



10 Terminal & Parklands – Project Direction Exhibition Consultation Outcomes Report

Background

Over the period 18 November 2020 to 16 December 2020, the Harbour Trust publicly exhibited the Project Direction for 10 Terminal and Parklands. The exhibition material comprised:

- Project Direction
- Bushfire Assessment
- Heritage Impact Assessment

The Project Direction and supporting expert reports provided interested organisations and stakeholders with background about the proposal, as well as highlighting key considerations that will inform the detailed design. There will be further opportunity for stakeholder input into the project, with a draft Concept Design and detailed Development Application to be publicly exhibited. The detailed Development Application will also be referred to the Department of Agriculture, Water and the Environment for assessment under the *Environment Protection and Biodiversity Conservation Act 1999* (later in 2021).

Stakeholders were invited to make a written submission (via hard copy / post or by email to consulttrust@harbourtrust.gov.au). Stakeholders were also given the opportunity to complete an online survey via the 10 Terminal website <https://www.harbourtrust.gov.au/en/community/major-projects/10-terminal-renewal-project/>. Some submitters chose to provide feedback via both channels.

This summary provides an outline of issues raised in submissions and how these are being addressed in the Harbour Trust's consideration of these matters.

Public Exhibition

Notification

The Project Direction was placed on public exhibition from 18 November 2020 to 16 December 2020 (four weeks, non-statutory exhibition). Relevant documents were available for inspection on the Harbour Trust's website, in the Harbour Trust's Mosman office and at Mosman Library. The exhibited documents are available at: <https://www.harbourtrust.gov.au/en/community/public-consultation/>

The public was invited to comment on the Project Direction through a range of channels, including:

- Information was uploaded to the Harbour Trust website on 18 November 2020
- Over 200 individuals and organisations including members of the Community Advisory Committee, government bodies and community groups were notified by email of the exhibition on or around 18 November 2020;

- Notices appeared in hard copy versions of the *Mosman Daily*, *Sydney Morning Herald* and *Daily Telegraph* on Thursday 18 November 2020; a further advertisement was placed in the hard copy version of the *Mosman Daily* on 26 November 2020; notices were also available in the *Mosman Daily* (online version) from 18 November 2020;
- Information was included in the Harbour Trust e-newsletter which was distributed on 19 November 2020;
- Signage was installed near the site and at eight further locations at Headland Park;
- Google Adwords and social media advertising (from 18 November 2020);
- Organic posts across all Harbour Trust social media channels (Facebook, LinkedIn, Instagram, Twitter – from 18 November 2020);
- Hard copy flyer was delivered to 17,500 homes and businesses in the vicinity of Headland Park on or about 19 November 2020; and
- Information was included in the Mosman Council e-newsletter (news article included a link to the Harbour Trust website).

Drop-in Information Sessions

Drop-in sessions were held in the parkland adjacent to 10 Terminal:

- Saturday 28 November (10 am – 2 pm)
- Wednesday 2 December (11 am – 1 pm and 5 pm – 7 pm)

The sessions were promoted through the abovementioned channels. The sessions were attended by a total of 32 persons across the two days. Attendees to the drop-in sessions were encouraged to make a submission/complete the online survey during the exhibition period.

Advisory Bodies

The Harbour Trust's Community Advisory Committee (CAC) and Aboriginal and Torres Strait Islander Advisory Group have provided ongoing input into the planning for the Middle Head precinct, and this feedback informed the preparation of the Project Direction. Feedback from their respective meetings immediately preceding the exhibition period (i.e. CAC on 4 November 2020, and Aboriginal and Torres Strait Islander Advisory Group on 3 September 2020) was included as part of this consultation process. Minutes of CAC and Aboriginal and Torres Strait Islander Advisory Group meetings are available at: <https://www.harbourtrust.gov.au/en/corporate/publications/>. Members were also invited to comment directly regarding the Project Direction, and submissions received were considered as part of this consultation process.

Stakeholder Workshop

The 10 Terminal and Parklands Renewal Project was discussed at a stakeholder workshop held on 30 November 2020. Feedback from the workshop has been considered as part of this consultation process. Some members of the Stakeholder Workshop also made submissions during the exhibition period, which have been considered as part of this consultation process.

Submissions Received

A total of 197 responses were received during the exhibition period, comprising 176 survey responses and 21 submissions from interested organisations and individuals (including CAC members) (sent via post or email). Several stakeholders provided responses via multiple channels. Overall, 125 (71%) of the 176 survey submissions supported or strongly supported the Harbour Trust's Vision for the Precinct.

