

Heritage Alexandrina

Background and Research Paper
2022



PS Oscar W, Goolwa - Photo credit: Colin Haigh

We acknowledge the traditional custodians of the lands and waters of our district. The Alexandrina Council region intersects with the traditional lands of the Ngarrindjeri, Peramangk and Kurna First Nations. These people have provided deep foundations for Alexandrina's rich cultural heritage.



Port Elliot Train Station - Photo credit: Alexandrina Council

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Executive Summary

The Alexandrina Council region is home to some of the most unique and accessible heritage assets and experiences within regional South Australia. The potential that heritage has to foster identity and a sense of place within the region is somewhat unrealised. The preparation of this research paper is intended to provide the foundation for the development of the Heritage Alexandrina brand and Alexandrina Council's first written Heritage Strategy (the Strategy), encapsulating a unified approach to the management and celebration of Alexandrina's heritage.

Informed by *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance*, 2013, this paper identifies four principles for heritage management: 'Identify and Understand, Value and Protect, Partnerships and Education, Leadership and Promotion'. Instilling these principles across all areas of Council as well as educating the community will result in a sense of ownership and a unified approach to the management of heritage in the region.

Through developing a long-term approach to managing, activating and celebrating our heritage by developing a brand and strategic direction, Alexandrina Council will demonstrate leadership and best practice in achieving positive and lasting outcomes for heritage and similarly, work towards bringing the Alexandrina 2040 Our Plan to Thrive 2020 - 2040 vision, of a Liveable, Green and Connected Alexandrina to fruition.

‘Heritage Alexandrina is the region’s heritage story. It is diverse and complex, celebrated by the prominent architectural character of our townships, their historic buildings and their precincts. It encapsulates our unique landscapes and natural features and is rich with Indigenous and non-Indigenous culture.’



National Bank Building , Strathalbyn - Photo credit: Rob Fairweather

Introduction

What is Heritage in Alexandrina?

Heritage is intrinsically diverse and includes natural, built, Indigenous and non-Indigenous themes. It is both tangible and intangible and can be in the form of scenic landscapes, deserts, coasts, forests, flora and fauna, geological features, Indigenous sites, culture, art, towns, buildings, mines and museums.

Being a meeting place for the Ngarrindjeri, Peramangk and Kaurna First Nations people, their cultural history is embedded within Alexandrina country. Their culture is integral in understanding and appreciating the shared history of our region.

The Alexandrina Council region tells a rich and diverse heritage story of our colonisation. Buildings crafted from natural stone stand proud alongside heritage listed parks and gardens throughout each of our townships and settlements. Connecting the townships are railway lines and routes bearing historic tales of their own. Across the vast expanse of rural land, farmhouses, outbuildings and lengths of dry stone walls reflect the longstanding presence of primary producers within the region. Alexandrina is rich with natural heritage, nurturing the lands and waters of the internationally recognised Ramsar Wetland Area, the Lower Lakes, Coorong and Murray Mouth. Likewise, the beaches and dunes of the southern coast, that hold both unique maritime history and marine habitat.

‘What we call Alexandrina is a great deal more than the sum of its parts. Every town, every pocket of the region is unique. Every place and every person has a story to tell.’ (Alexandrina’s Community Strategic Plan 2040)’



Private Residence, Strathalbyn - Photo credit: Rob Fairweather

Why is Heritage in Alexandrina important?

Heritage tells the story of past generations, thus underpinning the unique identity of the region that is experienced in the present. How the region's heritage is managed now, shapes the identity of the region that will be experienced by future generations.

Built form and objects help to explain the development of a town or place through history. These are intrinsically linked to the natural features of the region, which often dictated the appropriateness of a location for the establishment of the abovementioned towns and places.

If it is activated, managed and preserved correctly, heritage has the potential to provide ongoing environmental, social and economic benefits to the community and region alike whilst contributing to being a Liveable, Green and Connected Alexandrina.

Why Develop Heritage Alexandrina and a Strategy?

Alexandrina is home to a plethora of places with historical significance and likewise, untapped potential for activation through tourism, community use or other ventures.

The development of the Heritage Alexandrina brand and supporting Strategy will assist in guiding and nurturing the activation and continued celebration of heritage by businesses and the community alike, as awareness of the richness and diversity of heritage within the region grows.

Establishing Heritage Alexandrina will serve as an overarching banner to unify all things heritage from an organisation wide perspective. The development of a strategic direction will allow for a more cohesive and integrated approach to the management and activation of heritage by Council. Heritage is entwined into many of Council's business functions, including but not restricted to:

- Planning and Development
- Economic Development
- Events
- Tourism and Visitor Information Services
- Assets
- Community Wellbeing
- Property
- Customer Experience.

