

Heritage Alexandrina



# Heritage Strategy and Action Plan 2023–2030







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

Image | Murray Mouth

Cover Image | Tucker Church, Sandergrove by Rob Fairweather

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# A Message from the Mayor

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**Alexandrina is a community proud of its beautiful landscapes and its rich and diverse cultural history from the First Nations people through to early settlement and beyond.**

Over many years, through many public consultations for strategic plans, our community has told us how much they value our shared heritage and that they want us as Council to identify, protect and promote these valuable assets.

This Heritage Strategy and Action Plan aims to meet this community expectation.

This is Alexandrina's first written heritage strategy and is a first for a regional council in South Australia.

Aside from Alexandrina, the Adelaide City Council and Port Adelaide Enfield Council are the only Councils in the State with written heritage strategies.

The idea was conceived in 2020 and the plan before you now came about after detailed investigations and considerable research which is outlined in our Heritage Alexandrina Background and Research Paper 2022.

The strategy sets out our strategic direction while the action plan details the steps that Council could take in the future while supporting businesses, community groups and individuals to play their part in the preservation and activation of our heritage.

The 2022 Research Paper identified 1,467 heritage items across our region, including the State Heritage areas and Historic Area Overlays in Goolwa, Strathalbyn, Port Elliot, and Middleton.

Council is the custodian of a significant percentage of local and State Heritage-listed places.

We own or manage 19 of 91 State Heritage listed items, 22 of the 189 items in the Goolwa State Heritage Area and 19 of the 689 items in the Strathalbyn Historic Area Overlay.

However, there are hundreds of buildings, structures and culturally significant features of heritage value that remain in private ownership or under collective management.

Council takes its role as custodian seriously and through this plan we aim to work with our community to protect and promote our shared history.

We seek to set the standard for heritage management within regional South Australia while capitalising on the opportunities for heritage tourism and preserving and protecting built heritage.



**Mayor Keith  
Parkes**



# Introduction

**The *Heritage Alexandrina Strategy and Action Plan 2023 – 2030* (the Strategy) outlines Alexandrina’s commitment to the effective management and activation of heritage within our region to 2030.**

*Alexandrina’s Community Strategic Plan A2040* seeks a Liveable, Green and Connected Alexandrina. A series of Village Innovation Conversations through eleven townships and settlements of the region heard our communities tell us how much the buildings, streets and industries of the past meant for the character of our future. The Strategy recognises the importance of heritage as being a key contributor in achieving our community’s vision.

The Strategy will guide businesses, community groups and individuals along with Council in managing, activating and celebrating Alexandrina’s heritage. Executed through the Action Plan, there are a series of goals and actions to be used as deliverables to measure the Strategy’s success. The Action Plan will be subject to review over the lifetime of the Strategy to ensure that it remains relevant.



# 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, coasts, forests, flora and fauna, geological features, Indigenous sites, culture, art, towns, buildings, historic shipwrecks, mines and museums.

Being the traditional lands of the Ngarrindjeri, Peramangk and Kurna First Nations people, their cultural history is embedded within Alexandrina country. First Nations' culture is integral in understanding and appreciating the shared history of our region.

Likewise, 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. Places such as the Goolwa Wharf are unique, representing the significance of the riverboat trade and its history. 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. Additionally, the beaches and dunes of the southern coast, form our southernmost border and hold both unique maritime history and marine and coastal habitat.

Consolidated into a single statement:

**'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.'**

It is acknowledged that there are some inconsistencies in language used to describe heritage across cultural and heritage tourism industries. However, the overall intent of the language remains consistent, that heritage, history and culture support experiences that are authentic and enriching.

Our community has a keen interest in heritage, and place particular importance on the protection of built heritage. The social and economic benefits, in addition to the sustainability benefits of conserving and restoring heritage places and areas to secure their future is an emerging phenomenon across the globe. Alexandrina recognises how our heritage contributes to the unique identity of each of our townships and settlements and that preserving built heritage is paramount in maintaining these identities. Preserving heritage will foster a strong sense of place for our community. Developing ownership and pride will encourage the people and businesses of Alexandrina to want to share our heritage story, enabling us to capitalise on fantastic tourism opportunities.



# Background

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The Heritage Alexandrina concept was conceived in 2020. At this time, detailed investigations on heritage strategies, academic resources and the current state of heritage within Alexandrina were undertaken. These were presented in the *Heritage Alexandrina Background and Research Paper 2022*. The Strategy should be read in conjunction with the Background and Research Paper. It can be viewed on Council's website at [alexandrina.sa.gov.au/heritage](https://alexandrina.sa.gov.au/heritage)

The Background and Research Paper informed the development of four principles for heritage management in Alexandrina: 'Identify and Understand, Value and Protect, Partnerships and Education, Leadership and Promotion'.

These principles have been incorporated into the Strategy and Action Plan and act as pillars for the goals and actions.

In recent years, the State Government has invested significantly in documenting and providing a strategic direction on the importance of heritage tourism. Heritage Alexandrina seeks to facilitate strong and fruitful connections between heritage and tourism, supporting authentic experiences that contribute to sustainable economic and social development within our region.



# Vision

“ To effectively manage and activate Alexandrina’s heritage, raising its profile to ensure it is successfully experienced by current generations and preserved for future generations. ”





# Purpose and Policy

The purpose of the Strategy and Action Plan is to provide a strategic direction for Council, detailing a unified approach to the management and activation of heritage. The document is designed to guide Council along with business and the community in successfully preserving and interpreting the region's heritage for future generations.

By having a documented strategic direction for heritage, it reinforces the importance of heritage as a meaningful contributor to the identity and sustainable economic growth of the Alexandrina region.

*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 eleven Village Innovation Plans that will be developed in the coming years.

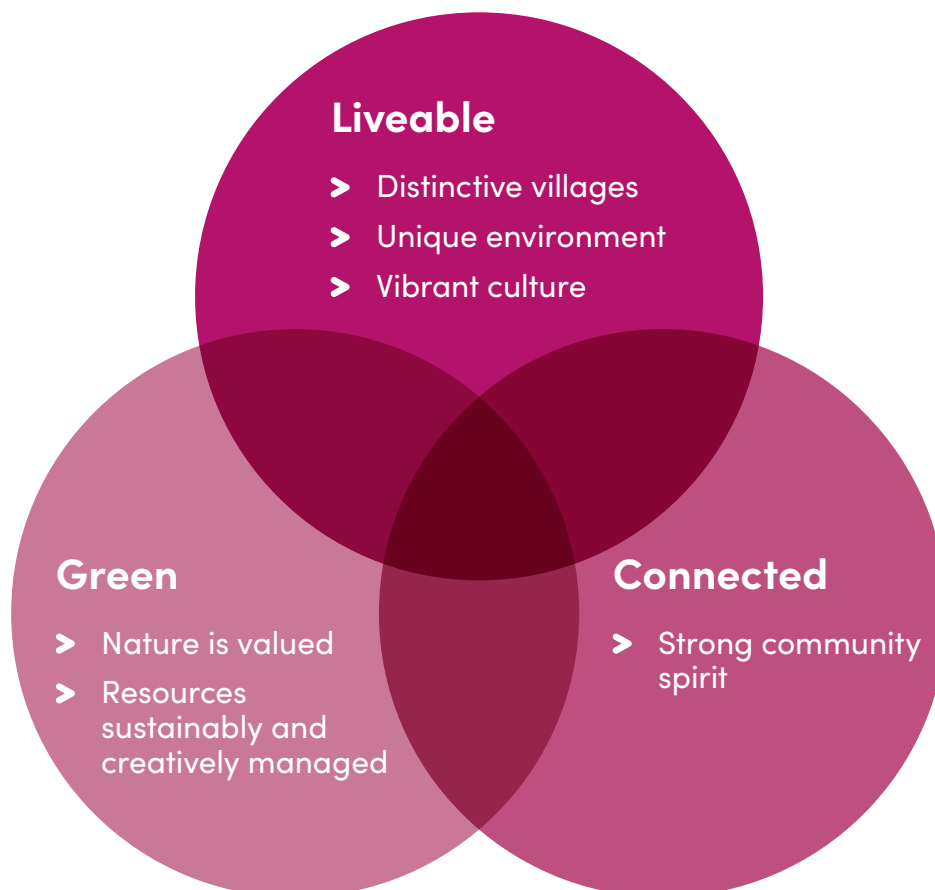
Each of the townships have their own charm and character formed by both tangible and intangible heritage assets. Conserving and celebrating this will be an important focus during the development of the Village Innovation Plans.

