



BOARD MINUTES

For the Meeting of the Adelaide Park Lands Authority

Thursday 5 November 2020

in the Colonel Light Room,
Adelaide Town Hall

A subsidiary of



Membership: The Lord Mayor
4 other members appointed by the Council
5 members appointed by the Minister

Present:

Presiding Member The Right Honourable the Lord Mayor Sandy Verschoor
Deputy Presiding Member Ms Kirsteen Mackay
Board Members Ms Allison Bretones
 Mr Rob Brookman AM
 Mr Stephen Forbes
 Councillor Alexander Hyde (Deputy Lord Mayor)
 Ms Stephanie Johnston
 Mr Craig Wilkins
 Mr Ben Willsmore

Acknowledgement of Country

With the opening of the Board Meeting, the Presiding Member, Lord Mayor Sandy Verschoor stated:

‘Adelaide Park Lands Authority acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’

Mr Rob Brookman AM entered the Colonel Light Room at 5.03pm.

Apologies

Board Member - Ms Jessica Davies-Huynh

Confirmation of Minutes

1. Item 3 – Confirmation of Minutes – 1/10/2020 [APLA]

Moved by Ms Stephanie Johnston,
Seconded by Ms Allison Bretones -

That the Minutes of the meeting of the Board of the Adelaide Park Lands Authority held on 1 October 2020, be taken as read and be confirmed as an accurate record of proceedings.

Carried

Presiding Member Report

Nil

Executive Officer Verbal Report

2. Item 5 – Executive Officer Verbal Report – Activities [APLA]

The Executive Officer Mr Martin Cook addressed the Board to indicate:

- A need for a Special meeting of the Board in early December or late November, with details to be circulated to Board members to confirm attendance.

- A field trip preferably prior to the end of the year focussing on biodiversity areas in the Park Lands, with potential dates to be circulated to Board members to ascertain attendance.

Deputations

Nil

Presentations [Two]

3. Item 7.1 – Presentation – Draft Adelaide Botanic Gardens Master Plan [APLA]

Presenter:

Lucy Sutherland, Director of Botanic Gardens of South Australia and State Herbarium

Precis of Topic:

To provide an opportunity for the Board to comment on the draft Master Plan for the Adelaide Botanic Garden

The PowerPoint presentation utilised is attached for information at the conclusion of the Minutes of this meeting.

4. Item 7.2 – Presentation – Bunday's Paddock / Tidlangga (Park 9) Sports Building Proposal [2015/00666] [APLA]

Presenters:

Richard Hockney - Chair of Council, Prince Alfred College and Tim Hall - Vice Chairman, Prince Alfred College Old Collegians Football Club

Precis of Topic:

To provide the Board with additional background on the concept for a new sports building in Bunday's Paddock / Tidlangga (Park 9)

The PowerPoint presentation utilised is attached for information at the conclusion of the Minutes of this meeting.

Reports for the consideration of the Board [Two]

5. Item 8.1 – Bunday's Paddock/Tidlangga Sports Building & CLMP [2015/00666] [APLA]

Much discussion ensued

It was then -

Moved by Councillor Alexander Hyde (Deputy Lord Mayor),
Seconded by Mr Rob Brookman AM -

THAT THE ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:

That the Adelaide Park Lands Authority:

1. Notes the 2015 building concept for Bunday's Paddock/Tidlangga (Park 9) that was supported by the Board and Council for the purpose of community consultation as shown in Attachment A to Item 8.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 5 November 2020.
2. Supports the building concept for Bunday's Paddock/Tidlangga (Park 9) as shown in Attachment B to Item 8.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 5 November 2020 for the purpose of community consultation for a four week period, subject to the building concept incorporating the following amendments:
 - 2.1. A building footprint, as defined by the Adelaide Park Lands Building Design Guideline, that does not exceed 410sqm.
 - 2.2. A floor plan with changerooms and player amenities that meet the minimum requirements for a local facility as per the AFL Preferred Facility Guidelines and three unisex public toilets including an accessible toilet.
 - 2.3. The proposed removal of the Callitris tree adjacent the public toilets.
 - 2.4. Lighting along the permeable entry path between Bundeys Road and the public amenities.
 - 2.5. A series of treatments including consideration of extending the proposed swales, tree plantings and provision of urban elements (bollards and light poles) to ensure service/maintenance vehicles are contained to the permeable entry path.

