to many that a detailed transport and traffic management study is undertaken. The study should consider:

- how many visitations are expected
- key destinations within close proximity affecting travel paths (e.g. Taronga Zoo or other Harbour Trust sites at Mosman)
- key access points around the site
- coach parking and turnaround areas
- peak periods of visitation
- signage to and within the site
- shuttle buses or options for transport between precincts
- major events
- cycle paths and pedestrian access.

Three comments were noted regarding the importance of the third quarantine cemetery as an area of *“historical significance”* to both European and First Nations people with *“lessons to teach through the interpretation of this area.”*

Lastly, there was agreement that the current amenities at North Forth and Artillery Barracks Precinct are inadequate and require development noting *“safety and hygiene concerns.”* It was also suggested that further consideration of temporary and permanent amenities should be included if large public events are to be held at the Artillery Barracks Precinct in the future.

Have Your Say

survey



10 Have Your Say survey

Throughout the consultation period, community members and stakeholders had an opportunity to provide feedback via the Commonwealth Department of Agriculture, Water and Environment’s Have Your Say portal.

The survey included a variety of qualitative and quantitative questions designed to capture community feedback on:

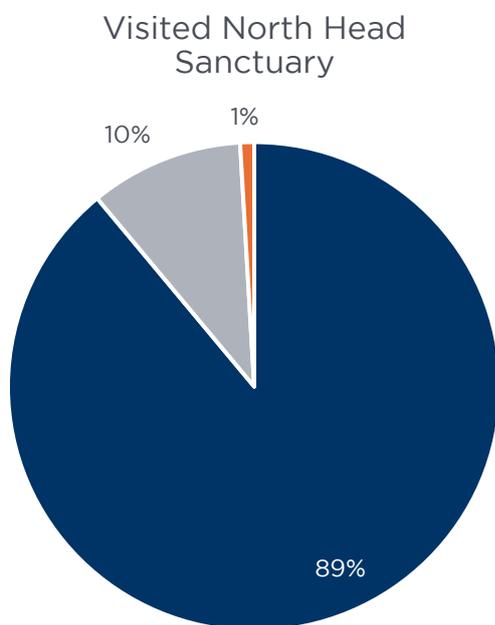
- North Head Sanctuary
- the Draft Concept
- the individual initiatives across North Fort and Artillery Barracks Precincts.

The survey was open to public response to from 1 May to 11 June 2021 (42 days), with 219 community members and stakeholders (respondents) completing the survey.

Respondent profile

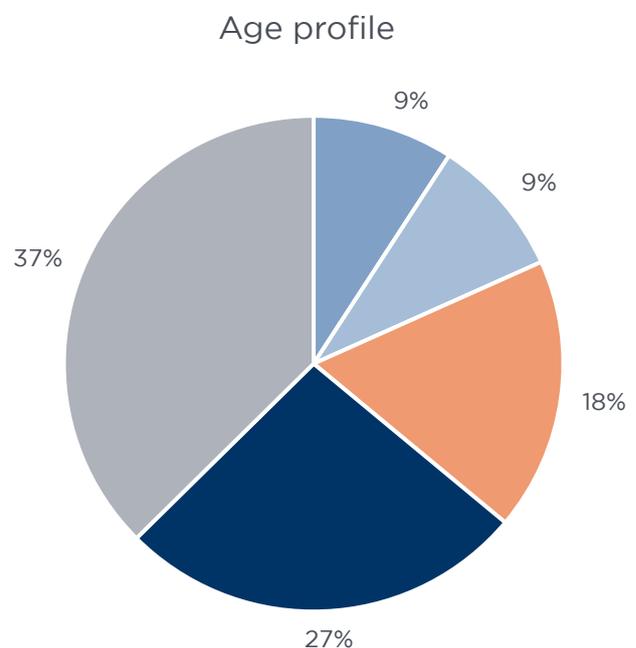
All respondents live in Australia with the majority residing in New South Wales (93%). The remaining respondents were spread across Queensland, Victoria and South Australia. In addition, the vast majority of respondents have visited North Head Sanctuary (99%), with 89% having visited the site since 2019.

In addition, a significant proportion of respondents identified as being over 55 years of age (63.9%).



- 2019 to present
- Prior to 2019
- Not visited

Figure 26 Have Your Say respondent’s visitor profile



- 18-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65 years and over

Figure 27 Have Your Say respondent’s age profile

Feedback on the Draft Concept

At a high-level there was consistent support for the Draft Concept, with 71% of respondents noting that they are either supportive or strongly supportive. In addition to this 81% of respondents noted that they are either very likely or likely to visit a revitalised North Head Sanctuary.

Level of support for the Draft Concept

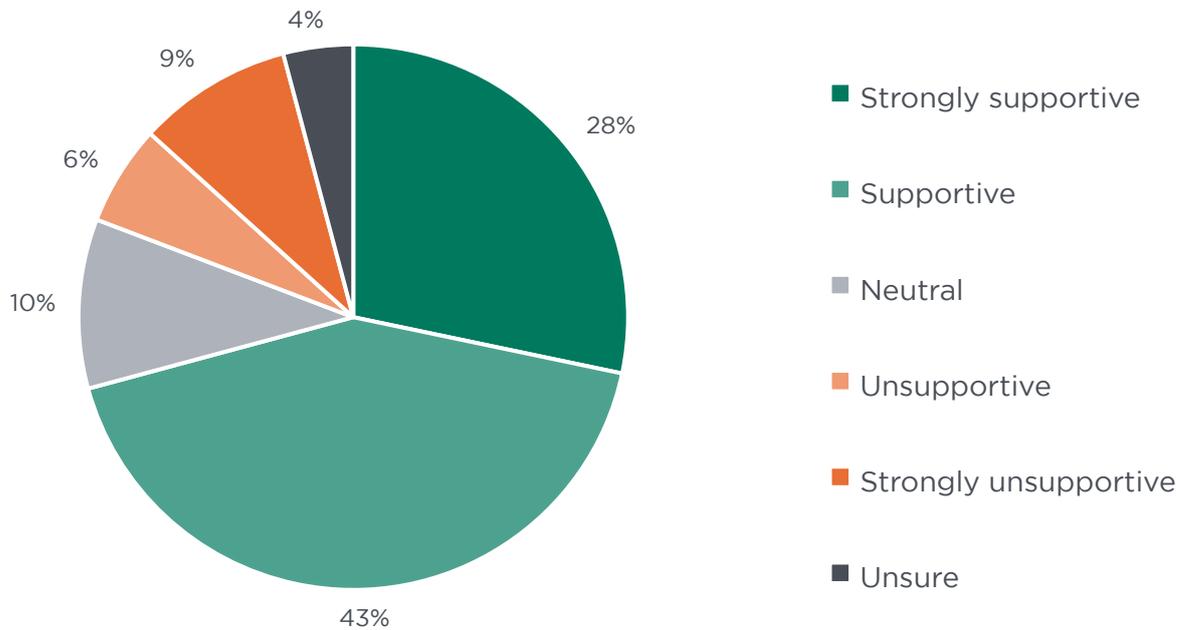


Figure 28 Have Your Say respondent's level of support for the Draft Concept

Likely to visit a revitalised North Head Sanctuary

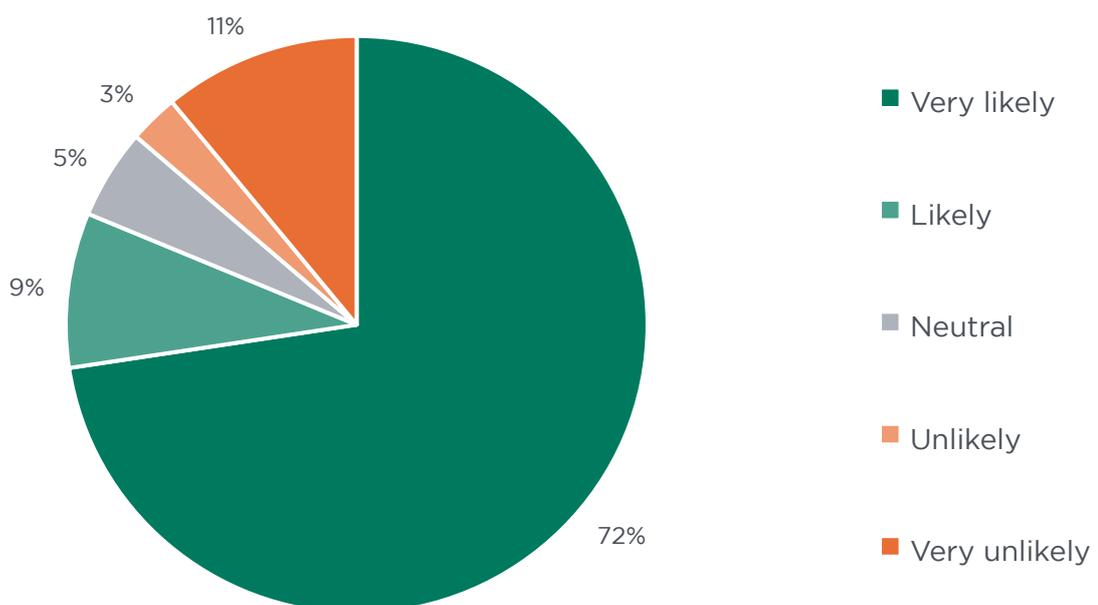


Figure 29 Have Your Say respondent's likelihood of visiting a revitalised North Head Sanctuary

Respondents to the survey were also given an opportunity to provide additional feedback on any aspect of the Draft Concept and the signature initiatives. The majority of the feedback received fell within three main themes:

- A desire to protect the natural environment and limit over-development that would impact on the feeling of refuge and sanctuary
- A need to achieve the right balance and respectful integration of the environment, First Nations' heritage and military past
- An aspiration for a seamless and integrated destination for North Head / Car-rang-gel.

Protect the natural environment and limit over-development

Significant feedback was received identifying a clear desire to protect the natural environment and limit over-development and over-commercialisation. This theme often included reflections on how the site acts as a refuge and sanctuary for visitors.



I support a renewal of the area, but I think it should be low key & low impact, with a focus on a calm and clean environment as opposed to commercial interests or large public events"

"I love North Head for its natural beauty, its environmental value and its effect on me when I walk through the area which is generally calming, reflective & restorative"

"Re-use of existing buildings is preferable to building new structures which have the potential of turning this iconic site into an amusement park"

Achieve the right balance and respectfully integrate key themes of the site

There was substantial feedback on whether the Draft Concept achieved the right balance and integration of the natural environment, First Nations' heritage and military past. The feedback diverged greatly on whether the balance was achieved, but it was consistently acknowledged that balance and integration is important.



Adding all the histories together, adds to the story and the site. Highlighting one aspect takes away from the story"

"The draft Car-rang-gel concept plan provides some positive ideas to enable deeper connections to Country, our history, heritage and environment"

Alternative ideas for integrating the key themes was also provided by multiple respondents. The suggestions mostly focused on not constructing a new military Interpretive Centre at the North Fort Precinct but re-using the existing military buildings at the Artillery Barracks Precinct.



I think the military interpretive centre should be located in the parade ground area where there is already a lot of built infrastructure, and the north fort area should be for the healing Indigenous gardens, walking trails and information / tours of the tunnels and gun emplacements"

"The Barracks Precinct is of unique significance in terms of military history. Therefore, would it perhaps make more sense to site a Military Interpretive Centre here, rather than at North Fort?"

A seamless and integrated destination for North Head / Car-rang-gel

There was considerable feedback for a fully integrated destination for North Head / Car-rang-gel. This theme included a strong desire to further incorporate :

- other elements of North Head Sanctuary, and not just North Fort and Artillery Barracks Precincts
- other elements of North Head / Car-rang-gel, including the National Park area
- transport solutions and traffic impacts
- increased signage and wayfinding.

Pathway through North Head Sanctuary



Feedback on the North Fort Precinct

Survey respondents were asked to identify their level of support for the individual initiatives at North Fort Precinct. The results are shown in Figure 30, and demonstrate that the top three supported initiatives were:

1. Accessible path network and native garden (84.0% level of support)
2. Walking trail including gun emplacements, Memorial Walk and Interpretive Centre (79.5% level of support)
3. Environmental Education Centre (77.6% level of support).

These initiatives would be considered to have a lesser impact on the environment, being light uses of the site which lack significant redevelopment such as walking paths or the reuse of existing buildings.

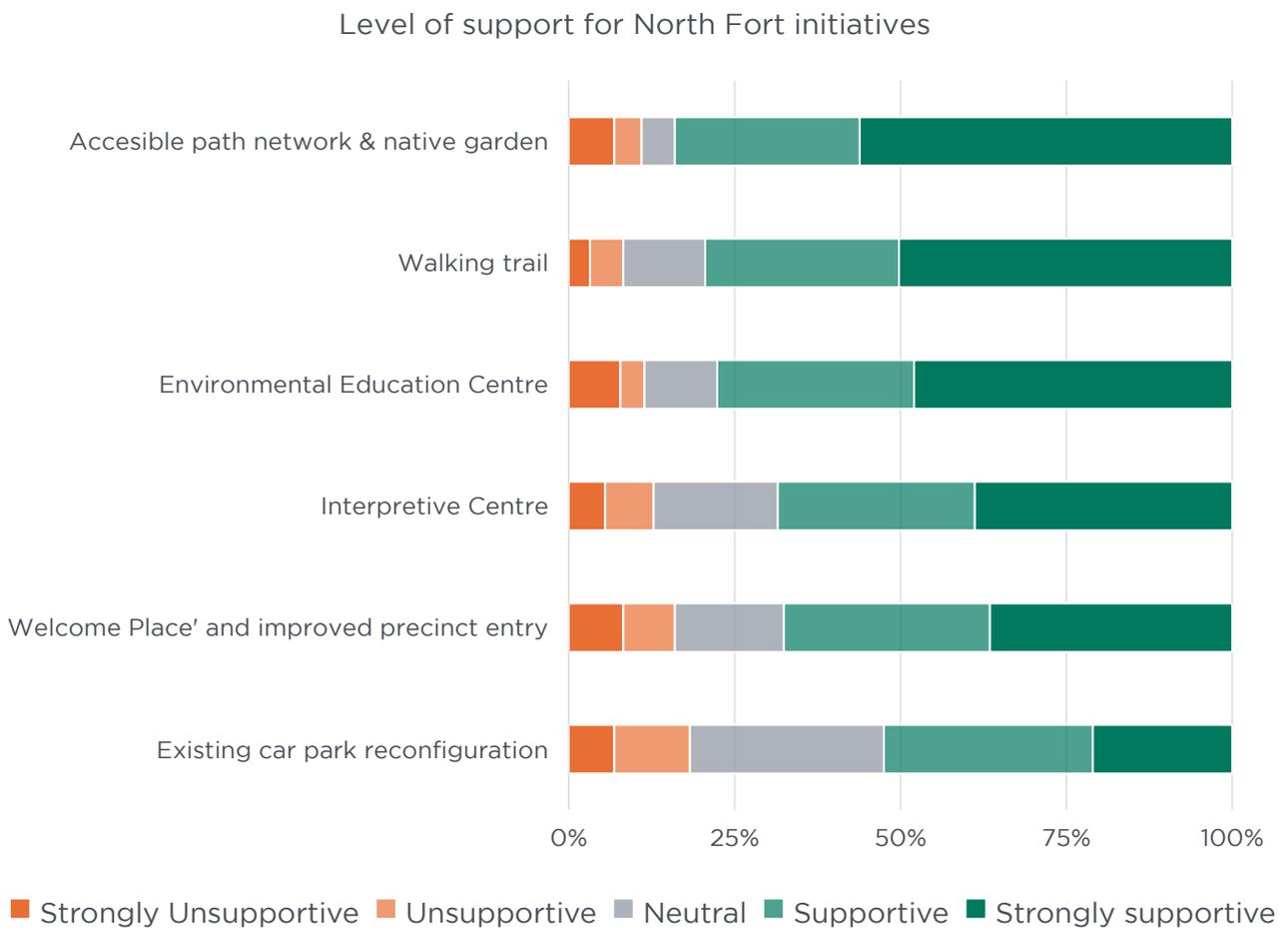


Figure 30 Have Your Say respondent's level of support for North Fort initiatives

As noted above, multiple survey respondents identified an alternate location for the military Interpretive Centre at the Artillery Barracks Precinct.



I think the military interpretive centre should be located in the parade ground area where there is already a lot of built infrastructure, and the North Fort area should be for the healing Indigenous gardens, walking trails and information/tours of the tunnels and gun emplacements etc."

Feedback on the Artillery Barracks Precinct

Similar to the above, survey respondents were asked to identify their level of support for the individual initiatives at Artillery Barracks Precinct. The results are shown in Figure 31, and demonstrate that the top three supported initiatives were:

1. Protection of the Environment and revegetation (95.0% level of support)
2. A walking trail to North Fort Precinct (89.5% level of support)
3. Adaptive re-use and conservation of the Other Ranks' Mess (83.1% level of support).