Developing a Heritage Strategy is not a legislative requirement, however, the decisions made around the management of Alexandrina's heritage are likely to have long-term effects on the cultural, social, economic and environmental factors of the region. Such a strategy will provide clear direction and guidance on future decision making.

In South Australia, heritage is governed by legislation in a variety of ways dependent on its form. Whether it be natural, cultural or built heritage, they are all fundamentally linked by their role in building the character of the Alexandrina Region and the State. It is therefore important that all forms of heritage and their respective legislative controls are considered in conjunction with one another. The Strategy will consider the relevant legislation, inclusive of:

- *Local Government Act 1999*
- *Planning Development and Infrastructure Act 2016*
- *Heritage Places Act 1993*
- *Native Vegetation Act 1991*
- *Aboriginal Heritage Act 1988*
- *Commonwealth Underwater Cultural Heritage Act 2018*; and
- *State Historic Shipwreck Act 1981*.

In conjunction with this, the development of a heritage based strategic direction will assist in the implementation of Alexandrina 2040 Our Plan to Thrive 2020-2040. The Strategy will be one of the informing documents that guide the execution of the vision of residents and businesses within the community.

Where Aboriginal heritage is concerned, advice from First Nation Peoples will be sought and considered throughout the preparation of the Strategy.

Nurturing the heritage and culture of an entire region requires effort and contributions as a collective. The Strategy will identify how businesses, community groups and individuals can work with Council to activate Alexandrina’s heritage and in turn raise the profile and awareness of it.

*‘We listened when our communities told us how much the buildings, streets and industries of the past meant for the character of our future.’
(Alexandrina’s Community Strategic Plan A2040)*



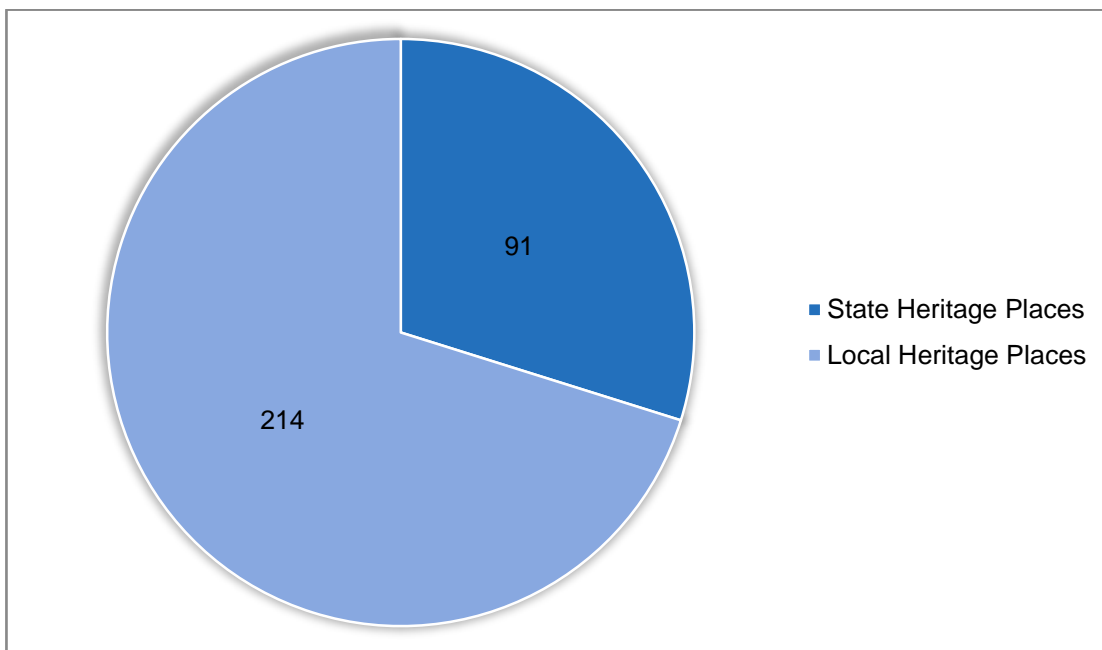
Tucker Church, Sandergrove - Photo credit: Rob Fairweather