**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:



## The role of Council

The Action Plan details a series of actions and the relevant stakeholder as measures for the successful implementation of the Strategy. Council will be a primary stakeholder in the execution of many of these actions. These actions span across a variety of different business units of Council, and will require each of the respective units to be 'on the same page' with respect to the desired outcomes for heritage in the region.

Council's primary focus is on those areas of heritage for which it has direct responsibility or involvement and those where it can support or advocate for the heritage sector. This includes:

- › Initiate Code Amendments to include additional places for local heritage listing based on recommendations of heritage surveys
- › Develop individual 'Statements of Significance' of Council owned heritage buildings to build a profile and prioritise their value
- › Acknowledge excellence in heritage management and activation by businesses and the community through the annual Alexandrina Council Heritage Awards
- › Provide a grant funding program for owners of places with heritage/historical significance
- › Educate Council staff on the effective interpretation of heritage places and work with industry experts to achieve this
- › Actively commence adaptively re-using and activating Council owned heritage buildings
- › Schedule and undertake high quality capital works to Council owned heritage buildings in line with Conservation Management Plans
- › Having a Heritage Advisory Committee as a group of subject matter experts who also provide a platform for connection between Council and the community on heritage related matters
- › Build strong communication platforms with industry, community and First Nations people to elevate heritage within the region.

## The role of businesses, community groups and individuals

Whilst Council can support and facilitate where possible, it must be acknowledged that managing and activating the region's heritage cannot be done without the significant contribution of owners of heritage places, heritage based organisations, First Nations People, the wider community and businesses, as well as State and Federal Government.

Businesses, community groups and individuals, as key stakeholders, must also contribute to the preservation and activation of Alexandrina's heritage, in ways such as:

- › Collect and preserve intangible knowledge and make it accessible. Conduct recorded interviews with local historians and present their knowledge in ways that will enable the content to be shared with future generations
- › Conduct research on local and family history and culture. Seek support from Council to present these findings in high quality publications and enter into Local and Family History Rooms at Goolwa and Strathalbyn libraries
- › Local museums catalogue their collections and document all associated stories
- › Businesses, community groups and individuals identify the potential of their heritage asset/story and seek to celebrate it
- › The community must educate themselves on the effective interpretation of heritage places and work with industry experts to achieve this
- › Seek direction and support from Growing our heritage future – a 10-year strategy for heritage tourism in South Australia produced by DEW.



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 be considered in conjunction with one another. It is important to note that First Nations Heritage is governed by its own legislative framework and therefore managed differently to colonial and other forms of heritage. Legislation applicable to heritage management includes the following:

## World

World Heritage protection: the Australian Government considers places for nomination to the UNESCO World Heritage list.

## National

Commonwealth protection: National Heritage List; Commonwealth Heritage List; *Environment Protection and Biodiversity Act 1999*; National Heritage Protocol 2004, Australian Heritage Strategy, December 2015.

Aboriginal heritage protection: *Aboriginal and Torres Strait Islander Heritage Protection Act, Native Title Act, 1993 and Protection of Moveable Cultural Heritage Act 1986*.

## State Government

Heritage protection: Government of South Australia – *SA Heritage Register; Heritage Places Act 1993*; South Australian Heritage Council (listing of state places), *SA Aboriginal Heritage Act 1998*.

Planning Policies: *Planning Development and Infrastructure Act 2016* and the Planning & Design Code.

Other relevant legislative protection for heritage: *Native Vegetation Act 1991, Commonwealth Underwater Cultural Heritage Act 2018 and State Historic Shipwreck Act 1981*.

Heritage tourism: Government of South Australia, Growing Our Heritage Future – A 10-year Strategy for Heritage Tourism in South Australia and Action Plan 2021 – 2022, and South Australia Visitor Economy Sector Plan 2030.

South Australian Tourism Commission, South Australian Arts and Cultural Tourism Strategy 2025.

## Local Government

Statutory requirements: *Local Government Act 1999*

## Alexandrina Council

Strategic Plan: Alexandrina's Community Strategic Plan A2040

Other Strategies and Policies: Alexandrina Council Economic Development Strategy 2022-2027, Alexandrina Council Wooden Boat Strategy 2022-2026, Strathalbyn Town Plan 2014-2024, Carbon Neutral Plan & Environmental Action Plan, Asset Management Plan, Draft Masterplans (Milang, Middleton and Port Elliot)

