



HUNGRY POINT RESERVE, CRONULLA

2019 STRATEGIC MASTERPLAN



Cover Image:
Photo of the Eastern Shoreline, Hungry Point Reserve, Cronulla

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and
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Adopted by
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for their assistance in the preparation of Hungry Point Reserve Draft Masterplan
2014 and facilitating workshops in 2012-2013

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TABLE OF CONTENTS

| | |
|-------------------------------------|----|
| EXECUTIVE SUMMARY | 6 |
| BACKGROUND & STRATEGIES | |
| BACKGROUND | 11 |
| OBJECTIVES AND METHODOLOGY | 13 |
| SITE DESCRIPTION AND HISTORY | 15 |
| SITE ANALYSIS | 18 |
| STRATEGIC MASTERPLAN PRINCIPLES | 26 |
| STRATEGIC MASTERPLAN SUMMARY | 30 |
| BUILDINGS STRATEGY | 35 |
| ARCHEOLOGICAL STRATEGY | 46 |
| LANDSCAPE STRATEGY | 50 |
| BUSINESS PLANNING | 56 |
| PRECINCTS AND PHASING | 63 |
| IMPLEMENTATION | |
| WELCOMING THE PUBLIC TO THE RESERVE | 70 |
| EARLY WORKS STAGES | 73 |
| BUSINESS PLANNING | 74 |
| ACHIEVEMENTS TO DATE & NEXT STEPS | 76 |
| BIBLIOGRAPHY | |

LIST OF FIGURES

- Figure 1 Aerial Photograph Regional Context.
- Figure 2 Aerial Photograph, Hungry Point Reserve site.
- Figure 3 Site Analysis Summary
- Figure 4 Strategic Masterplan
- Figure 5 Building Plan
- Figure 6 Landscape Strategy Plan
- Figure 7 Precinct Plan
- Figure 8 Overall Context Plan
- Figure 9 Early Works Plan

EXECUTIVE SUMMARY

Located at the southern-most tip of the Cronulla peninsula and at the northern head to Port Hacking, Hungry Point Reserve (the reserve) is a prominent Sutherland Shire landmark providing spectacular views across Port Hacking.

The NSW State government has been keen to see this unique site open to the public and has provided funding to make this occur. The reserve, with its scenic landscape, sensitive ecology, historic buildings, multiple land uses and important Aboriginal and European heritage, is a rich and complex public asset that needs to be sustainably managed.

The Vision for the site is:

“Hungry Point is a place that celebrates the European, Aboriginal and natural values of the site and enriches the lives of Cronulla, Shire and Sydney residents, visitors and workers”.

Key principles for this site are to:

- be a key element in the open space opportunities in Sutherland Shire;
- protect and enhance the European, Aboriginal and natural values of the site;
- provide a place for residents, visitors and workers to reflect on, and appreciate the site's unique locality and spiritual connections;
- provide a social place for leisure and recreation;
- connect the site to the Esplanade, Cronulla and beyond; and
- respond positively and sensitively to the site's complexity.

This document is a Strategic Masterplan for the Hungry Point Reserve, developed by the Hungry Point Land Manager and Sutherland Shire Council. This Masterplan is a dynamic and evolving document that draws together known information about the site and identifies areas for further investigation.

This Masterplan is one of a suite of documents (described below) that help to inform and contribute to the delivery of the Hungry Point Reserve Vision.

| | |
|--|---|
| Strategic Masterplan | This document provides a framework for the long term vision of the site and to guide changes |
| <ul style="list-style-type: none"> • Business Opportunities | Is a section in the Strategic Masterplan that describes the financial and business feasibility / opportunities of the site |
| <ul style="list-style-type: none"> • Implementation Plan | Is a section in the Strategic Masterplan that describes the proposed implementation of the plan, subject to funding and financial opportunities |

| | |
|------------------------------------|---|
| Conservation Management Plan (CMP) | Is a separate document that provides the framework for decision-making and direction relating to Aboriginal and European heritage and the landscape |
| Asset Management Plan | Is a separate document that will provide a framework for the management and maintenance of the site's assets |
| Plan of Management | Will describe the overall operation of the site based on the land tenure. |

Hungry Point Reserve is a Crown Reserve and in 2012 the Hungry Point Reserve Trust (now called the Hungry Point Land Manager) was appointed to oversee the reserve following its closure as a state-run fisheries research centre. One of the first priorities of the Land Manager has been to prepare this Strategic Masterplan so that the reserve's future can be properly managed. This plan provides a coordinated and comprehensive response to a wide range of factors to be considered when managing the site. Its focus is to establish the reserve as a regional destination for the public, which both conserves and capitalises on the reserve's significant environmental, cultural and heritage qualities. This document:

- updates the earlier draft masterplan completed in January 2012;
- responds to the recommendations of the Conservation Management Plan (CMP) endorsed by the Trust in April 2016; and
- incorporates recent progress to provide enhanced pedestrian access and amenities within the reserve for the public.



Photo 1. View from rock promontory area south of Building 6. Photo by Sutherland Shire Council, 2013

BACKGROUND & STRATEGIES

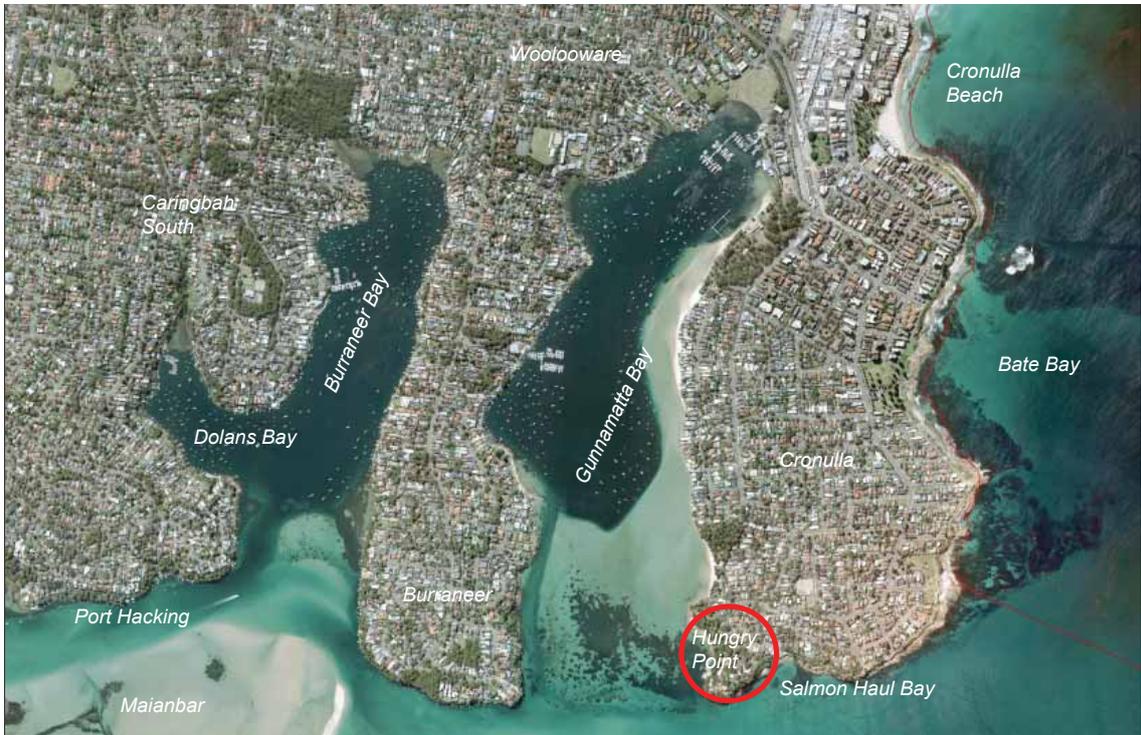


Fig 1. An aerial photograph showing the regional context of the Hungry Point Reserve site.
Source: SSC E-view Aerial Image 2015



Fig 2. An aerial photograph of Hungry Point Reserve site, Cronulla. Source: SSC E-view Aerial Image 2015

BACKGROUND

The three-hectare Hungry Point Reserve site in Cronulla is a spectacular promontory, jutting out into Port Hacking. It boasts important Aboriginal heritage, historic buildings and significant landscape features. It sits amongst and alongside Cronulla streetscapes and adjacent houses (See Fig. 1 and 2).

The site operated as a Fisheries Research Centre (the first of its kind in the southern hemisphere) for over 100 years; but on 8 September 2011, the Minister for Primary Industries Katrina Hodgkinson MP, together with Deputy Premier Andrew Stoner MP, announced its closure.

At the time, the NSW State Government confirmed that the site will remain in public ownership and under the management of a Trust. In 2012 the Hungry Point Reserve Trust was appointed. It is now known as the Hungry Point Reserve Land Manager and is comprised of representatives from Sutherland Shire Council, the Cronulla Chamber of Commerce, the La Perouse Aboriginal Land Council, Marine Rescue NSW, the Sutherland Shire Historical Society and the general public.

One of the first priorities of the Land Manager was to prepare a Masterplan so that the opportunities in the site can be pursued and realised. CLOUSTON Associates was commissioned by Sutherland Shire Council on behalf of the Land Manager to assist with the development of a Masterplan as a tool to guide the long term management of the reserve. To begin drafting this masterplan, Sutherland Shire Council convened a Project Control Group (PCG) comprising senior Council staff members and representatives of the Trust.

STATUS OF THIS STRATEGIC MASTERPLAN

A draft Strategic Masterplan was completed in January 2014. A Conservation Management Plan (CMP) for the site was prepared by Architectural Projects Pty Ltd. The CMP was adopted by the Trust on 12 April 2016 and has been submitted to the Heritage Council for endorsement. As the CMP was being completed, it was appropriate to update and refine the Masterplan in response to the recommendations contained in the CMP. It was also timely to include progress made towards opening up the site for the public.

A draft Strategic Masterplan was provided for public comment (in 2016) which resulted in 34 submissions from a variety of stakeholders. All submissions were considered by the Land Manager, who also provided additional comments and feedback. The result of these deliberations is this finalised document which constitutes the 2019 Hungry Point Strategic Masterplan.



Photo 2. The site is occupied by a variety of institutional buildings.



Photo 5. Cave formed by overhanging rock, forming a key landscape feature to the site.



Photo 3. A plaque commemorating the Cronulla Fisheries Research Centre.



Photo 6. Terraced lawns cascading down to the foreshore characterise the more undeveloped areas of the site.



Photo 4. Gunnamatta Bay jetty on the west of the site.

Source: All photos courtesy of CLOUSTON Associates, September 2013

OBJECTIVES AND METHODOLOGY

OBJECTIVE OF THE STRATEGIC MASTERPLAN

The Hungry Point Reserve is a complex site on the cusp of change. With the closure of the Cronulla Fisheries Research Centre in 2012, there are many potential uses for the site and many interested parties who have expressed an interest in occupying part of the site, making use of its facilities and/or taking advantage of its unique location.

The site offers opportunity for the establishment of marine-related government organisations, non-government organisations, cafe/restaurant and community groups. In addition, there is the opportunity for greater access to the site by the general public to appreciate the magnificent views and enjoy a pedestrian link through to the adjacent regional Esplanade Walk and Darook Park.

All of this and more demands a strongly coordinated approach to land use planning and development issues. In the absence of an overall planning approach, any ad-hoc consideration of individual proposals as they arise may result in a number of opportunities being overlooked, community concern, and/or inconsistent outcomes for the reserve.

The development of this Strategic Masterplan aims to provide design principles to guide development of the site and contribute to the quality of its natural and built environment. The Strategic Masterplan provides coherent guidelines for the future use of the site and assists in coordinating activities by providing a consolidated documentary reference for proposals.

METHODOLOGY

To prepare this Strategic Masterplan, the following process was adopted:

- Review of existing data, site investigations, analyses and photography;
- Analysis across all significant site/facility characteristics and the identification of opportunities and constraints;
- Workshops with:
 - the PCG to discuss issues, opportunities and constraints and undertake site analysis and draft principles for the development of the masterplan;
 - residents invited from the immediately-adjointing properties and members of the Hungry Point Reserve Land Manager;
- Development and preparation of the Draft Masterplan;
- Preparation of a Conservation Management Plan (CMP);
- Public exhibition of the draft plan and receipt of 34 submissions from a variety of stakeholders;
- Consideration of the public submissions and additional review by the Land Manager;
- Assessment of all comments and finalisation of the plan by the Land Manager into this final document.



Photo 7. Aquaria building looking South East, circa 1907-1911



Photo 8. Interior of Hatchery Building (Building 6) with Manager Frederick Aldrich, circa 1907-1911



Photo 9. View looking South East, circa 1940s



Photo 10. Migrant Hostels on Hungry Point site, circa 1949

Source: Sutherland Shire Council Library - Local Studies

SITE DESCRIPTION AND HISTORY

SITE DESCRIPTION

The Hungry Point Reserve is located on the southernmost tip of the Cronulla Peninsula, forming part of the northern head to Port Hacking. To the north of the site are low density residential areas of Cronulla. Darook Park is located on the north western boundary and Salmon Haul Reserve is to the east of the site. The site comprises three lots and occupies an area of 3ha. It has a natural vegetated character. There are 22 buildings on site dating from 1902 – 2010 and several car parking areas. The lower western part of the site is accessed by a steep driveway.