This result, similar to feedback received regarding the North Fort initiatives, show that greater support exists for initiatives that have a lesser impact on the environment, being light uses of the site such as walking paths, re-use of existing buildings or initiative that include an environmental aspect.

Level of support for Artillery Barracks initiatives

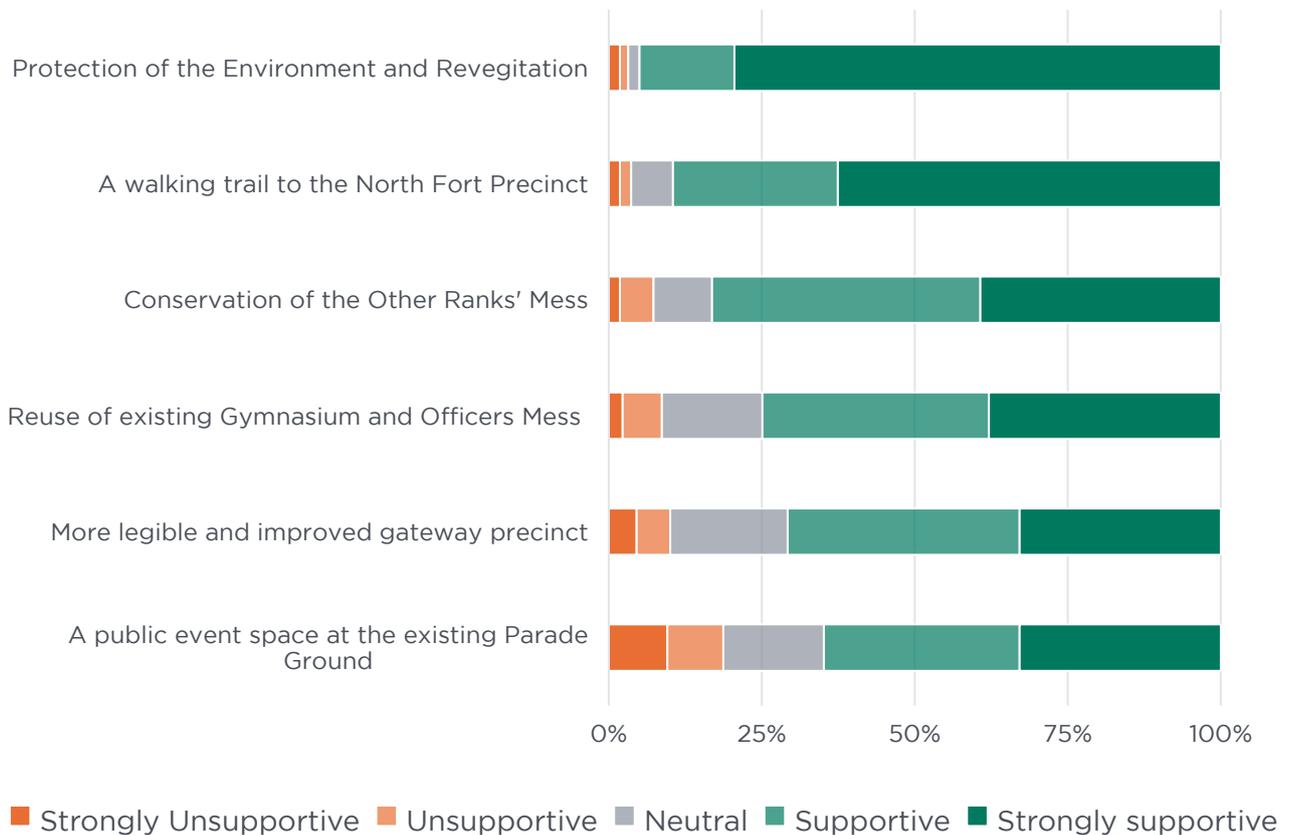


Figure 31 Have Your Say respondent's level of support for Artillery Barracks initiatives

The Parade Ground

As part of the Draft Concept, it is proposed that the Parade Ground could be used for public events consistent with the heritage status of the precinct and existing tenancies. Survey respondents were asked to identify the types of activities that they would like to see held at the Parade Ground. Respondents could identify multiple activities with the results shown in Figure 32.

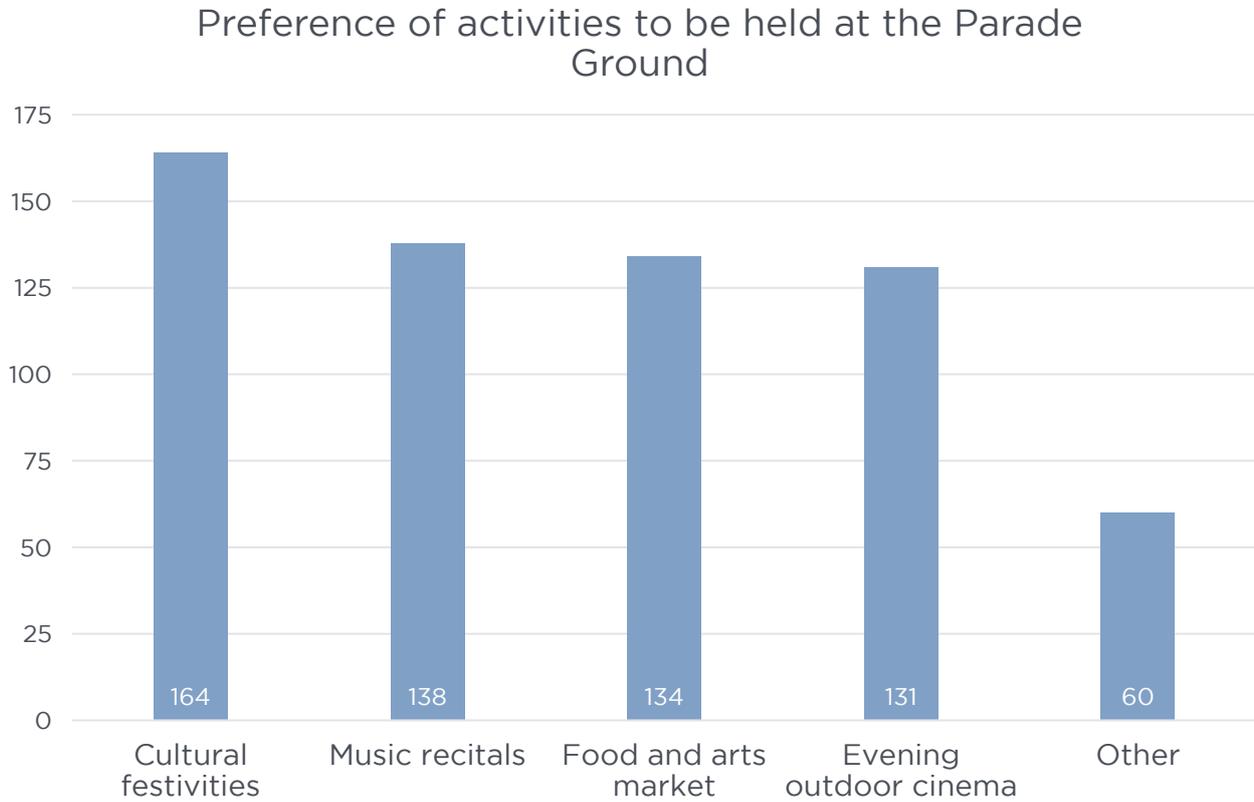


Figure 32 Have Your Say respondent's preference for activities held at the Parade Ground

Of the 60 responses identifying "Other", 23 respondents indicated that no activities should be held at the Parade Ground. Reasons for this included that *"the Parade Ground is considered to be hallowed ground by current military personnel and veterans. It is a memorial to those who gave their lives for our country. [...] It should be left open and unused"* and *"the proposed activities are incompatible with the quietness, natural surrounding environment."*

The Other Ranks' Mess (Building One)

As part of the Draft Concept, the Other Ranks' Mess (Building One) is proposed to be conserved and adaptively re-used by partnering with government or commercial operators. Survey respondents were asked to identify the types of uses they would like to see at Building One. Respondents could identify multiple activities with the results shown in Figure 33.

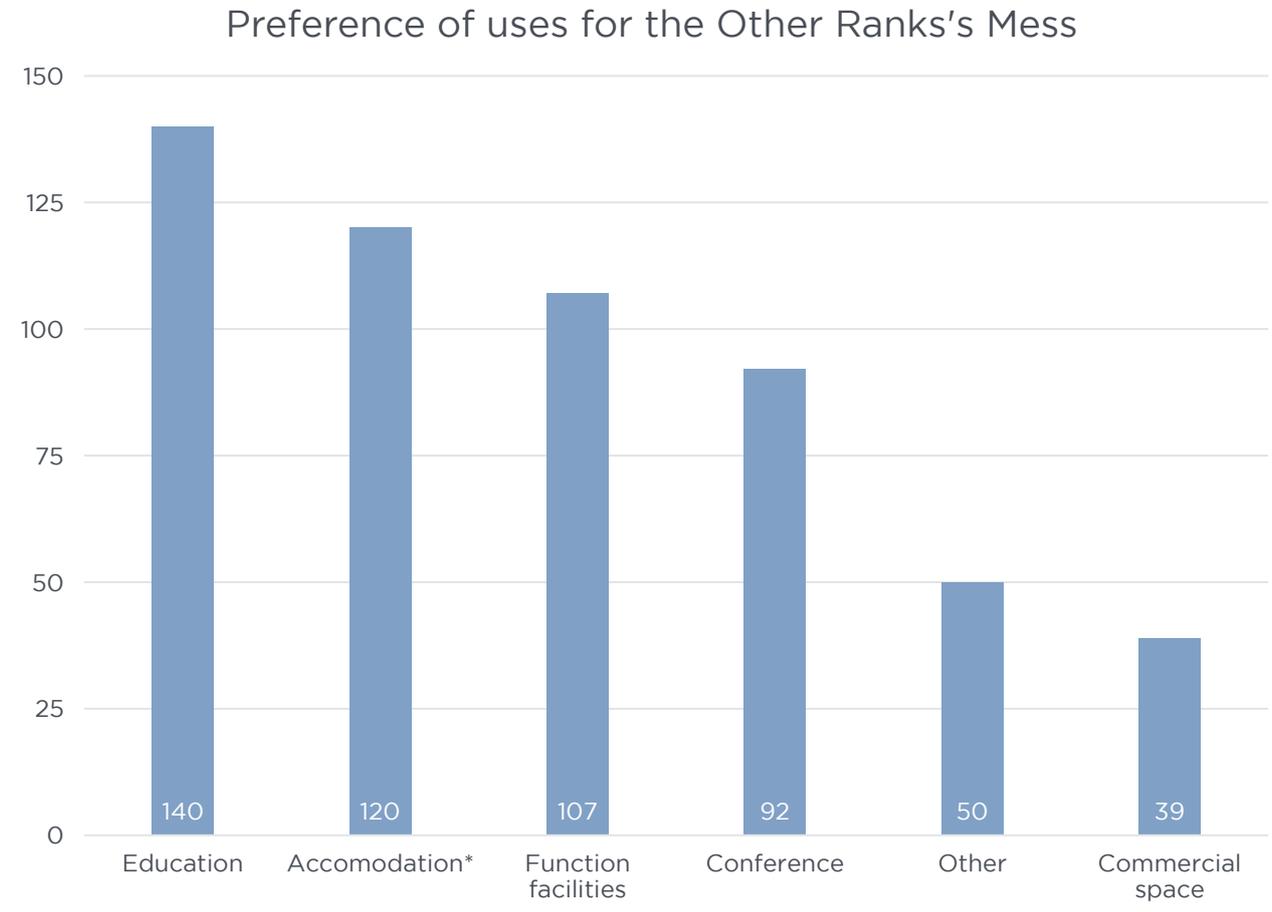


Figure 33 Have Your Say respondent's preference for uses at the Other Ranks' Mess

*Accommodation relates to appropriate accommodation uses that support the idea of sanctuary and Healing Country.

The 50 responses identifying "Other" included suggestions, to use Building One as:

- an artists precinct
- a museum
- a venue for small concerts.

However, the most common suggestion (9) for Building One was to support individuals in need by using it as short term accommodation or for the provision of wellness facilities.

Other feedback

Survey respondents were also asked to rank, in order of importance, the 12 individual initiatives across North Fort and Artillery Barracks Precincts. The results are shown in Figure 34 and show that the top five initiatives important to the respondents were:

1. Walking trail including gun emplacements, Memorial Walk and Interpretive Centre (North Fort)
2. Accessible path network and native garden (North Fort)
3. Protection of the Environment and revegetation (Artillery Barracks)
4. Environmental Education Centre (North Fort)
5. A walking trail to North Fort Precinct (Artillery Barracks).

This feedback is relatively consistent with the level of support for the individual initiatives at each precinct, as shown in Figure 30 and Figure 31. With the highest ranking initiatives being:

- low impact activities (pathways and trails)
- related to the natural environment
- adaptive re-use rather than new buildings.

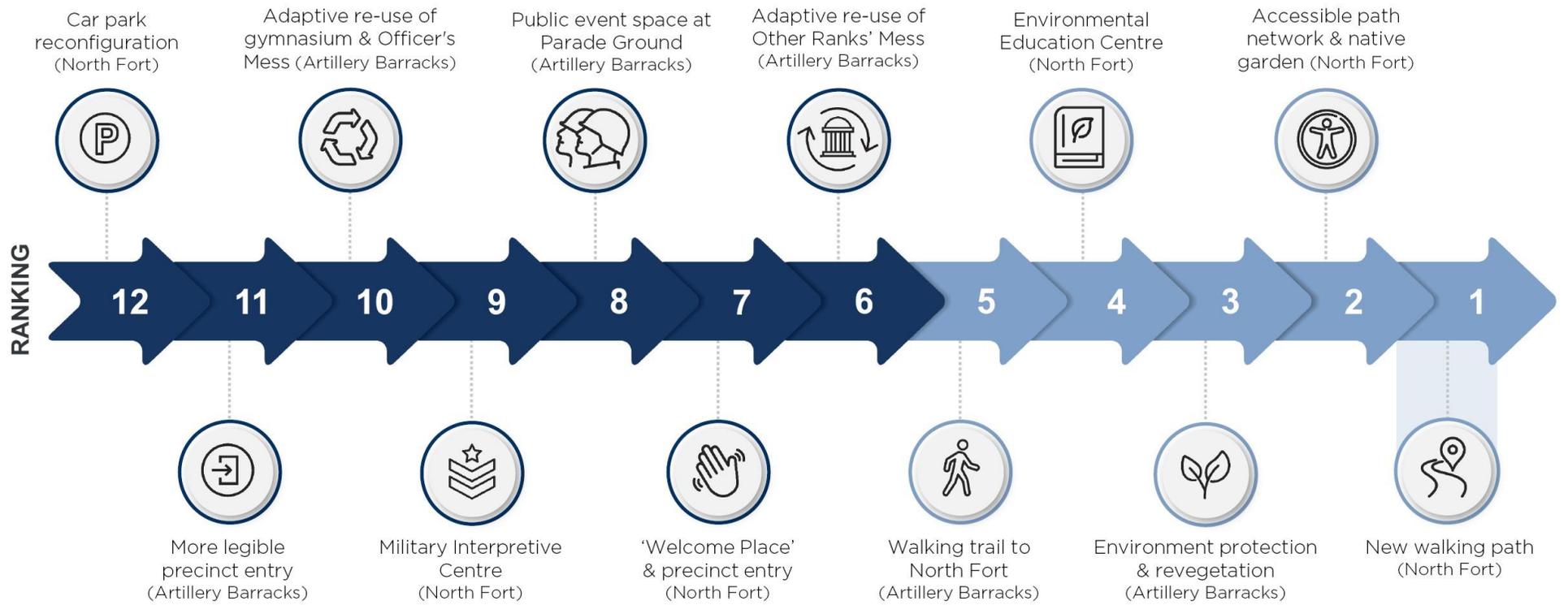


Figure 34 Have Your Say respondent's ranking of the Draft Concept initiatives

Online
panel survey



11 Online panel survey

In addition to the Have Your Say survey, an online panel survey was conducted. The panel survey provided an opportunity to target specific stakeholder groups and compare the feedback captured through the broader engagement process. This methodology also enabled survey participants to be selected based on typically under-represented stakeholder groups and pre-determine a diverse representation of age groups within the consultation process. The survey included similar qualitative and quantitative questions on:

- North Head Sanctuary
- the Draft Concept
- the individual initiatives across North Fort and Artillery Barracks Precincts.