All responses received, together with feedback from the CAC, Aboriginal and Torres Strait Islander Advisory Group, and the Stakeholder Workshop were considered by the Harbour Trust as part of this consultation process. A summary of issues raised in feedback received is discussed further below.

Harbour Trust Board consideration

At its meeting on 22 February 2021 the Harbour Trust Board considered feedback which helped provide a better understanding of relevant issues, as well as informing the next steps in the 10 Terminal and Parklands Renewal Project.

Next Steps

This feedback on the Project Direction will help shape a Draft Concept Design for the precinct, incorporating the 10 Terminal and Parklands Renewal Project.

The community will have an opportunity to share feedback on the Draft Concept Design in mid-2021, which will inform the preparation of a more detailed Development Application for the 10 Terminal and Parklands Renewal Project, to be exhibited in late 2021.

The Harbour Trust will also continue to engage with its advisory groups and stakeholders including the NSW National Parks and Wildlife Service.

Consultation Summary

Key Issues Raised

Issue Raised	Further Details	Discussion
<p>Support for the Project Direction</p>	<p>The majority of submitters generally supported the Project Direction for 10 Terminal and Parklands. Key aspects of the support included:</p> <ul style="list-style-type: none"> Retention and the adaptive reuse of heritage buildings (brick buildings at 10 Terminal); Creation of additional open space through the demolition of the timber barracks and laundry; Activation of the precinct. <p>Some submitters stated there was insufficient information available to make an informed comment about the Project Direction.</p> <p>Some submitters were concerned that any proposed uses would lead to over-commercialisation of the precinct, and the precinct may be sold to the private sector.</p>	<p>General support for the Harbour Trust’s Project Direction is noted.</p> <p>More detailed information about the Renewal Project will be exhibited for public comment over the course of 2021, with the next step being the exhibition of a draft Concept Plan (see ‘Next Steps’ at the end of this table).</p> <p>Any proposed uses for 10 Terminal will be consistent with the adopted Middle Head Management Plan 2017 and with the objects of the Harbour Trust Act. 10 Terminal and Headland Park will continue to be owned and managed by the Harbour Trust as public land. Uses for 10 Terminal may include low-intensity office/retail uses, café/restaurant, and interpretation. Leasing of buildings will be consistent with the Harbour Trust’s adopted leasing policy.</p>
<p>Timber barracks and laundry</p>	<p>Community members that supported the Project Direction generally supported the removal and interpretation of the timber barracks and laundry.</p> <p>Other community members expressed strong concern that the demolition of the barracks would have an adverse impact on the heritage significance of the precinct as a whole.</p> <p>Some community members queried whether the barracks had any heritage significance, and whether interpretation of these buildings was indeed warranted.</p> <p>Various uses were suggested for the barracks and laundry (if they were to be retained), including accommodation, café/restaurant, public amenities, meeting spaces,</p>	<p>The buildings are in very poor condition and their location on bushfire prone land, within the flame zone, means that potential use of any retained building would be limited to storage (ie not a public facing use such as accommodation, meeting space or café/restaurant).</p> <p>The heritage impact assessment notes removal of the buildings “... would have minimal impact on the significance of the place and its locality and is recommended for approval, in relation to heritage considerations. Interpretation of the four subject buildings, their history and role at the place should be incorporated into any future development plans for the locality”.</p> <p>The Harbour Trust proposes to demolish and then interpret the timber barracks and laundry, with the area landscaped and views toward Middle Harbour opened up. New public facilities for passive recreation (such as barbecues, picnic tables, children’s playground etc) could potentially be provided in this area.</p>