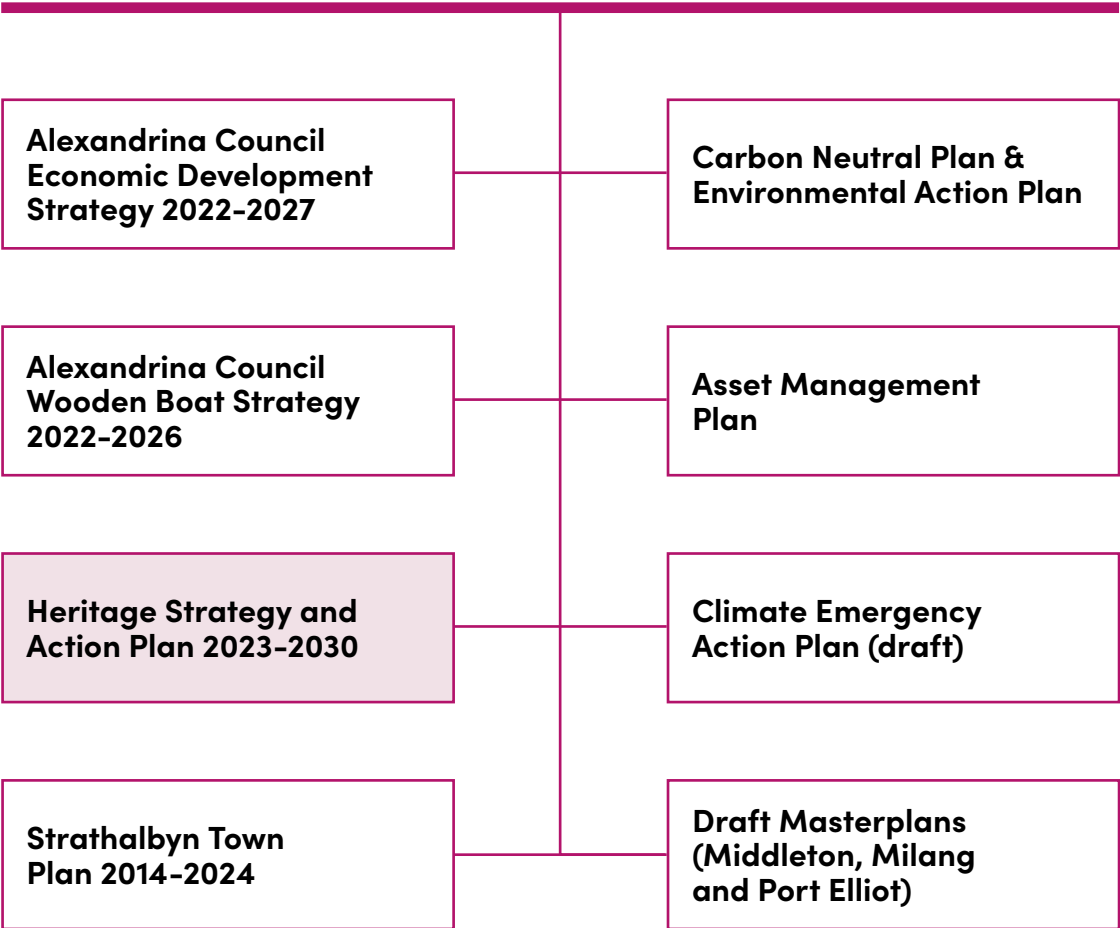
## Best Practice Heritage Management

The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, 2013.

The Strategy informs and is informed by the following Council strategies and policies:

# Alexandrina’s Community Strategic Plan A2040

## Livable, Green, Connected





# Key Objectives

## Demonstrate Best Practice Heritage Management

As captured in the Background and Research Paper 2022, Alexandrina Council is the custodian for a significant percentage of the Local and State Heritage listed places in our region.

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%

\*Historic Area Overlay (HAO)

Council is obligated to maintain our heritage places to an appropriate standard as dictated by relevant legislation. Likewise, owners of heritage places within our community are equally as obligated to preserve their heritage places. Having such an expanse of heritage places, Alexandrina Council is in a unique position, able to 'show and tell' best practice heritage management through our own heritage assets. This is categorised into two main elements of best practice heritage management:

- › Maintenance and restoration of heritage buildings, and;
- › Adaptive re-use/activation of heritage buildings and places.

By preparing statements of significance, commissioning conservation management plans, subsequently scheduling, and undertaking high quality capital works, Council will demonstrate best practice with respect to the maintenance and restoration of heritage buildings. Having heritage buildings that are well looked after and appropriately serviced naturally supports the adaptive re-use and activation of these spaces. As such, Council can facilitate the occupation of their heritage places/buildings, through leases, community events, private events and functions among other things.

## Capitalise on the opportunities for heritage tourism

Heritage tourism is currently at the forefront of the tourism industry in South Australia, with significant emphasis being placed on the potential that heritage has for outstanding tourism experiences.

**Given the expanse of heritage assets within the region, Alexandrina Council has the potential to become the premier destination for heritage tourism in South Australia for international, interstate and intrastate visitors.**

In addition to exclusive heritage tourism experiences, Alexandrina has exceptional food and wine offerings and immersive nature, wildlife and First Nations experiences, providing the ability to offer a variety of blended experiences. Rich heritage tourism experiences can be generated within the region through access, interpretation and promotion of our heritage assets.

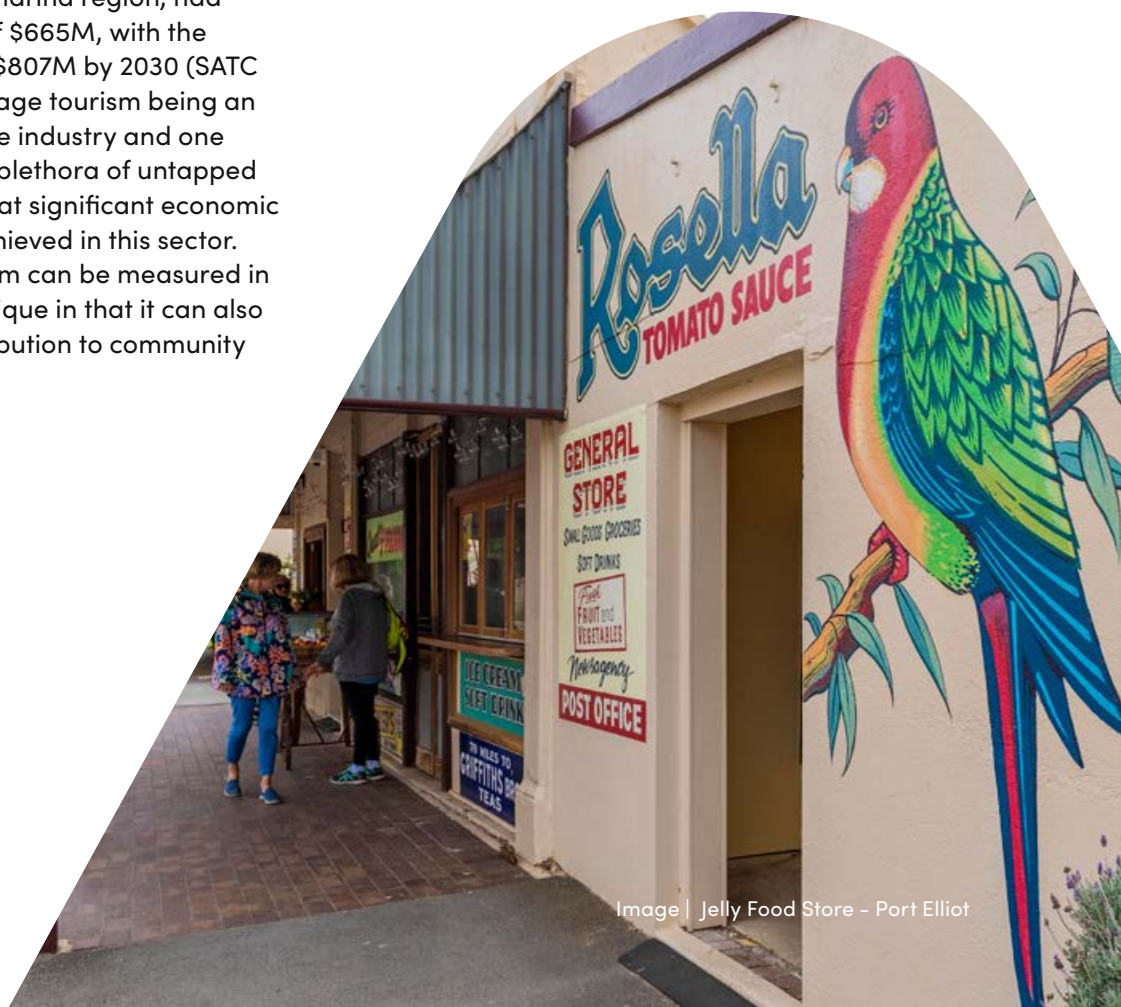
In 2022, the broader Fleurieu Peninsula, including the entire Alexandrina region, had an actual tourism value of \$665M, with the projected potential to be \$807M by 2030 (SATC Statistics 2022). With heritage tourism being an emerging sector within the industry and one where Alexandrina has a plethora of untapped potential, it is expected that significant economic contributions could be achieved in this sector. Successful heritage tourism can be measured in economic terms, but is unique in that it can also be measured on its contribution to community

and creating a strong sense of place through the preservation and activation of heritage assets and stories for future generations.