HISTORY OF THE SITE

The Hungry Point Reserve has a rich and varied history of use and occupation. As a promontory which accesses the water's edge, it has long been a strategically important and attractive site. To this day it retains many of its original features and characteristics.

Aboriginal Significance of Hungry Point

The Hungry Point Reserve was a highly-utilised Aboriginal site before European settlement. The landscape of the foreshore would have been considered important due to its association with Port Hacking, neighbouring areas of Burraneer and Cabbage Tree Point and the abundance of food and water resources. The rock shelters on the site would have offered protection and privacy while providing sweeping views of the waterways and surrounding land. The site itself contains three rock shelters with possible occupation deposits, as well as at least four distinct shell middens. There is also the documented recording of at least one Aboriginal burial on site. Grinding grooves are present on the site. This evidence indicates that the peninsula was a significant resource zone for the local Gweagal people, showing intense exploitation of the coastal marine resources over a considerable period of time.

Early European Encounters

In 1796 Bass and Flinders camped adjacent to the site and liaised with two of the local native people – an example of friendly relations between Europeans and members of the local native population.

European Settlement

The Hungry Point Reserve is strategically located at the entrance to the Port Hacking River. A Cumberland County Map published in the Baker Australian Country Atlas 1843- 1945 indicates the Cronulla Peninsula as 'government reserve'. In 1861, a Government Reserve including Hungry Point was gazetted. In 1895 when the Cronulla peninsula was subdivided, 7 acres of land at Hungry Point was held as a reserve for 'defence purposes'. A second subdivision in 1900 also notes a 'Reserve for Access' along the foreshore east of the site.

In the latter part of the 19th century, the NSW government became concerned about depleting fish stocks. In 1902, Norwegian scientist Harald Dannevig was appointed as Superintendent of Fisheries Investigations and Marine Hatcheries and selected Hungry Point as the site for a new sea hatchery. In December 1902 an area on the western side of the site was transferred from the Commonwealth to the NSW Government for pisciculture purposes. Dannevig oversaw the establishment of the hatchery building, laboratory and aquaria – marking the first fisheries-related establishment in the southern hemisphere. The hatchery operated until 1914.

In 1938 the CSIR's Fisheries Investigation Section took over the site and carried out restoration works to existing buildings as well as the construction of new buildings. Between 1938 and 2011, research programs and investigations into oceanography, fish biology and population dynamics were carried out on the site under the CSIR (later named the CSIRO) and NSW Fisheries. Additions and renovations to the buildings on site were made. In circa 1946 a Fisheries School forming part of the Commonwealth Reconstruction Training Scheme for ex-servicemen was established adjacent to the aquaria.

Between 1949 and 1967 the Cronulla Migrant Hostel operated on the eastern side of the site. In February 1967, the hostel closed permanently and its land was added to the CSIRO Fisheries and Oceanography Division's land on the site. All but two of the hostels and associated buildings were demolished in the 1970s and new fisheries facilities were constructed.

In 1985 the Commonwealth moved its CSIRO Division to Hobart and sold the Cronulla site to the NSW Government for use by the NSW Fisheries Department where it was headquartered. During the next 25 years substantial improvements were made to the site including refurbishment of the buildings, wharf, telecommunications (including ethernet connections throughout), aquarium facilities, pool and grounds to bring it up to world's best practice standards.

The Cronulla Fisheries Research Centre of Excellence was closed by the NSW State Government in 2011. In 2012 the Hungry Point Reserve Trust (renamed the Hungry Point Reserve Land Manager in 2018) was established to oversee management and operation of the site. Some of the existing facilities on the site are currently being used by Marine Rescue NSW and the Marine Stewardship Council on a yearly renewal basis.

Since 1977 there has been a pedestrian pathway along the northern edge of the site, linking the eastern and western foreshores of the south Cronulla peninsula. Following the demolition of 3 buildings, landscaping, turfing and removal of the northern fence, in 2019 the northern section of the site was opened for public access.

THE HARLEY REPORT

Following the Fisheries site closure in 2011, the NSW Department of Primary Industries appointed an external consultant David Harley AM to complete a study of the site, which produced a report titled 'Cronulla Fisheries Site: Recommendation for Future Use', completed in November 2012. This report provided a history of the site and concluded with a number of recommendations, many of which have been considered in the preparation of this Masterplan.

The three overarching principles established in the Harley Report are:

- The site should reflect the community and the majority of their views;
- The Aboriginal and European heritage aspects of the site should be protected and conserved; and
- People and organisations invited onto the site should serve the interests of the local community in undertaking their activities.

The Harley Report also outlined twenty five detailed recommendations for the site, including:

- The site should remain in public ownership;
- The existing buildings should remain intact in the short to medium term;
- There should be no large-scale commercial or hotel development.
- The site should be open to the public by continuing the walkway connecting Bass and Flinders Point and Darook Park;
- Three marine rescue groups should be invited to occupy selected buildings on the site;
- Two educational centres should be established, featuring Aboriginal heritage, marine scientific research and local Cronulla history and heritage;
- The site can be used by NSW secondary schools for excursions;
- A kiosk/restaurant would provide a revenue stream for the site; and
- A Site Management Trust should be established to manage the site.

The Land Manager is not bound by the recommendations of the Harley Report but has considered them in the development of this Strategic Masterplan.

SITE ANALYSIS

The following is a summary of the analysis done during the Masterplan project (see also Figure 3).

CONTEXT

The site is important within the context of open space, leisure and recreation in Sutherland Shire and beyond:

- The site lies in an important location on the Port Hacking foreshore, adjoining the Bass and Flinders foreshore path and being the halfway point on a popular walking circuit of the peninsula, starting and finishing at Cronulla Beach;
- The site lies on the southern tip of the peninsula at the end of a cul de sac (Nicholson Parade);
- The adjoining land uses comprise quiet residential areas and the popular Darook Park on the foreshore to the north west of the site; and
- The site enjoys extensive views along and across the Port Hacking waterway.

ACCESS, STREET FRONTAGE AND CIRCULATION

The prominence and importance of this site requires that access, street presentation and circulation are given the highest priority:

- The site is served by public transport with the nearest rail station being 2km to the north. The nearest bus stop is approximately 150m from the site's entrance;
- There is a small network of internal roads and ample parking on site, but the layout is very fragmented;
- The public can access the site by footpath from the east along The Esplanade walking track and from Nicholson Parade;
- The public foreshore route on the east is currently separated from the main body of the site by a fence and ends with a steep drop where further access to the site is fenced off. Visitors must backtrack to Nicholson Parade to continue this walk, and the route does not allow universal access with steps and steep ramps;
- A concrete footpath connecting the eastern and western side of the peninsula runs outside the northern boundary of the site. In addition, there are now large and newly turfed areas and seating within the northern part of the site;
- From Darook Park, access is possible along the foreshore of Gunnamatta Bay providing a "round the peninsula" walk at low tide;
- During the summer months Nicholson Parade is often heavily parked-out by visitors to Darook Park;
- Gradients on the site are steep on its boundaries and do not readily permit universal access in many places;

- A NSW government pontoon and wharf on the west side of the site permits boat access and berthing, but this is currently limited to use by Marine Rescue NSW;
- Wayfinding on the site is made difficult by the fragmented layout of roads, carparks, paths, walls and fences.

LAND USES AND BUILDINGS

The diversity of buildings from different development periods and activity types include:

- There are 18 buildings on the site of varying size, age and condition. Several of the buildings are currently licensed to Marine Rescue NSW. The rear of Building 6 is currently licensed to the Marine Stewardship Council;
- Marine Rescue NSW is currently using Buildings 1, 2, 3, 5, 9, 11 and 22 and some of the car parking and undercover areas for trailers and temporary storage. It also has two vessels berthed at the jetty;
- Marine Rescue has indicated that it expects there to be a minimum of two persons on site 24 hours a day manning their communications centre as well as up to 20 staff during the day. One evening a month up to 70 volunteers will be on site;
- The remaining buildings on site including the aquaria/pool have been left largely unoccupied and not maintained since 2012.

CULTURAL HERITAGE

The site has a rich cultural heritage with many layers including:

- The site is significant for both Aboriginal and non-Aboriginal cultural heritage;
- The site is listed on the State Heritage Register. The listing also identifies 4 individual fisheries buildings, the pool and 3 Aboriginal middens as having heritage significance;
- Extensive Aboriginal shell middens and multiple rock shelters with occupational deposits along the foreshores suggest that the area is representative of past activity by Aboriginal people due to its abundance of food and water resources;
- Portions of the site have the potential to contribute archeological information relating to Aboriginal diet, occupation patterns and burial customs;
- Parts of the site have been partially disturbed by past development, vegetation clearing and the creation of formal gardens, and it is likely that shell material has been extensively reworked and damaged in these areas;
- The site was reserved for defence purposes in 1861;
- The site was home to the first marine fisheries research establishment in the southern hemisphere and has been associated with fisheries research for over 100 years, beginning in 1904;



Photo 11. Residential streets define the north of the site



Photo 12. The site offers attractive views of Port Hacking



Photo 13. DDA compliant access is not catered in the existing condition



Photo 14. Existing fragmented parking and road network



Photo 15. Existing securable gate. This gate (western gate) is typically not opened for day to day/public access



Photo 16. Many unused, locked buildings exist on site



Photo 17. Open space areas with selective, filtered views of the water



Photo 18. Rocky promontory south of site, a key feature with commemorative plaques highlighting a local significance



Photo 19. Spectacular Fig tree specimen found behind Building 16

Source: Photo 11-18 courtesy of CLOUSTON Associates, Photo 19 by Sutherland Shire Council, September 2013

- The site is of historical significance as the location for the Cronulla Migrant Hostel and its association with the postwar migration program;
- The Hatchery Precinct has the ability to interpret and evoke its historical associations as a visually cohesive area that retains much of its Twentieth Century character;
- The former CSIR building (Building 1) is a good, substantially intact example of the Interwar Functionalist Style;
- The Conservation Management Plan has identified 9 buildings as having heritage significance and worthy of retaining on site; and
- Many other buildings on site have limited aesthetic values due to their functional design and degree of alterations.

The CMP articulates the cultural heritage significance of the site. Through understanding the cultural heritage significance of the site, the CMP defines the actions needed to protect that significance in future use and development.

NATURAL HERITAGE AND ENVIRONMENT

The natural heritage and the environment are key features of this site, notably:

- The site is prominently located on the northern headland of the Port Hacking and has landmark and scenic qualities;
- The site is ecologically sensitive including largely undisturbed areas and endangered species;
- The headland setting is representative of the natural topography (rocky foreshores and sandstone outcrops) and indigenous vegetation of Port Hacking;
- There are examples of cultural planting and significant specimen trees on site;
- The site has groups of planting and open grassland with specimen trees and native vegetation;
- There is variable foreshore vegetation, dense and weedy along the foreshore; and
- The landscape of the area is significant due to its association with Port Hacking and the neighbouring areas of Burraneer and Cabbage Tree Point, Bundeena.

IMAGE AND CHARACTER

The image and character of the site can give a sense of place, as:

- The site is a prime location on Port Hacking commanding extensive views and is a scenic landmark on the waterway;
- The topography prevents any significant view of the site from adjoining streets;
- The site is heavily punctuated by roads, car parks, fences and walls to no coherent layout, impeding the site's legibility, walkability and compromising its significant natural scenic qualities; and
- There are selective views of the water from various locations on site, with the sandstone promontory on the southern tip of the headland forming a highly scenic viewpoint.

MANAGEMENT, OPERATIONS AND MAINTENANCE

Ongoing management, operations and maintenance will ensure a sustainable site, noting the following:

- The site is generally well maintained and tidy;
- Many of the buildings are not in use and are run-down. Full condition reports have not yet been prepared;
- There are areas of weedy understorey throughout the site that will continue to need to be managed. Bushcare and Marine Rescue volunteer groups are working on site;
- The fisheries pool is not in use;
- Council and Contractor maintenance teams provide lawn mowing and minor works.

PLANNING CONTROLS

Local planning controls will direct some activities on the site, in keeping with the following:

- The site has three gazetted purposes: Pisciculture, Public use and Government use (NSW Government Gazette No. 41)
- The site also has two main zones: SP1 Special Activities (Pisciculture) and RE1 Public Recreation under SSLEP 2015. A third zone, W1 - Natural Waterways applies to the boat access and service area on Gunnamatta Bay;
- SSLEP 2015 Heritage Provisions (Clause 5.10) apply to the site. A range of developments may be permissible irrespective of the zone, if heritage outcomes are achieved; and
- There are presently no building development standards applied to the site (eg. FSR, building height).



Photo 20. Potential key view taken from open area between Building 13, 15 & 16. Selective clearing of perimeter vegetation (weed and low value trees) to be undertaken and managed with Bushcare



Photo 21. Key view taken on the rock promontory to the south of Building 6



Photo 22. Potential key view taken from west upper lawn. Filtered view to Gunnamatta Bay.