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	<p>and storage (related to sports activities on the oval).</p> <p>Some members of the community suggested a children’s playground be provided within the precinct; others queried whether one was required.</p>	
<p>Future uses for 10 Terminal</p>	<p>Submitters proposed a range of uses for the adaptive reuse of the brick buildings and garages at 10 Terminal. Some submitters expressed concern that “commercial” uses were to be contemplated, while others requested more information before providing detailed feedback.</p> <p>Submitters generally supported a mix of uses, with not-for-profit and community/visitor focused uses favoured by some submitters. Other submitters acknowledged the need to generate a commercial return for leased space.</p> <p>Some submitters suggested Buildings 6 and 7 would be suitable for a food and beverage outlet, with mezzanine level constructed.</p> <p>Suggested uses included:</p> <ul style="list-style-type: none"> • Interpretation centre, museum, library, other visitor-focussed facility that would tell the story of Middle Head’s multi-layered history; • A Mens Shed/Defence shed, including areas for practical activities as well as vocational training and meeting spaces; • Food and beverage (cafe, restaurant, function /beer garden); • Low impact mixed commercial uses, including 	<p>Brick Buildings</p> <p>As with other Harbour Trust sites, it is proposed that a range of uses be introduced to 10 Terminal including interpretation and low-impact mixed uses to deliver benefits to the community while generating income to be reinvested into the site for conservation works. Selection of building uses will be informed by advice from bushfire and heritage consultants, and the need to achieve compliance with the Building Code of Australia. Proximity to bushfire prone land and the condition of existing buildings means there are limitations regarding how buildings may be used.</p> <p>Based on this advice, Building 7 would be suitable for reuse as an interpretation facility, focussing on the story of Headland Park (First Nations, Military uses, ASOPA, environmental values).</p> <p>Complementing this, Building 6 could potentially be adapted as a flexible space suitable for exhibitions, gallery, community meetings, education groups and the like.</p> <p>Buildings 1 and 3 could be used for low intensity mixed uses, such as office, retail, adult education, health and well-being.</p>

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	<p>office, retail, health and well-being;</p> <ul style="list-style-type: none"> • Meeting spaces that could be used for a range of community, sporting and not-for-profit groups; • Research institute (stand alone or associated with a museum or interpretation facility); • Accommodation; • Childcare or education facility/school; • Artist's precinct; • Sporting facility (using existing buildings or new buildings); • Storage facility for artefacts, sporting goods, boats and cars. 	<p>Timber Barracks and Laundry: The timber barracks and laundry are in a dilapidated condition and are located within the 'flame zone' so are not suitable for any public facing use such as accommodation, meeting spaces or a café/restaurant. Their only potential use is limited to uses such as storage, however extensive modifications to the building to achieve compliance with <i>Planning for Bushfire Protection</i> and the <i>Building Code of Australia</i> would be required and would be cost-prohibitive.</p> <p>It is proposed that the buildings be demolished and remnant hazardous materials removed from the site. The buildings' form and function would be interpreted and a high-quality public domain overlooking Middle Harbour created.</p> <hr/> <p>Precinct and Parklands: It is proposed that an attractive and useable public domain be created in the courtyard between Buildings 1 & 3 and surrounding the buildings. New easy grade paths would be established around the precinct that complement the existing network and reinforce the pedestrian spine connecting northern and southern interpretation / lookout nodes.</p> <hr/> <p>Other Suggested Uses: As the site is bushfire prone, use of any part of 10 Terminal for childcare, school and overnight accommodation is not possible under current planning standards.</p> <p>Artist precincts (studios and storage) are provided nearby at Headland Park and also at North Head Sanctuary.</p> <p>Display of precious artefacts at 10 Terminal is not feasible due to environmental controls and security requirements.</p> <p>Sporting facilities including storage is available nearby in the Middle Head Oval Pavilion (which is managed by Mosman Council). Storage of boats, cars and the like at 10 Terminal and Parklands is not compatible with the vision for the precinct, as set out in the Vision Statement.</p>