As detailed in *Growing our heritage future – a 10-year strategy for heritage tourism in South Australia*, produced by the Department of Environment and Water:

*‘Successful heritage tourism in South Australia requires leadership from all levels of government, regional development organisations, the tourism industry and heritage sector, and collaboration between all stakeholders.’*

Likewise, the South Australian Tourism Commission have included heritage experiences as a specific pillar and notes that 49% of international visitors to South Australia visit a historic building or site, as detailed within the *South Australian Arts & Cultural Tourism Strategy 2025*.





# Preserve and protect built heritage

Built form represents only one element of the Alexandrina region's 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 development controls under the *Planning, Development and Infrastructure Act 2016* (PDI Act) and The *Planning, and Design Code* (Code) by way of being listed as State or Local Heritage Places. In addition to this, the Code also contains provisions around the protection of places that are located within a Historic Area Overlay (HAO).

State Heritage Listed Places are also regulated by the *Heritage Places Act 1993*. There are significant environmental benefits associated with the restoration and preservation of heritage buildings, as they become a sustainable asset for future generations, rather than being subject to demolition and waste generation.

## The Planning and Design Code

In South Australia, the Planning and Design Code identifies Local Heritage Listed places as well as places within Historic Area Overlays. It is important to acknowledge in order to have a place Local Heritage Listed or to amend the boundaries of a Historic Area, Council must go through a legislated process to amend the Planning and Design Code, called a Code Amendment.

The process of undertaking a heritage Code Amendment is one that can occur over a number of years, ultimately resulting in the protection of places and/or areas and includes, but is not restricted to the following activities:

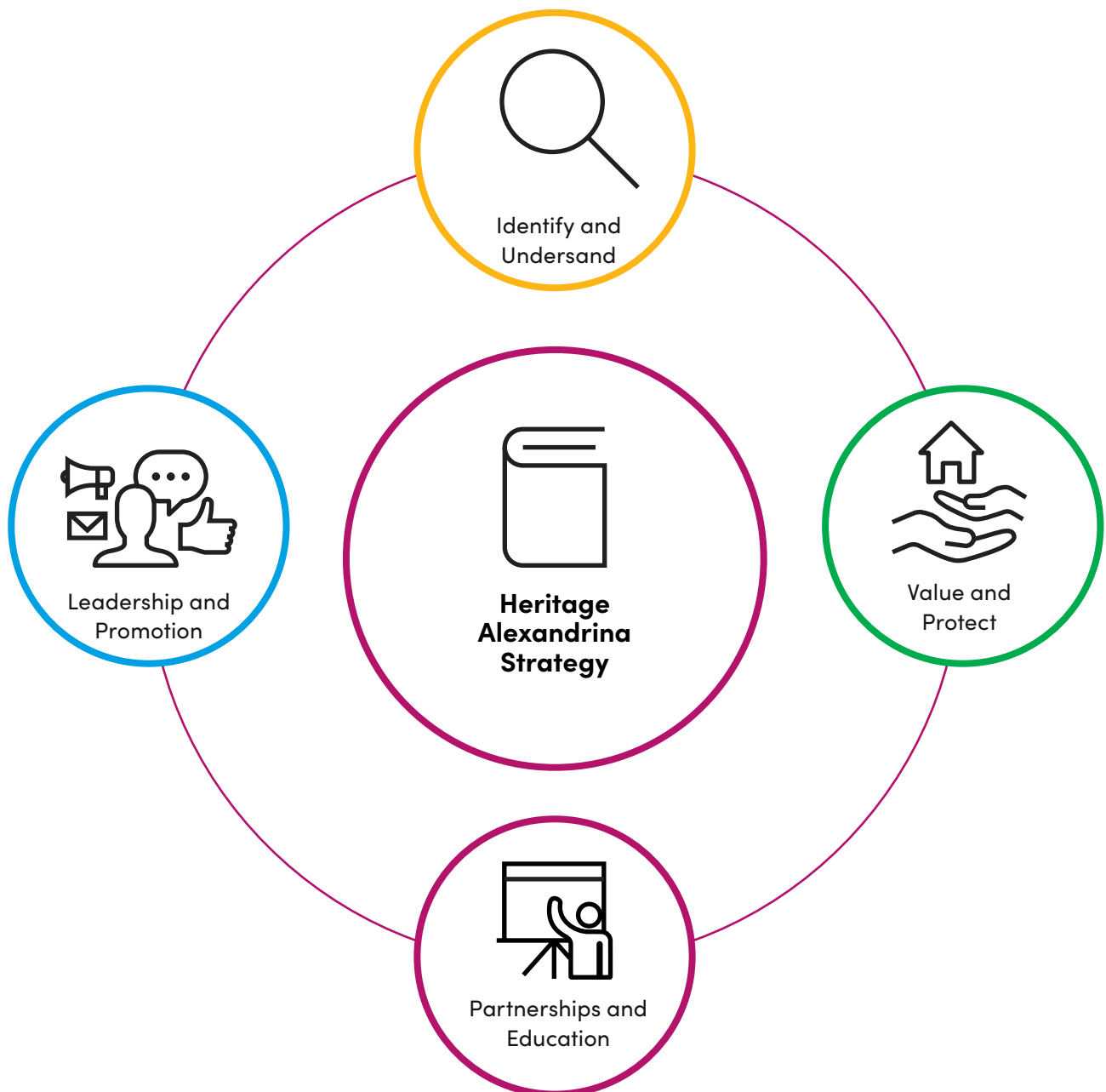
- › Identifying and preparing relevant 'Historic themes' for areas
- › Identifying individual and groups of places that reflect the themes
- › Documenting individual places, objects and areas of historic merit
- › Drafting 'Proposal to Initiate' a Code Amendment (PICA) by staff and a heritage consultant
- › Council endorsement of PICA
- › State Planning Commission/Minister for Planning endorsement of PICA
- › Public consultation (including targeted owners)
- › Review of Code Amendment
- › Approval of Code Amendment.

The complex and lengthy nature of this process means that it is not viable to undertake a heritage Code Amendment to list a single place.

# Principles

The Background and Research Paper saw the development of a series of interrelated principles for heritage management. The principles are influenced by the methodology of *The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, 2013*.