Source: Photos by Sutherland Shire Council, Photo 20 & 23, April 2016; Photo 22, September 2013



Photo 23. Marine Rescue NSW operates from the wharf adjacent to the Aquaria (Building 23)

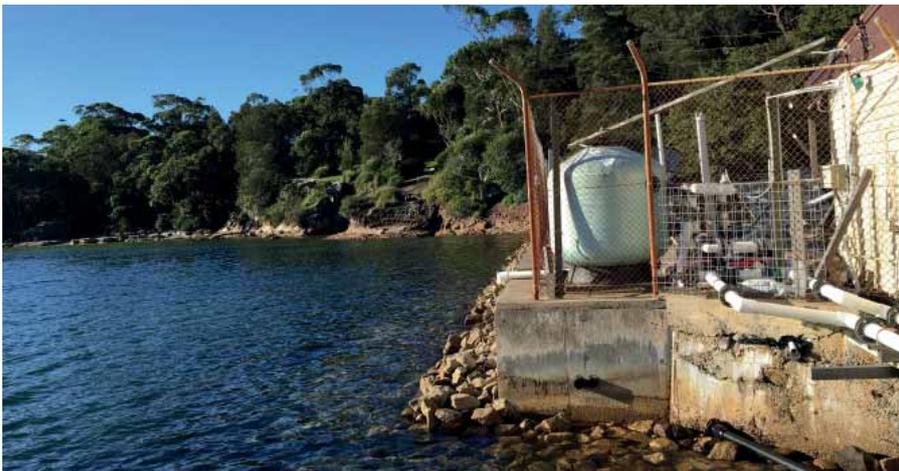
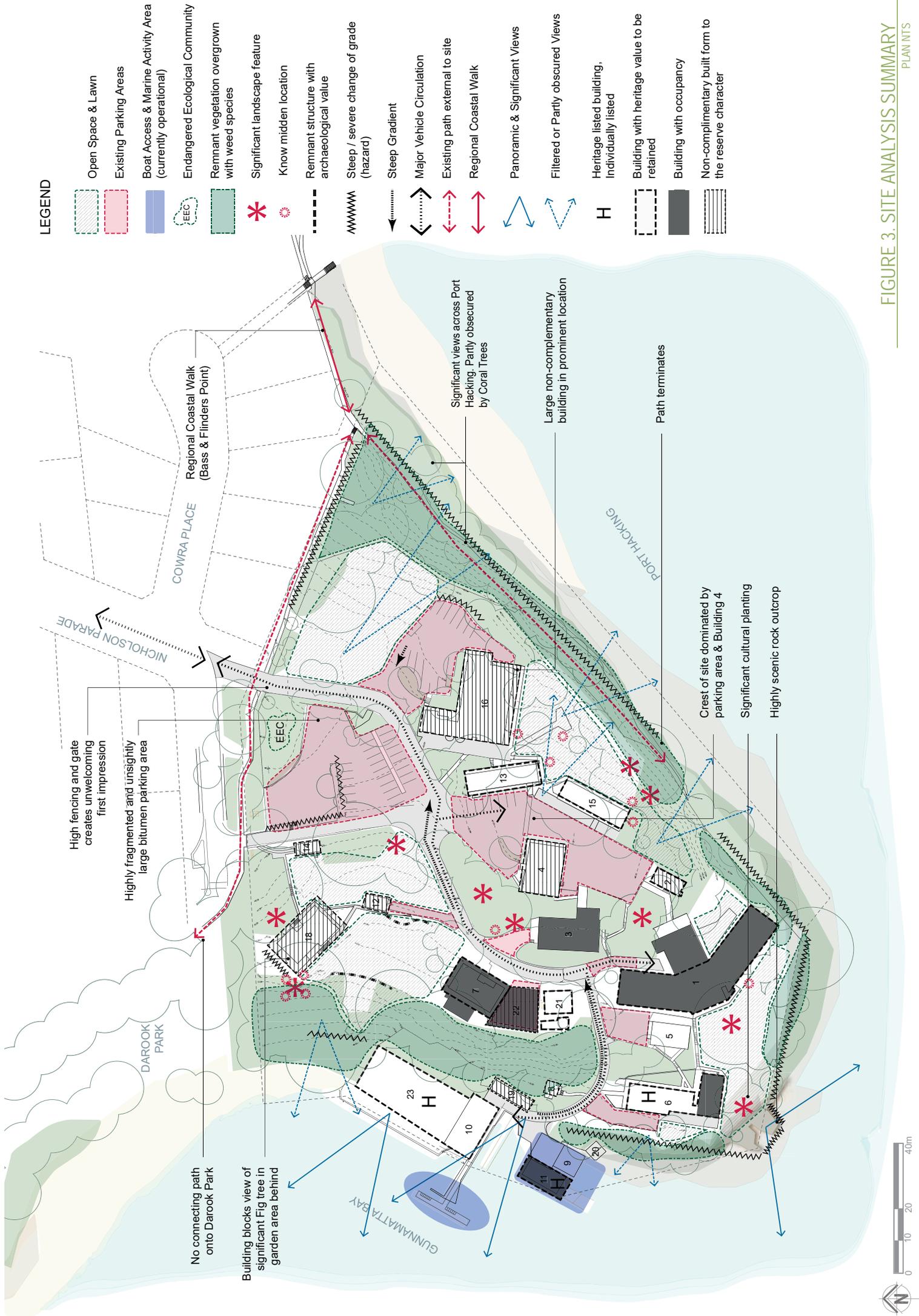


Photo 24. Looking north towards Darook Park shows the interface between the cultural and natural heritage of the site - its maritime past, the bushland and the foreshore of the Point



Photo 25. Existing Aquarium pool construction viewed from Darook Park is not complimentary to the natural bushland in the background. This structure is heritage listed for its association with pisciculture

Source: Photos 23-25 by Sutherland Shire Council, April 2016



STRATEGIC MASTERPLAN PRINCIPLES

The principles which guide and shape this Strategic Masterplan have been grouped under six distinct themes.

CONTEXT

Principles based on context include the following:

- The tranquil and secluded character of the site on the end of the peninsula should be retained;
- The natural environment and recreation connections of the site to its peninsula should be enhanced;
- The uses of the site should be compatible with the adjoining land uses and character; and
- Provide for continuity of vegetation and landform to Darook Park and the foreshore to the north east.

ACCESS, STREET PRESENTATION AND CIRCULATION

Principles focused on access, street presentation and circulation include the following:

- Vehicular access to the site should principally be confined to the operational users' day to day needs. Vehicular access should provide 24 hour access to the public with limited parking on site provided, whilst facilitating operational users' day-to-day needs.
- The site should form a destination and stop-off point on the coastal walk around the peninsula;
- The public should be able to gain pedestrian access to and around the headland where possible;
- Access to all retained buildings and around the site should be optimised where possible;
- Opportunities to provide public access to the water's edge should be provided where safe to do so and where it does not pose a security risk or operational risk to occupants;
- Retain circa 1930s roadway as the primary vehicular entry to the site; and
- Provide other access ways as gravel paths or other materials sympathetic to the heritage nature of the site.

LAND USE AND BUILDINGS

Principles focused on land use and buildings include the following:

- Only those buildings that can clearly provide for appropriate operational or public amenity or have high and/or moderate heritage significance should be retained;
- Removal of buildings that detract from the setting and interpretation of the key periods of significance should be encouraged. In the case where buildings are occupied, this should be upon vacation or by agreement;
- Make plans for the removal of all intrusive buildings;
- Priority should be given to operational and recreational uses of the site associated with its maritime heritage and cultural qualities and values;
- Uses of the site should not impact adversely on the amenity of the adjoining neighbourhood;
- The site should offer opportunity for walking, picnicking, accessing the water, discovering the site's history and enjoying the natural environment, taking into account the tenant's operational needs; and
- Provide outdoor open space in areas already cleared.

CULTURAL AND NATURAL HERITAGE

Principles focused on the cultural and natural heritage of the site include the following:

- The natural and cultural heritage values of the site should be conserved and enhanced;
- The heritage and cultural significance of the site should be interpreted for the public and other users;
- The Aboriginal heritage and long working history of the site should be protected, documented, conserved and interpreted in a way that can be accessed by the public;
- Management and design of planting on the site should optimise ecological values; and
- The marine archaeology sites as highlighted on the CMP should be protected, documented, conserved and interpreted on site

IMAGE AND CHARACTER

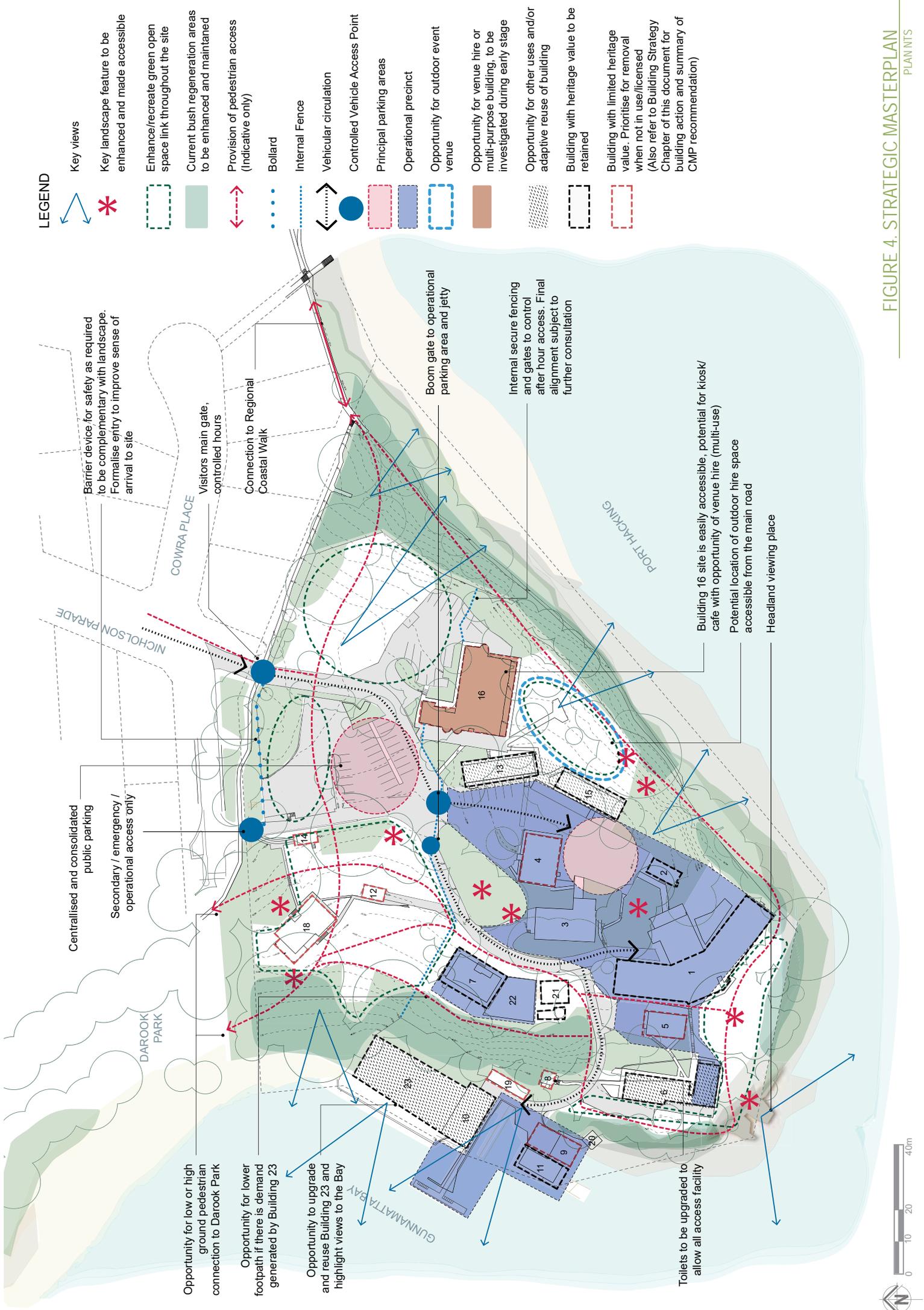
Principles focused on the image and character of the site include the following:

- The scenic values of the site's natural and cultural heritage qualities should be conserved and enhanced;
- Significant views across and from the site to the water should be available for all to enjoy;
- Important views to, across and from the site should be conserved; and
- The address of the site on its northern boundary should be open, welcoming and readily identify the location.

MANAGEMENT, OPERATION AND MAINTENANCE

Principles focused on management, operation and maintenance include the following:

- Lighting on the site should be confined to that required to ensure user safety;
- Uses of the site's buildings and landscape should include appropriate activities that assist in covering the site's maintenance costs; and
- Landscape maintenance and proposals should reflect the 2013 Tree Survey and landscape strategy principles envisioned for the site, to maximise amenity, safety and sustainability and support public use.