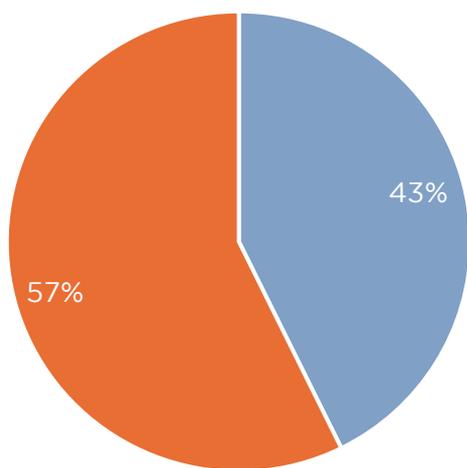
The panel survey was completed by 515 participants.

Participant profile

All participants live within Greater Sydney, with 25.6% being from the surrounding suburbs of North Head Sanctuary. In addition, 68% of the participants had heard of North Head Sanctuary with 43% having visited North Head Sanctuary within the last three years.

In contrast to the Have Your Say survey, a significant proportion of participants identified as being between 18 and 34 years of age (44%).

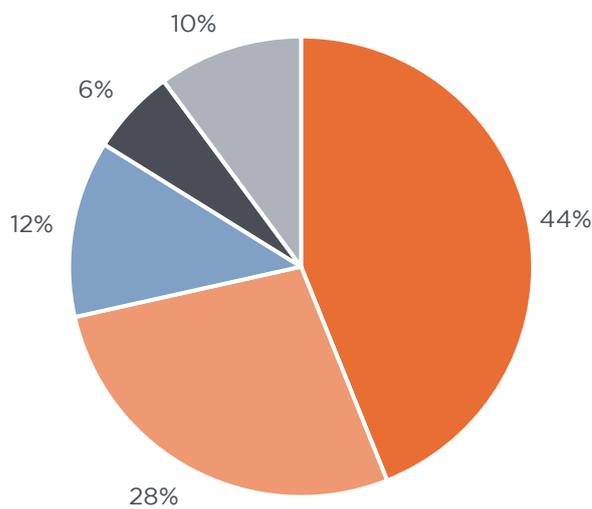
Visited North Head Sanctuary



- Visited within the last 3 years
- Not visited within the last 3 years

Figure 35 Online panel participant's visitor profile

Age profile



- 18-34 years
- 35-44 years
- 45-54 years
- 55-64 years
- 65 years and over

Figure 36 Online panel participant's age profile

Feedback on the Draft Concept

At a high-level there was consistent support for the Draft Concept, with 81% of participants noting that they are either support or strongly support the Draft Concept. In addition to this 81% of participants noted that they are either very likely or likely to visit a revitalised North Head Sanctuary.

Level of support for the Draft Concept

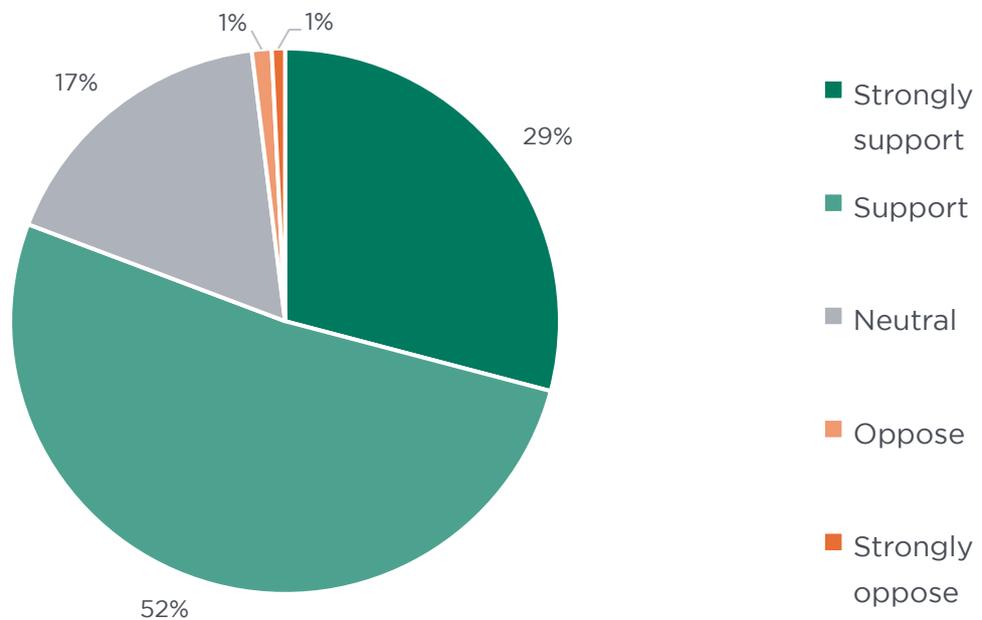


Figure 37 Online panel participant's level of support for the Draft Concept

Likely to visit a revitalised North Head Sanctuary

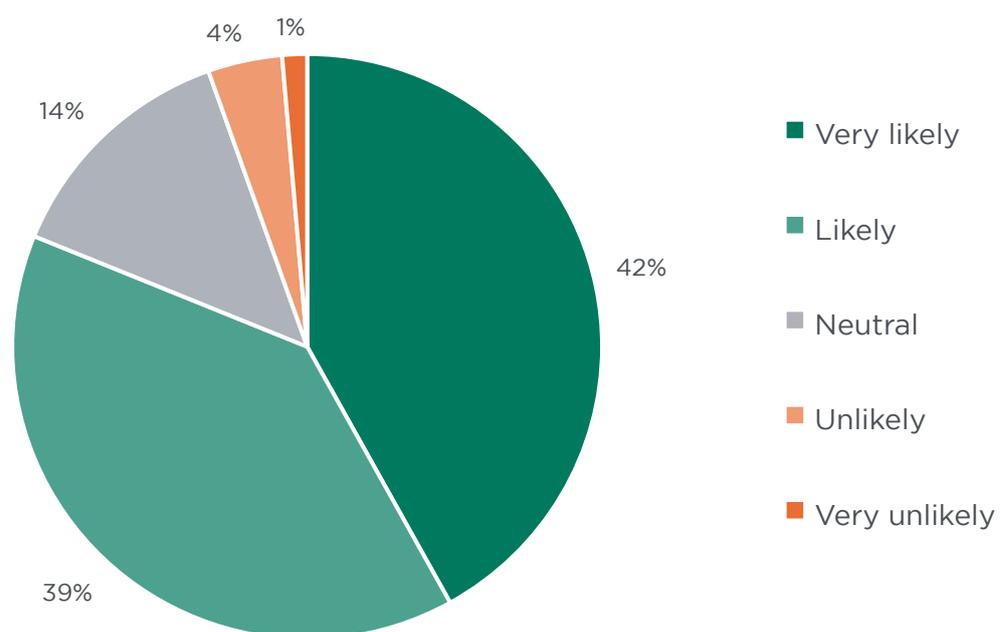


Figure 38 Online panel participant's likelihood of visiting a revitalised North Head Sanctuary

The online panel participants were also asked to confirm the importance of a number of factors in planning for the future of North Head Sanctuary. The results are shown in Figure 39, and demonstrate that the top three supported considerations were:

1. Protect and improve the natural environment (89% in agreement)
2. Preserve the area’s layered history and share this with visitors (84% in agreement)
3. Improve public access and use (80% in agreement).

Considerations for the future of North Head Sanctuary

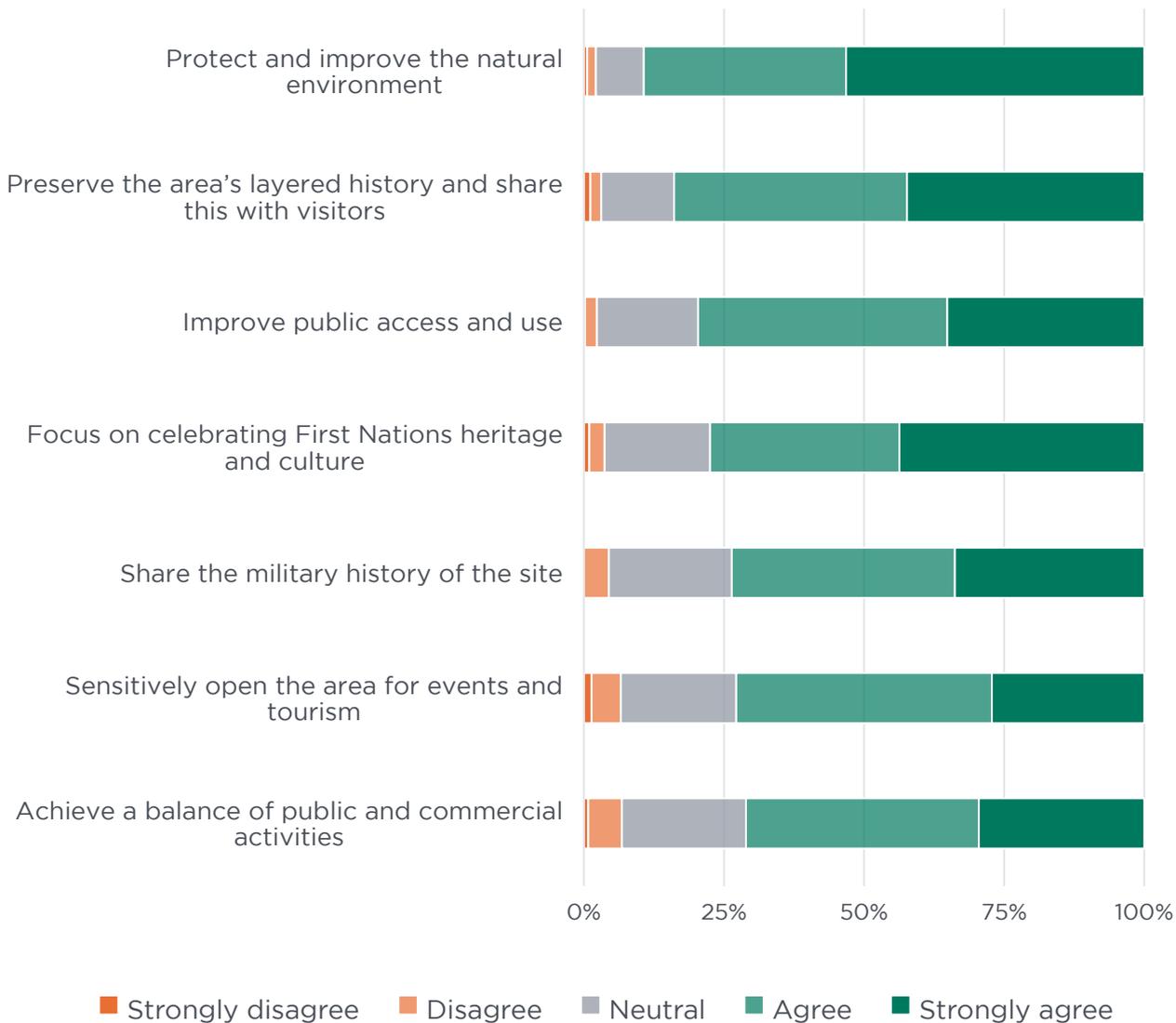


Figure 39 Online panel participant’s feedback on considerations for the future of North Head Sanctuary

Feedback on the North Fort Precinct

Online panel participants were asked to identify their level of support for the individual initiatives at North Fort Precinct. The results are shown in Figure 40, and demonstrate that the top three supported initiatives were:

1. Walking trail including gun emplacements, Memorial Walk and Interpretive Centre (87% level of support)
2. Accessible path network and native garden (87% level of support)
3. Interpretive Centre (77.6% level of support).

Level of support for North Fort initiatives

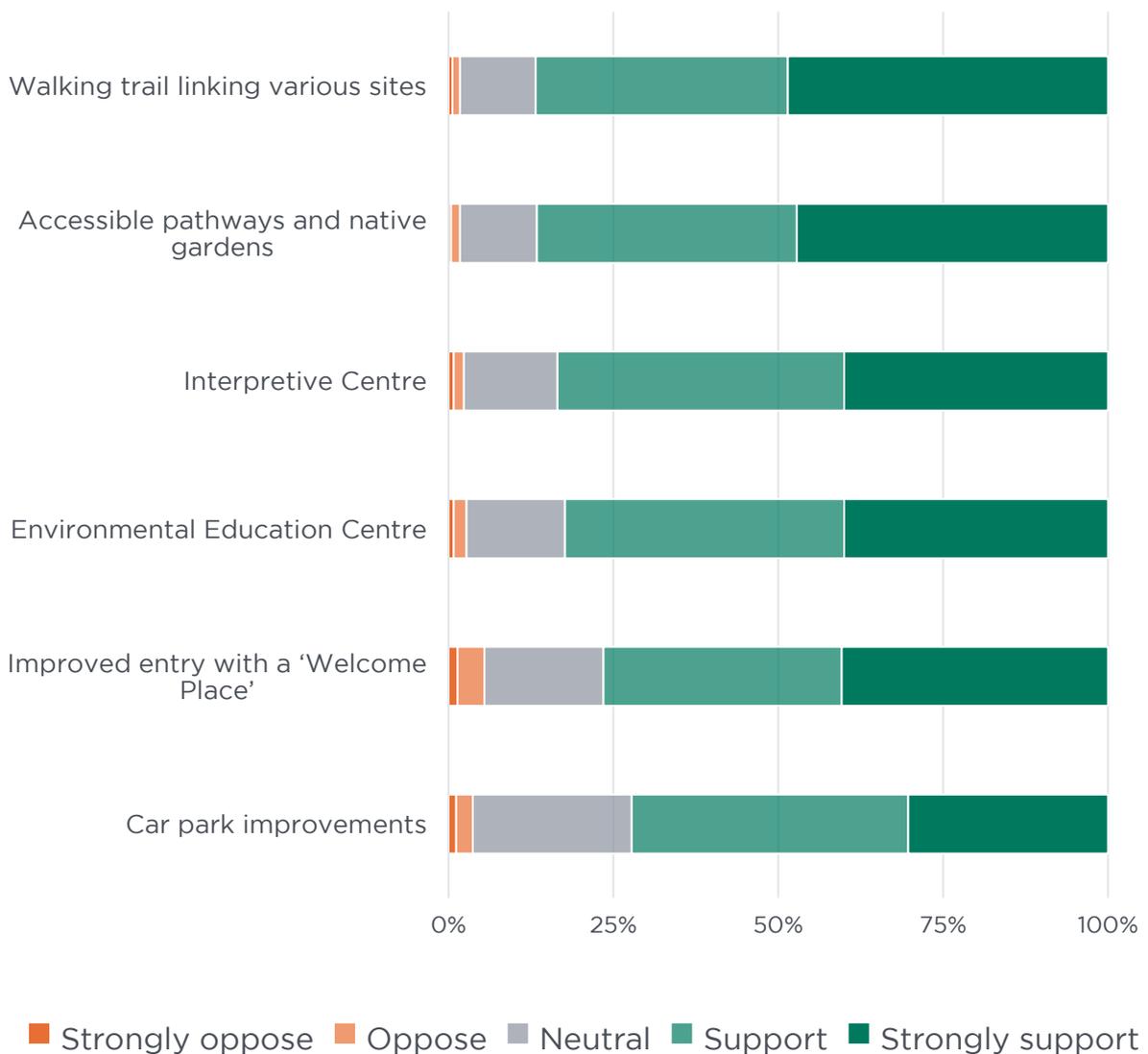


Figure 40 Online panel participant's level of support for North Fort initiatives

Feedback on the Artillery Barracks Precinct

Similar to the above, survey participants were asked to identify their level of support for the individual initiatives at Artillery Barracks Precinct. The results are shown in Figure 41, and demonstrate that the top three supported initiatives were:

1. Protect and enhance the natural environment (87% level of support)
2. A walking trail to North Fort Precinct (84% level of support)
3. Improved entry and precinct gateway (82% level of support).