Practically applying The Burra Charter Process to Alexandrina's heritage can be broken down into a series of four connected pillars based on the foundation principles for heritage management: 'Identify and Understand, Value and Protect, Partnerships and Education, Leadership and Promotion'. Identifying actions under each of these principles ensures a balanced approach to all areas of heritage management.







## 1. Identify and Understand

Identifying heritage places and 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 Council 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.

Simply, Identify and Understand will:

- › Identify heritage places
- › Research them
- › Define their extent
- › Document their story.

### The key goals to Identifying and Understanding are:

**Goal 1.1:** Identify places, items and collections of heritage and/or historical significance to the region

**Goal 1.2:** Document the stories of the places, items and collections of heritage and/or historical significance to the region



## 2. 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.

Simply, Value and Protect will:

- › Acknowledge the value of places
- › Develop a 'Statement of Significance' for each place
- › Identify legal obligations
- › Develop policy
- › Budget for heritage management
- › Work through legislated formal processes.

### The key goals to Valuing and Protecting are:

**Goal 2.1:** Work to ensure that identified places of significance have appropriate legislative protection where possible

**Goal 2.2:** Acknowledge the value of, and support the preservation the region's heritage

**Goal 2.3:** Support owners of heritage places and properties within Historic Area Overlays



### 3. 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 with heritage interests 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.

Simply, Partnerships and Education will:

- › Build useful relationships with heritage partners, State Government stakeholders, businesses and the community
- › Endorse heritage education and research
- › Increase community awareness of the importance and potential of heritage
- › Businesses, community groups and individuals are empowered to activate heritage
- › Council's Heritage Advisory Committee provide a platform for connection between Council and the community on heritage related matters.

#### The key goals to developing Partnerships and Education are:

**Goal 3.1:** Businesses, community groups and individuals can activate heritage

**Goal 3.2:** Build relationships with heritage partners, Government stakeholders, businesses and the community

**Goal 3.3:** Education and information about heritage is available and accessible

**Goal 3.4:** Interpret the region's heritage



### 4. 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 commissioning 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, 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.

Simply, Leadership and Promotion will:

- › Conservation Management Plans for Council owned assets
- › Apply best practice heritage management including high quality capital works programs to Council owned heritage assets
- › Initiate and support adaptive re-use of heritage places and heritage tourism ventures.

#### The key goals for Leadership and Promotion are:

**Goal 4.1:** A cohesive and integrated approach to the management and activation of heritage by Council

**Goal 4.2:** Capitalise on the potential for heritage to create outstanding tourism experiences

**Goal 4.3:** Apply best practice heritage management to Council owned/ managed heritage places

# Heritage Alexandrina Action Plan 2023 – 2030

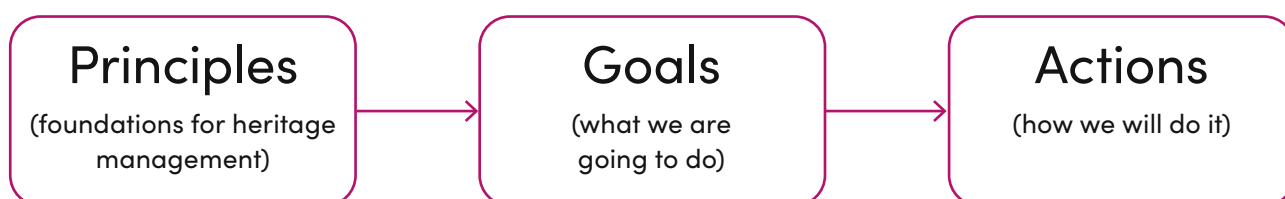




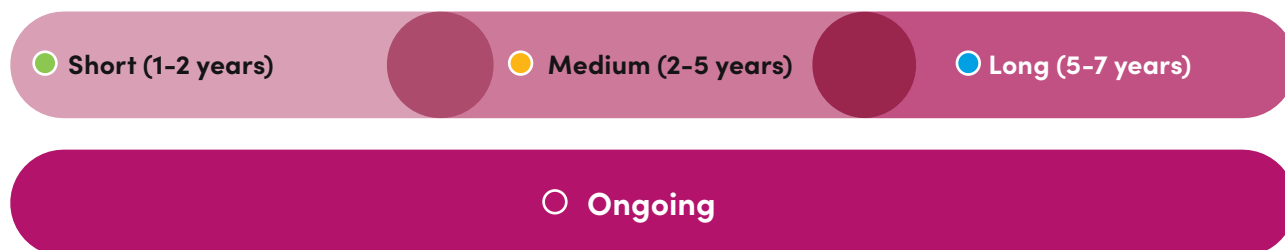
# Introduction

The Action Plan guides the implementation of the Strategy and details goals that are relative to the principles of the Strategy along with a series of actions. Over the lifetime of the Action Plan, the effective delivery of the actions will act as measures of success. The Action Plan will support business cases to Council for heritage related projects. Each of the actions have an indicative action type assigned to them, short term (within 1-2 years of adoption of the Strategy and Action Plan), medium term (2-5 years), long term (5-7) years or ongoing (lifetime of the Strategy and Action Plan).

Annually, a review will be conducted of the Action Plan and a report presented to Council to detail completed actions and provide a measure of return on investment.



## Action Type – Timeframe



## Stakeholders Legend

### Internal

- › Alexandrina Council (AC) A2040 Administration Officer
- › AC Assets Team
- › AC Cemeteries Advisory Committee
- › AC Communications Team
- › AC Development Services Team
- › AC Economic Development Team
- › AC Finance Team
- › AC Future Additional Resource
- › AC Grants Administrator

- › AC Heritage Advisor
- › AC Heritage Advisory Committee
- › AC Human Resources (HR) Team
- › AC Library and Customer Service (CX) Team
- › AC Property Team
- › AC Strategic Development Team.

### External

- › Businesses
- › Community Groups, Volunteers and Enthusiasts
- › Local and Family Historians.







# 1. Identify and Understand







Identifying heritage places and 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 Council 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.

Simply, Identify and Understand will:

- › Identify heritage places
- › Research them
- › Define their extent
- › Document their story.