Background and Statistics

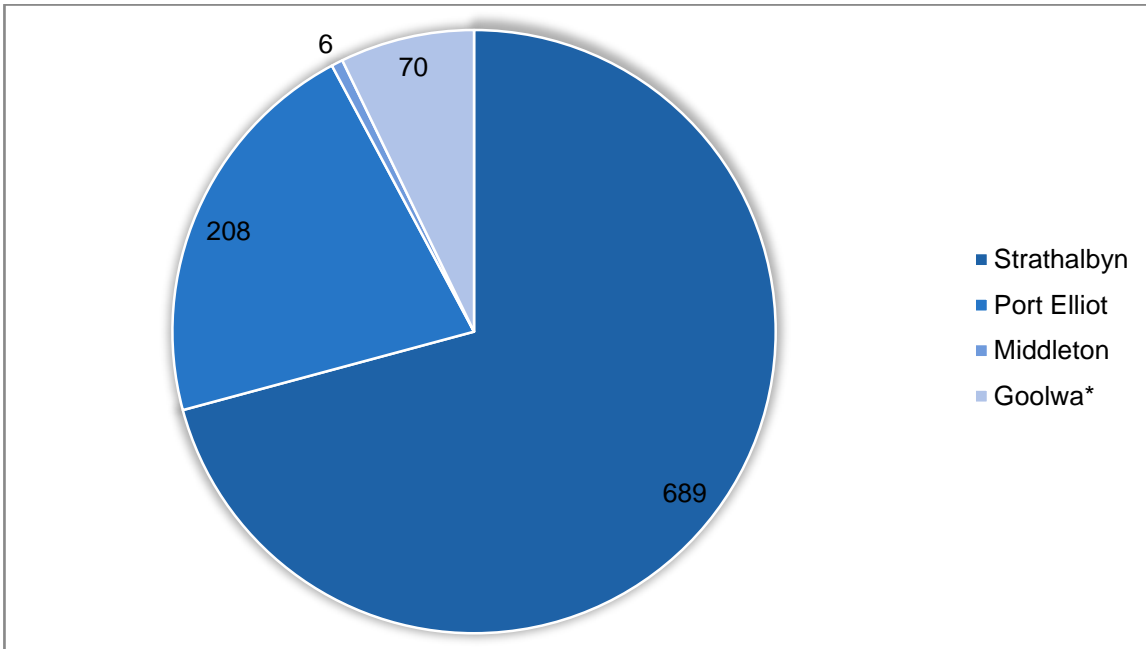
Built Form

The rich heritage of Alexandrina is entwined in both natural and built form, and can be found throughout each of the townships and settlements in the region. The Ngarrindjeri, Peramangk and Kaurna people have cared for and fostered cultural knowledge of the Alexandrina area since inhabiting the lands many thousands of years ago. Settlements were established across the Fleurieu Peninsula during the 1800's and with this came the influence of European culture on the region's heritage.

Built form represents only one element of the regions rich heritage. However, it is arguably the most obvious visual representation of heritage, particularly within the townships. Of the buildings that bear historical significance within the Alexandrina Council area, a percentage of these are subject to protection under the *Planning, Development and Infrastructure Act 2016 (PDI Act)* and *The Planning and Design Code (Code)* by way of being listed as a State or Local Heritage Place. In addition to this, the Code also contains provisions around the protection of places that are located within a Historic Area Overlay (HAO).



Number of places within Alexandrina Council Area that are formally heritage listed



Number of properties located within a Historic Area Overlay pursuant to the Planning and Design Code
 *Note - this does not include the 189 properties located within the Goolwa State Heritage Area

Of the places formally listed as State or Local Heritage Places or located within a Historic Area Overlay pursuant to the Code, Alexandrina Council own and/or manage a significant percentage of them.

Type	Total	Council Owned/ Managed Figure	Council Owned/ Managed Percentage
State Heritage Items	91	19	20.9%
Local Heritage Items	214	8	3.7%
Within Goolwa State Heritage Area	189	22	11.6%
Within Strathalbyn HAO	689	19	2.7%
Within Port Elliot HAO	208	15	7.2%
Within Middleton HAO	6	0	0%
Within Goolwa HAO	70	0	0%

Being the custodians of such a large percentage of the region's heritage assets, Council is in a unique position to be able to plan and implement the successful activation and ongoing management of heritage places.

Heritage within Council

The involvement of heritage throughout Council's business operations is vast with each respective business function currently independently managing their interaction with heritage. Following a review of Council's current heritage services, listed in the table below, 'key areas of interaction' with heritage have been identified:

Growth		Wellbeing	
Planning and Development	Policy and legislation Development controls Heritage listings Heritage Advisory Committee Heritage Advisory Service	Events	Wooden Boat Festival Heritage related community events support
Economic Development and Tourism	Business Support	Grants	Local Heritage Grant Business Initiatives Grant
Visitor Information Centres	All located within heritage buildings Heritage walks Cultural heritage experiences Accommodation in heritage buildings	Customer Experience	General advice on Council heritage services Local and Family History Rooms Library Service Snapshots in Time project
Communications	Promotion of good news heritage stories Graphic design for events Maintenance of webpage		
Resources		Environment	
Property	Council owned heritage buildings, leases/licenses and permits relating to these buildings	Assets	Management and maintenance of Council owned heritage buildings

	Sales and acquisitions of heritage places		
		Works	Work on public land within historic areas
		Projects	Awareness of heritage and where it triggers the requirement for a DA

Economic Development, Tourism and Events

Heritage is promoted, whether it is directly or indirectly, by both the tourism and events sectors of Council. Council's Visitor Information Centres (VICs) offer information on a series of heritage-centric tourism ventures including heritage/historic walks, accommodation in heritage buildings and other cultural heritage experiences. In conjunction with this, the VICs at both Strathalbyn and Goolwa are located within heritage listed buildings. Council events such as the Wooden Boat Festival celebrate the history and significance of the wooden boat industry to Goolwa and the region, as well as being located in the State Heritage Listed Goolwa Wharf Precinct.