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		<p>An existing Mens Shed is located nearby at Headland Park.</p> <p>Building 6 could be adapted as a flexible space to be used for exhibitions, gallery, community meetings, education groups and the like, which may be suitable for community meetings.</p>
<p>Interpretation Centre</p>	<p>Numerous submitters suggested a visitor / interpretation centre / museum / education centre be established at 10 Terminal. Submitters recommended the visitor / interpretation centre be used to tell the multi-layered history of Middle Head (the whole headland), including the First Nations, military, ASOPA/South Pacific stories of Middle Head, as well as its environmental values.</p> <p>Submitters suggested it could include a retail offering as well as a complementary education / research facility.</p> <p>Submitters suggested this centre could be of a world-class facility, attracting many visitors to Middle Head.</p>	<p>Building 7 would be suitable for reuse as an interpretation facility, focussing on the story of Headland Park (First Nations, Military uses, ASOPA, environmental values).</p> <p>Complementing this, Building 6 could potentially be adapted as a flexible space suitable for exhibitions, gallery, community meetings, education groups and the like.</p> <p>Additional interpretive elements would be incorporated across the precinct (in addition to those within this building).</p> <p>The Harbour Trust has commissioned an historian to research Aboriginal history for 10 Terminal precinct and Middle Head. This research will be used to inform interpretation at Middle Head.</p> <p>The Harbour Trust will work with NPWS to ensure coordinated interpretation on the headland.</p>
<p>Indigenous Interpretation</p>	<p>Many submitters suggested the inclusion of First Nations interpretation at 10 Terminal. Suggestions included a cultural centre, museum or gallery, as well living culture. It was also suggested that 10 Terminal could include an opportunity for First Nations people to have a place to call home, share culture and embed history into place.</p> <p>It was suggested First Nations' contribution to Australia's military be included in interpretation at 10 Terminal.</p>	<p>Building 7 would be suitable for reuse as an interpretation facility, focussing on the story of Headland Park (First Nations, Military uses, ASOPA, environmental values). Additional interpretive elements would be incorporated across the precinct (in addition to that within the building).</p> <p>The Harbour Trust has commissioned an historian to undertake Aboriginal history research for 10 Terminal Precinct, Middle Head, Mosman. This research will be used to inform an interpretation strategy for all of 10 Terminal.</p> <p>The Harbour Trust's First Nations Advisory Group will be invited to assist in the development of an interpretation plan for 10 Terminal.</p>
<p>Mens Shed/Defence Shed</p>	<p>Some submitters suggested a Mens Shed/Defence shed, including other facilities for support and training for veterans, be established at 10 Terminal.</p>	<p>An existing Mens Shed is located nearby at Headland Park. Building 6 could potentially be adapted as a flexible space to be used for exhibitions, gallery, community meetings,</p>

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		<p>education groups and the like, which may be suitable for community meetings.</p> <p>Buildings 1 and 3 could be used for low intensity mixed uses, such as office, retail, adult education, health and well-being.</p>
Sporting activities	<p>Some submitters suggested 10 Terminal and Parklands (buildings and adjacent parklands) would be suitable for the establishment of new sporting facilities.</p> <p>Suggestions included:</p> <ul style="list-style-type: none"> • Indoor sporting facility eg indoor cricket, squash, basketball/ netball, futsal • Outdoor facilities/new buildings eg aquatic centre, golf, squash, cricket, tennis, gymnasium 	<p>Sporting facilities including storage is available in the immediate vicinity of 10 Terminal (including Middle Head and Georges Heights ovals and pavilions, and the Mosman Drill Hall Precinct which are managed by Mosman Council), as well as other indoor and outdoor facilities nearby.</p> <p>The Harbour Trust's <i>Recreation Strategy</i> (2019) (p.29) identifies the use of existing parking areas/hardstand for formal/organised active sports is not consistent with Management Plan.</p>
Pedestrian and cycle access	<p>Many submitters welcomed the Harbour Trust's proposal for a new easy-grade access path around 10 Terminal and Parklands. Submitters noted the new paths would improve connections along the Bondi-Manly Walk, and could generate additional visitation to Middle Head. Some submitters queried if a path would be provided along the northern side of the barracks, and if so, how far would it continue.</p> <p>Other submitters questioned the need for new paths, and requested new paths be as "natural" as possible and be designed to avoid the need to remove vegetation.</p> <p>Some other submitters requested the Harbour Trust consider establishment of separated bicycle routes as well as footpaths.</p>	<p>Support for improved pedestrian access through and around the precinct including an easy-grade path is welcomed. New paths would reinforce the pedestrian spine connecting northern and southern interpretation / lookout nodes. Detailed routes of the proposed new paths will be included in the draft Concept Design and development application for the Renewal Project, which will be exhibited over the course of 2021.</p> <p>The Harbour Trust is working with NPWS to ensure the integration of our walking track networks.</p> <p>Paths will be suitable for visitors of a range of abilities, including those using wheelchairs. The Harbour Trust will absolutely minimise the removal of native vegetation when constructing the new paths.</p> <p>The Harbour Trust will examine opportunities to improve access to the precinct for cyclists.</p>
Carpark (former Parade Ground)	Some submitters suggested returning the carpark adjacent to the former barracks to a Parade Ground (or remaining the carpark), to assist in the interpretation of the site.	<p>The Harbour Trust proposes to retain this area as a carpark, however there may be potential for occasional use for special or civic events, such as markets.</p> <p>Suggestions to name the carpark in reference to its previous use as a Parade Ground are noted.</p>