LEGEND

- Key views
- Key landscape feature to be enhanced and made accessible
- Enhance/recreate green open space link throughout the site
- Current bush regeneration areas to be enhanced and maintained
- Provision of pedestrian access (Indicative only)
- Bollard
- Internal Fence
- Vehicular circulation
- Controlled Vehicle Access Point
- Principal parking areas
- Operational precinct
- Opportunity for outdoor event venue
- Opportunity for venue hire or multi-purpose building, to be investigated during early stage
- Opportunity for other uses and/or adaptive reuse of building
- Building with heritage value to be retained
- Building with limited heritage value. Prioritise for removal when not in use/licensed (Also refer to Building Strategy Chapter of this document for building action and summary of CMP recommendation)

Barrier device for safety as required to be complementary with landscape. Formalise entry to improve sense of arrival to site

Opportunity for low or high ground pedestrian connection to Darook Park

Opportunity for lower footpath if there is demand generated by Building 23

Opportunity to upgrade and reuse Building 23 and highlight views to the Bay

Toilets to be upgraded to allow all access facility

Building 16 site is easily accessible, potential for kiosk/ cafe with opportunity of venue hire (multi-use)

Potential location of outdoor hire space accessible from the main road

Headland viewing place

Boom gate to operational parking area and jetty

Internal secure fencing and gates to control after hour access. Final alignment subject to further consultation

Centralised and consolidated public parking

Secondary / emergency / operational access only

Visitors main gate, controlled hours

Connection to Regional Coastal Walk

NICHOLSON PARADE

COWRA PLACE

PORT HACKING

DAROOK PARK

GUNNAMATTAY BAY



STRATEGIC MASTERPLAN SUMMARY

The strategic masterplan is conceptual in nature providing a focus for ongoing planning, design and management of the site and is not intended to provide a definitive design solution. The plan establishes broad principles for the site and establishes limits to development, broad use and landscape character zones.

Key proposals are illustrated in Figure 4 and are briefly described below. Preliminary recommendations for potential building uses are identified in the Building Strategy section of this document

CONTEXT

Key proposals focused on context include the following:

- Low key development that emphasises the natural and cultural values of the site whilst establishing the site as a regional recreational cultural and business destination;
- Identification of the site as a key recreational destination on the peninsula;
- Existing remnant vegetation on the site should be retained;
- Existing landform of the site should be retained;
- Evidence links to Darook Park and continuity of vegetation around Peninsula;
- Limit new development to areas that have been disturbed; and
- Revegetate crest of the peninsula (west of buildings 13 and 15).

ACCESS, ADDRESS AND CIRCULATION

Key proposals focused on access, street presentation and circulation include the following:

- Provision of a connection to the regional coastal walk around the Cronulla peninsula;
- Provision of a path connection to Darook Park;
- Establishment of a major public circulation path around the site;
- Provision of centralised and consolidated public parking with controlled access to parking for building users;
- Mindful of safety and security, minimise fencing to establish a feeling of 'openness' for the community.

LAND USE AND BUILDINGS

Key proposals focused on land use and buildings include the following:

- Re-use of a range of buildings (see Buildings Strategy);
- Demolition of low-value buildings that do not or cannot serve an appropriate purpose, are not of heritage significance and do not meet the long-term objectives of the Masterplan;
- Provision of outdoor spaces for hire;
- Maintenance of a fisheries/maritime focused operational precinct;
- Retain buildings 1, 3, 6, 7, 10, 11, 13, 15, 21, 23; and
- Consider demolishing buildings 2, 4, 5, 8, 9, 12, 14, 16, 18, 19, 20, 22 in the short term or long term.

CULTURAL AND NATURAL HERITAGE

Key proposals focused on cultural and natural heritage include the following:

- Protection and management of native vegetation to capitalise on local plant communities, reinforce the Greenweb, and habitat links;
- Establishment of a register of significant trees and cultural planting to ensure that they are considered and preserved in any future proposal. Significant cultural planting should be retained and protected;
- Ensure that adaptive design and reuse of the heritage listed buildings and open space conforms with the Burra Charter;
- Identification and conservation of Aboriginal heritage sites, and interpretation of the Aboriginal history of the peninsula;
- Interpretation of the site's history through signage, historic artefacts and public art; and
- The key periods of significance of the site, pre 1902, pre European settlement,
- 1902-1914 establishment of a hatchery, 1938-1949 CSIR Fisheries Investigations, the migrant hostel period and the 1985-2011 NSW Fisheries period should be interpreted.

IMAGE AND CHARACTER

Key proposals focused on image and character include the following:

- Protection of three major views and filtered views throughout the site;
- Reducing the fragmented character of the site by removing walls and fences where practical;
- Maintenance of the existing natural landscape character;
- Remove intrusive buildings and rationalise car parking;
- Screen development that does not relate to key periods of significance; and
- Provide landscape screening to car parking areas.

MANAGEMENT, OPERATION AND MAINTENANCE

Key proposals focused on management, operation and maintenance include the following:

- Control of vehicle access to and within the site;
- Securing of operational uses of buildings and the wharf;
- Lighting of the major vehicle routes and building frontages only;
- Security activities; and
- Long-term maintenance program of assets (duration of tenancy and expectation).

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LEGEND

- Hatchery precinct as noted in the CMP
- BUILDING STATUS**
- Existing building with occupancy
- Existing building investigated for future re-use
- Existing heritage building or noted with cultural significance in the CMP
- Existing building noted with little cultural significance or as intrusive - suitable for future demolition (DA required)

BUILDING STRATEGY

- Retain building
- Retain or demolish building
- Demolish building when no longer required



FIGURE 5. BUILDING PLAN
PLANNING



BUILDINGS STRATEGY

There are a total of twenty-two existing buildings present on site. The planning, location and architectural character of these buildings appear to be built mostly based on use and convenience rather than complementing the landscape potential and aesthetic of the site.

BUILDING RETENTION OR DEMOLITION

The CMP has recommended the retention of ten buildings, based on their heritage significance: Buildings 1, 3, 6, 7, 10, 11, 13, 15, 21 and 23. Adaptive reuse of these buildings is recommended.

The CMP has recommended the demolition of ten buildings 4, 5, 8, 12, 14, 16, 18, 19, 20 and 22 in the short term or the long term, as they are not required to be retained on heritage grounds. Buildings 12, 14 and 18 have already been demolished. The CMP also identified that buildings 2 and 9 could be retained or demolished.

Following completion of a building assessment, a more detailed evaluation of suitable adaptive re-use opportunities will be carried out for all the buildings (including their curtilage), with priority given to the buildings to be retained to ensure that the proposed uses of the buildings will meet the Principles espoused in this document.

Assessment of the retention or removal of buildings will not be based solely on the merits of each individual building, but will also involve an evaluation of their landscape context and contribution collectively or in groups to the broader goals of the Strategic Masterplan.

RECOMMENDATIONS

The table on the following page lists all the buildings identified on site and summarises their potential.

Figure 5 summarises these recommendations in distinct precinct groups:

- Buildings proposed to be retained
- Buildings recommended for demolition in the CMP;
- Buildings currently in use; and
- Buildings with potential for adaptive re-use.

| Table 1. Building Retention & Removal Status | | | | |
|---|--|--|---------|--|
| <i>* Note that the 'Retain' column in the recommendation shown below was determined using the design principles considered for the development of the Strategic Masterplan.</i> | | | | |
| Bld. No. | Identifying Character | Comments & Recommendations | Retain | Planning Notes |
| 1 | Former CSIR Fisheries Laboratory Largest building on site, arrow shaped on plan | Eastern section of the building has access to a secluded grassed area with a view to Port Hacking, suitable for gatherings. Building close to southern perimeter of the peninsula,. Presently in use by Marine Rescue NSW as offices and noted for ongoing tenancy. The circa 1950s addition (east wing) which detracts from the heritage significance should be considered for removal. | Yes (Y) | Above the threshold for individual listing in the Heritage Schedule of the LEP |
| 2 | Computer room | Brick building located adjacent to Building 1 on the upper part of site, easily accessible from the adjacent car park. Building used to be the IT Hub for the site; however demolition of this building will offer improved visibility to and from Building 1 and some filtered views to the water. Impact assessment required for the removal of this building and whether this function can be facilitated elsewhere at a better suited location or as part of other retained building | No (N) | This facility may need to be provided elsewhere on site. |
| 3 | Conference Room with kitchen & toilet | Easily accessible with universal access available from the main car park (in front of the building). Commemorative plaque in front of the building noting the 100 year fisheries history. Presently in use by Marine Rescue NSW. Retention of the building is not required on heritage grounds but its utility as a conference facility could be crucial for current and potential users of the site. | Y | The building utility may prove crucial to the commercial viability of the site |
| 4 | Records Shed | Large building sits atop the crest of the site. Universal access available straight from the car park in front of the building. Presently not in use, this building detracts from the original landscape setting of the headland and the site of the Migrant Hostels. The removal of this building would open up potential views and improve the visual connection between the operational precinct and the areas designated to be publicly accessible. | N | |

BUILDING 1



a. Viewed from upper grassed area



b. Viewed from upper grassed area



c. Rear view

BUILDING 2



a. Viewed from adjacent grassed area



b. Side view of Building 2



c. Viewed from the carpark

BUILDING 3



a. Viewed from adjacent carpark



b. Rear view of Building 3 (T-junction of lower & upper walkway)

BUILDING 4



a. Viewed from adjacent carpark

BUILDING 5



a. Viewed from walkway/driveway

BUILDING 6



a. Front view



b. Side of building & water view in the background



c. Rear view

BUILDING 7



a. Front view

BUILDING 8



a. Viewed from walkway

| | | | | |
|---|---------------------------------------|--|---|--|
| 5 | Garage | A garage brick structure that nestles between Building 1 & 6. Currently in use by Marine Rescue NSW. Demolition is recommended to enhance appreciation of Buildings 1 and 6 and enable interpretation of their original relationship in the key period of fisheries research between 1938 and 2012. | N | Currently in use. Demolition to be considered. |
| 6 | Hatchery Building (Heritage Listed) | Heritage listed brick building with commemorative 'H.C Dannevig Fisheries Laboratory' plaque in front of building to mark its complete renovation as a state-of-the-art fisheries laboratory in 2010. The enclosed verandah on the southern side of the building is currently occupied by the Marine Stewardship Council under a Licence. The rear of this building together with Buildings 1 & 5 form an edge to a pleasant secluded grassed area that is fondly known as the 'Secret Fishing Spot' revealing a 180o view to Port Hacking. The building is located in a maritime setting that has maintained much of its historic context. The building setting is informally landscaped and features lawn, mature trees, cultural planting and indigenous vegetation. | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP |
| 7 | Fisheries School (Weatherboard House) | The building is easily accessible within the site. It is substantially intact and in good condition. It has partially lost its historic context as the bitumen roadway and additions of steel frame canopy carport detracts from the setting. Presently not in use. | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP |
| 8 | Toilet Block | Small toilet block which is prominent on the site. Current design does not offer universal access, however it is a necessary facility and should not be removed unless a suitable replacement has been considered. Demolition of the building will provide opportunity for reinstatement of the original landscape setting for the Hatchery precinct. It would also allow a better understanding of the relationship between the Aquaria (Building 23), Header Tank (21) and the Hatchery (Building 6). | N | Removal should not be endorsed until provision for new facility has been considered. |

| | | | | |
|---------|----------------------------------|---|-----|---|
| 9 | Cooler Shed | <p>Located adjacent to the heritage listed Boat Shed Building 11. Its location together with Building 11, almost completely blocks all water view from the nearby walkway. It is currently not in use.</p> <p>The building could be removed, which would allow better interpretation of Building 11, the Hatchery Precinct and the key period of significance 1902-1914.</p> <p>The building could also be retained and its tank used for pisciculture. It is also suitable for storage.</p> | Y/N | Future decision |
| 10 | Waterfront Laboratory | <p>Building adjacent to the heritage listed Aquaria Building 23. Highly accessible location from the water's edge. Currently not in use.</p> <p>Provides opportunities for adaptive reuse.</p> <p>Could provide facilities to support the use of the aquaria or as a function area/café/restaurant.</p> <p>Building may have flooding issues at high tide.</p> | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP. |
| 11 | Boat Shed (Heritage Listed) | <p>Located on the water's edge with functioning boat ramp. Building has received minor refurbishments and presently in use by Marine Rescue NSW. No additions to the building should occur. The building should be conserved in its circa 1904 form. Removal of the adjacent canopy is desirable.</p> | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP |
| 12 | Garage | Demolished. | N | |
| 13 & 15 | A Pair of Weatherboard Buildings | <p>A pair of long and narrow shaped weatherboard buildings with single person width veranda. These are rare examples of Postwar Migrant Hostel accommodation. They are currently set up with several individual and open plan offices.</p> <p>Main access to both buildings is from the adjacent car park in front of the buildings with secondary access (steps) from the side. Building 13 allows universal access (concrete ramp available). The position of the buildings allows for good views to Port Hacking. Both are attractive buildings.</p> | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP |
| 14 | Garage | Demolished. | N | |