Level of support for Artillery Barracks initiatives

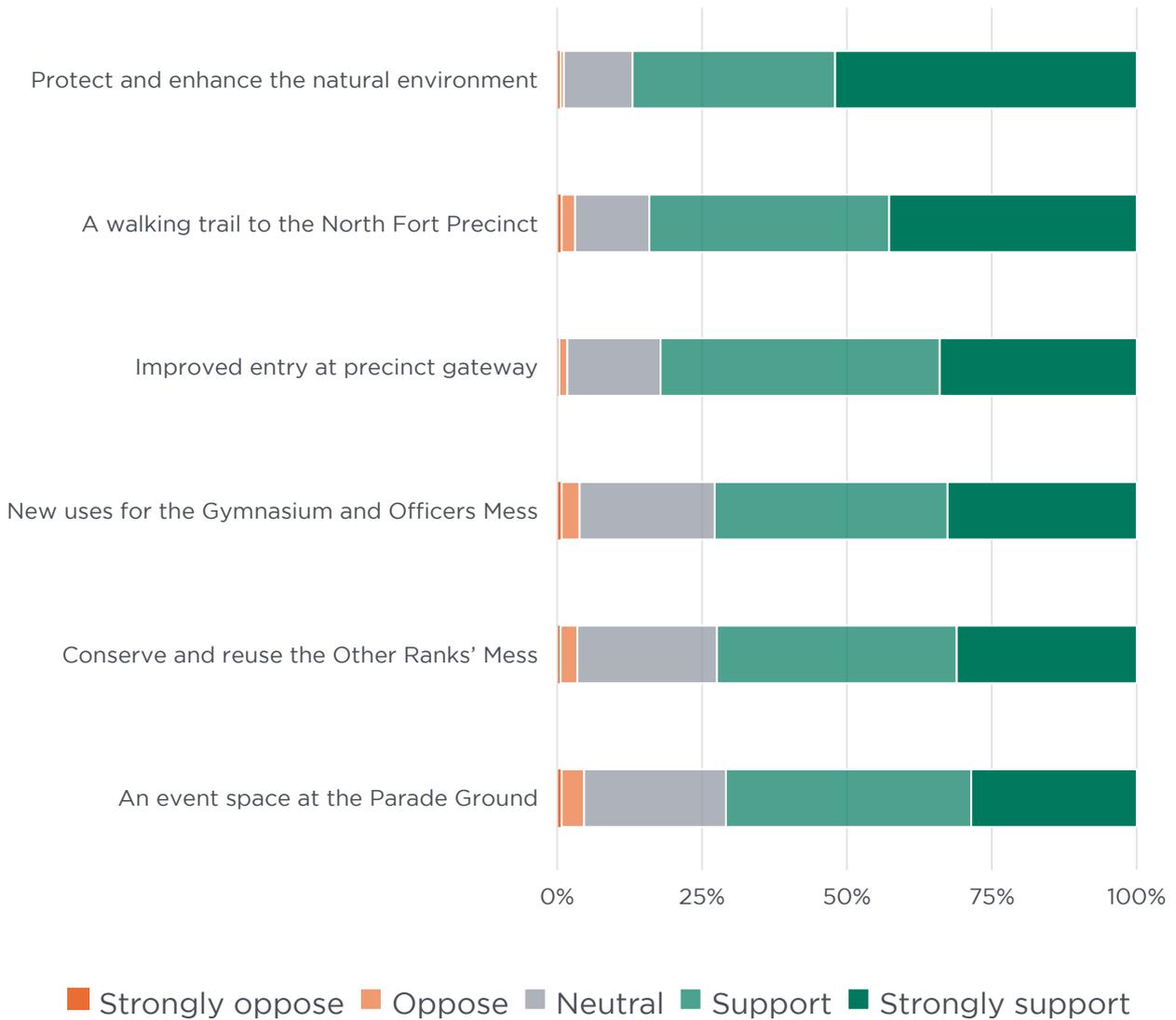


Figure 41 Online panel participant's level of support for Artillery Barracks initiatives

The Parade Ground

As part of the Draft Concept, the Parade Ground is proposed to be used for public events consistent with the heritage status of the precinct and existing tenancies. Survey participants were asked to identify the types of activities and public events that they would like to see held at the Parade Ground. Participants could identify multiple activities and the results are shown in Figure 42.

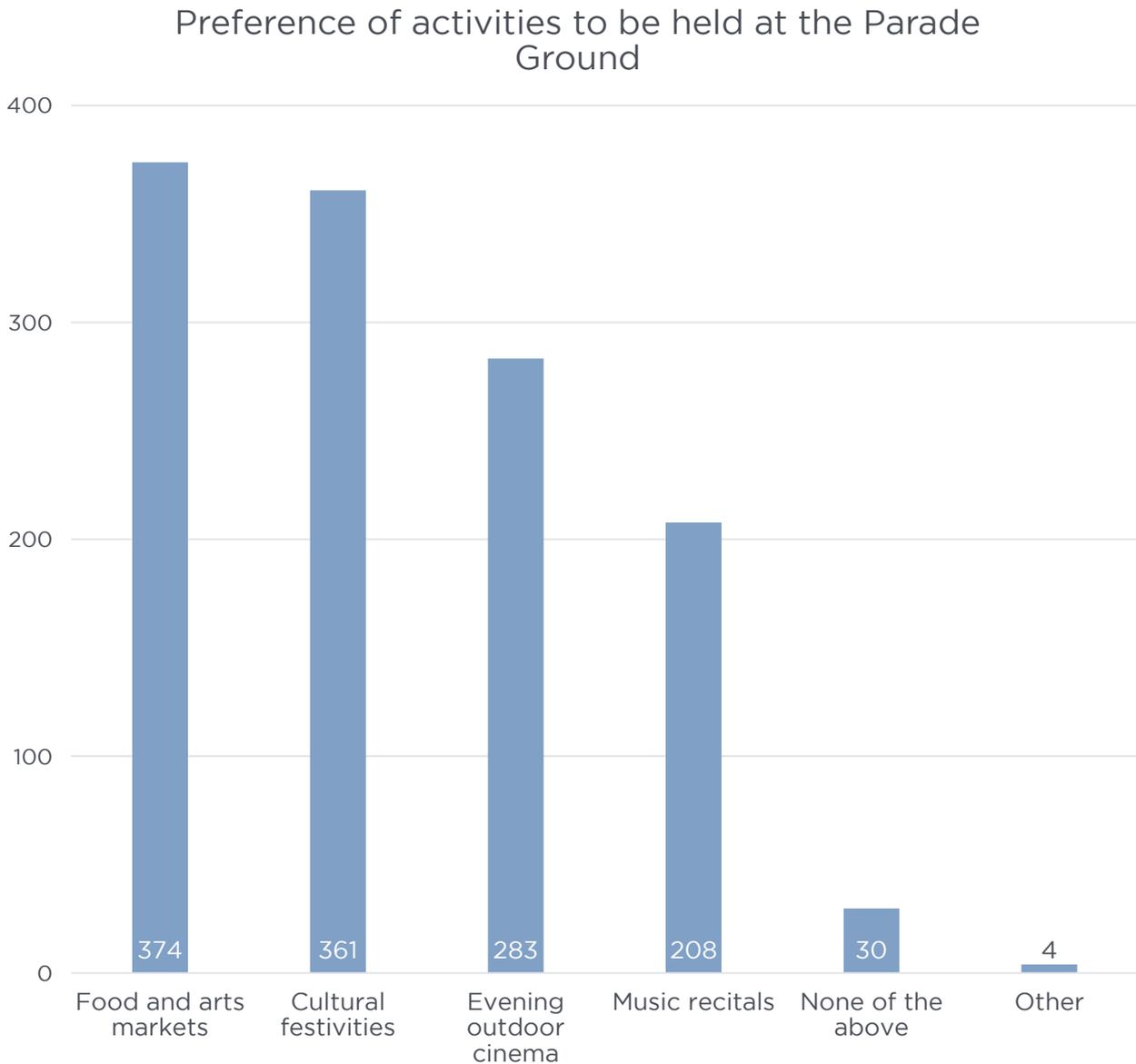


Figure 42 Online panel participant's preference for activities held at the Parade Ground

The Other Ranks' Mess (Building One)

As part of the Draft Concept, the Other Ranks' Mess (Building One) is proposed to be conserved and adaptively re-used by partnering with government or commercial operators. Survey participants were asked to identify the types of uses they would like to see at Building One. Participants could identify multiple activities and the results are shown in Figure 43.

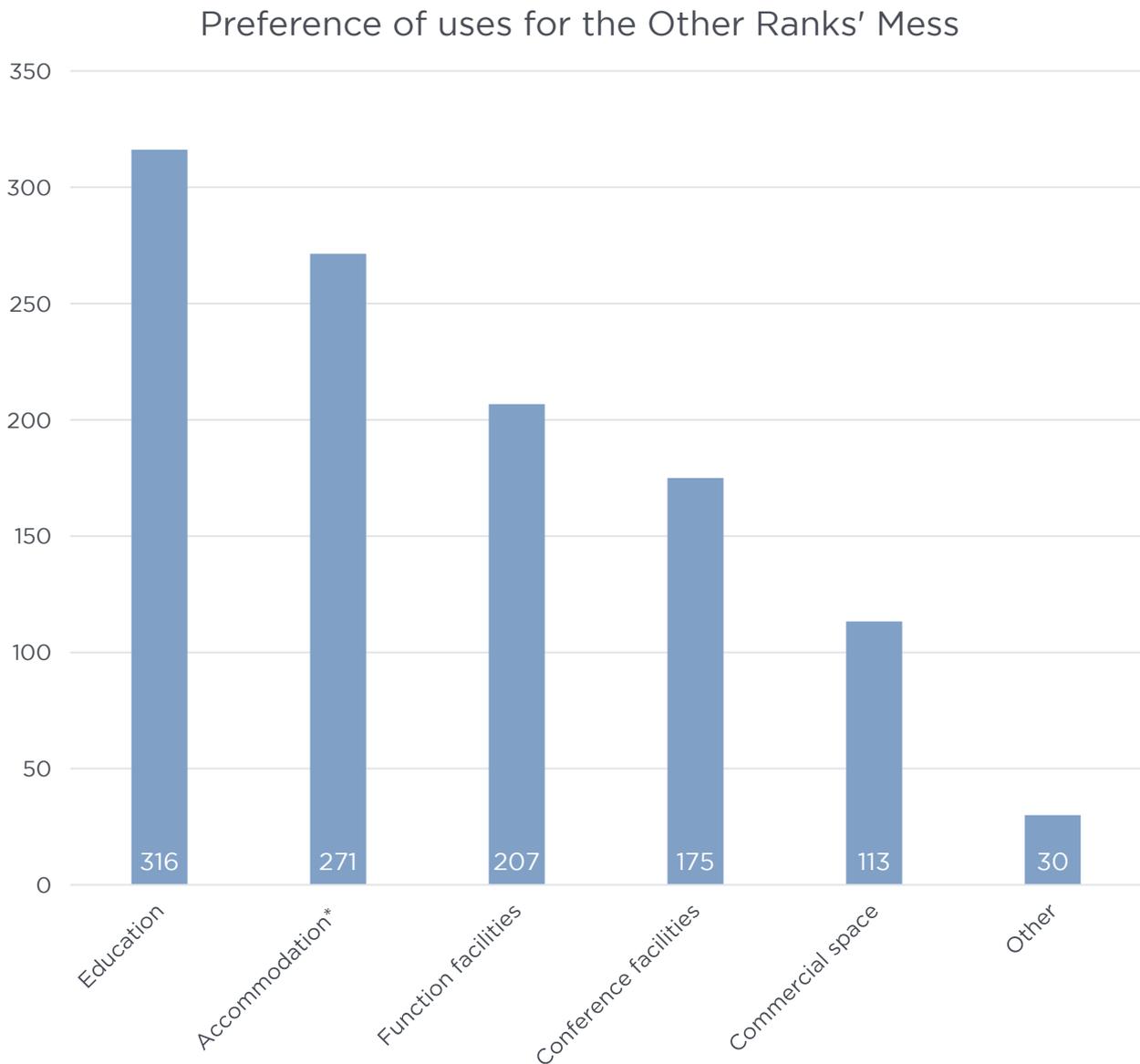


Figure 43 Online panel participant's preference for uses at the Other Ranks' Mess

*Accommodation relates to appropriate accommodation uses that support the idea of sanctuary and Healing Country.

Other feedback

Survey participants were also asked to identify their top three individual initiatives across North Fort and Artillery Barracks Precincts. The results are shown in Figure 44 and demonstrate that the top five initiatives participants would like to see were:

1. Protect and enhance the natural environment (Artillery Barracks)
2. Walking trail upgrades (North Fort and Artillery Barracks)
3. Accessible pathways and native gardens (North Fort)
4. Environmental Education Centre (North Fort)
5. Improved entry with First Nation 'Welcome Place' (North Fort)

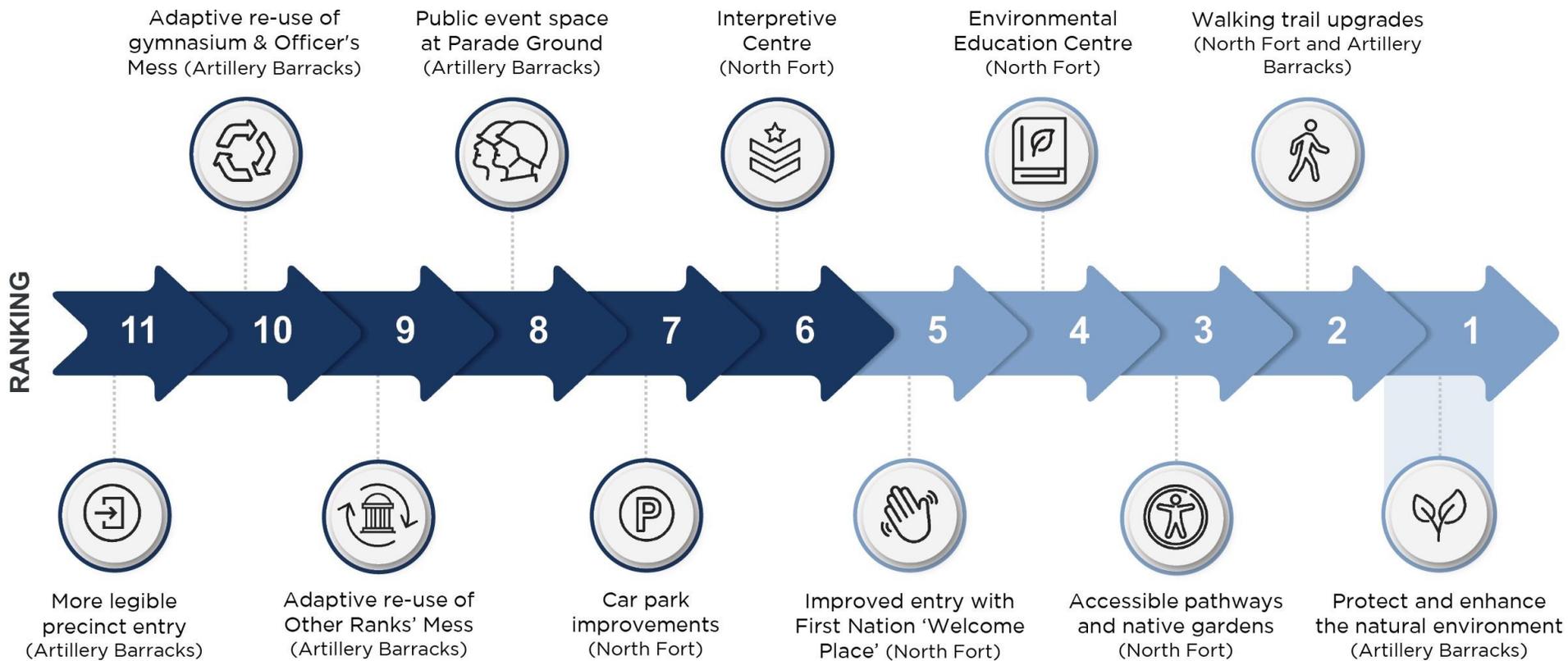
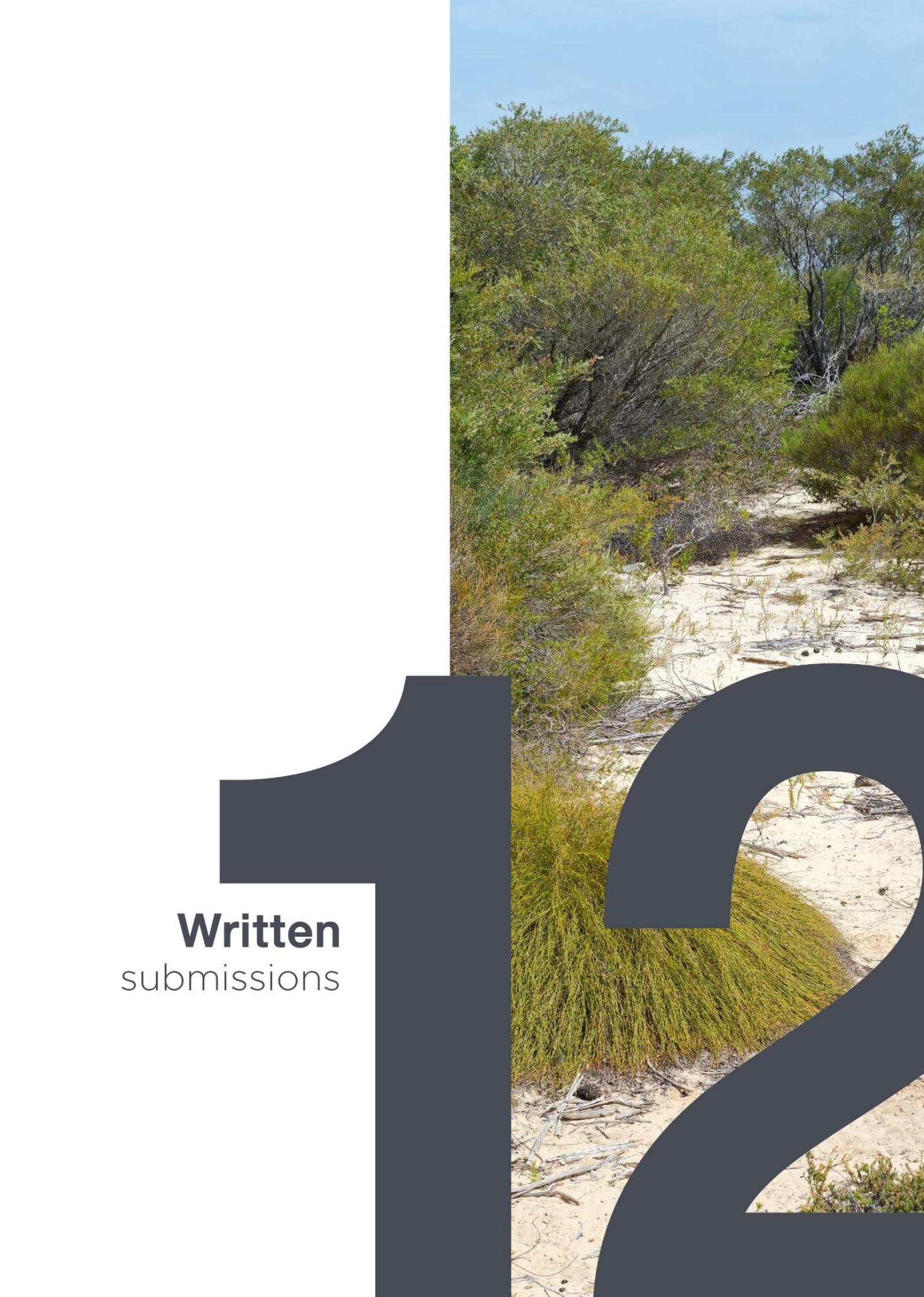


Figure 44 Online panel participant's ranking of the Draft Concept initiatives



Written
submissions

12 Written submissions

Throughout the consultation period, community members and stakeholders had an opportunity to provide feedback via the Commonwealth Department of Agriculture, Water and Environment's Have Your Say portal. This included the ability to submit a written submission. In addition to this, the Harbour Trust also received written submissions directly.