Planning and Development

The Planning and Development Department is responsible for heritage with respect to built form/land use and its appropriateness in aligning with the relevant policy and legislation. Strategic development are responsible for the commissioning of heritage surveys to determine the suitability of places for heritage listing and the preparation of subsequent Code Amendments to formalise these listings. Planning and Development also offer a free heritage advisory service for assistance with development related matters.

Assets/Property

The Environment Division undertakes property management and maintenance of heritage buildings that Council owns and/or manages, in most cases without 'Conservation Management Plans'. Likewise, in the Resources Division, Property Officers manage leases and licenses and permits relating to any Council owned heritage buildings to businesses or community group tenants.

Grants

The annual grant-funding program includes the 'Local Heritage Grant' category, which is available to assist in projects across a number of heritage related categories. Owners must apply for the grant based on a specific set of criteria and a judging committee containing one member with heritage experience determines a successful applicant.

Heritage Advisory Committee

In 1991, Council supported the establishment of a section 41 Committee specialising in heritage matters, the Heritage Advisory Committee (HAC). The purpose of the HAC is to educate the community and provide advice to Council on matters relating to heritage. There are currently 10 community members appointed to the HAC as well as two Elected Members of Council and Council's Heritage Advisor. The HAC currently promote and celebrate heritage within the region through an annual series of Heritage Talks and annual Heritage Awards. The Terms of Reference for the HAC are available on Council's website.

‘...each place has its own special personality and heritage, expressed in buildings, streetscapes, local industry and community.’ (Alexandrina Council Economic Development Strategy 2022-2027).



Langhorne Creek - Photo credit: Alexandrina Council

Legislative Context and Strategic Alignment

To effectively manage and activate heritage within Alexandrina, it is essential that the Strategy incorporates a combination of initiatives. These initiatives must comply with both statutory and strategic planning mechanisms as well as be supported by, and contribute to the achievement of, the relevant strategic and operational plans at both State and Local Government level.

State Government

The preparation of any heritage strategy or direction must comply with State Government legislation and how it dictates the management of some aspects of heritage. Different types of heritage are managed by different legislation:

Type of Heritage	Relevant Legislation
State Heritage Places and related objects	<i>Heritage Places Act 1993, Native Vegetation Act 1991, The Planning and Design Code, Planning, Development and Infrastructure Act 2016</i>
State Heritage Areas	<i>Heritage Places Act 1993, The Planning and Design Code, Planning, Development and Infrastructure Act 2016</i>
Local Heritage Places	<i>The Planning and Design Code, Planning, Development and Infrastructure Act 2016</i>
Aboriginal Heritage Sites	<i>Aboriginal Heritage Act 1988</i>

Planning, Development and Infrastructure Act 2016, Planning, Development and Infrastructure Regulations (General) 2017 and The Planning and Design Code.

The PDI Act and Regulations in conjunction with the Code, govern certain restrictions around the development of heritage places, as well as properties located within a Historic Area Overlay. They set out the developmental restrictions for State and Local Heritage Places (as defined by the PDI Act) and also contain the mechanisms and criteria for a place to be able to be listed as a Local Heritage place. The State Planning Commission, in conjunction with Local Government and Accredited Professionals are responsible for administering the powers of the PDI Act and the Code with respect to heritage matters.

Heritage Places Act 1993

The *Heritage Places Act 1993* is in place for the identification, recording and conservation of places and objects of non-Indigenous heritage significance and is the mechanism for the establishment of the South Australian Heritage Council. This Act contains specific provisions around the management of the South Australian Heritage Register, which contains the State Heritage Places found within the Alexandrina Council area. The Department for Environment and Water (DEW) are responsible for the administration of this Act.

Aboriginal Heritage Act 1988

The *Aboriginal Heritage Act 1988* functions to protect and preserve Aboriginal heritage. This Act also establishes the Aboriginal Heritage Committee who provide advice to the Minister on matters relating to the Central Archives of Aboriginal Heritage among other matters. The Aboriginal Affairs and Reconciliation Division in the Department of the Premier and Cabinet manage Aboriginal heritage under this Act.

The *Native Vegetation Act 1991*, *Commonwealth Underwater Cultural Heritage Act 2018* and the *State Historic Shipwreck Act 1981* are also relevant to the management of heritage within South Australia and will be considered where relevant in the preparation of the Strategy.