Goal 1.1: Identify places, items and collections of heritage and/or historical significance to the region				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/ Resourcing
a) Engage experts to identify and prepare historic themes as well as document places, objects and areas of historic merit for: <ul style="list-style-type: none"> <li>» Milang</li> <li>» Port Elliot and Waterport Road</li> <li>» Goolwa and Middleton</li> <li>» Cemeteries</li> <li>» Rural Heritage (including settlement townships and dry stone walls)</li> <li>» Mid-century/modern heritage</li> <li>» Inter-war/post-war heritage</li> </ul>	Alexandrina Council (AC) Strategic Development Team	Short ●       Long ●	Historic themes documents completed  Heritage places/ objects datasheets completed	Existing operational budget lines  Budget considerations for additional scoped work
b) Create a clear inventory/ register of Council owned/ managed heritage items	AC Assets Team	Short ●	Register of Council owned/managed heritage items completed	Existing operational budget
c) Audit of Council owned/managed heritage buildings from register in order to prioritise their value and current state, determine their current lease situation and identify opportunities for activation	AC Strategic Development Team AC Assets Team	Short ●	Audit of buildings undertaken and findings report produced	Additional allocated funds
d) Utilising the recently prepared audit of Council's Wooden Boats in the Wooden Boat Strategy, investigate listing the collection as whole, or particular vessels as a State Heritage Object pursuant to Section 16(2)(c) of the <i>Heritage Places Act 1993</i> .	AC Economic Development Team  Wooden Boat Community Groups, Volunteers and Enthusiasts	Medium ●	Collection or individual vessels eligible for listing have a State Heritage List Nomination submitted to SA Heritage Council	Volunteer time  Existing operational budget



e) Investigate any other significant objects intrinsically linked to the Goolwa State Heritage Area that may be worthy of listing as a State Heritage Object pursuant to Section 16(2)(c) of the <i>Heritage Places Act 1993</i> .	Future Additional Resource  Community Groups, Volunteers and Enthusiasts	Medium-Long 	Objects eligible for listing have a State Heritage List Nomination submitted to SA Heritage Council	Future resource budget consideration
<b>Goal 1.2: Document the stories of the places, items and collections of heritage and/or historical significance to the region</b>				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/Resourcing
a) Collect and preserve intangible knowledge and make it accessible. Conduct recorded interviews with local historians and present their knowledge in ways that will enable the content to be shared with future generations.	AC Heritage Advisory Committee	Short-Medium 	Recorded interviews conducted with local historians  Present a report detailing findings of an investigation into how the interviews can be presented for the public	Volunteer time  Community investment
b) Conduct research on local and family history and culture. Support the presentation of these findings in high quality publications.	Local and Family Historians  AC Library and CX Team  AC Grants Administrator  AC Heritage Advisory Committee	Ongoing 	Local and Family historians provide written/recorded research to our history rooms  Grant funding provided for production of publications	Volunteer time  Community investment  Ongoing allocation for Council grant funding
c) Provide support to local museums to catalogue their collections and document all associated stories.	AC Heritage Advisory Committee  AC Grants Administrator	Medium 	Grant funding provided for digital cataloguing	Volunteer time  Ongoing allocation for Council grant funding  Opportunities for State and Federal grant funding
d) Develop an online repository where heritage/historic places and supporting information/documentation can be entered by members of the community to:  » Record information about these places  » Provide an additional resource to assist with the preparation of heritage surveys to facilitate Code Amendments.	Local and Family Historians, Broader Community  AC Heritage Advisory Committee  Future Additional Resource	Long 	Online repository created using MySay (or equivalent) to record this information	Ongoing operational budget  Volunteer time  Future resource budget consideration
e) Review State Heritage Listings and identify and provide additional information to SA Heritage Council to be included in listings	AC Heritage Advisory Committee	Medium 	Council owned state heritage listings are updated	Volunteer time









## 2. 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.






Simply, Value and Protect will:



- › Acknowledge the value of places
- › Develop a 'Statement of Significance' for each place
- › Identify legal obligations
- › Develop policy
- › Budget for heritage management
- › Work through legislated formal processes.

Goal 2.1: Work to ensure that identified places of significance have appropriate legislative protection where possible				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/ Resourcing
a) Initiate Code Amendments to include additional places and/ or areas for Local Heritage listing/Historic Area Overlays.	AC Strategic Development Team	Short - Medium ● ●	Code Amendment process commenced/ completed	Specific operational budget
b) Facilitate/assist in the process of submitting applications for State Heritage listing where required.	AC Strategic Development Team AC Heritage Advisor	Ongoing ●	Support provided for application/s for State Heritage Listing	Ongoing operational budget (Heritage Advisor)










## Goal 2.2: Acknowledge the value of, and support the preservation the region's heritage

Action	Key Stakeholders	Action Type	Performance Measure	Funding/ Resourcing
a) Develop individual 'Statements of Significance' of Council owned heritage buildings to build a profile and prioritise their value.	AC Strategic Development Team AC Assets Team	Short – Medium 	'Statements of Significance' completed for Council owned heritage buildings	Specific future budget allocation  Opportunities for State and Federal grant funding
b) Budget for and commission the preparation of Conservation Management Plans (CMP) for Council owned heritage buildings to assist in preparing for long-term maintenance.	AC Assets Team	Medium 	Quotes sought for preparation of CMPs  Budget considerations entered based on quotes  Long term plan for budget allocation for CMP's developed	Specific future budget allocation  Opportunities for State and Federal grant funding
c) Budget for the maintenance and revitalisation of Council owned places of heritage/ historical significance in the long-term financial plan.	AC Economic Development Team AC Strategic Development Team AC Finance Team	Medium 	Updates are made to the Asset Renewal Plan to specifically include heritage buildings	Specific future budget allocation  Opportunities for State and Federal grant funding
d) Investigate the viability of introducing a Heritage Levy Program to be forward thinking and culturally aware of our responsibilities with respect to heritage management and activation (19,808 properties x \$3.00 = \$59,424, matched investment?)	AC Strategic Development Team AC Finance Team	Medium – Long 	Findings and recommendation presented in a report to Council	Future resource budget consideration
e) Acknowledge excellence in heritage management and activation by businesses and the community through the annual Alexandrina Council Heritage Awards  » Include prizes for award categories as an added incentive for participation » Facilitate drop-in sessions to assist with nominations and enquiries » Elevate awards evening as an event » Review existing nomination process and assessment criteria	AC Heritage Advisory Committee AC Strategic Development Team	Ongoing 	Budget allocation for prize money secured  Drop in sessions conducted  Review of nomination and judging process undertaken	Ongoing operational budget  Future budget consideration

f) Recognise volunteers within the heritage sector » Introduce award category in the Heritage Awards	AC Heritage Advisory Committee	Short 	New category introduced into Heritage Awards	Ongoing operational budget
g) Assist where possible in attracting a new generation of interest and promoting volunteer opportunities for the staffing of our community museums. These are typically run and managed by volunteers of an aging membership base with a new generation of volunteers yet to be engaged.	AC Volunteer Support Officer  Community Groups, Volunteers and Enthusiasts	Medium 	Marketing campaign with local museums undertaken	Specific operational budget  Volunteer time

### Goal 2.3 Support owners of heritage places and properties within Historic Area Overlays

Action	Key Stakeholders	Action Type	Performance Measure	Funding/Resourcing
a) Conduct a review of the Alexandrina Council fee-waiver policy to investigate the viability of providing dispensation on development application fees if an application is only triggered by the place's heritage status or location within a Historic Area Overlay	AC Development Services Team	Short 	Review and update of fee-waiver policy undertaken	Ongoing operational budget
b) Provide a grant funding program for owners of places with heritage/historical significance » Review Council's Heritage Grant Program and submit budget consideration to increase allocation based on increased demand	AC Grants Administrator  Future Additional Resource	Ongoing  Medium 	Review of heritage grant allocation undertaken  Report presented to Council detailing business case for increased allocation	Specific operational budget
c) Create the opportunity to for registration on a database for heritage related 'mail-out' (eg. heritage events, grant funding opportunities, volunteer opportunities, good news stories, etc.)	AC Communications Team	Short - Medium  	Database created through MySay (or similar collection)	Future resource budget consideration
d) Actively promote grant funding rounds and other opportunities for heritage to businesses and the community	AC Communications Team  Future Additional Resource	Short - Medium  	Social media posts published  Specific grant funding information	Ongoing operational budget  Future resource















### 3. 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 with heritage interests 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.