Responses were received from a cross-section of stakeholders including local residents and interest groups. A register of all written submissions are available in the Appendix.

A total of 32 written submissions were received, however only 25 were classified as unique submissions providing feedback on the Draft Concept.

Feedback on the Draft Concept

A vast majority of general comments about the Draft Concept related to the need to balance the interpretation and focus of the various themes at the site, and in particular amplifying the preservation and conservation of the natural environment, and Indigenous and military history.

Key themes and priorities noted in the submissions were:

- Integrated holistic approach to sanctuary and refuge
- First Nations history
- Military significance
- Reuse and repurpose of existing buildings.

In addition, a number of submissions advocated for greater collaboration between the authorities currently managing the area, noting the Harbour Trust, Northern Beaches Council, NSW National Parks and Wildlife Services.

Integrated holistic approach to sanctuary and refuge

Feedback centred on the idea of sustaining the North Head Sanctuary as a "sanctuary and refuge" where residents and visitors can enjoy nature: "*What people value of the whole headland is the nature – and how it makes us feel*".

A majority of the written submissions (65%) proposed an integrated, holistic approach with 'sympathetic uses' to the development of North Head Sanctuary considered.



The principles of 'sanctuary, ceremony, healing and care' are worthy concepts around which to plan the future of the whole site. Recognition of the importance of 'sympathetic uses' supporting the concepts of 'sanctuary' and 'healing' are welcomed."

Submissions stressed the importance of sanctuary, Healing Country and improving the in-situ interpretation and balance between the Indigenous, military and natural history.



Three issues need to be considered equally – First Nations History, Military History, and Flora and Fauna History. All are of equal importance. It is vital, whatever is done, that the site must be seen as a whole, and respected as such. Just because we can, doesn't mean we should.

First Nations history

Submissions were supportive of harnessing “Healing Country” as the key design principle with the concept of ‘healing’ integrated across the entire site, in balance with other themes.

“We endorse the proposed Guiding Principle of the Sanctuary being a “healing country” to inform the way both the headland as a whole as well as its various parts are interpreted, preserved and rejuvenated. Once an ancestral meeting place for First Nations peoples, the Car-rang-gel headland should become a place to gather, reflect and learn.”

Military significance

The military heritage and history of the site was important as a general theme of the overall site.

“Every year, Australians travel to visit our military sites and cemeteries overseas. We need to turn our attention to preserving some of our military history at home. Even though this area is no longer considered “hallowed ground” it is vital that we respect the traditions of the Australian Army by returning the parade ground to its original state.”

However, comments were mixed on how to move towards a balance between First Nations, military and natural history with additional comments captured in the North Fort and Artillery Barracks Precincts with respect to the signature initiatives.

Feedback on the North Fort Precinct

Feedback received on the initiatives at North Fort Precinct was mixed, with consistent commentary about maintaining a balance between the Indigenous and military history of the site, and the natural environment.

Interpretive Centre

The concept of the Interpretive Centre was largely received well. The idea of sharing the stories regarding the site’s history was consistently noted as being an important aspect of the Draft Concept.

“The establishment of an Interpretive Centre would enable the thousands of visitors each year to learn about and immerse themselves in North Head Sanctuary’s Indigenous, colonial and military history and understand the importance of this site to Australia’s heritage. These are untold stories that need to be told.”

Differing point of views were expressed regarding the location of the Interpretive Centre. In addition, questions were raised about the role of volunteers and guides in sharing the stories of North Head Sanctuary, with further clarity requested.

Accessible path network & native garden

The accessible path network and native garden received one submission asking for the native garden to “be retained as a grass area with picnic tables” as “[t]here are many walking paths and regeneration gardens around North Fort so why would we want the ‘accessible path network and native gardens’ when there will be many more walking paths when the old Manly Hospital Site is reworked.”

Existing car parking reconfigured

Submissions demonstrated an eagerness to better understand how the existing car park would be reconfigured. Notably, the majority of the feedback received was against increasing parking due to the congestion already created by the single carriageway access to North Head Sanctuary.

Key feedback included the need for better coach turnaround and parking facilities, and recommendations to create safer separation for cyclists and pedestrians.

'Welcome Place' & improved precinct entry

Comments pertained to the location of the welcome place with a suggestion for it to be housed in one of the existing buildings.



The proposed tiny "Welcome Place" seems to be tokenism. Now in the 21st Century, it is time to allow First Nations people into some of the high-profile buildings, if that is considered appropriate by the local First Nations people. A "Welcome Place" could be in Building One or the Officers Mess."

Environmental Education Centre

Submissions were in support of the Environmental Education Centre as providing links between First Nations culture, environmental principles and modern science, however one submission advocated for the Centre to be combined with the Welcome Place and the Interpretive Centre into the one visitors centre.



Welcome Place, 'World Class' Interpretive Centre, Environmental Education Centre – this is all very airy fairy. We already have one of these, it's called a Visitors Centre. Some or all of these should be housed in the same building e.g. the old North Fort Museum Building."

Another submission advocated for the location to be changed to the "top of the planned Accessible Path and Native Garden both as a destination and also as the natural entry point."

Feedback on the Artillery Barracks Precinct

Feedback for the Artillery Barracks Precinct was mixed with a focus on environmental protection and revegetation, and adaptive reuse and conservation of existing buildings being the most consistent.

More legible precinct gateway

Submissions recognised the need to make the existing Gatehouse more legible as the main entry to the precinct with additional opportunities for improved and safe public transport drop off and pick-up points required.

Public event space

Submissions were supportive of the Parade Ground being a dedicated cultural events site, however it was noted that the Parade Ground activation must be respectful to the historical context.



If there is a perceived desire for the site as a whole to be used for musical recitals or cultural festivities, these should be respectful and in keeping with the peaceful and 'healing' atmosphere."

Suggestions included maintaining the ground as an open space, conducting tours of other buildings in the precinct on a quarterly basis to showcase the site history, and for Building One to be utilised in conjunction with other commercial ventures.

Others perceived that the parade ground was 'sacred' and demonstrated concerns about eroding the military significance of the precinct.

Adaptive reuse and conservation of Other Ranks' Mess

A common sentiment was advocated that the *“adaptive reuse and conservation of the Barracks (Building One) would be great and maybe it could be used as cooking school with artist rooms on the ground floor.”* Additional adaptive uses favoured were *“education and accommodation that supports the ideas of Sanctuary with conferences and functions reserved for the former ballroom, subject to any restoration being consistent with Burra Charter guidelines.”*

Protection of the environment and revegetation

Submissions were consistent in advocating for the protection of the environment, revegetation and endemic species, *“Visitors to North Head clearly value its naturalness and unique ecology”*. This is combined with a strong preference for open spaces to be maintained, *“When progressing the Concept Plan, please give attention to the fact that people are sharing the space with endangered fauna and flora. Open space is needed more than marketing opportunities”*.

Walking Trail to North Fort

One submission focussed on North Fort Road as ‘a shared road and walking track’ providing ‘an important connecting link between the Artillery Barracks Precinct and North Fort Precinct’. It was noted that North Fort Road offers a relatively safe level walking route between the two Precincts, generally free of vehicles other than essential management vehicles. Preference was for the walking trail to be maintained as an accessible walking and cycling route, while encouraging able walkers to use the maintained metal track linking the two precincts, and *“a branch path to Quarantine Station, through large areas of relatively natural bushland”*.

Renew and activate gymnasium and Officers' Mess

Similar to Building One and the nominated public event space, submissions provided ideas to renew and activate the Gymnasium and Officers' Mess. The main suggestion being *“The Officers' Mess could benefit from a single primary use such as a cross-cultural peace studies centre, which fits well with the principle of a place of healing and reconciliation.”*

Other considerations

Additional considerations pertained to providing greater accessibility, concerns about overdevelopment, collaboration with key stakeholders and greater acknowledgement of volunteers and commercial tenants in supporting North Head.

Transport and accessibility

It was considered important to many that a detailed transport and traffic management study is undertaken, noting that the study should consider:

- key access points around the site
- coach parking and turnaround areas
- peak periods of visitation
- signage to and within the site
- shuttle buses or options for transport between precincts
- major events
- cycle paths
- disability and pedestrian access

- aligning inconsistencies between free parking within the Harbour Trust grounds versus paid parking within the National Park.

Other submissions advocated for greater disability access to be included in any new development and for some of the existing tracks and routes to be adapted to accommodate this access.

One submission was particularly focused on maintaining cycle paths as cyclists are regular users of a 20km standard cycling route from Bluefish Point Road, to the Artillery Barracks Precinct (between the treatment plant turnoff and the barrier to the park entrance) to North Fort Road, and they sought confirmation that this route (or equivalent) on a sealed road will remain available.

Wayfinding and signage

Submissions were primarily focused on improving signs and wayfinding on walking trails to enable visitors to better navigate their visits.

 *We applaud the concept plan for North Head Sanctuary but we suggest that more emphasis is placed on walker's access and way-pointing on SHFT land from North Head Scenic Drive near the Artillery Barracks Precinct to the Memorial Walk in the North Fort Precinct. This is desperately needed to avoid people walking on North Head Scenic Drive between the Artillery Barracks Precinct and North Fort Precinct. We also suggest that a path connecting the Memorial Walk to the hole in the wall near Fairfax carpark would increase visitation to the Memorial Walk and its stunning lookout and keep pedestrians off North Head Scenic Drive between North Fort and Fairfax carpark."*

Over development

A key concern in a majority of submissions was the potential over development of North Head Sanctuary, noting a range of buildings as underutilised. Comments suggested refurbishment of existing and underutilised buildings as a more suitable approach.

 *Instead of building a "museum", interpretation centres, tunnel entries, why not improve the in-situ interpretation of the Indigenous, Military and Natural Heritage and spend money on key locations around the site that are best placed to tell the stories. Allocate funds for the refurbishment of existing buildings that could provide a diverse range of suitable uses as well as revenue for the Harbour Trust."*

Suggestions also included that any new purpose built centres be designed to incorporate views across to the bushland.

Collaboration with key stakeholders

Submissions called for greater collaboration with stakeholders such as the NSW National Parks and Wildlife Services, the Northern Beaches Council, the Department of Veteran Affairs and firefighting agencies.

Specific synergies mentioned were the North Head Scenic Area of Sydney Harbour National Park Upgrade which proposes improvements to North Head walking trails and lookouts, as well as safety improvements around the car park and at the harbour viewing area.

Similarly, the Northern Beaches Council was identified as having an existing track record in service offerings which support the evolution of the Environmental Education Centre, First Nations heritage integration (Council currently hosts the Aboriginal Heritage Office) and event facilitation at North Head.

Another submission suggested the Harbour Trust liaise with Department of Veteran's Affairs to improve the war graves of World War 1 soldiers buried in the cemetery.

One submission advocated for the establishment of a Fire Brigade to have a presence in the area similar to the one existing on Scotland Island. The submission suggested the Fire Brigade could be supplementary to the service already provided by NSW National Parks and Wildlife Services, and also provide first aid and response training services to the local community.

Acknowledge and build on the contributions of volunteers and commercial tenants

A number of submissions noted a lack of acknowledgement of the contributions of existing commercial tenants and volunteer groups including North Head Sanctuary Foundation, the Royal Australian Artillery Historical Company and the Australian Wildlife Conservancy for their restoration, conservation management and activation of the site.



I thought it was constructive that the planning was open-minded and was not constrained by what has gone before but I was also surprised that there was no mention of building on or strengthening the work that has already been undertaken i.e. by volunteers and groups associated with North Head Sanctuary.



Community
pop-up sessions

13 Community pop-up sessions

A series of community pop-up sessions were held to help inform users of North Head Sanctuary, local community members and broader Sydney residents. The intention was to create awareness of the Draft Concept and activate passers-by to participate in the consultation process.

The pop-up sessions were held in different locations to reach targeted stakeholders and included:

- North Fort Precinct, adjacent to the Visitor's Centre
- Artillery Barracks Precinct, adjacent to Building One
- The Rocks, Sydney
- The Corso, Manly.

The pop-up sessions had displays of the 12 signature initiatives across the two precincts, as well as the artist's rendering of the accessible pathway at North Fort. The North Head Sanctuary Draft Concept newsletter, was handed out to people as take away information with links and a QR code to the website and survey.

A total of 151 people were engaged during the pop-up sessions.

[North Fort Precinct, adjacent to the Visitor's Centre, 15 May 2021, 10:30am – 12:00pm](#)

There were 51 people engaged during this pop-up session, which was held on a Saturday to capture a broad spectrum of users at the site. People were interested to find out more about the Draft Concept and indicated support for maintaining the natural environment and public access to walking trails in and around the site.



Figure 45 Pop-up session at North Fort Precinct, North Head Sanctuary

Artillery Barracks Precinct, adjacent to Building One, 20 May 2021, 2:30pm - 4:00pm

18 people attended this pop-up session, with the majority being parents of children attending the Montessori school located in the Gatehouse building. Comments were made regarding the use of the Parade Ground being sympathetic to the natural environment and causing minimal disruption to surrounding activities.



Figure 46 Pop-up session at Artillery Barracks Precinct, North Head Sanctuary

The Rocks, Sydney, 28 May 2021, 4:00pm – 5:30pm

This pop-up engaged 20 people, with the intended focus being on informing passers-by of the Draft Concept currently on public exhibition, and encouraging them to provide feedback via the various engagement opportunities.

This pop-up session was scheduled as part of the Rocks Markets, however due to dangerous winds the market was cancelled on the day. To avoid disappointment of potential attendees, who may have seen the pop-up session advertised, the session proceeded.

Passers-by expressed interest in the Draft Concept, noting that they would not like to see the site sold for housing developments. Passers-by also reflected on their own personal experiences of North Head Sanctuary.



Figure 47 Pop-up session at The Rocks, Sydney

The Manly Markets, The Corso, Manly, 29 May 2021, 10:00am – 11:30am

63 passers-by attended this pop-up session, with the majority of the passers-by already having some knowledge of the Draft Concept and the signature initiatives. As such, visitors to the pop-up session were asked to identify their level of support for the 12 individual initiatives across the two precincts. This activity involved passers-by placing coloured dots on a map of the precincts, indicating their support, or not, for the individual initiatives.

The results of this activity identified that the initiatives with the most support across both precincts included:

- Environmental Education Centre at North Fort
- Walking trail encapsulating gun emplacements, Memorial Walk and Interpretive Centre at North Fort
- Protection of the environment and revegetation at Artillery Barracks.