Through the development and implementation of a heritage strategy, Alexandrina Council would be at the forefront of supporting and ensuring the direction of Heritage South Australia (DEW) and the South Australian Heritage Council. Alexandrina Council participated in the consultation process for the development of the Heritage Tourism Strategy 2020 - 2030 and Action Plan 2020-2022 by DEW. One of the key focus areas of the Strategy will be heritage tourism, how it can be ignited and the potential for it to significantly contribute to economic development within the region.

Council

Any heritage related initiatives that have been identified within Alexandrina Council's existing informing strategies would need to be incorporated into the Strategy to ensure an integrated implementation process. Likewise, the Strategy will help to inform any strategic documents prepared by Council into the future.

A2040 Our Plan to Thrive 2020 - 2040

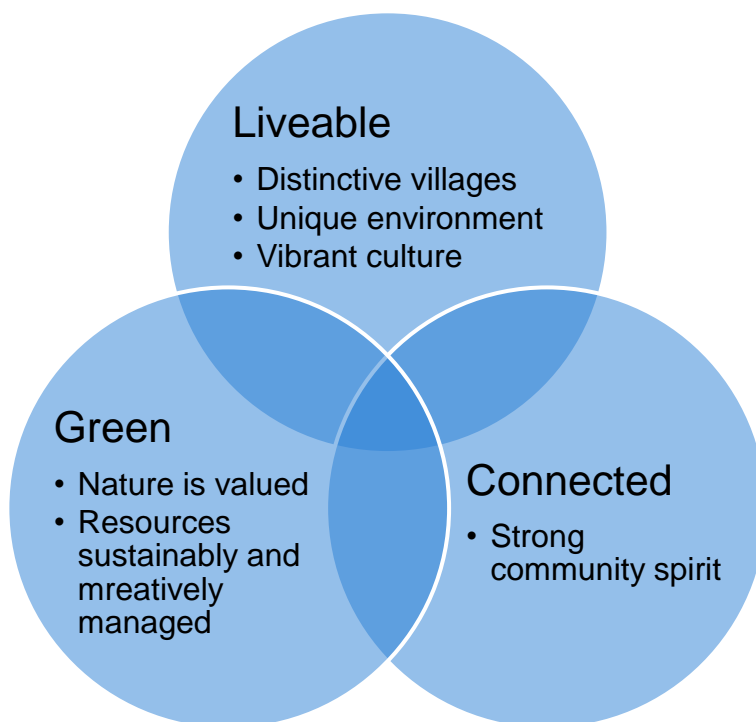
A2040 Our Plan to Thrive is the Community Strategic Plan that focuses on creating a Liveable, Green and Connected community. A heritage strategy will assist in informing each of the 11 Village Innovation Plans that will be developed in the coming years. Each of the townships have their own charm and character formed by both tangible and intangible heritage assets. Conserving and celebrating this will be an important focus during the development of the Village Innovation Plans.

Liveable Alexandrina is defined by distinctive villages, places and spaces, unique natural environments and transport networks that support active lifestyles, employment, vibrant cultures and productive enterprise.

Green Alexandrina is climate-ready, a place where nature is valued and resources are managed sustainably and creatively for a new economy.

Connected Alexandrina is an inclusive and friendly region with strong community spirit, where all people are empowered to achieve their potential, and inspired to get involved.

Heritage is present throughout each of the three aspirations of A2040:



Aspirations of A240 that reflect heritage

Strathalbyn Town Plan 2014-2024

The Strathalbyn Town Plan identifies Strathalbyn as having rural and historical qualities that are strongly valued by residents and businesses of the town. Likewise, it acknowledges that they are an important part of what attracts tourists to visit, stay and spend in the town. Many of the 'actions' listed within the plan are intrinsically linked to the heritage and historic character of the town, such as:

'Identify significant heritage buildings that should be retained and develop partnerships for their maintenance, active restoration and re-use where appropriate.'

Alexandrina Council Tourism and Visitor Strategy 2017-2022

Following community consultation during the preparation of the Tourism and Visitor Strategy, heritage, both Indigenous and European were identified as being strengths for the tourism industry within the Alexandrina region. Similarly, heritage in its many forms presents as an opportunity for the growth and expansion of tourism within the region, therefore resulting in one of the primary objectives of the Tourism and Visitor Strategy being to *'Preserve, protect and promote history and heritage of the area'*.

Alexandrina Council Economic Development Strategy 2022-2027

The Economic Development Strategy is focussed on regenerative economics, and following community consultation during the Village Conversations, several aspirations emerged with heritage related themes, including renewal that values heritage and the character of the townships. Adaptively reusing heritage buildings is a regenerative practice in its own right and doing so yields a two-fold benefit – protecting and enhancing the character and authenticity of attractive and appreciated buildings through tourism as well as an environmental benefit of not demolishing these buildings or rebuilding using new materials requiring energy (carbon emissions) to manufacture and transport.