BUILDING 9



a. Building 9 with carport extension

BUILDING 10



a. View approaching from walkway



b. View approaching from pier

BUILDING 11



a. Rear view (boat ramp)



b. View from the water

BUILDING 12



a. View from walkway

BUILDING 13 & 15



a. Building 13 from ramp access



b. Building 15 (left) & 13 (right) viewed from grassed area



c. Building 13 side view

BUILDING 14



a. Front view with Building 12 in the background

BUILDING 16



a. View to Building 16 approaching from driveway



b. General appearance of Building 16

BUILDING 18



a. View showing high stair access

BUILDING 19



a. View from pier



b. View from walkway

BUILDING 20



a. Building 20 at the background with Building 9 in the foreground

BUILDING 21



a. View from the T-junction of upper and lower walkway



b. View from upper walkway

| | | | | |
|----|-----------------------------------|---|-----|---|
| 16 | Large Concrete and Brick Building | <p>First noticeable building upon arrival to site from the main gate. The building dominates the site, but is not complementary to site. It contains several individual offices, open-plan offices, modern toilets and showers. It was built to eventually take an additional storey.</p> <p>Part of the building is currently in use on a very temporary basis to Cronulla Surf Club..</p> <p>Retention of the building is not required on heritage grounds. Demolition of the building is recommended to provide opportunities to improve the setting of Buildings 13 and 15. The location is recognised to be highly accessible. There may be opportunities for reuse.</p> | Y/N | Potential for Kiosk/ Cafe, multi-use venue hire. Future decision |
| 17 | Chemical Store | Building already removed. Not shown on plan | N | |
| 18 | Caretaker's Cottage | Demolished | N | |
| 19 | Dive Store | <p>Located near the Aquarium (Building 23) and Waterfront Laboratory (Building 10) as former dive storage. Building presently not in use.</p> <p>Retention not required on heritage grounds. Demolition will enhance appreciation of the Hatchery Precinct, significance of Buildings 10, 23 and 11 and enable re-establishment of the original landscape setting.</p> | N | Any storage facility should be rationalised and ideally should be contained in a single building where suitable to operational needs. |
| 20 | Pump Store | <p>A small building located adjacent to Building 9. Building presently not in use but could be required to run the aquaria and pool if uses for those were identified.</p> <p>Retention not required on heritage grounds. Demolition would improve water views and allow better interpretation of the Hatchery Precinct.</p> | Y/N | Future decision |
| 21 | Header Tank | <p>Located at the junction of upper and lower walkway, the storage tank is a key functional structure of the 1904 Fisheries works. The Header Tank should be retained, but demolition of the superstructure is recommended. This will provide opportunity for better interpretation of the circa 1904 Hatchery and its water supply, and improve views of the precinct.</p> | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP |

| | | | | |
|----|----------------------------|--|---|---|
| 22 | Boat shed | <p>Large, newish shed located between Building 7 and Building 21. Presently used for vehicle parking and storage by Marine Rescue NSW.</p> <p>It is recommended to demolish this shed. The removal of all or part of this building (i.e. back wall) will create filtered views towards the water through the natural vegetation area. Demolition would allow improved setting and interpretation for Building 21 and Building 7.</p> | N | Storage and vehicle parking areas should be rationalised and combined where possible, and/or allocated in a more suitable area of the site. |
| 23 | Aquarium (Heritage listed) | <p>The largest structure on site, presently not in use. An important element of the 1904 Hatchery, CSIRO Fisheries and NSW Fisheries work on the site. Location provides views across Gunnamatta Bay.</p> <p>The CMP identifies that the structure should ideally be retained as a pool.</p> <p>Priority will be given to identifying future uses of this structure for research, pisciculture, swimming, etc.</p> | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP |

BUILDING 22



a. Viewed from the road/walkway

BUILDING 23



a. Photo prior 2015 showing tanks & shade cover



b. Aerial view south-west of building with tanks and cover already removed

Source: All building photos by Sutherland Shire Council, 2013-2015

ARCHEOLOGICAL STRATEGY

The Hungry Point Reserve is rich in archaeological sites – both Aboriginal archaeology and archaeology relating to the long working history of the site as a fisheries centre. These sites and their significance should be protected and interpreted for the public.

Significant Aboriginal sites include rock shelters, a burial site and middens. The strategy in relation to the Aboriginal sites and places is to conserve the condition and integrity of Aboriginal places on the site by:

- Avoiding potential impacts to Aboriginal archaeology from ground breaking works;
- Protecting midden deposits from degradation and destruction. This includes stabilisation of the middens through the re-establishment of vegetation cover over them and introduction of mulch material to control erosion impacts;
- Removal of demolition material and rubbish which is scattered on the site, particularly under Building 13; and
- Controlling and limiting access to rock shelters. This may be achieved by installing fencing within formal gardens around the shelters.

There are 8 archaeological sites on the site. Six of these relate to the fisheries research use of the site. The location and historical significance of these sites should inform key elements in the landscape strategy. Any works in the vicinity of these sites should be done with care.

The table on the following page lists all the archaeological sites identifies on the site and summarises the potential outcomes and future management of these sites.

| Table 2. Archeological Findings | | | | |
|---------------------------------|---|---|--------|--|
| Site No. | Identifying Character | Comments & Recommendations | Retain | Planning Notes |
| A1 | Site of Former Caretaker's Cottage | The former Caretakers Cottage was located in the northern part of the site, but demolished in the 1970s. Building 12 was erected on this site which is now demolished. The site of the cottage contains a low drystone wall on the western side of the driveway to the garage (Building 12) and another to the north of the site. There is high potential for archaeological relics associated with the former Caretakers Cottage to be present. Opportunity for archaeological relics to be interpreted. | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP Any works in the vicinity of the former caretaker's cottage should be done with care and an archaeological management plan should be prepared to prevent impacts to the identified archaeology and potential relics. |
| MA2 | circa 1920 Slipway | The slipway is located adjacent to the existing jetty near Building 11. The slipway consists of two iron girders running on an east-west direction. The remains of the slipway extends into the water. The slipway appears to be intact, but in poor condition. It is a significant element dating back to the original establishment of the Fisheries site. | Y | Reinstatement should be considered due to its significance. Removal is only possible if further maritime archaeological recording of the site is undertaken. |
| MA5 | circa 1920 to circa 1960 Jetty and current West Jetty | The first jetty was constructed at the same time as Building 10 in circa 1945. Very few physical remains of this jetty remain. The present jetty is T-shaped and is used for the berthing of Marine Rescue vessels. The current jetty is not considered significant and can be repaired, modified or removed. It is, however, of significant utility for ongoing uses on the site. | Y/N | Future construction of maritime structures could occur between Building 11 and Building 10. |

| | | | | |
|------|---|--|-------------|--|
| MA6 | Header Tank Former Water Wheel/Pump | The header tank is the original storage tank used to store sea water pumped from the bay before being gravity-fed down to the aquaria and pool. It is considered to be in good condition. The location of the water wheel is overgrown and the wheel is not visible. | Y | Header Tank above the threshold for individual listing in the Heritage Schedule of the LEP Any works in the vicinity of the water wheel location should be done with care and an archaeological monitoring plan should be prepared in case the remains are uncovered during the works. |
| MA7 | Marine Structure | This is a remnant of a former marine structure, possibly a gantry or jetty used to load and unload vessels. The item is in poor condition. It does not meet the threshold for retention. The item can be removed after appropriate archival recording. | N | |
| MA8 | Stone Steps | Steps carved out of the rock platform to the east of Building 11. They provided access from the hatchery to the boatshed and aquaria. Indicated on the 1904 survey. | Y | Above the threshold for individual listing in the Heritage Schedule of the LEP |
| MA9 | Stone Steps, Former Wharf | Two flights of steps and former wharf located at the water edge at the rock overhang on the southern edge of the site. The stairs and wharf/landing were used almost exclusively by local residents given permission to use the site for recreational fishing purposes. Two memorials to the fishermen have been erected. The first flight of stairs and memorials should be retained. The lower flight of stairs and remnant concrete foundation of the wharf can be removed. | Y (part) | The lower flight of stairs and remnant concrete foundation of the wharf can be removed. |
| MA10 | Historic Survey Mark | The historic survey mark was placed in the 1800s. It is covered by grass and vegetation, and located southwest of the southernmost corner of Building 1. The marker is in poor condition as the engravings have worn away. | Y | |

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LANDSCAPE STRATEGY

As outlined in previous sections, the landscape of Hungry Point Reserve is rich with evidence of cultural and ecologically endangered remnant vegetation, and Aboriginal and European history unique to the area. Being located in the peninsula, the site also has a number of vantage points offering spectacular views of the Port Hacking waterways and across to Bundeena. Any future planning for the site must take consideration of protection and enhancement of the original vegetation communities, endeavour to interpret the significant and cultural era that has given the site its heritage status and enhance public access throughout the site and to the landscape vantage points appropriately.

This section summarises landscape investigations to date and proposed recommendations in line with this Masterplan's principles and vision. These recommendations should be considered as the site uses and functions evolve.

A CMP, Tree Survey and detailed Site Survey were completed between 2013-2016. The studies reveal:

TOPOGRAPHY

The Hungry Point Reserve site has distinctive topography that includes:

- Natural surface levels between 0-22.5 metres above the waterway;
- The high points of the site exist at the Nicholson Parade entrance, and the crest between Buildings 4, 13 & 15; and
- The outer perimeter of the site is challenging with steep banks and sheer cliffs.

VEGETATION

As a result of climate, topography and human intervention, the current vegetation on the site has altered over time, notably:

- The original vegetation is littoral rainforest, which is listed as an Endangered Ecological Community (EEC) under the NSW Threatened Species Conservation Act 1995;
- A number of significant trees (11 at the time of survey), these include *Ficus rubiginosa* (Port Jackson Fig), *Araucaria heterophylla* (Norfolk Island Pine) and *Cupaniopsis anacardioides* (Tuckaroo);
- The natural location of *Prostantra densa*, a Villous Mintbush on the northern perimeter of the site (listed as vulnerable to extinction on NSW Threatened Species Conservation Act 1995 and the Commonwealth Environmental Protection and Biodiversity Conservation Act 1999);
- Dominant vegetation along the coastal escarpment such as *Banksia integrifolia* (Coastal Banksia) and *Casuarina glauca* (Swamp Oak);

- Other native plants within the remnant vegetation community of *Eucalyptus maculata* (Spotted Gum), *Hymenosporum flavum* (Native Frangipani), *Melaleuca quinquenervia* (Broad-leaf Paperbark) and *Brachychiton acerifolius* (Illawara Flame Tree);
- A large number of weed tree species such as *Phoenix canariensis* (Canary Island Date Palms) and *Erythina x skykesii* (Coral Tree), which should be removed; and
- The majority of native and remnant trees on site are in good health and should be preserved where possible.

FORM AND FUNCTION

Human intervention, introduced activities, and management of the site have caused the form and function of the site to evolve over time. The present analysis shows:

- Approximately 55% of the site is vegetated/soft landscape area. This includes garden beds and natural coastal escarpment that consist of remnant vegetation and weed species; and
- Approximately 45% of the site is built/hard surface area with 70 existing marked carparking spaces including 3 disabled car spaces.

The existing condition studies provide valuable information for landscape opportunities that should be considered in the long-term development of the site, together with best landscape practice standards and Crime Prevention through Environmental Design (CPTED) guidelines.

The opportunities and recommendations are outlined below. Also refer to Figure 6 for a summary diagram.

ACCESS STRATEGY

Access is an important component of contemporary landscapes and the site should:

- Provide Information and Wayfinding signages to get to the site and to navigate within it;
- Use non-intrusive methods to delineate access, shared ways or roadways;
- Retain circa 1930s roadway as the primary vehicular access;
- Use materials that are complementary and sympathetic to the heritage nature of the site;
- Provide pedestrian connection throughout the site compliant with Disability Discrimination Act (DDA) where feasible; and
- Provide connection and walkability to Darook Park and Salmon Haul Reserve;
- Provide DDA compliant toilet facility.

OPEN SPACE STRATEGY

The site is intended to be developed as a publicly accessible park that can be enjoyed by the local community and a destination for the greater Sydney. Existing open spaces should be enhanced and improved to provide diversity of use and function that can cater to different type of users:

- Provide usable open space in areas already cleared with essential public amenities such as lighting, seating, picnic setting, bins and water fountains;
- Improve drainage and landforms as appropriate to encourage diversity of use of open space areas;
- Create open space areas that highlight vistas, views or appreciation towards significant landscape or heritage;
- Rationalise carparking areas, and increase disabled parking space as appropriate; and
- Provide artwork and interpretive signage to interpret the significant history of the site.

VEGETATION STRATEGY

The reserve has a strong perimeter of natural landscape with internal areas of introduced landscape. The vegetation management of the site should include:

- Significant trees, cultural planting and remnant vegetation to be protected and retained;
- Enhance open space areas with specimen trees or shade trees appropriate to the landscape and heritage setting;
- Enhancement of EEC planting and native species planting through programmed bush regeneration activity;
- Future planting areas should be enhanced with appropriate EEC indigenous species planting and species resilient to the site environment specific;
- Provide natural screening to carparking areas; and
- Remove weed species trees.



Photos 26 a & b. Examples of exotic trees/weed species to be removed, May 2016



Photos 27 (clockwise from top left): a. Remnant garden bed EEC; b. Significant Fig trees for retention; c. Cultural planting of Norfolk Island Pines; d. Significant mature Fig tree behind Building 18

Source: All photos by Sutherland Shire Council, May 2016

CONSERVATION STRATEGY (CMP RECOMMENDATIONS)

The CMP and Aboriginal Heritage reports provide direction for the landscape conservation, specifically:

- Retain natural landscape features;
- Prevent erosion and further degradation of midden material and stabilise exposed midden material;
- Limit access to rock shelters and archeologically significant foreshore areas;
- Limit use of herbicide and intensive mowing;
- Establish vegetation cover, and dense layers of indigenous grass species such as *Dianella* spp. and *Lomandra* spp. around identified midden sites;
- Limit soil disturbance to midden sites by using minimum pot size, or smaller growing cells when planting;
- In areas of insufficient natural soils, introduce clean fill in line with Aboriginal Heritage Impact Permit (AHIP) using approved conservation work method to create natural and sustainable soil profile;
- On steep slopes with removed vegetation, introduce clean fill with laying of geotextile followed by planting; and
- Conserve original remnant archeological structures within the landscape as identified in the Archeological Strategy.