Pop-up session feedback - North Fort initiatives

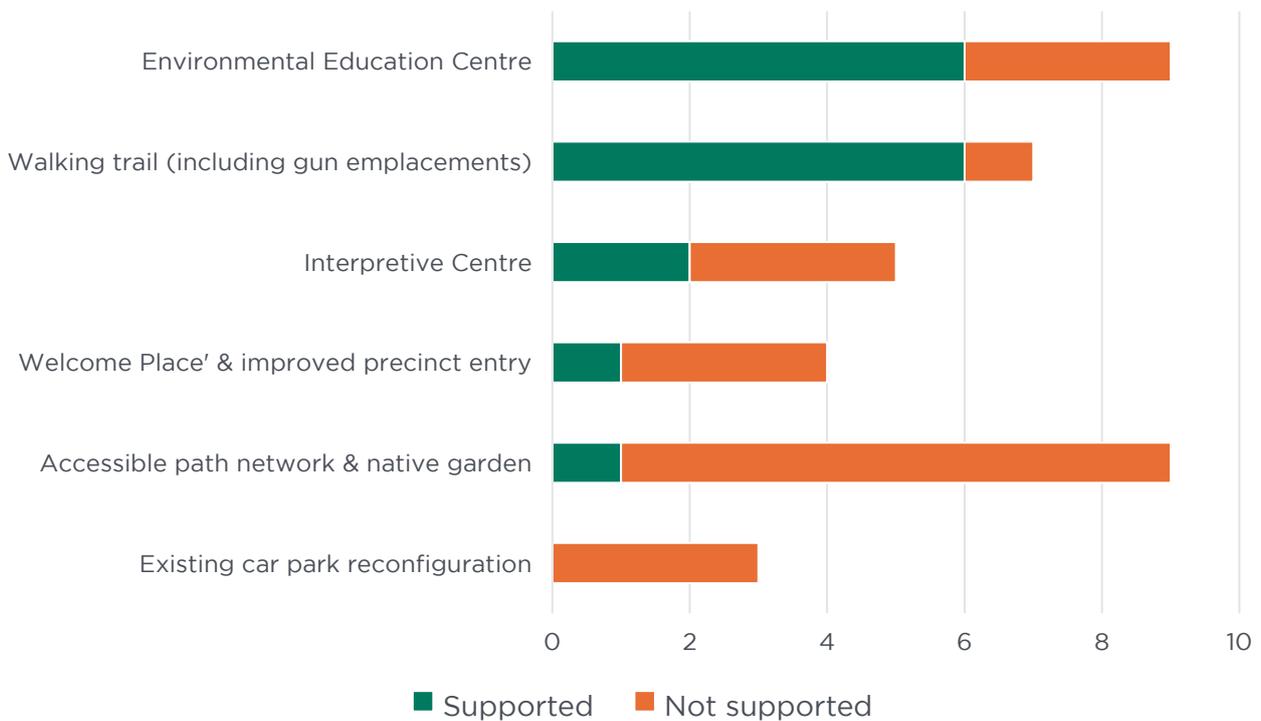


Figure 48 Manly Market passers-by feedback for North Fort initiatives

Pop-up session feedback Artillery Barracks initiatives

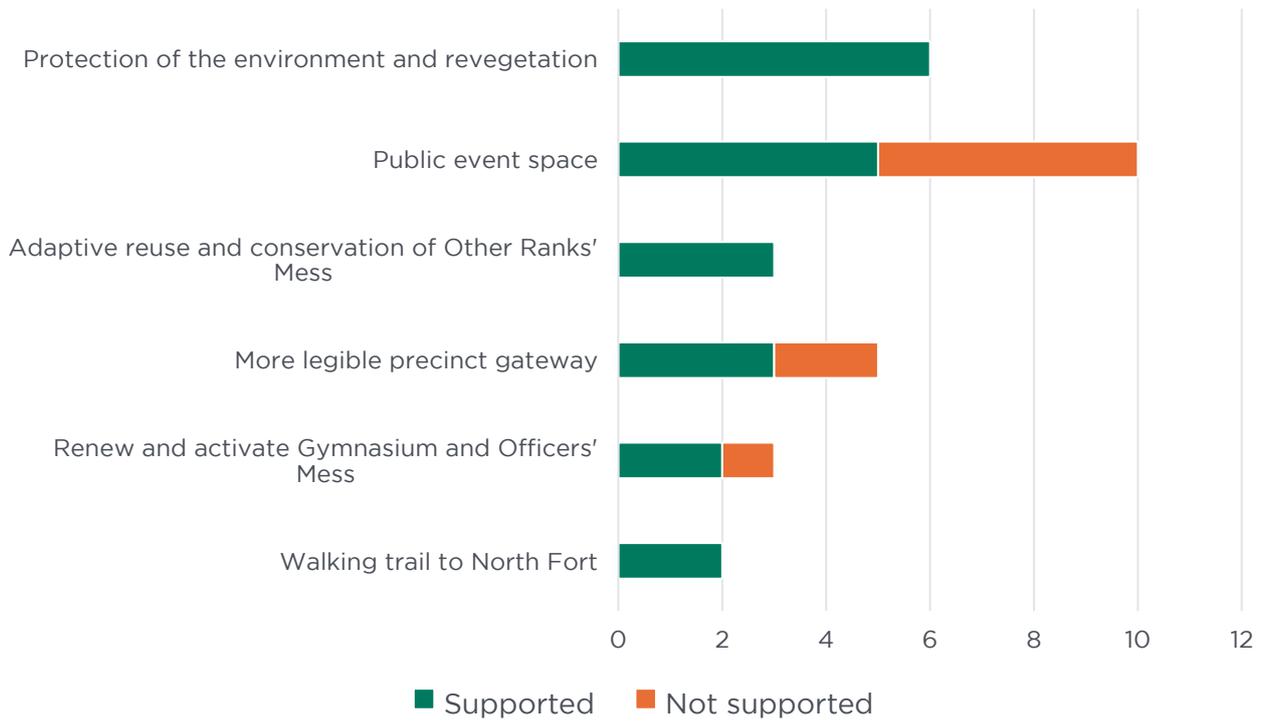
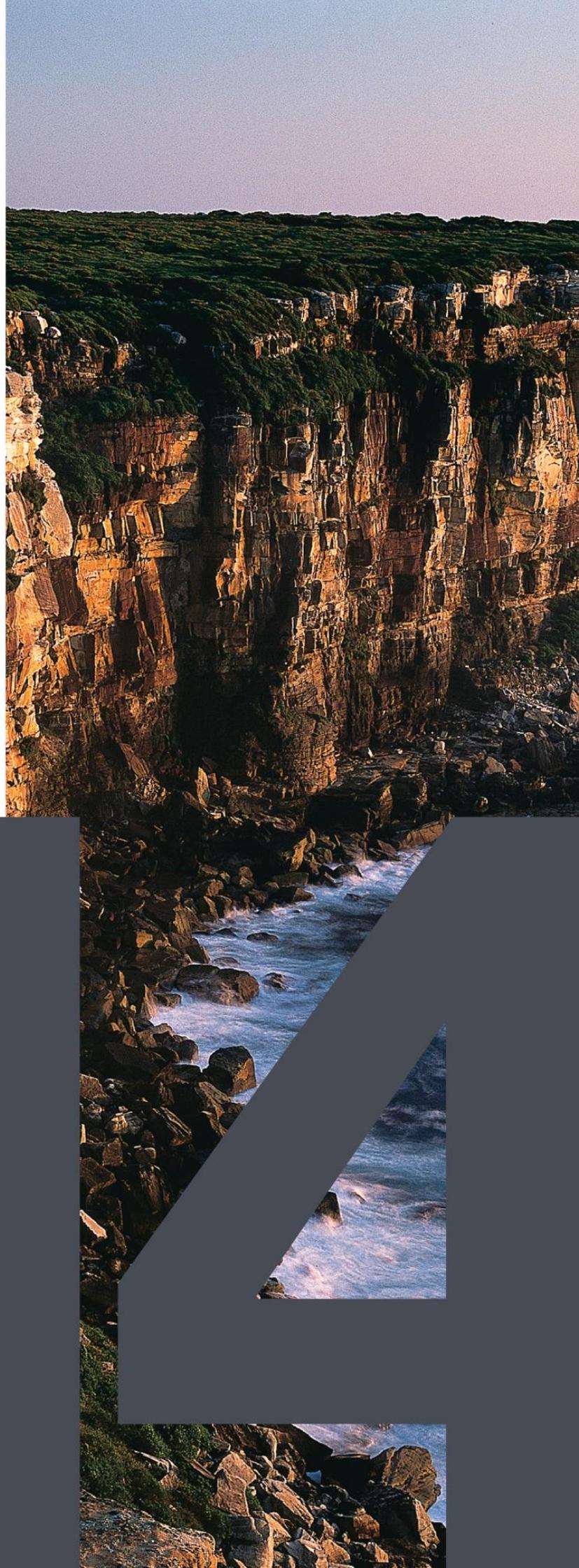


Figure 49 Manly Market passers-by feedback for Artillery Barracks initiatives



Figure 50 Pop-up session at Manly Markets, The Corso

Appendix



14 Appendix

01 Draft Concept

The Draft Concept for North Head Sanctuary was informed from collective community aspirations and values, aiming to preserve, restore and reinterpret the Sanctuary as an invaluable community destination.

The guiding principle for the vision of North Head Sanctuary was 'Healing Country', which links the ideas of culture, environment, history and renewal.

"Healing Country describes a way of thinking about North Head Sanctuary and its ongoing care, drawing upon community values and aspirations."

North Head Sanctuary Draft Concept – Sydney Harbour Federation Trust

The guiding principle of 'Healing Country' strives to create a renewed way to imagine a place, bringing the past to life, and truth telling through interpretation of ancient to recent military history.

These ideas of culture, environment, history and renewal form the signature initiatives for revitalising this unique place, which centre on the North Fort and Artillery Barracks.



North Head Discovery Day - Welcome to Country & Smoking Ceremony, 2018

North Fort Precinct

The Draft Concept for North Fort Precinct includes:



1. A new 'world-class' Interpretative Centre, which will re-cast the site as a public place for education and knowledge sharing, telling the intertwined stories and interpretive experiences of the site's military history



2. Accessible path network and native garden, which will include local endemic species and complement the environmental education program



3. The existing car parking will be reconfigured to enhance pedestrian amenity, safety and accessibility. Public and active transport options will be encouraged



4. A Welcome Place of cultural importance will anchor the precinct, telling stories of First Nations heritage, stories, landscape and Country



5. A walking trail will weave the site's histories and military heritage together, with direct links to the Interpretative Centre and gun emplacements



6. The Environmental Education Centre will provide opportunities for two-way learning about the environment and our relationship to the earth, plants and animals, and the sky.



Figure 51 North Fort Precinct Draft Concept

Artillery Barracks Precinct

The Draft Concept for Artillery Barracks Precinct includes:



1. The existing Gatehouse will be conserved and refurbished as the formal precinct entry, with improved pedestrian amenity and discrete and integrated car parking



2. The Parade Ground will remain a centrepiece of the precinct, reinforcing and conserving its heritage status. Public events could be periodically reactivated, sympathetic to this significant heritage



3. Adaptive reuse and conservation of the Other Rank's Mess (Building One) will be determined, returning the building to active use once again



4. A renewed precinct landscape will be expressed through continued environmental protection, revegetation and the nurturing of endemic species throughout the site



5. The existing link between the Artillery Barracks Precinct and North Fort Precinct will become a shared road and walking trail, unifying the two precincts into a cohesive whole



6. Adaptive reuse of the Gymnasium and Officer's Mess will be determined, which could include education, commercial and community uses.