Alexandrina Council Wooden Boat Strategy 2022-2026

The wooden boat industry in Alexandrina contributes significantly to the rich heritage story of Goolwa and surrounds. Identified within the Wooden Boat Strategy are opportunities for social and economic benefits to the region. The activation of the wooden boat industry along with the effective management of Council owned wooden boats will undoubtedly contribute to the preservation of a portion of Alexandrina's heritage.

Carbon Neutral Plan

Council's Carbon Neutral Plan will be considered where possible by implementing measures during renovation/upgrades that assist in carbon reduction (eg, materials, insulation, solar panels, green building design and construction (including alterations and additions)).

Environmental Action Plan (currently in review)

Any recommendation/actions involving work on Council owned/managed buildings or areas will consider how to restore buildings in a way that is climate ready, environmentally friendly and sustainable. The strategy will consider the conservation of existing biodiversity, ecosystems and significant/native vegetation retention as well as their activation as natural heritage assets.

Asset Management Plan

Buildings (and all asset classes) do not have funding allocated to specific assets over a longer term (including heritage-listed buildings); rather a total allocation per asset class is identified each year within the long-term financial plan. This amount is based on asset condition auditing and modelling for asset renewal and a consistent amount is allocated for upgrade/expansion work.

Scope

Research

In order to facilitate the development of this background and research paper, considerable research and consultation with other Local Government bodies was undertaken. This research was based primarily around current Heritage Strategies produced by:

- City of Perth (WA)
- City of Adelaide (SA)
- City of Swan (WA)
- City of Stonnington (VIC)
- City of Melbourne (VIC).

In conjunction with this, academic resources on topics such as heritage tourism, interpretation, conservation management plans (among others) were reviewed, this included publications produced by:

- DEW (State Government)
- Department of the Environment and Heritage (Federal)
- National Trust of Australia (and South Australia)
- Australian Heritage Commission/University of Canberra.

In culminating the findings of the abovementioned research, it was identified that the scope for the management of heritage is broad, and tailored to each Local Government area that it affects. The research also identified proven methods for the achievement of successful heritage management, activation and celebration. These findings, along with a specific analysis of Alexandrina Council's (from both organisational and community perspective) expectations, have informed the development of the proposed below mentioned framework.

Framework

The Heritage Alexandrina Strategy will provide the framework for a unified approach to the management and activation of heritage within the Alexandrina region. The Strategy will be designed to guide Council, business and the community in successfully preserving and interpreting the region’s heritage for future generations. In developing the Strategy, Administration will identify a series of principles for heritage management influenced by the methodology of *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, 2013*. The Burra Charter Process is detailed as follows:

The Burra Charter Process

Steps in planning for and managing a place of cultural significance

The Burra Charter should be read as a whole.

Key articles relevant to each step are shown in the boxes. Article 6 summarises the Burra Charter Process.



The Burra Charter Process: flow chart from the *Australia ICOMOS Burra Charter, 2013, p10*.
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This national framework broadly provides the foundation of the principles for this Strategy; however, there may be variation of the principles following discussion and community consultation. Practically applying The Burra Charter Process to Alexandrina’s heritage as a whole can be broken down into a series of four connected areas based on the foundation principles for heritage management: ‘Identify and Understand, Value and Protect, Partnerships and Education, Leadership and Promotion’.



Identify and Understand

Identifying heritage places/places of historical significance is the first step in being able to then subsequently research and understand them. This is not restricted to buildings/architectural form, with heritage extending across places, objects, stories and culture. Identifying and understanding will involve a unified approach from Administration in ensuring statutory planning and legal requirements are met, heritage professionals in the assessment of heritage places and the preparation of the appropriate conservation management plans as well as the community in conducting and documenting local and family culture and history.

Value and Protect

In identifying and appropriately documenting heritage assets, we are able to subsequently acknowledge and prioritise their value. Through the development of individual 'Statements of Significance', the profile of each asset can be built and their value and potential realised. This process will facilitate amendments to planning policy for the inclusion of places on the Local Heritage List and likewise, applications for items to be entered onto the State Heritage Register. Formalising the status of heritage within the region will provide a solid foundation for it to be included as an ongoing source of revenue for business and tourism among other things. In acknowledging this, dedicated and ongoing budgeting for heritage activation and management should occur.

Partnerships and Education

Developing fruitful partnerships with both Government and private enterprise stakeholders will be pivotal in establishing and promoting the status of Heritage Alexandrina. Raising the profile and potential of our heritage assets and stories amongst heritage professionals as well as the local and broader community will provide the opportunity for valuable input and joint initiatives. Endorsing heritage education and research will demonstrate commitment to celebrating the potential of heritage for both businesses and the community.