1930s historic access roadway to be retained as shared road, Nicholson Parade gate as vehicle entry only
 Feature planting to enhance sense of arrival to site and frame the 1930 historic access road and screen carparking area
 Investigate and provide DDA accessible path to key destination areas with minimal intervention and good understanding of the complexity of the site
 Enhance native and endemic vegetation through bush regeneration program, while taking consideration of view & vistas

Provide DDA accessible direct access route such as ramps and stairs where appropriate
 Information & wayfinding signage. Consider design that is complementary to the archeological nature of the sit
 Central timed limited visitor parking area to match lower road level, subject to archeological & geotech investigation. Allow provision of accessible parking

Maximise open space areas throughout the site & enhance amenities with shade trees and formalised seat/picnic settings
 Rationalise parking area against servicing demand of future building use. Consider provision of accessible parking
 Building 16 upgrade should be complementary of the site & sympathetic to the heritage nature of Building 13 & 15
 Open space enhancement to allow better appreciation of Building 13 & 15. Provide DDA access to all open lawn areas(s) with key view to the Port Hacking waterway wherever possible
 All middens to be protected and/or stabilised
 Significant trees: Port Jackson Fig x2

LEGEND

- Pedestrian access - DDA compliant
- Pedestrian access - direct route option
- Pedestrian access - non DDA compliant
- Pedestrian access - to be investigated subject to Building 23 use
- Vehicular access/shared way - major and minor route
- Landscaping - consider feature/avenue planting complementary to the cultural and remnant vegetation
- Landscaping - enhance with planting complementary to EEC vegetation
- Landscaping - bush regeneration area
- Green open space
- Maintain strong connection between open spaces
- Grouped car parking area (intent only)
- Bike parking
- Formalised seating/picnic area
- Significant tree specimen to be protected and enhanced
- Existing trees - majority to be retained, refer to Tree Survey Report
- Information sign/wayfinding
- Interpretive sign
- Significant waterway views
- Known midden location
- Building to be retained long term
- Building/location may be redeveloped for future use
- Building with heritage significance to be retained long term and investigated for future use
- Potential siting of accessible toilet/kiosk
- Provision for pedestrian/decorative lighting as appropriate

Revegetate the crest of site (area between Building 4, 13 & 15) further as appropriate when parking demand can be reduced over time. Office staff carparking area to be signalled/gated as appropriate. Provide accessible parking
 Maximise open space areas when Building 2, Building 4 & part of Building 1 has been demolished as per CMP recommendation, to allow better appreciation of Building 1, 13 & 15 facade
 Significant tree: Port Jackson Fig
 Provide Australian Standard compliant lighting to all major pedestrian, vehicle routes and carparking

NOTES:
 1. DDA access (compliant path & stairs) shall be provided where possible. Alignment shown to be confirmed with detail design;
 2. Vehicle access indicated is subject to traffic study of the site & the greater Cronulla precinct;
 3. Parking areas shall be rationalised with future use of site.

Enhance and retain EEC planting throughout the site

Potential location for a lightweight structure for accessible toilet facility and/or kiosk
 Provide DDA compliant access to Darook Park. Appropriate alignment to be determined with detail design
 Vehicle exit only
 Significant trees: Port Jackson Fig x2

Interpret remnant structure as appropriate within the landscape. Building 23 redevelopment to be lightweight structure to complement the heritage & landscape fabric of the site

Building 22 site activity to be determined with future use/demand

Opportunity for small carparking area with consideration to provide accessibility to the marina & lower level buildings
 Interpretive & heritage signage appropriate to the archeological nature of the site
 Remove concrete slab and enhance open space to create informal viewing and picnicking area

Rock steps access to be made safe as per CMP recommendation
 Significant trees (cultural planting): Norfolk Island Pine x3
 Significant tree: Tuckeroo x1
 Maximise open space area and enhance cultural planting of the former Hatchery Precinct when Building 5 had been demolished. Opportunity to resolve DDA connection to rock lookout



BUSINESS PLANNING

BACKGROUND

A key issue is that any future uses of the site need to sustainably fund activities, building uses, site servicing and landscape maintenance. As the Hungry Point Reserve Land Manager presently has no significant funding source and this Master Plan proposes a range of works on site requiring budgets and funding plans, there is a need for Business Planning that complements the Strategic Masterplan proposals.

As there are a number of steps that need to be undertaken before a comprehensive financial plan for the site can be prepared (see Next Steps) this section is necessarily a framework proposal at this time.

PRECEDENTS

There are a number of precedent sites across Sydney that provide exemplars of business activities that have been established on foreshore land returned to the public from prior industrial or defence lands uses. These include lands at:

- Georges Heights, Sydney Harbour (formerly Defence);
- Brays Bay, Parramatta River (formerly shipbuilding);
- Woolwich Dock (formerly shipbuilding);
- Waverton Peninsula, Berry's Bay (formerly oil and coal storage);
- North Head, Sydney Harbour (formerly Defence); and
- Cockatoo Island (formerly shipbuilding and Defence).

The range of business activities across these sites varies according to the size, accessibility and nature of the lands. As with Hungry Point, many of these sites are peninsula or head-of-the-bay lands where vehicle access in a city context is necessarily limited, encouraging visitor access by water, walking, cycle and bus.

There are some common businesses across many of the sites that are complementary to the values and characteristics of the land and that recognise and reflect the sites' primary role in offering public recreation and leisure; these include:

- Maritime operations (rescue, emergency, patrol);
- Markets (food, art, crafts);
- Food and refreshment outlets (café, kiosk, restaurant);
- Event hire;
- Visitor Centres (environmental, historical, maritime);
- Arts facilities (artist's studios and performance amphitheatres);
- Historical collections and interpretation (museums);
- Educational uses (environment, marine, cultural heritage);
- Community facilities (rooms for periodic community and club hire); and
- Marine Research (tertiary institutes).



Photo 28 & 29. Headland Park, Georges Heights, Sydney Harbour. This site offers self guide and guided tour, kiosk/cafe and multi-purpose venue. Highly popular for weddings. Source: Google Images Search 'Georges Heights', September 2013



Photo 30 & 31. Brays Bay Reserve, Parramatta River, Rhodes. Formerly shipbuilding yard now a park with picnic and BBQ facility, and a site for restaurant offering casual dining and event hire. Source: Google Images Search 'Brays Bay', September 2013



Photo 32 & 33. Coal Loader Site, Waverton Peninsula, Berry's Bay. A site that is rich with Aboriginal heritage and industrial history, it is now developed as a Centre of Sustainability. Popular with local community groups and also a site for Artisan's Market organised by the local Council. Source: CLOUSTON Associates, September 2013

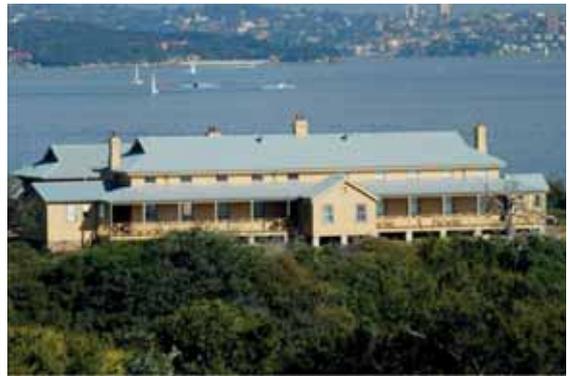


Photo 34 & 35. Q-Station, North Head, Sydney Harbour. This site presently operates as cultural tourism based facility, including site tour, restaurant, accommodation and a visitor centre. Source: Google Images Search 'Q-Station North Head', September 2013

In many cases the managers of these sites also offer visitor programs and events ranging from seven days a week services to one-off annual events. Such programs include:

- Guided walking tours and self-guided tours;
- Cycle hire;
- Art teaching;
- Arts and sculpture installations;
- Community events and celebrations; and
- Pop Up events.

Other community uses for which a nominal one-off charge might be levied include community gardens, while most sites also charge for special uses of the sites, such as for filming.

BUSINESS PLANNING PRINCIPLES

Given that there may be many business opportunities that have not yet been identified for the reserve and which may prove complementary to the site's values and public recreation opportunities, it is important to adopt a suite of principles that guide the evaluation of all business opportunities.

The following principles mirror those in the Strategic Masterplan and are intended as a guideline for evaluating appropriate businesses on the site. They should not be seen as prescriptive or exhaustive, particularly where a merit case that does not meet some of these principles can still be demonstrated.

Generally

The following principles should be applied:

- Any business opportunity that is established on the site must first and foremost add value to the site's existing qualities and values. In particular such businesses should recognise, respect and draw upon the site's coastal location, strong Aboriginal and European heritage, its historic association with fisheries research, its high natural values and its extraordinary scenic qualities derived from its prominent location on Port Hacking; and
- Businesses that could just as easily be located elsewhere and that do not depend on the site's characteristics and qualities as described above should not generally be considered suitable.

Site Size, Location and Context

In evaluating proposals for business on the site, consideration should be given to the size, location and context including:

- Recognise the size of the site and the limitations that this imposes on business scales and numbers; and
- Minimise impacts on adjoining residences (hours of operation, noise, traffic etc).

Accessibility

In terms of accessibility, proposals should consider the following:

- Limit dependence on private vehicle access and parking (optimising park and ride, small bus, cycle, walking, etc);
- Draw on the passing business from pedestrians using the peninsula, e.g. the Bass and Flinders Walk; and
- Optimise public pedestrian circulation around the site (i.e. minimise fenced off areas).

Cultural Environment

Proposals should consider in terms of cultural environment the following:

- Protect and conserve all Aboriginal heritage;
- Respond to the site's cultural, fisheries and scientific history; and
- Respond to the recommendations of the Conservation Management Plan.

Natural Environment and Landscape Character

Proposals in terms of natural environment and landscape character should:

- Protect and conserve the site's natural values (rock outcrops, native vegetation and habitat, etc);
- Minimise built form footprints including road access and associated parking;
- Protect the site's landscape character; and
- Maintain and conserve identified views to, across and out of the site.

Buildings and Facilities

Proposals in terms of buildings and facilities should:

- Conserve heritage values of the buildings where applicable;
- Fully fund required refit or repairs of the building including special servicing needs*
- Demonstrate ability to sustainably fund upkeep of the buildings over a full lease period;
- Provide premise security within the building structure (i.e. not requiring fenced external areas).

Management and Maintenance

Proposals in terms of management and maintenance should:

- Encourage passive surveillance (day and evening casual surveillance of the site);
- Ensure public safety on the site at all times; and
- Meet the terms of the lease conditions.

*With respect to the adaptive re-use of existing buildings that have not been identified as above the threshold for heritage listing, there may be circumstances in which it is appropriate to consider demolition of the existing building and replacement with a new building of appropriate character and similar scale that can more cost effectively meet the needs of the proposed user. The business proponent would need to provide clear supporting evidence (and funding) for that proposition.

APPROPRIATE BUSINESSES AND ACTIVITIES

Based on the Principles outlined above and the particular characteristics of the site, the following are considered appropriate business activities for this site:

- Food and Refreshment outlets (café, kiosk, restaurant);
- Small to medium scale event hire;
- Historical collection and interpretation of fisheries work;
- Educational uses (marine environment, cultural heritage);
- Marine/Fisheries Research (eg. tertiary institutes);
- Maritime operations (rescue, emergency, patrol);
- Visitor programs (as listed under Precedents); and
- Appropriate office use.

USES NOT APPROPRIATE TO THE SITE

The relatively small size of the site, its limited accessibility at the end of a peninsula in a residential zone and its physical geography (limited level land and steep shoreline) limits some uses. The following uses would be deemed not appropriate to the site:

- Hotels and motels;
- Boat storage and launching for the community (the shoreline is not readily accessible for ease of launching); and
- Major events.

It is important to recognise that the above is not an exhaustive list and that any business proposition not listed here should be evaluated for its suitability against the Principles described earlier.

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Areas not highlighted to be considered as exclusive bush regeneration area. TBC upon consultation with Bushcare & Council Parks Operation.

The office behind Building 6 is currently leased. Due to the heritage significance of the building and its location, strong interaction with public area/activity will be expected (ie. windows fronting viewing area).

LEGEND

- RESERVE PRECINCT - 9000 m²
- CLIFFTOP WALK PRECINCT - 2900 m²
- OPERATIONAL PRECINCT - 6200 m²
- WATERFRONT PRECINCT - 2200 m²
- MIGRANT HOSTEL PRECINCT - 2800m²
- BAY PANORAMA PRECINCT - 2500 m²
- STAGE 1 WORK LIMIT
- BUILDING CURRENTLY LEASED
- BUILDING INVESTIGATED FOR COMMERCIAL USE
- BUILDING MAY BE DEMOLISHED (STAGED, SUBJECT TO FUTURE USE)
- EXISTING STEEL FENCE RETAINED
- EXISTING CHAIN WIRE FENCE RETAINED
- PROPOSED 1.8M HIGH TEMPORARY FENCING
- PROPOSED TEMPORARY BARRIER
- PROPOSED OPERATIONAL ACCESS GATE
- PROPOSED RESERVE ACCESS GATE
- EXISTING BAMBOO SCREEN REMOVED



FIGURE 7. PRECINCT PLAN
PLANTING

PRECINCTS AND PHASING

The Hungry Point Reserve is a complex site. To open the site to the public for recreation and enjoyment involves numerous actions and activities. In order to co-ordinate and prioritise actions across the different parts of the site, a number of precincts and phases have been identified. This will also allow the site to become progressively more accessible to the public as appropriate facilities are provided.