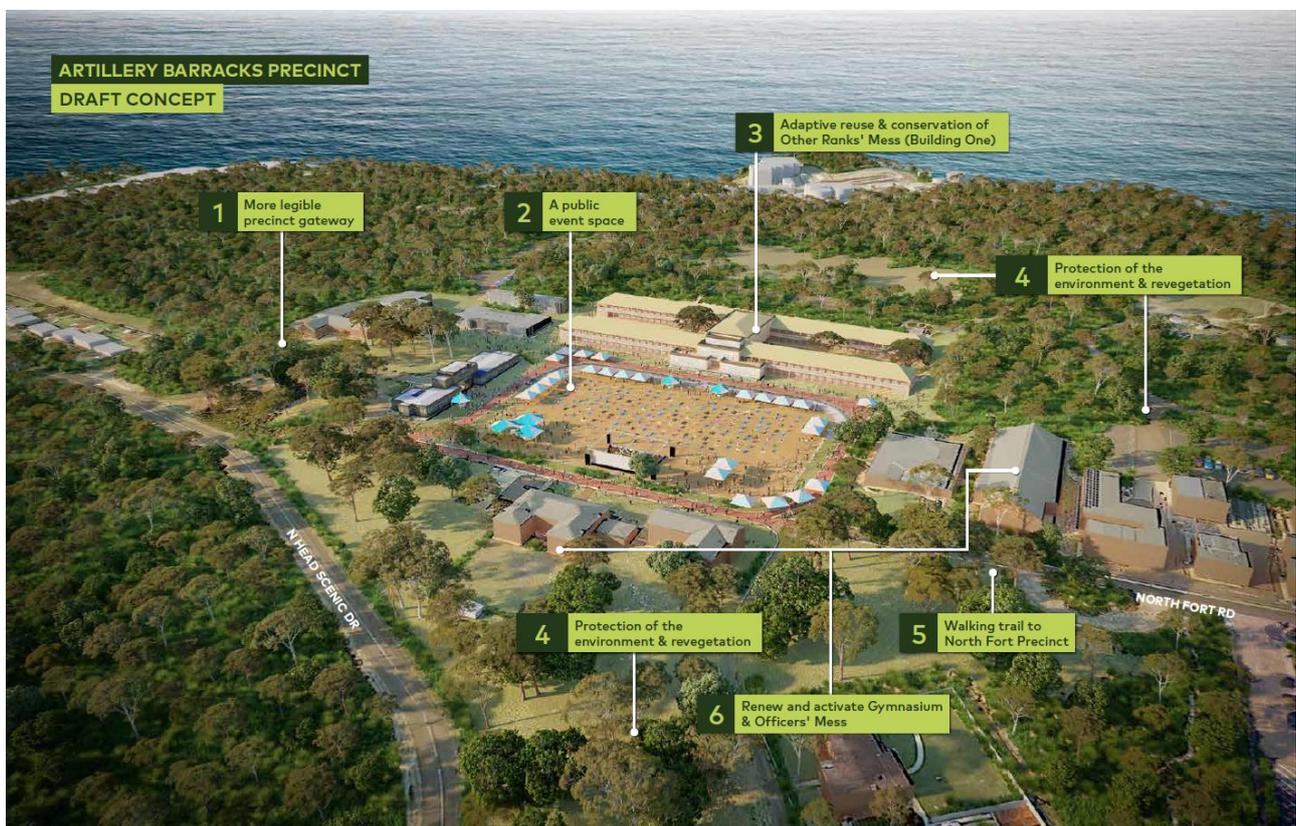


Figure 52 Artillery Barracks Precinct Draft Concept

02 Additional web page screenshots

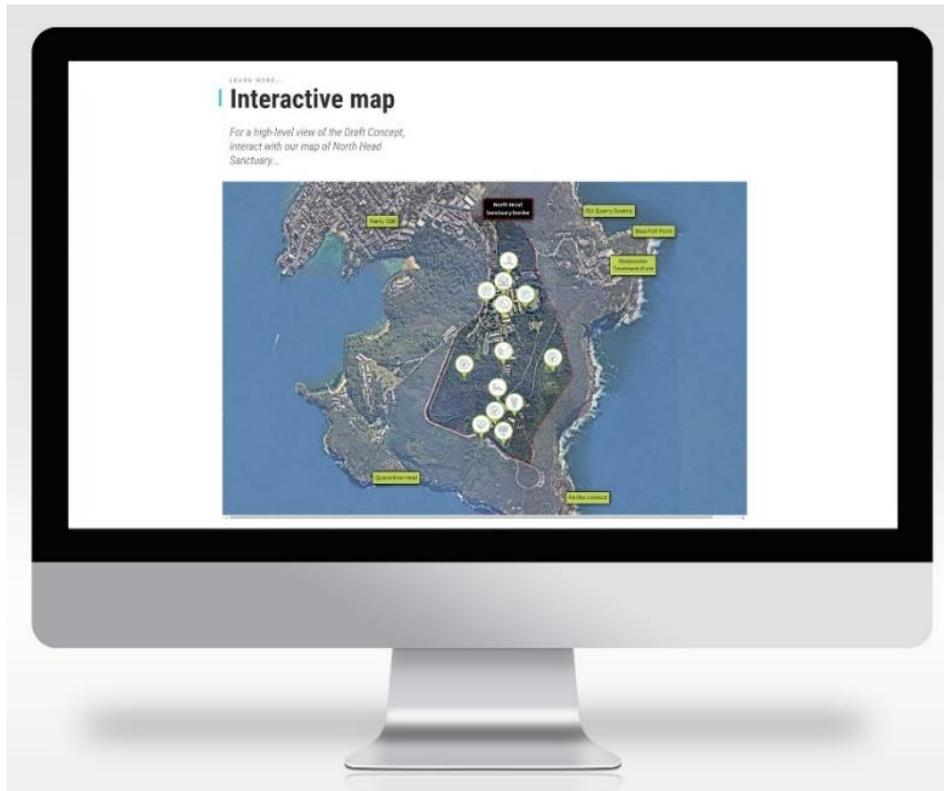


Figure 53: Interactive map

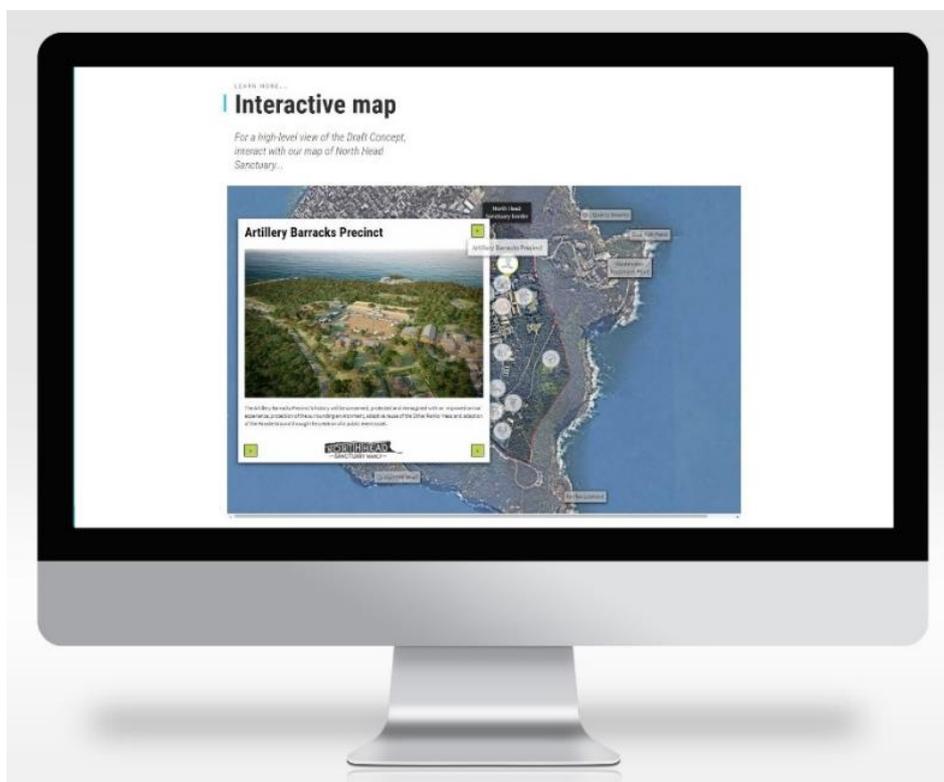


Figure 54: Interactive map

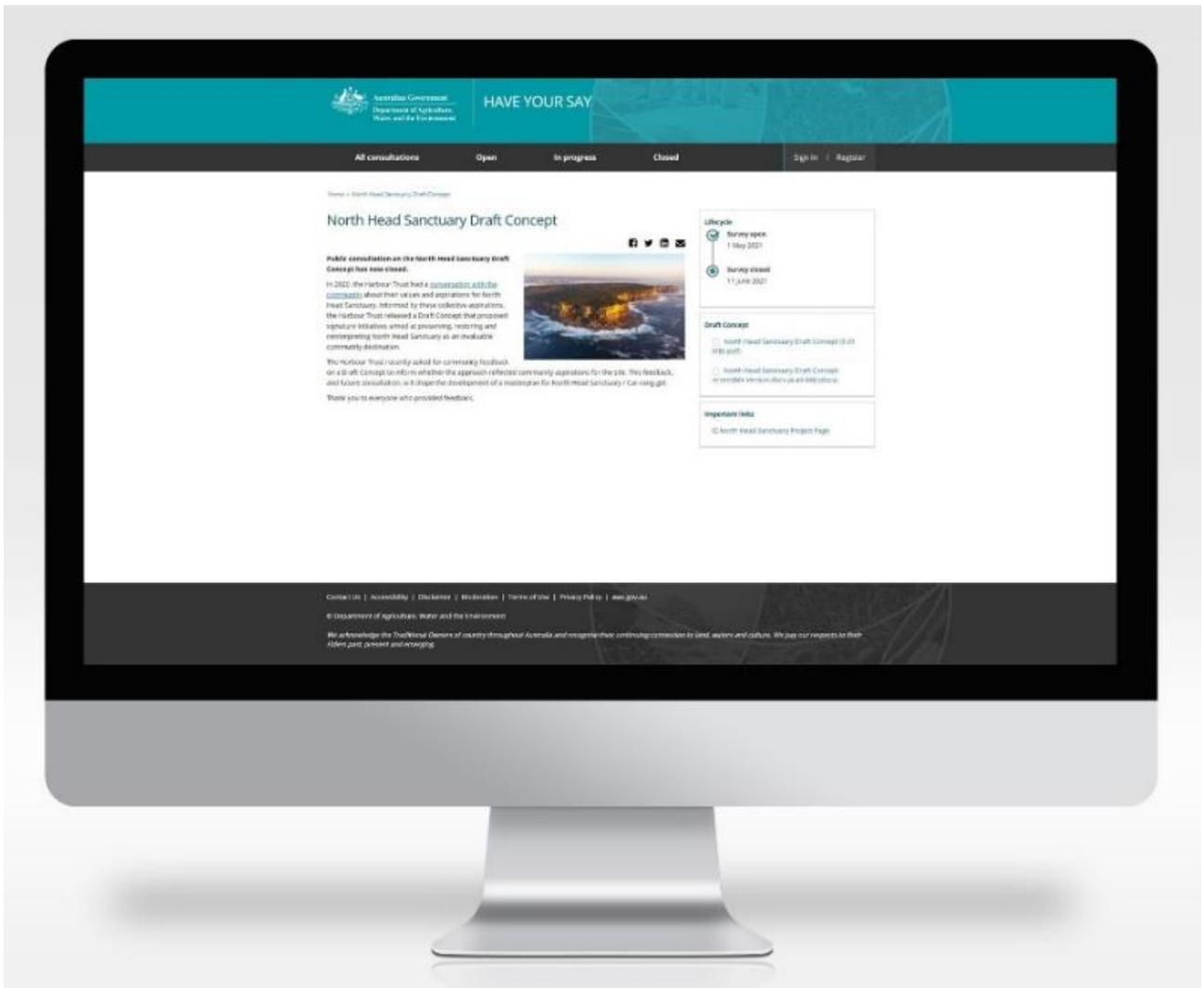


Figure 55 Have Your Say webpage

03 Virtual workshop word clouds



Figure 56 Word cloud result from virtual workshop 1



Figure 57 Word cloud result from virtual workshop 2



Figure 58 Word cloud result from virtual workshop 3

04 Additional Have Your Say survey results

Aboriginal and/or Torres Strait Islander

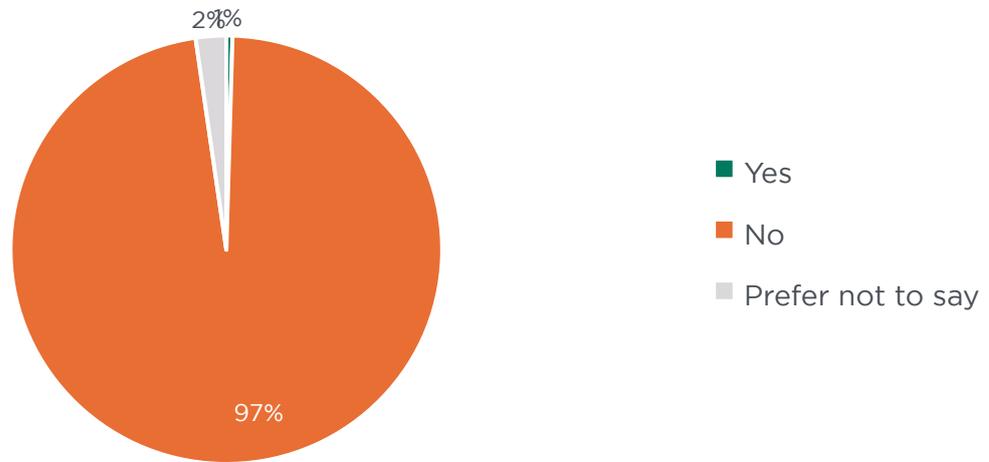


Figure 59 Have Your Say respondent's identification as Aboriginal and/or Torres Strait Islander

Household profile

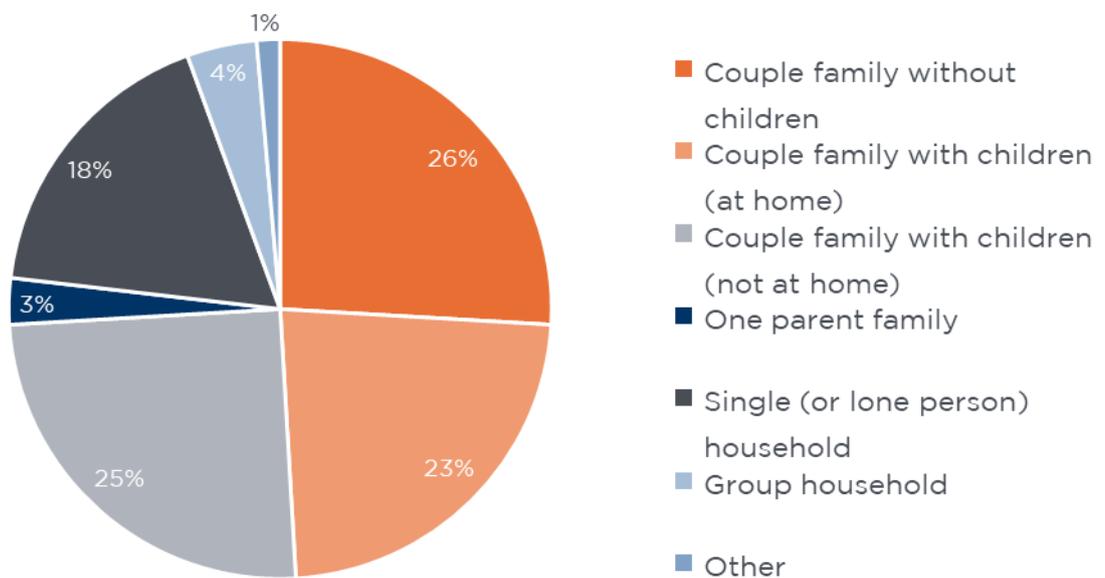


Figure 60 Have Your Say respondent's household profile

05 Additional Online Panel survey results

Gender profile

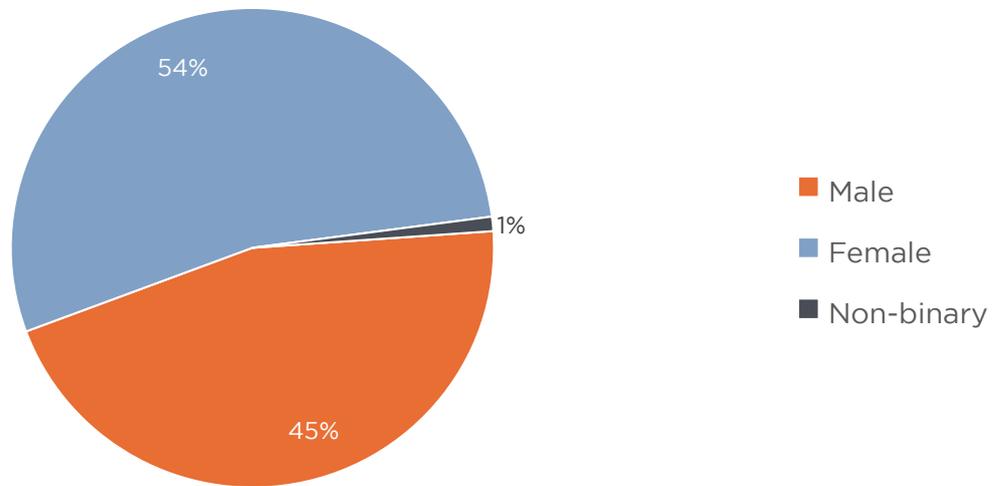


Figure 61 Online panel participant's gender profile

Local Government Area residence

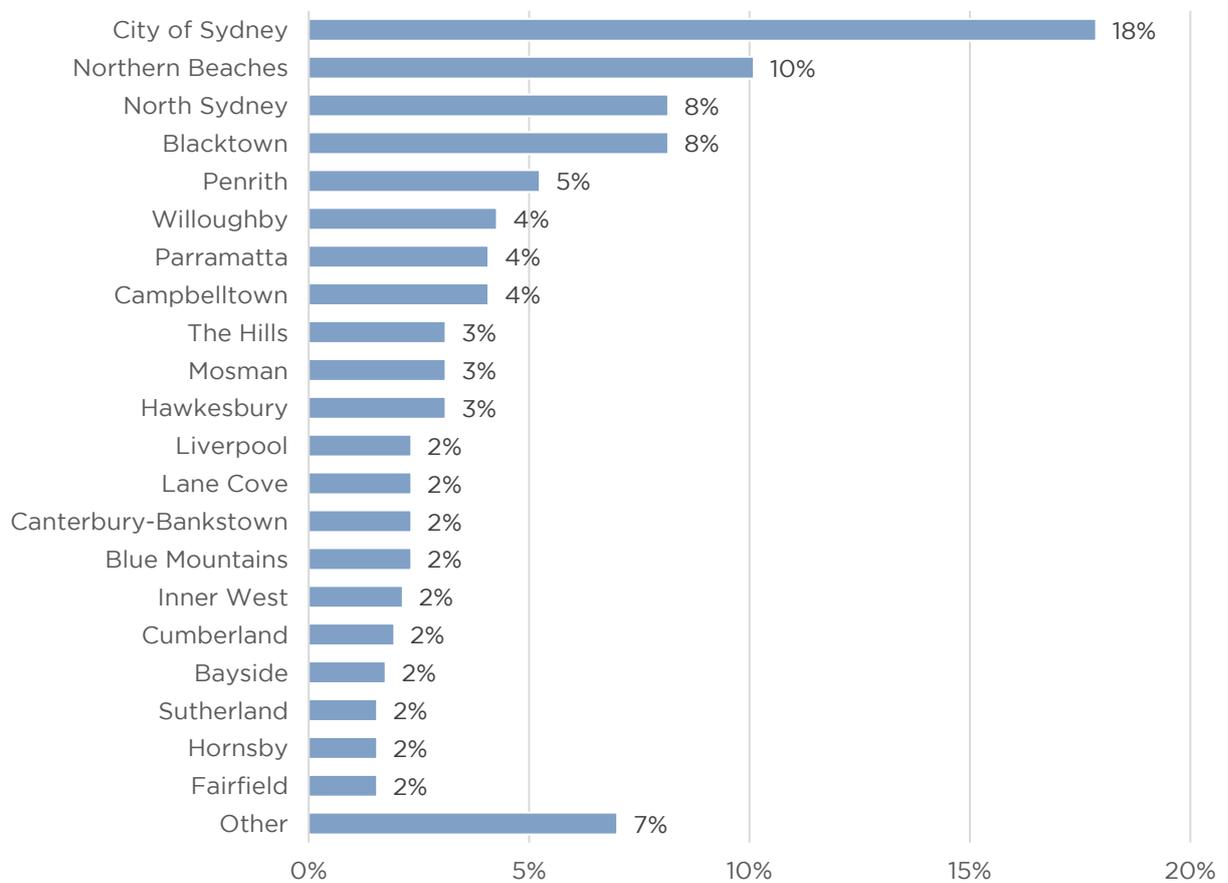


Figure 62 Online panel participant's local government area

Language other than English commonly spoken at home

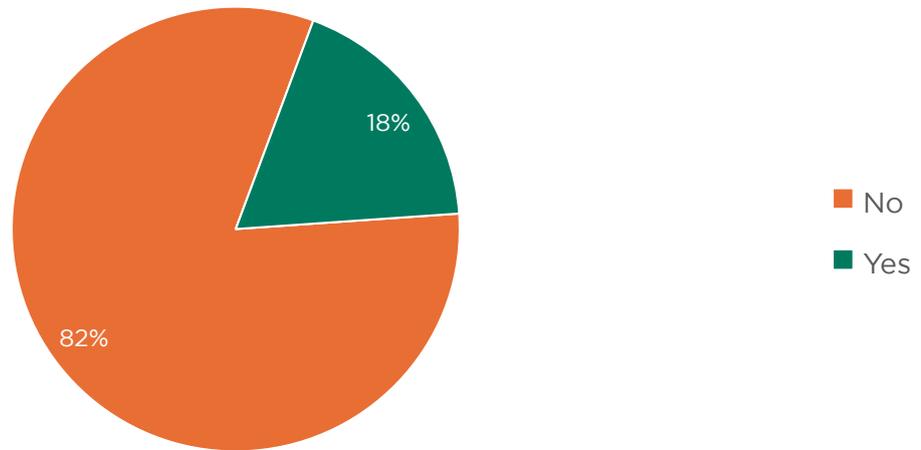


Figure 63 Online panel participant's common use of a language other than English at home