Simply, Partnerships and Education will:

- › Build useful relationships with heritage partners, State Government stakeholders, businesses and the community
- › Endorse heritage education and research
- › Increase community awareness of the importance and potential of heritage
- › Businesses, community groups and individuals are empowered to activate heritage
- › Council's Heritage Advisory Committee provide a platform for connection between Council and the community on heritage related matters.







Goal 3.1: Businesses, community groups and individuals can activate heritage				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/ Resourcing
a) Businesses, community groups and individuals identify the potential of their heritage asset/ story and seek to celebrate it	Businesses Community Groups Individuals	Ongoing ●	One or more heritage assets have been activated	Community investment
b) Provide assistance in preparing and writing successful grant applications including to Council and State Heritage through workshops or the like	AC Strategic Development Team Future Additional Resource AC Heritage Advisor	Ongoing ●	Assistance with grant funding application for heritage workshop/s held	Future resource budget consideration
c) Develop a business assistance package for businesses looking to establish a venture within a heritage place/area that includes: » Business plan template » Conservation management plan template » P&D Code fact sheets	AC Economic Development Team Future Additional Resource	Medium - Long ● ●	Business assistance package developed and publically available	Future resource budget consideration
d) Support in experience development, storytelling and interpretation	AC Economic Development Team Future Additional Resource	Medium ●	Training/ developmental workshops offered in region	Future resource budget consideration Future specific operational budget

Goal 3.2: Build relationships with heritage partners, Government stakeholders, businesses and the community				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/ Resourcing
a) Develop a digital presence for Heritage Alexandrina to create a point of connection and place for promotion and engagement with stakeholders outside of the Alexandrina region	AC Communications Future Additional Resource	Short 	Heritage Alexandrina webpage reviewed and enhanced	Ongoing operational budget Future resource budget consideration
b) Foster community ownership and engagement around heritage, seek wider markets beyond those naturally interested in heritage	AC Heritage Advisory Committee	Ongoing 	Community are engaged through Council events and ongoing communication	Volunteer time Community investment
c) Facilitate collaborative events and workshops with industry experts: » Professional support for non-for-profit museums » National Trust » History SA » International Council on Monuments and Sites (ICOMOS) » Fleurieu Peninsula Tourism » Department for Environment and Water (DEW) » Local History Rooms/Historians » Ngarrindjeri Regional Authority/Peramangk » Tourism Industry Council SA » South Australian Tourism Commission	AC Heritage Advisory Committee Future Additional Resource AC Economic Development Team	Medium 	Partnered with one or more industry experts and one or more heritage related event hosted in region	Specific operational budget Future resource budget consideration
d) Build relationships with tertiary education organisations and their programs including opportunities for work experience and study programs	Future Additional Resource	Short - Medium  	Pilot case provided to tertiary education institution and applied to study case, presented back to Council	Future resource budget consideration
e) Work with First Nations people to support, promote and share their stories	AC Heritage Advisory Committee Other stakeholders dependent on project	Ongoing 	Round table held with First Nations people	Volunteer time Ongoing operational budget

### Goal 3.3: Education and information about heritage is available and accessible

Action	Key Stakeholders	Action Type	Performance Measure	Funding/ Resourcing
<p>a) Make heritage policy/the Code accessible and easy to understand for the community</p> <ul style="list-style-type: none"> <li>» Heritage and development guidelines/publications including: <ul style="list-style-type: none"> <li>» Fences and heritage guideline</li> <li>» Re-roofing and heritage guideline</li> <li>» Verandahs and heritage guideline</li> <li>» Other technical information documentation (eg. salt damp, mortars, etc.)</li> </ul> </li> <li>» Simple and easy to understand resources</li> <li>» Clarifying roles and responsibilities</li> <li>» Clarify intention of policy and its role as a mechanism for heritage management</li> </ul>	<p>AC Development Services Team</p> <p>AC Heritage Advisor</p>	<p>Short</p> <p>●</p>	<p>Suite of guidelines produced and publically available</p>	<p>Specific future budget consideration</p> <p>Ongoing operational budget (Heritage Advisor)</p>
<p>b) Continue to provide a free heritage advisor service to the general public for advice on the development of heritage places</p>	<p>AC Development Services Team</p>	<p>Ongoing</p> <p>●</p>	<p>Heritage advisor service promoted and provided</p>	<p>Ongoing operational budget</p>
<p>c) Provide a set of guidelines for the appropriate development and adaptive re-use of heritage properties</p>	<p>AC Development Services Team</p> <p>AC Heritage Advisor</p>	<p>Short</p> <p>●</p>	<p>Guidelines produced and publically available</p>	<p>Specific operational budget</p>
<p>d) Establish internal processes for staff about the role of heritage and ensure ongoing training opportunities for staff with respect to the management of heritage</p>	<p>AC Human Resources Team</p> <p>AC Managers</p>	<p>Ongoing</p> <p>●</p>	<p>Internal processes mapped and training conducted with all staff</p>	<p>Specific operational budget</p>
<p>e) Expand educational events facilitated by the AC Heritage Advisory Committee</p>	<p>AC Heritage Advisory Committee</p> <p>Future Additional Resource</p>	<p>Short – Medium</p> <p>● ●</p>	<p>New style events successfully executed by HAC</p>	<p>Volunteer time</p> <p>Specific future budget consideration</p>
<p>f) Digitise and make accessible heritage data including:</p> <ul style="list-style-type: none"> <li>» Heritage survey data</li> <li>» Current listings (Interactive GIS mapping)</li> <li>» National Trust Items</li> </ul>	<p>Future Additional Resource</p>	<p>Medium – Long</p> <p>● ●</p>	<p>Research done to determine methods and viability, presented in a report</p> <p>Business case for additional budget allocation for software prepared (if necessary based on findings)</p>	<p>Future resource budget consideration</p> <p>Opportunities for State and Federal grant funding</p>



g) Create a clear, single point of access digital inventory and database of local and family history room collections	AC Library and CX Team	Long 	Feasibility study of digitisation project undertaken	Specific future budget consideration
<b>Goal 3.4: Interpret the region's heritage</b>				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/ Resourcing
a) Educate Council staff and the community on the effective interpretation of heritage places and work with industry experts to achieve this. <ul style="list-style-type: none"> <li>» how to draw from the character of the place and integrate it into your business model</li> <li>» conservation and exhibition</li> <li>» develop creative ways to present and interpret heritage</li> <li>» identify opportunities to engage new audiences, focusing on young people, to stimulate interest in and appreciation of the regions heritage</li> </ul>	Future Additional Resource  AC Heritage Advisory Committee  Owners of Heritage Places  AC Heritage Advisor	Short - Medium   	Workshop for Council staff presented by industry expert  Workshop for community/ businesses presented by industry expert	Specific future budget consideration  Volunteer time  Community investment
b) Create an innovative way to identify heritage buildings and link them to engaging and insightful information about them. <ul style="list-style-type: none"> <li>» Develop an icon associated with the walk/trails for identification (eg. Dijon owl walk)</li> </ul>	Future Additional Resource  AC Economic Development Team	Medium  	Heritage Alexandrina brand and 'icon' created	Specific future budget consideration  Future resource budget consideration  Opportunities for State and Federal grant funding
c) Provide a QR code trail for street names within the region, linking to information about the historical significance and local context of each street name.	Future Additional Resource  AC Heritage Advisory Committee	Medium – Long   	Database of street names and relevant historical information prepared  QR codes rolled out on all new street signs linking to relevant information	Specific future budget consideration  Future resource budget consideration







## 4. 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 commissioning 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, 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.