Six precinct areas have been identified within the Hungry Point Reserve. These respond to the history and character of the site, its current use and future intentions for the site. The timing of each phase is subject to funding. Each subsequent phase will need to link with the activities taking place on the site and the future planning of each precinct. The complete scope of works for each phase is subject to further design development.

An outline of the proposed precincts and phases is provided below and in Figure 7.

RESERVE PRECINCT (APPROXIMATELY 9000 M²)

The Reserve Precinct occupies an area on the northern part of the site. This part of the site has been opened (in 2019) to allow public access to the Reserve. It is characterised by areas of open space, grassy areas and views across Port Hacking and Gunnamatta Bay. Most of the parking areas on the site are located within this area. Development within this precinct will provide a public pathway to link with Salmon Haul Reserve to the east and Darook Park to the west. Embellishment of the area will make it an inviting area for picnicking, relaxing and contemplation. Interpretive signage relating to the Reserve's history has been provided.

CLIFFTOP WALK PRECINCT (APPROXIMATELY 2900 M²)

The entire foreshore of the site has spectacular views across Port Hacking. There is currently a foreshore path at the water's edge, but this is not readily accessible for all members of the public.

A cliff top path/ walkway looping right around the headland linking Salmon Haul Reserve and Darook Park is proposed. This will provide opportunities for the public to appreciate all vantage points along the site. Construction of the cliff top path walkway will be undertaken in stages as funding becomes available.

OPERATIONAL PRECINCT (APPROXIMATELY 6200 M²)

Many of the buildings currently occupied by tenants are located within the central parts of the site. It can reasonably be anticipated that these buildings will be occupied in the long term. The precinct also includes waterfront facilities utilised by Marine Rescue NSW. While public access to the site is highly desirable, this must be balanced with the operational and security needs of the tenants. It will be necessary to manage the operational activities whilst examining opportunities for access and connection to the waterfront. Works in this precinct may include demolition of redundant buildings, rationalisation/upgrade of car parking areas, and review of the securable operational area.

MIGRANT HOSTEL PRECINCT (APPROXIMATELY 2800 M²)

Buildings 13 and 15 are a pair of surviving Postwar Migrant Hostel accommodation wings. They are located within an estuarine setting. There are opportunities to enhance the physical and visual relationships of the buildings to each other and to improve the setting of the buildings. This precinct also offers views over the entrance to Port Hacking. Opportunities for the adaptive reuse of the buildings such as, for example office space for appropriate businesses will be explored. Final development proposals will be based on feasibility and demand and will aim to assist the site to become financially viable.

BAY PANORAMA PRECINCT (APPROXIMATELY 2500 M²)

The southern tip of the precinct offers panoramic views across Port Hacking and the Royal National Park. The former Hatchery Building is located in this precinct, as are numerous archaeological sites. Future actions in this precinct should aim to open the precinct for public access and enhance interpretation of its historical and cultural context. Possible interfaces between the public and tenants of buildings within the precinct will need to be addressed. Final development proposals will be based on feasibility and demand and will aim to assist the site to become financially viable.

WATERFRONT PRECINCT (APPROXIMATELY 2200 M²)

The western edge of the precinct offers panoramic views across Gunnamatta Bay. The Aquaria and pool are located in this precinct, as are the former Fisheries School, jetty and maritime archaeological sites. Public access to this precinct from within the site is currently difficult due to the steep gradients, but there may be opportunities for direct linkages with Darook Park. The future of this precinct could include either the retention of the aquaria as a pool, fisheries-related research use, pisciculture or adaptive re-use of the structures. Final development proposals will be based on feasibility and demand and will aim to assist the site to become financially viable.

The overall context of the key actions on the site is provided in Overall Context Plan (Figure 8). More specific details relating to the proposed Early Stage Works and Stage 1 Reserve Precinct Works are provided under Implementation Plan - Details of Early Stage Works.



Photo 36. Bay Panorama precinct



Photo 37. Clifftop precinct



Photo 38. Operational precinct



Photo 39. Reserve Precinct East

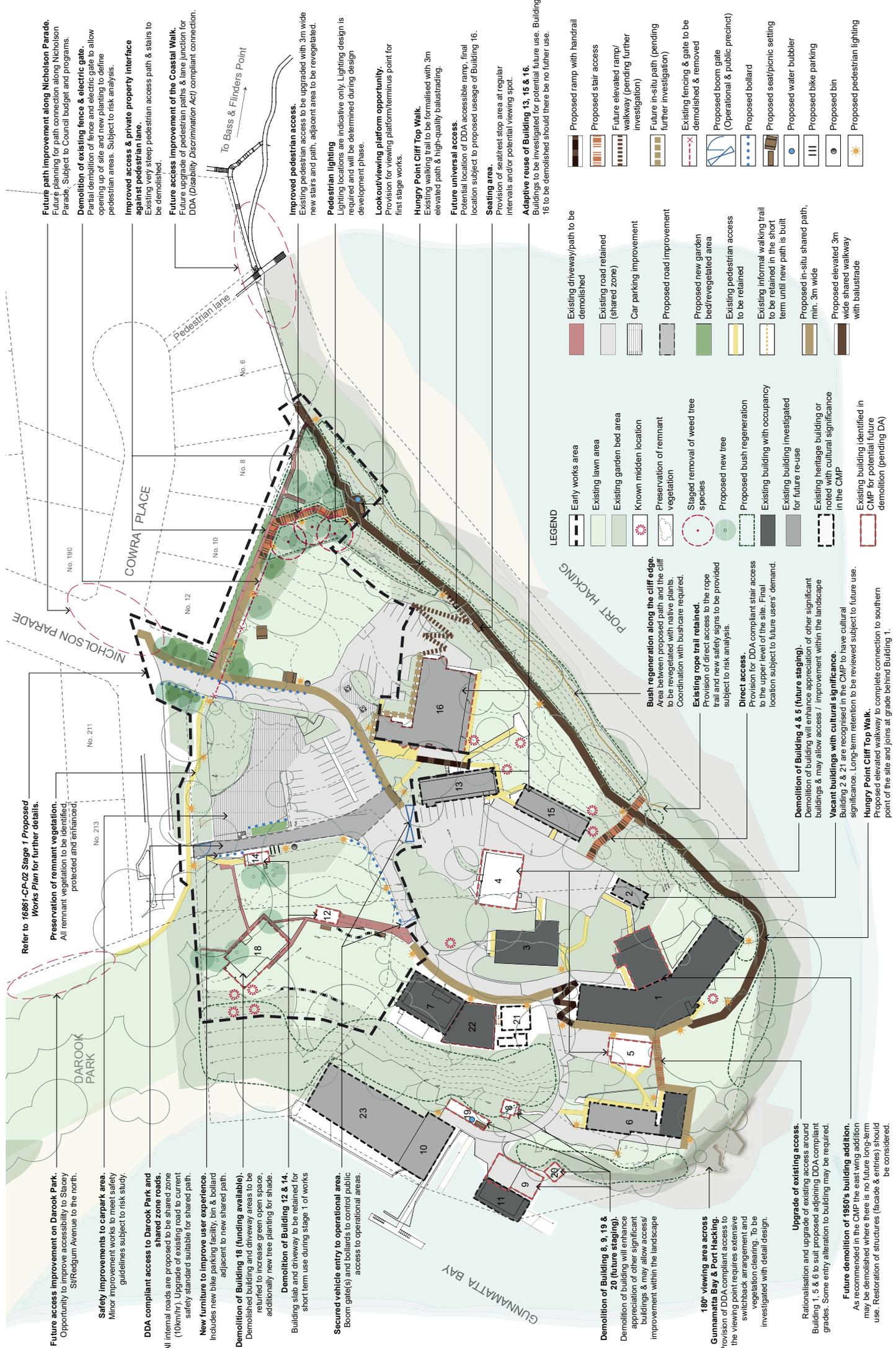


Photo 40. Reserve Precinct West



Photo 41. Waterfront Precinct

Source: All precinct photos by Sutherland Shire Council, 2015



Refer to 16861-CP-02 Stage 1 Proposed Works Plan for further details.
Preservation of remnant vegetation.
 All remnant vegetation to be identified, protected and enhanced.

Future access improvement on Darook Park.
 Opportunity to improve accessibility to Stacey Street/Regdum Avenue to the north.

Safety improvements to carpark area.
 Minor improvement works to meet safety guidelines subject to risk study.

DDA compliant access to Darook Park and shared zone roads.
 All internal roads are proposed to be shared zone (10km/hr). Upgrade of existing road to current safety standard suitable for shared path.

New furniture to improve user experience.
 Includes new bike parking facility, bin & bollard adjacent to new shared path.

Demolition of Building 18 (funding available).
 Demolished building and driveway areas to be returned to increase green open space, additionally new tree planting for shade.

Demolition of Building 12 & 14.
 Building slab and driveway to be retained for short term use during stage 1 of works.

Secured vehicle entry to operational area.
 Boom gate(s) and bollards to control public access to operational areas.

Demolition of Building 6, 9, 19 & 20 (future staging).
 Demolition of building will enhance appreciation of other significant buildings & may allow access/improvement within the landscape.

180° viewing area across Gunnamatta Bay & Port Hacking.
 Provision of DDA compliant access to the viewing point requires extensive and switchback arrangement and vegetation clearing. To be investigated with detail design.

Upgrade of existing access.
 Rationalisation and upgrade of existing access around Building 1, 5 & 6 to suit proposed adjoining DDA compliant grades. Some entry alteration to building may be required.

Future demolition of 1950's building addition.
 As recommended in the CMP the east wing addition may be demolished where there is future long-term use. Restoration of structures (facade & entries) should be considered.

Future path improvement along Nicholson Parade.
 Future planning for path connection along Nicholson Parade, Subject to Council budget and programs.

Demolition of existing fence & electric gate.
 Partial demolition of fence and electric gate to allow opening up of site and new planting to define pedestrian areas. Subject to risk analysis.

Improved access & private property interface against pedestrian lane.
 Existing very steep pedestrian access path & stairs to be demolished.

Future access improvement of the Coastal Walk.
 Future upgrade of pedestrian paths & lane junction for DDA (Disability Discrimination Act) compliant connection.

Improved pedestrian access.
 Existing pedestrian access to be upgraded with 3m wide new stairs and path, adjacent area to be revegetated.

Pedestrian lighting.
 Lighting locations are indicative only. Lighting design is required and will be determined during design development phase.

Lookout/viewing platform opportunity.
 Provision for viewing platform/terminus point for first stage works.

Hungry Point Cliff Top Walk.
 Existing walking trail to be formalised with 3m elevated path & high-quality balustrading.

Future universal access.
 Potential location of DDA accessible ramp, final location subject to proposed useage of Building 16.

Seating area.
 Provision of seat/rest stop area at regular intervals and/or potential viewing spot.

Adaptive reuse of Building 13, 15 & 16.
 Buildings to be investigated for potential future use. Building 16 to be demolished should there be no further use.

- LEGEND**
- Early works area
 - Existing lawn area
 - Existing garden bed area
 - Known midden location
 - Preservation of remnant vegetation
 - Staged removal of weed tree species
 - Proposed new tree
 - Proposed bush regeneration
 - Existing building with occupancy to be retained
 - Existing building investigated for future re-use
 - Existing heritage building or noted with cultural significance in the CMP
 - Existing building identified in CMP for potential future demolition (pending DA)
 - Existing driveway/path to be demolished
 - Existing road retained (shared zone)
 - Car parking improvement
 - Proposed road improvement
 - Proposed new garden bed/revegetated area
 - Existing pedestrian access to be retained
 - Existing informal walking trail to be retained in the short term until new path is built
 - Proposed in-situ shared path, min. 3m wide
 - Proposed elevated 3m wide shared walkway with balustrade
 - Proposed ramp with handrail
 - Proposed stair access
 - Future elevated ramp/walkway (pending further investigation)
 - Future in-situ path (pending further investigation)
 - Existing fencing & gate to be demolished & removed
 - Proposed boom gate (Operational & public precinct)
 - Proposed bollard
 - Proposed seat/picnic setting
 - Proposed water bubbler
 - Proposed bike parking
 - Proposed bin
 - Proposed pedestrian lighting

IMPLEMENTATION

WELCOMING THE PUBLIC TO THE RESERVE

The initial works undertaken on site by the Land Manager were focused on opening up the Reserve Precinct for public access.

The works programme had been prepared in detail for the purposes of a grant application under the 2016 Public Reserves Management Fund Program to include asset planning and commercial feasibility studies as well as the detailed design and construction of an access path and associated landscape works described below. The full scope of works programme was subject to a successful result of the grant application. However, the outcome of the full grant application has not been successful, therefore the Land Manager with Council's assistance has reviewed the works proposal to suit the available funding.

The early work is complete and has been successful in making the site safe for public access and to facilitate recreational use of the precinct via the opening up of the northern part of the site following the demolition of several buildings, landscaping and turfing and the provision of specific amenities such as seats and bins.

Now that these early stage works are completed, the following works are programmed, subject to available funding:

- Detail design, construction of a public pathway right around the edge of the site connecting Salmon Haul Bay and Darook Park (the Clifftop Walk Precinct).
- An Expression of Interest process is to begin in early 2019 seeking interested parties/businesses to provide proposals for use of the site's buildings and structures.