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<p>Impact on the natural environment</p>	<p>Some submitters encouraged the Harbour Trust to avoid removal of vegetation in the implementation of the Project Direction, for example when designing the route of new paths.</p> <p>Other submitters encouraged the Harbour Trust to focus on “eco friendly” works and uses at 10 Terminal.</p>	<p>Paths will be suitable for visitors for a range of abilities, including those using wheelchairs. The Harbour Trust will minimise the removal of native vegetation when constructing the new paths. Any new planting will involve the use of local/endemic species that are suited to the area.</p> <p>To encourage the use of public transport and active transport to Middle Head, the Harbour Trust will also develop a Transport Access Guide, that provides information about the use of public transport, walking, cycling and carshare to access the precinct. The Harbour Trust will also consider the provision of facilities for bicycles such as end-of-trip facilities.</p> <p>The Harbour Trust will use environmentally-friendly materials and energy- and water-efficient fixtures and fittings when refurbishing the buildings in the precinct.</p>
<p>Collaboration with NPWS</p>	<p>Numerous submitters recommended the Harbour Trust work collaboratively with NPWS in the establishment of an interpretation and other visitor facilities at Middle Head, and also in the design of walking tracks in the vicinity of 10 Terminal.</p>	<p>The Harbour Trust is working with NPWS to ensure the coordination of our respective projects, including the integration of our walking track networks.</p> <p>The Harbour Trust will also work with NPWS in telling the story of Middle Head through interpreting the site’s multi-layered history.</p>
<p>Traffic and Parking (traffic generation and parking availability and cost)</p>	<p>Some submitters expressed concern that the implementation of the Project Direction would generate additional traffic in Mosman and toward Middle Head, and would also require the establishment of additional parking areas.</p> <p>Other submitters noted payment was required for the use of parking areas on Harbour Trust land at Middle Head, and this discouraged visitation.</p>	<p>10 Terminal is expected to include a mix of low-intensity commercial uses, café/restaurant as well as an interpretation/visitor facility. Potential impacts on local traffic and demand for on-site parking will be carefully assessed by the Harbour Trust.</p> <p>Parking fees and time restrictions are used to manage demand for limited parking spaces, and encourage turnover, particularly for short term (not all day) spaces. Payment collected from parking is reinvested into Harbour Trust sites.</p>
<p>Proximity to beaches</p>	<p>Some submitters noted 10 Terminal is close proximity to two clothing-optional beaches, and submitters are aware of anti-social behaviour of users of those beaches, which in turn discourages visitation to Middle Head.</p>	<p>The two clothing-optional beaches are located in Sydney Harbour National Park, which is managed by NPWS.</p> <p>The Project Direction for 10 Terminal will not affect access to these beaches.</p>

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	Other submitters expressed a wish for the clothing-optional status of the two beaches to remain.	
Priority for works	Due to the finite funding available, some submitters suggested the Harbour Trust prioritise the adaptive reuse of the 10 Terminal buildings ahead of the construction of the easy-access path and improvements to landscaping.	Feedback is noted.
Consultation	<p>Some submitters thanked the Harbour Trust for the opportunity to provide feedback on the Project Direction, and to contribute to the Renewal of 10 Terminal.</p> <p>Other submitters expressed disappointment that the Project Direction was exhibited concurrently with other Harbour Trust initiatives, in the month before Christmas.</p>	<p>Support is noted.</p> <p>Community engagement regarding 10 Terminal will be ongoing - see 'Next steps' in row below.</p> <p>The Harbour Trust actively engages with the community on a range of matters and sites each year. As far as possible, the Harbour Trust seeks to maximise opportunities, and provide a range of channels, for the community to provide feedback. Comments on the timing of this consultation have been noted by the Harbour Trust.</p>
Next steps	Some submitters enquired as to the next steps with implementing the Project Direction, including timing.	<p>This feedback on the Project Direction will inform the planning for the 10 Terminal and Parklands Renewal Project.</p> <p>There will be further opportunities for the community to have a say on future uses and design outcomes for 10 Terminal and Parklands.</p> <p>In mid-2021 the community will be consulted on a Draft Concept Plan for the precinct, which will inform the preparation of a more detailed Development Application for the Renewal Project, to be exhibited in late-2021.</p> <p>The detailed Development Application will also be referred under the <i>Environment Protection and Biodiversity Conservation Act 1999</i>. This is expected to occur later in 2021.</p> <p>The Harbour Trust will also continue to engage with its advisory groups and stakeholders including the adjoining landowner, NSW National Parks and Wildlife Service.</p>