Leadership and Promotion

Given the significant investment that Alexandrina Council has in listed heritage places, it is essential that Council show leadership by applying best practice heritage management to these places. This can be demonstrated through budgeting for and the commission of Conservation Management Plans and the subsequent scheduling of high-quality capital works programs for Council owned assets. Council can also demonstrate leadership by effectively activating their heritage places through adaptive re-use and repurposing and provide adequate support (including the opportunity for grants) for private landowners to do the same. Council has the opportunity to facilitate Alexandrina being the premier destination for heritage tourism in South Australia.

Additional Considerations

It is important to acknowledge that heritage within Alexandrina includes natural, built, Indigenous and non-Indigenous themes. It is both tangible and intangible and can be in the form of scenic landscapes, deserts, coasts, forests, flora and fauna, geological features, indigenous sites, culture, art, towns, buildings, mines and museums. In some cases, more than one of these 'types' of heritage may co-exist, and therefore multiple stakeholders and layers of legislation may need to be considered.

In acknowledging the varying 'types' of heritage within the Strategy, it brings forth the opportunity for Heritage Alexandrina to be a rich and diverse representation of the region's heritage story. Input and guidance should be sought from the relevant First Nation Peoples and included in the Strategy.

The Strategy should allow for the unexpected, as there is always the possibility of encountering unforeseen building works, projects, partnership opportunities or environmental disasters. Current Council services, projects and programs should be reviewed in line with the development of the Strategy with a key focus on establishing organisation-wide staff awareness and knowledge around the Strategy and the value of heritage to the region ('walk the talk').

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Extensive portfolio of Council-owned/managed heritage assets • Each township has unique heritage character • Diversity of ‘types’ of heritage/history within the region (natural, built, cultural, etc.) • Alignment with the Goolwa Wharf Precinct revitalisation project and Strathalbyn Town Centre Revitalisation Project • Strong presence of both indigenous and non-indigenous culture within the region • Heritage based Code Amendments are underway (Milang and scoping for South Coast Towns) • Strong local interest and community pride around heritage/history • The community has high expectations and expects best practice heritage management by Council • Established heritage tourism ventures eg. Wooden Boat Festival, PS Oscar W and heritage trails 	<ul style="list-style-type: none"> • Meeting legal/legislative requirements can have lengthy timeframes associated • No existing strategic direction for heritage • Minimal budget allocation for heritage management • Perception in the community that heritage is ‘old’ • Differing context of what constitutes heritage/history amongst stakeholders/ the community therefore effecting what they believe should/ should not be considered as a part of the Strategy • Minimal emphasis on the value/importance of heritage within existing Council strategic documents • Administration’s awareness and knowledge of Council’s heritage services and heritage within the region generally is varied and inconsistent • Ongoing cost of maintaining/ conserving heritage assets

Opportunities	Threats
<ul style="list-style-type: none"> • Capitalising on Council’s ability to ‘show and tell’ through its own heritage assets • Develop a ‘new generation’ of heritage awareness • Support/promote the adaptive re-use of heritage buildings • To review and expand on existing Council heritage services • Become the premier destination for heritage tourism in South Australia • Develop a unified approach to heritage management by Council • Build strong and fruitful relationships with heritage partners and Government bodies • Elevate status of heritage within the community • No existing strategic direction for heritage • Identifying the need for and future inclusion of budget for heritage management • Work with industry professionals to effectively interpret Alexandrina’s Heritage. 	<ul style="list-style-type: none"> • Financial implication for commissioning of Conservation Management Plans and other initiatives • Existing strategies/policies may not have scope or consideration of heritage • Lack of support for the development of the Strategy and associated resourcing • Community/stakeholder opposition to the development of the Strategy • Planning/development policy restricting certain proposals within heritage buildings/areas • Ratepayers not wanting their property to become heritage listed • The community has high expectations and expects best practice heritage management by Council

Community and Stakeholder Engagement

Developing the Strategy will build on ways in which Council can positively promote the efforts of the community who are celebrating and supporting heritage within the region. By releasing a draft of the Heritage Strategy to the community and stakeholders, it will build important relationships with the interested parties and a way to provide feedback on its development. Building these positive and transparent relationships will productively feed into their input on future initiatives and activities.

This will be achieved through the development of a communications plan and feedback survey on the My Say Alexandrina consultation website to engage with the community, prepared in consultation with Council's Marketing and Communications team. This engagement process will be an important part of the development of the Strategy to ensure interested parties are aware of the intent of the Strategy and give them the opportunity to provide feedback on the draft.