Full implementation of the Strategic Masterplan will depend on sources of funding for the Hungry Point Land Manager which includes fees from the leases of on-site buildings and grant funding. Up to 2019, grant applications were made in 2014 (successful), 2015 (successful), 2016 (not successful) and 2017 (successful). The details of these grants are as follows:

- Grant 1: 2014-15 Public Reserves Management Fund Program for land survey and demolition of building;
- Grant 2: 2015 Restoration and Rehabilitation Grant application for funds for removal of pest species palms, Bushcare and nursery propagation of *Prostanthera densa*; and
- Grant 3: 2016 and 2017 Public Reserves Management Fund Program for detailed design and construction of access path and associated landscape works, asset planning and commercial feasibility studies.

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AREA SHOWN IN GRAY IS NOT PART OF EARLY WORKS PROGRAMME. REFER TO STAGE 1 WORKS PLAN FOR MORE INFORMATION.



Top carpark area not open for public vehicle use and to be made safe in Stage 1 work subject to detail design and future program.

All remnant vegetation to be identified, protected and enhanced.

Temporary entry signage to Hungry Point Reserve. Parking to be restricted on nature strip, access to private property driveway to be retained. Existing gate and fence to remain. Provide short-term entry signage with key messages and information.

Remove existing Koppers Logs edging between proposed shared zone road and lawn area.

Proposed bush regeneration work on bank area. Includes weed clearance, planting establishment & ongoing maintenance.

Staged removal of existing 3x Coral trees. Replaced with 3 new trees minimum.

STAGE A

STAGE B

CONSTRUCTION STORAGE

Building 12 to be demolished to the base slab. Retain base slabs and make safe exposed surfaces. Building 18 demolished/dismantled to ground. Building 14 may be demolished when there is no demand for use. Proposed sandstone bollard installed as required to address safety requirements.

Lockable gate to each operational access road and sandstone bollard as safety barrier and to delineate shared path. Existing road to be converted to shared zone road, one way traffic only. Includes some road repair and signage.

Proposed accessible parking. Includes road resurfacing (regrading), minor work to garden bed, signposting and new line-marking.

Potential to open up toilet facility in Building 16 for short-term use. Entrance to the facility to be confirmed.

Limited parking spaces provided in Early Works period. Three spaces to be reserved for maintenance vehicle and bushcare group.

EARLY WORKS PROGRAM NOTES

The early works program includes fencing areas not open for general public access, removal of weed tree species (only trees within area are shown on this plan), demolition work and making good and safe area for public access. The program will be implemented in two stages:

Stage A
Opening up the north eastern and central part of the Reserve in its current condition with no invasive works or minor ground works only to allow for signage and securable gates to the Operational area.

Stage B
Opening up the north western part of the Reserve once Building 12 and 18 are demolished.

LEGEND

- Study area for Hungry Point Reserve opening
- Early works fencing area, refer to Early Works Program notes
- Extent of fencing to construction storage area
- Existing lawn area
- Existing garden bed
- Existing archaeological remnant structure to be protected
- Known midden location
- Preservation of EEC vegetation
- Staged removal of weed tree species
- Proposed new tree (staged with removal of ex. trees)
- Bush regeneration work area
- Building to be demolished
- Existing driveway/path associated to Building 12, 14, 18 to be retained
- Existing road retained and converted to one-way traffic
- Bitumen area not accessible to public due to safety
- Existing pedestrian access to be retained
- Proposed temporary entry sign
- Proposed wayfinding signage
- Proposed interpretive signage
- Proposed bollard
- Proposed accessible toilet
- Proposed public parking area
- Proposed accessible parking

FIGURE 9. EARLY WORKS PLAN
PLANS

EARLY WORKS STAGES

The early works program that was recently completed included:

- Demolition of Buildings 12, 14 and 18 to increase open space, view opportunities and the sense of connectivity to Darook Park. These buildings were not required to be retained on heritage grounds and do not make a positive contribution to the open space;
- Removal of the bamboo screen adjacent to the upper car park;
- Installation of signage for wayfinding and public access information;
- Removal of tree weed species across the site, where these can be removed from the hard stand areas;
- Planting of new generation of trees; and
- Installation of low-key, low cost interpretive structure to highlight important context or view found in the site.
- Returf or make good the building platforms of Building 12, 14 & 18 site where required as per detail design;
- Minor repair to roads and damaged service(s) to an acceptable safety standard;
- Removal of the northern fence;
- Installation of new furniture (bollards, seat, picnic setting);
- New tree planting and revegetation; and
- Upgrade of carparking areas to safety standard and provision of accessible parking.

BUSINESS PLANNING

ELEMENTS OF THE BUSINESS PLAN

As with any Business Planning process, the core elements of are:

- A clear concept and planning principles;
- Establishment of capital and recurrent costs;
- Identification of business revenue and other funding sources (grants etc); and
- An implementation plan.

Earlier sections of the Strategic Masterplan provided the first of these elements and the remaining four are summarised briefly below

Capital and Recurrent Costs

The costs for all works not immediately associated with building uses by lessees will need to be established. Importantly, the considered design of all landscape areas and native vegetation management should be focused on minimising recurrent maintenance costs. Volunteers such as bushcare groups could further assist in this regard with benefits for community involvement at reduced cost.

Business Revenue and Other Funding Sources

The range of business activities on the site will form the principal sources of income to the Land Manager through leases and licences. The funding of upgrades to the site and its maintenance will need to match the progressive establishment of these business activities and this will likely take a number of years to evolve. Sourcing other funding such as through grants should therefore be an early step in any Business Plan.

Implementation Program

The progressive implementation of the Business Plan should follow a clear chronology of tasks as outlined in 'Implementing the Business Plan' and this would also include periodic reviews..

OBJECTIVES

The objectives of the Business Plan are to:

- Establish the basis on which the financial sustainability of the site can be assured;
- Determine the nature and scale of appropriate businesses operating on the site;
- Set the business principles for future uses of the site and buildings; and
- Identify means of optimising returns and minimising costs for the upkeep of the site by the Land Manager

Importantly, the goal is not to find uses for the site and buildings simply for the purposes of generating revenue, but rather to determine appropriate uses that extend the site's values and enjoyment.

IMPLEMENTING A BUSINESS PLAN

There are a number of critical steps that must be followed in the further development and implementation of a Business Plan which can be summarised in a chronology as follows:

- Preparing a public Call for Expressions of Interest from businesses that meet the principles of this Plan;
- Evaluating such submissions and undertaking more detailed negotiations with businesses that best meet the principles of this Plan;
- Preparing leasing, licensing and hire policies and terms.
- Finalising operational and financial arrangements with existing organisations that are approved to operate on the site;
- Refining Masterplan proposals to establish capital and recurrent costs and identifying works necessary for businesses to operate;
- Identifying appropriate funding sources, including government grants.

ACHIEVEMENTS TO DATE AND NEXT STEPS

The recently formed Hungry Point Reserve Land Manager has undertaken many tasks since its formation in May 2018. An early task was to identify a number of key aims moving forward. These are:

1. Meet the public's expectations around access and protection of the site by proactive planning and regular communication about progress.
2. Provide a walkway around the front of the point so the community can enjoy the magnificent scenic vista and have a destination all can enjoy. The walkway should provide an extension of the Esplanade around the entire Reserve to Darook Park.
3. Provide interpretation that celebrates the heritage of the Reserve and the benefits of preserving it and shows links with surrounding cultural and heritage sites.
4. Develop partnerships with key stakeholders, including the local community, special interest groups and Council to help achieve the Reserve's potential.
5. Encourage educational activities for families and other users focused on celebrating the values of the site and the lessons to be learnt from its social and environmental heritage.
6. Decisions need to be made about the use of existing buildings and the grounds. As a priority, the Board will be seeking expressions of interest and assess unsolicited proposals from potential users of parts of the site. The aim is to find appropriate and affordable uses for existing buildings and then continue with demolition of buildings not listed for heritage preservation and/or are of no further use.
7. Management of the Reserve needs to become financially sustainable. Cover ongoing costs of management and maintenance by regular income generated from approved uses of the site.
8. Seek further funding for capital expenditures such as the walkway, preserving Aboriginal heritage, protection of heritage buildings, repurposing existing buildings and continuing with demolition of unneeded structures.

In addition to modifying, approving and overseeing the recent Stage 1 works that successfully opened up the northern part of the site for public use, the finalisation of this Masterplan, incorporating many other plans, design activities and surveys (such as the CMP, the vegetation survey, the Aboriginal survey, the landscape survey, etc.), the Land Manager has developed an Expression of Interest process that will be advertised early in 2019 inviting interested business and other entities to provide proposals for the use of the site's buildings and facilities. This EOI process is the next most important next step in managing this unique space as it will provide the appropriate ongoing usages of the site in addition to an important income stream.

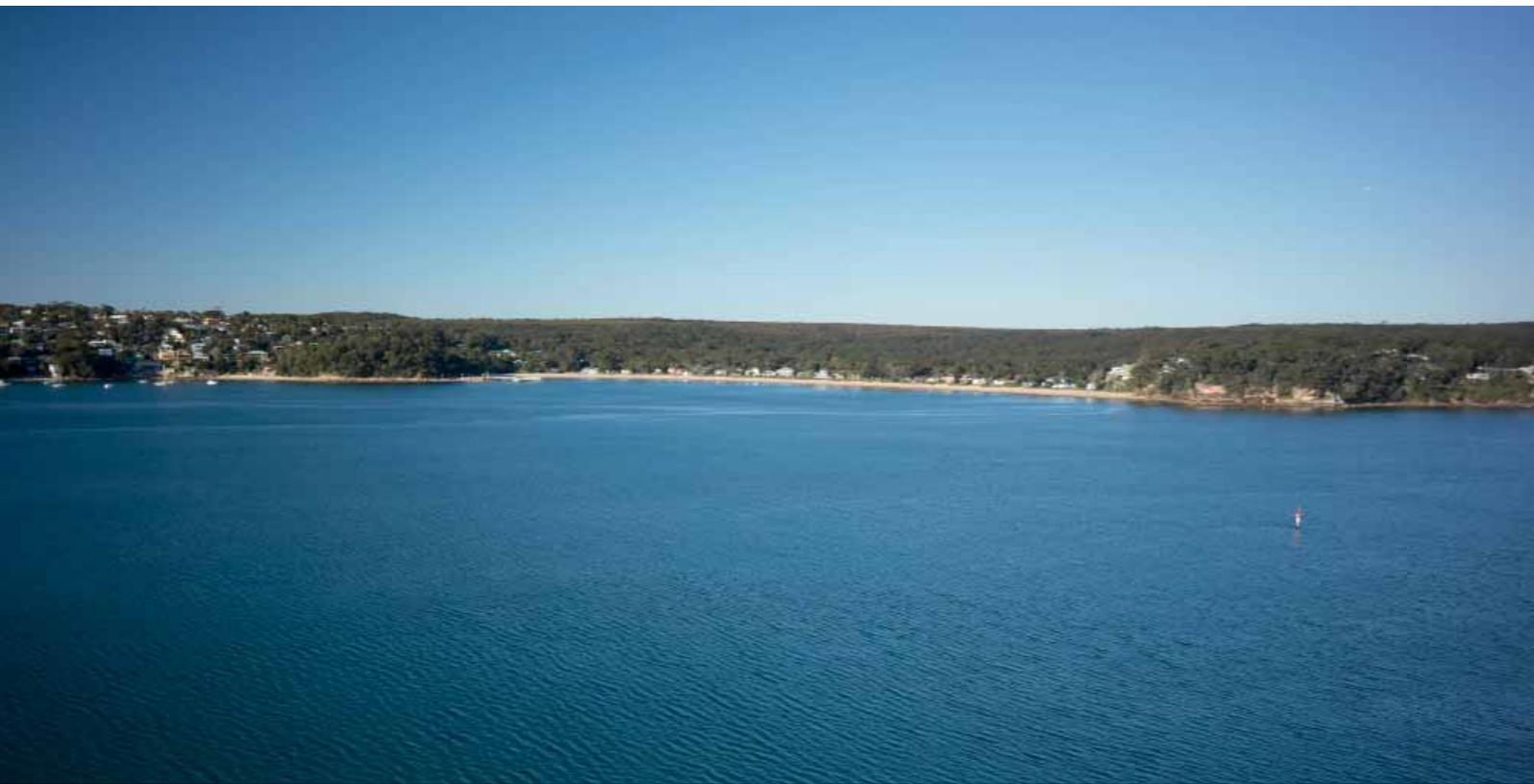


Photo 42. View looking out to Port Hacking from site, Photo by Sutherland Shire Council, 2015

- *Cronulla Fisheries Site: Recommendation for Future Use, David Harley AM, November 2012*
- *The Burra Charter, Australia ICOMOS, 1999*
- *Sutherland Shire Council Local Environmental Plan, Sutherland Shire Council, 2015*
- *Historical images from Sutherland Shire Council Local Studies*
- *The Cronulla Fisheries Centre, ID 5045100, Australian Heritage Places Inventory website, 2013*
- *Hungry Point Reserve, Cronulla Conservation Management Plan, Architectural Projects, 2016*
- *Tree Survey, Sutherland Shire Council, 2013*
- *Detailed Site Survey, Sutherland Shire Council, 2015*
- *Summary of Notes, Workshop 2 Resident Consultation (to follow).*