Level of support for potential uses of the Other Ranks' Mess

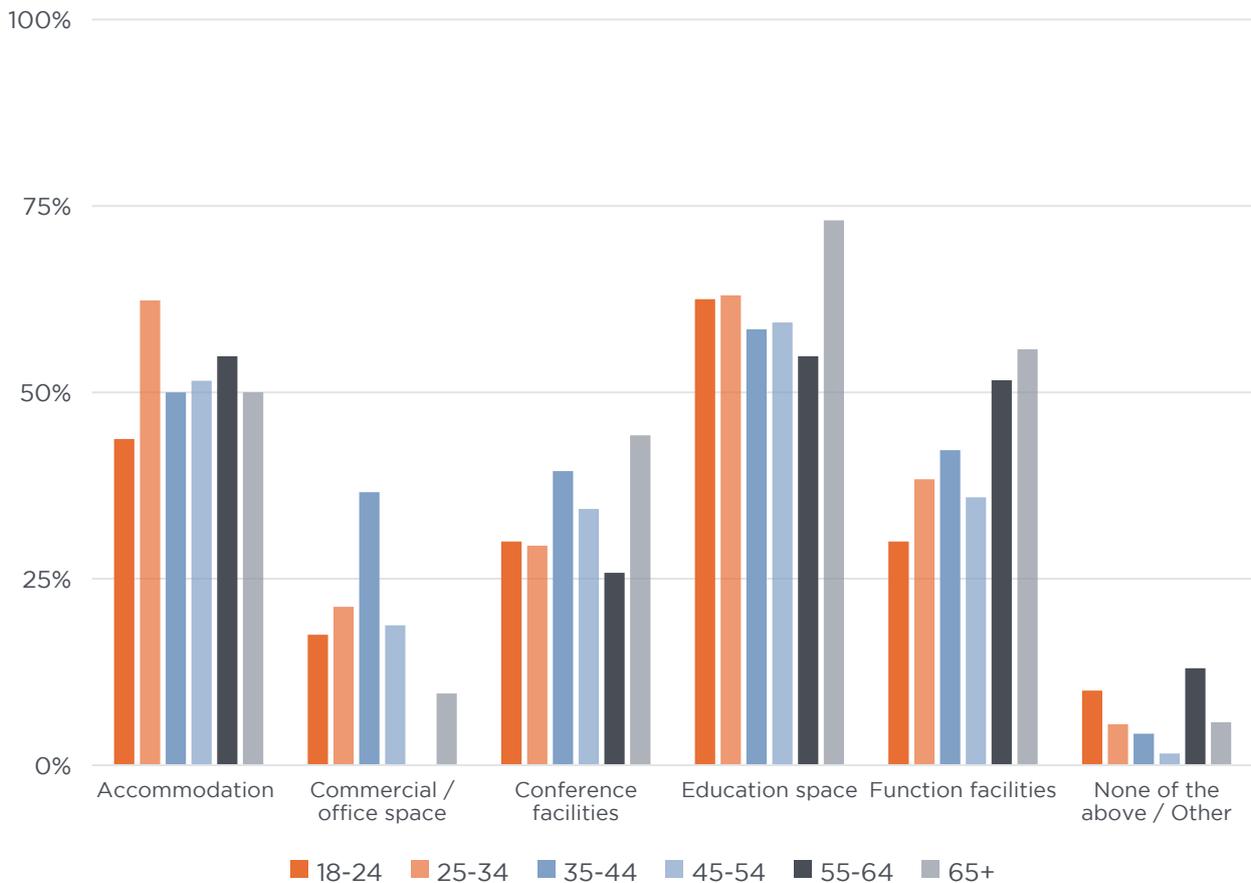


Figure 64 Level of support for potential uses of the Other Ranks' Mess by age demographic

*Accommodation relates to appropriate accommodation uses that support the idea of sanctuary and Healing Country.

Level of support for types of activities to be held at the Parade Ground

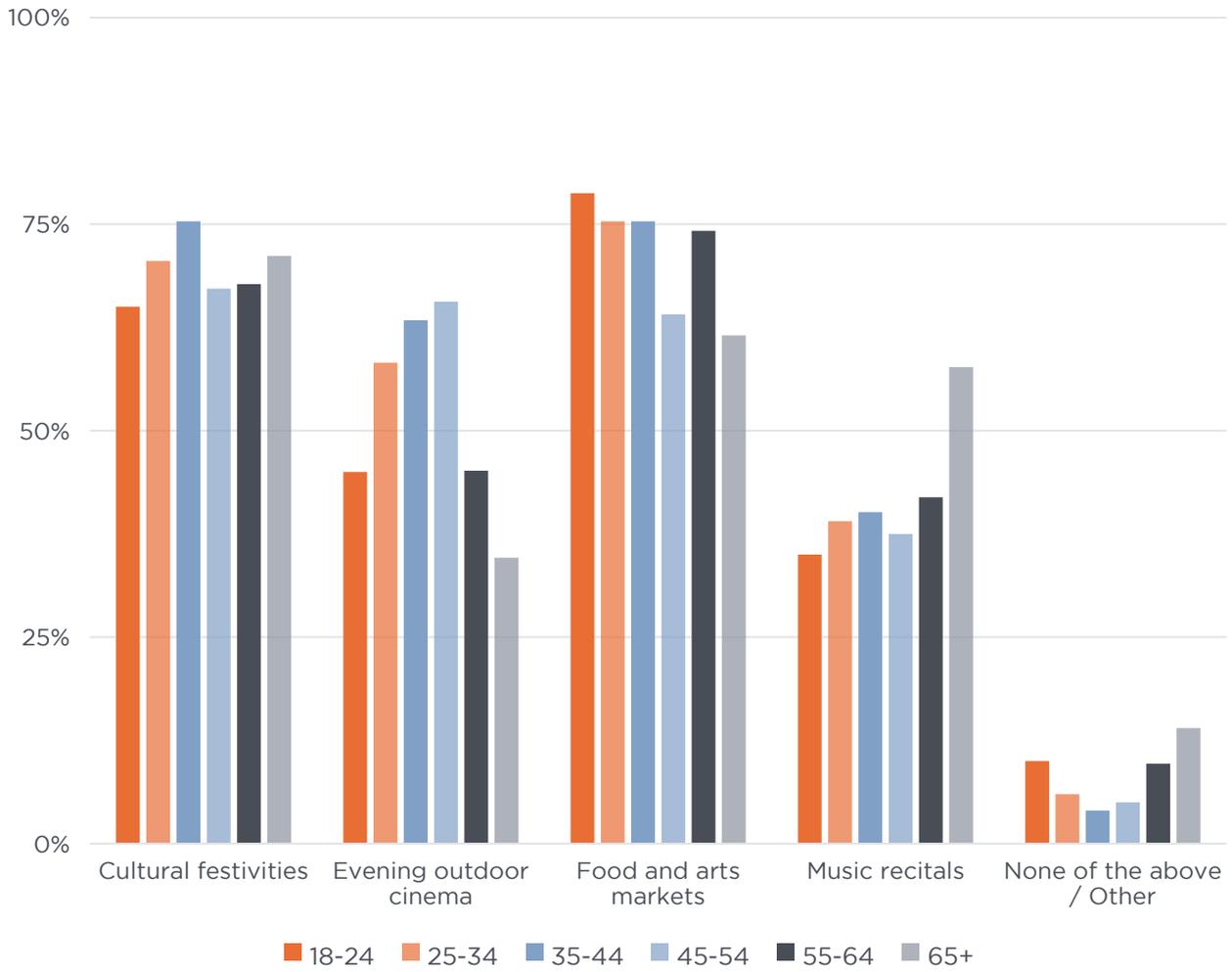


Figure 65 Level of support for potential uses of the Parade Ground by age demographic

06 Written submissions summary

| # | Submitted by | Pages | Submitted via | Notes |
|----|---|-------|---------------|---|
| 1 | Jens Ward | 1 | Have Your Say | |
| 2 | Jens Ward | 1 | Have Your Say | Duplicate received to submission #1 |
| 3 | <i>De-identified</i> | 2 | Have Your Say | |
| 4 | <i>De-identified</i> | 1 | Have Your Say | |
| 5 | On behalf of The Walking Volunteers Inc. | 1 | Have Your Say | |
| 6 | Frank McDowell | 5 | Have Your Say | |
| 7 | <i>De-identified</i> | 4 | Have Your Say | |
| 8 | Patrician Winston | 2 | Have Your Say | |
| 9 | Julie Bakalor | 1 | Have Your Say | |
| 10 | Julie Bakalor | 1 | Have Your Say | Duplicate received to submission #9 |
| 11 | On behalf of Friends of Quarantine Station Inc. | 2 | Have Your Say | |
| 12 | On behalf of North Head Sanctuary Foundation | 6 | Have Your Say | |
| 13 | On behalf of NSW National Parks and Wildlife Services | 1 | Have Your Say | |
| 14 | Toni Stevenson | 2 | Have Your Say | |
| 15 | On behalf of Good For Manly Inc. | 1 | Have Your Say | |
| 16 | <i>De-identified</i> | 2 | Have Your Say | |
| 17 | Jennifer Wilson | 2 | Have Your Say | |
| 18 | Nick Hollo | 2 | Have Your Say | |
| 19 | Geoffrey Lambert | 66 | Have Your Say | |
| 20 | On behalf of The National Trust of Australia (NSW) | 2 | Have Your Say | |
| 21 | On behalf of The National Trust of Australia (NSW) | 2 | Have Your Say | Duplicate received to submission #20 |
| 22 | Nick Hollo | 1 | Have Your Say | Addendum to submission #18 |
| 23 | Unidentified author | 1 | Have Your Say | |
| 24 | Unidentified author | 2 | Have Your Say | Submission detailed feedback for Cockatoo Island consultation |
| 25 | Unidentified author | 2 | Have Your Say | |

| # | Submitted by | Pages | Submitted via | Notes |
|----|--|-------|-------------------------------|--------------------------------------|
| 26 | On behalf of Australian Wildlife Conservancy | 3 | Have Your Say | |
| 27 | Anabella Fletcher | 1 | direct email to Harbour Trust | |
| 28 | On behalf of Friends of Quarantine Station Inc. | 2 | direct email to Harbour Trust | Duplicate received to submission #11 |
| 29 | On behalf of North Head Sanctuary Foundation | 6 | direct email to Harbour Trust | Duplicate received to submission #12 |
| 30 | On behalf of Northern Beaches Council | 6 | direct email to Harbour Trust | |
| 31 | On behalf of Headland Preservation Group Inc | 6 | direct email to Harbour Trust | |
| 32 | Zali Steggall OAM, MP (Federal Member for Warringah) | 6 | direct email to Harbour Trust | |

07 Table of figures

| | |
|--|----|
| Figure 1 Engagement and consultation highlights | 5 |
| Figure 2 Level of support for the Draft Concept by age demographic | 8 |
| Figure 3 Likely to visit a revitalised North Head Sanctuary by age demographic ⁴ | 9 |
| Figure 4 Community consultation timeline | 12 |
| Figure 5 Legislation, frameworks and standards | 14 |
| Figure 6 Key engagement activities | 17 |
| Figure 7 Clipping from The Daily Telegraph | 20 |
| Figure 8: Advertisement example | 21 |
| Figure 9: Social media metrics | 21 |
| Figure 10: North Head Sanctuary Consultation webpage | 22 |
| Figure 11 Community newsletter | 23 |
| Figure 12 Draft Concept article in subscription newsletter | 23 |
| Figure 13 Project board outside the North Head Sanctuary Visitor Centre | 24 |
| Figure 14 Community webinar | 27 |
| Figure 15 Breakdown of CAC workshop participant feedback | 29 |
| Figure 16 CAC workshop participants discussing the North Head Sanctuary Draft Concept | 34 |
| Figure 17 Breakdown of Volunteer and Tour Guide workshop participant feedback | 34 |
| Figure 18 Breakdown of Tenants workshop participant feedback | 37 |
| Figure 19 Virtual workshop participants' collective ranking of the Draft Concept initiatives | 43 |
| Figure 20 Breakdown of walkshop participant feedback | 46 |
| Figure 21 Key themes of walkshop feedback regarding the Draft Concept | 47 |
| Figure 22 Breakdown of walkshop feedback for individual initiatives at North Fort | 49 |
| Figure 23 Walkshop post-it note exercise near the proposed Interpretive Centre | 50 |
| Figure 24 Breakdown of walkshop feedback for individual initiatives at Artillery Barracks | 51 |
| Figure 25 Walkshop group discussion at the Parade Ground | 53 |
| Figure 26 Have Your Say respondent's visitor profile | 55 |
| Figure 27 Have Your Say respondent's age profile | 55 |
| Figure 28 Have Your Say respondent's level of support for the Draft Concept | 56 |
| Figure 29 Have Your Say respondent's likelihood of visiting a revitalised North Head Sanctuary | 56 |
| Figure 30 Have Your Say respondent's level of support for North Fort initiatives | 59 |
| Figure 31 Have Your Say respondent's level of support for Artillery Barracks initiatives | 60 |
| Figure 32 Have Your Say respondent's preference for activities held at the Parade Ground | 61 |
| Figure 33 Have Your Say respondent's preference for uses at the Other Ranks' Mess | 62 |
| Figure 34 Have Your Say respondent's ranking of the Draft Concept initiatives | 64 |
| Figure 35 Online panel participant's visitor profile | 66 |
| Figure 36 Online panel participant's age profile | 66 |
| Figure 37 Online panel participant's level of support for the Draft Concept | 67 |

| | |
|--|----|
| Figure 38 Online panel participant's likelihood of visiting a revitalised North Head Sanctuary | 67 |
| Figure 39 Online panel participant's feedback on considerations for the future of North Head Sanctuary | 68 |
| Figure 40 Online panel participant's level of support for North Fort initiatives | 69 |
| Figure 41 Online panel participant's level of support for Artillery Barracks initiatives | 70 |
| Figure 42 Online panel participant's preference for activities held at the Parade Ground | 71 |
| Figure 43 Online panel participant's preference for uses at the Other Ranks' Mess | 72 |
| Figure 44 Online panel participant's ranking of the Draft Concept initiatives | 74 |
| Figure 45 Pop-up session at North Fort Precinct, North Head Sanctuary | 83 |
| Figure 46 Pop-up session at Artillery Barracks Precinct, North Head Sanctuary | 84 |
| Figure 47 Pop-up session at The Rocks, Sydney | 85 |
| Figure 48 Manly Market passers-by feedback for North Fort initiatives | 86 |
| Figure 49 Manly Market passers-by feedback for Artillery Barracks initiatives | 87 |
| Figure 50 Pop-up session at Manly Markets, The Corso | 87 |
| Figure 51 North Fort Precinct Draft Concept | 90 |
| Figure 52 Artillery Barracks Precinct Draft Concept | 91 |
| Figure 53: Interactive map | 92 |
| Figure 54: Interactive map | 92 |
| Figure 55 Have Your Say webpage | 93 |
| Figure 56 Word cloud result from virtual workshop 1 | 94 |
| Figure 57 Word cloud result from virtual workshop 2 | 94 |
| Figure 58 Word cloud result from virtual workshop 3 | 94 |
| Figure 59 Have Your Say respondent's identification as Aboriginal and/or Torres Strait Islander | 95 |
| Figure 60 Have Your Say respondent's household profile | 95 |
| Figure 61 Online panel participant's gender profile | 96 |
| Figure 62 Online panel participant's local government area | 96 |
| Figure 63 Online panel participant's common use of a language other than English at home | 97 |
| Figure 64 Level of support for potential uses of the Other Ranks' Mess by age demographic | 97 |
| Figure 65 Level of support for potential uses of the Parade Ground by age demographic | 98 |



an ERM Group company

Sydney office

Level 15, 309 Kent Street, Sydney, NSW 2000
Locked Bag 3012, Australia Square, NSW 1215
T 02 9955 5040

Melbourne office

Level 6, 99 King Street, Melbourne VIC 3000
PO Box 16215, Collins Street West VIC 8007
T 03 9005 2030

E info@kjassoc.com.au | www.kjassoc.com.au