The net for community and stakeholder engagement will be cast wide to ensure a balanced and successful engagement campaign. Engagement should occur across a variety of platforms to ensure the opportunity for contribution from each of the region's demographics. This will include:

- Online engagement and advertisement through MySay, Alexandrina's consultation website
- Opportunity for face-to-face engagement via drop in sessions
- Advertisement of campaign to corporate colleagues (including heritage partners, State and Local Government)
- Email distribution to key stakeholders and interested community groups
- Public Notice in local papers and advertisement through website and social media platforms.

Financial Implications and Existing Council Services

Financial Implications

A budget consideration for the 2022/23 financial year, for \$30,000 has been submitted to adequately resource the development of the Strategy, costs may include, but are not restricted to:

- Resourcing (FTE) associated with the project
- Community and stakeholder engagement
- Graphic design and digital/print
- Consultant advice/assistance with development/execution of the Strategy.

Governance

During the development of the Strategy, Administration will ensure relevant legislation and existing policies are followed; to ensure community and Council are presented with thorough and accurate information in order make informed decisions. All submissions from community will be presented to Council to ensure they are considered during decision making.

Existing Services and Key Council Projects

A review of Council's existing heritage services should be undertaken, in association with the development of the Strategy. This is including but not limited to:

- **Grant Funding Program**
Consideration of the 'heritage' category and that the promotion of heritage in the region may result in an increase in community expectation for grant funding support from Council.
- **Heritage Advisory Committee**
The role of Council's Heritage Advisory Committee should be reviewed to ensure that the vision/mission aligns with the direction of the Strategy.
- **Local Heritage List and Heritage Planning Policies**
Relevant Planning Policies and heritage buildings are continuously under review by the Strategic Planning Team. The Strategy should support the commissioning of Local Heritage Surveys and subsequent Code Amendment processes to include new Local Heritage Places on the Local Heritage List (and Potentially State Heritage Places).
- **Asset Management/Maintenance**
Conservation Management Plans for Council's Heritage Assets should be budgeted for and commissioned, then incorporated into existing/reviewed asset management plans and registers.
- **Tourism and Visitor Services**
Council promotes and endorses heritage tourism experiences through visitor information channels and via the Wooden Boat Festival. The newly developed Wooden Boat Strategy and its recommendations/actions should be considered to facilitate fruitful outcomes for both the wooden boat industry and heritage. The Strategy should explore how existing heritage tourism experiences can be enhanced and investigate the untapped potential of heritage as a tourism product for sustainable revenue generation.

Current key projects of Council should be considered during the development of the Strategy to ensure that action areas and resourcing do not conflict. As a timeframe for the development of the Strategy is determined, the relevant projects will subsequently be identified.

Likewise, heritage and the direction of the Strategy should be included in the scope of existing strategies that are approaching review as well as upcoming projects.

Phases and Milestones

Phase 1 - Research and Scope

Milestones

- Prepare Background & Research Paper (B&RP) and present to Executive
- Prepare Report with recommendation to proceed with development of Heritage Alexandrina Brand and Strategy to accompany B&RP for adoption
- Assignment of resources to execute project

Phase 2 - Draft Strategy and Progress Briefing

Milestones

- Research, analyse needs and prepare draft strategy including recommendation and actions
- Progress briefing with Council (if required)
- Prepare progress report to accompany presentation of draft strategy to Council for adoption to proceed to community consultation

Phase 3 - Community and Stakeholder Consultation on Draft Strategy

Milestones

- Preparation of document including design/graphics for consultation
- Formal public consultation on draft strategy
- Consult First Nation Peoples
- Conduct online and face-to-face engagement with local community, businesses and stakeholders

Phase 4 - Adoption and Production

Milestones

- Presentation of Final Heritage Alexandrina Strategy to Council for adoption
- Production of final document including design/graphics for online/print distribution

Phase 5 - Implementation and Review

Milestones

- Implement vision of the Strategy across the organisation and execute recommendations and actions
- Monitor the Strategy annually to support financial year planning and potential need for permanent budget allocations to execute particular actions
- Review the Strategy in its entirety and evaluate successes/areas for improvement

Conclusion

Developing Heritage Alexandrina and the Heritage Strategy will provide the foundation for Council to celebrate that the built, natural and cultural heritage of Alexandrina. It is central to creating a vibrant and sustainable region.

Informed by *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance*, 2013, the Heritage Strategy will hero four principles for heritage management: 'Identify and Understand, Value and Protect, Partnerships and Education, Leadership and Promotion'. Instilling these principles across all areas of the organisation as well as educating the community will result in a unified and successful approach to heritage management.

A successfully implemented Heritage Strategy will contribute to a region with rich, well preserved built heritage filled with authentic experiences that support a sustainable economy. Alexandrina Council has a unique opportunity to be at the forefront of heritage management and tourism in South Australia and showcase our diverse First Nations and European heritage stories.