Simply, Leadership and Promotion will:

- › Conservation Management Plans for Council owned assets
- › Apply best practice heritage management including high quality capital works programs to Council owned heritage assets
- › Initiate and support adaptive re-use of heritage places and heritage tourism ventures.









Goal 4.1: A cohesive and integrated approach to the management and activation of heritage by Council				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/Resourcing
a) Ensure the Strategy and Action Plan is considered in conjunction with ongoing A2040 implementation including: <ul style="list-style-type: none"> <li>» Conversation point during village conversations</li> <li>» Consideration in the development of Village innovation plans</li> </ul>	AC A2040 Administration Officer Future Additional Resource	Ongoing ●	Consultation data specific to Heritage Alexandrina collected during Village Conversations	Specific operational budget Future resource budget consideration
b) Consider and appropriately act upon heritage related recommendations presented in Masterplans and Village Innovation Plans	Future Additional Resource	Ongoing ●	Relevant data inserted into any new strategic documents developed	Future resource budget consideration
c) Review the intent and effectiveness of Council's Heritage Advisory Committee	Future Additional Resource	Short ●	Review undertaken (either internal or independent) and findings presented in a report	Future resource budget consideration
d) Launch Heritage Alexandrina brand to serve as overarching banner for heritage related business	Future Additional Resource	Short - Medium ● ●	Brand and icon developed and launched	Specific future budget consideration Future resource budget consideration
e) Utilise Council's Heritage Advisory Committee to report on and nominate actions	AC Heritage Advisory Committee	Ongoing ●	Progress of HAC assigned actions recorded at each HAC meeting, through the minutes	Volunteer time Ongoing operational budget



Goal 4.2: Capitalise on the potential for heritage to create outstanding tourism experiences				
Action	Key Stakeholders	Action Type	Performance Measure	Funding/Resourcing
a) Actively promote and develop heritage walks and trails <ul style="list-style-type: none"> <li>» Digitise the existing heritage trails (eg. Strathalbyn Heritage Trail) through an app (eg. Docklands Walking Tours, Parkville Heritage Walks, Willunga Walks)</li> <li>» Update print media to current branding and digital format</li> </ul>	AC Economic Development Team  Future Additional Resource  AC Communications Team	Short – Medium 	Review of existing trails undertaken and database compiled  Print media updated where Council facilitated trail  Trails digitised through QR Codes where Council facilitated (business case for technology prepared if required)	Specific future budget consideration  Future resource budget consideration  Opportunities for State and Federal grant funding
b) Seek direction and support from Growing our heritage future – a 10-year strategy for heritage tourism in South Australia produced by DEW	AC Economic Development Team	Short – Medium 	Methodology incorporated into heritage tourism work	Specific operational budget
c) Support the interpretation and activation of Alexandrina's AC Cemeteries <ul style="list-style-type: none"> <li>» digitise existing self-guided tours with QR codes</li> </ul>	AC Cemeteries Advisory Committee  AC Heritage Advisory Committee	Medium 	Self-guided tour content prepared for each cemetery  QR codes placed at relevant sites in cemeteries  Grants provided to assist with generation of QR code signage and print media	Volunteer time  Ongoing operational budget  Opportunities for State and Federal grant funding
d) Investigate opportunities for region wide and cross Council for themed visitor experiences <ul style="list-style-type: none"> <li>» Railway journey</li> <li>» Boats/freight journey</li> <li>» Coorong/waterways</li> <li>» Dry Stone Walls</li> </ul>	AC Economic Development Team  AC Heritage Advisory Committee	Medium 	Collaboration with adjoining Councils and organisations (eg. Steamranger) undertaken  Themed routes prepared  Marketing plan prepared	Volunteer time  Specific future budget consideration  Future resource budget consideration  Opportunities for State and Federal grant funding
e) Develop a 'Light Up Alexandrina Heritage' plan, to increase external illumination of heritage buildings and places creating a night time attraction to the region	AC Economic Development Team  AC Assets Team	Medium – Long 	Feasibility study undertaken and report presented to Council	Specific future budget consideration  Opportunities for State and Federal grant funding

f) Support and promote heritage events within the region » Promote history month	AC Economic Development Team AC Communications Team	Ongoing 	Promotion occurred via Council communication channels	Specific future budget consideration
g) Commence adaptive re-use and activation of Council owned heritage buildings	AC Assets Team AC Economic Development Team	Ongoing 	One or more of Council's heritage buildings has been adaptively reused/activated	Specific future budget consideration Opportunities for State and Federal grant funding
h) Create vibrant heritage precincts (eg. Goolwa Wharf etc.)	AC	Ongoing 	Vacant heritage buildings occupied Public spaces utilised for events	Specific future budget consideration Future resource budget consideration Opportunities for State and Federal grant funding

#### Goal 4.3: Apply best practice heritage management to Council owned/managed heritage places

Action	Key Stakeholders	Action Type	Performance Measure	Funding/Resourcing
a) Activate Council owned/managed heritage buildings by using them for community events and programs » Promote successful case studies	AC Economic Development Team Future Additional Resource AC Communications Team	Short - Medium  	One or more of Council's heritage buildings has been adaptively reused/activated	Specific future budget consideration Future resource budget consideration
b) Identify and promote opportunities for secure tenancies and/or hire of Council owned heritage buildings for events etc.	AC Property Team AC Economic Development Team	Medium - Long  	All vacant Council heritage buildings identified Activation plan prepared for buildings or groups of buildings	Specific future budget consideration
c) Investigate the viability of establishing a revolving fund for sustainable ongoing maintenance and activation of Council owned heritage buildings	Future Additional Resource AC Finance Team	Medium - Long  	Findings and recommendation presented in a report to Council	Specific future budget consideration Future resource budget consideration
d) Schedule and undertake high quality capital works to Council owned heritage buildings in line with Conservation Management Plans	AC Assets Team	Medium - Long  	Recommendations of CMP's acknowledged and actioned	Ongoing operational budget Specific future budget consideration Opportunities for State and Federal grant funding

# Conclusion

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The *Heritage Alexandrina Strategy and Action Plan 2023 – 2030* will guide businesses, community groups and individuals along with Council in managing, activating and celebrating our region’s rich heritage. The Action Plan is integral to the achievement of the Strategy; it should be read in accompaniment to the Strategy. Heritage Alexandrina, the Strategy and Action Plan will be key contributors to the achievement of Alexandrina’s vision for a Liveable, Green and Connected community.

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## How to contact us

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