3. Supports the draft Lease Agreement as shown in Attachment C to Item 8.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 5 November 2020, with the time limit in Item 5 and Item 9 of the Schedule to the lease extended to two hours, being released for statutory consultation for a four-week period.
4. Supports the revision of the Adelaide Park Lands Community Land Management Plan for Bunday's Paddock/Tidlangga (Park 9) as per Attachment E to Item 8.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 5 November 2020, being released for statutory consultation for a four week period.
5. Notes the 'Prince Alfred College Park 9 Management Plan' as per Attachment D to Item 8.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 5 November 2020 and advises that the Plan specifically identify residents living on MacKinnon Parade between Mann Terrace and Jerningham Street as being provided in their letterbox with:
 - 5.1. An annual calendar of football matches scheduled in Bunday's Paddock/Tidlangga (Park 9) 14 days prior to the scheduling of the first match of the season.
 - 5.2. Notification of an event or activity that is likely to attract greater than 250 people (including participants) in Bunday's Paddock/Tidlangga (Park 9) 14 days prior to the event or activity.

Discussion continued

The motion was then put and carried unanimously

6. Item 8.2 – Strategic Plan for Adelaide Park Lands Authority [2018/00283] [APLA]

Discussion ensued

It was then -

Moved by Mr Stephen Forbes,
Seconded by Mr Ben Willsmore -

THAT THE ADELAIDE PARK LANDS AUTHORITY:

1. Contingent upon consultation and receipt of Council approval, adopts the draft Strategic Plan, as included in Attachment A to Item 8.2 on the Agenda of the meeting of the Board of the Adelaide Park Lands Authority held on 5 November 2020.

Discussion ensued during which Mr Rob Brookman AM left the Colonel Light Room at 6.18pm and re-entered at 6.19pm.

The motion was then put and carried unanimously

Presentations [One]

7. Item 9.1 – Presentation – Draft Heritage Strategy & Action Plan 2021 - 2035 [2019/00218] [APLA]

Deputy Presiding Member, Ms Kirsteen Mackay disclosed a potential perceived conflict of interest in the Draft Heritage Strategy & Action Plan 2021 - 2035 presentation to be heard by the Board pursuant to Section 4.7 of the *Adelaide Park Lands Authority Charter* and section 75 of the *Local Government Act 1999 (SA)*, indicating that as a provider of advice on heritage matters in the city to the State Commission Assessment Panel she would abstain from any discussion to avoid any perception that something said contradicts the States position. Hearing the presentation would not compromise impartiality/objectivity at the Adelaide Park Lands Authority meeting and therefore remained in the Colonel Light Room.

Presenter:

Therese Willis, Senior Heritage Architect (CoA)

Precis of Topic:

To provide an opportunity for the Board to comment on the CoA Draft Heritage Strategy & Action Plan

The PowerPoint presentation and Draft Heritage Strategy & Action Plan 2021 - 2035 is attached for information at the conclusion of the Minutes of this meeting.

Reports for the consideration of the Board [Two]

8. Item 10.1 – Draft Community Land Management Plan: General Provisions [2019/01693] [APLA]

Michele Williams, Senior Park Lands Planner (CoA) addressed the meeting to provide a precis of the matter before the Board.

Discussion ensued

It was then -

Moved by Mr Craig Wilkins,
Seconded by Mr Stephen Forbes -

THAT THE ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:

That the Adelaide Park Lands Authority:

1. Supports the General Provisions of the Adelaide Park Lands Community Land Management Plan as per Attachment A to Item 10.1 on the Agenda for the meeting of the Adelaide Park Lands Authority held on 5 November 2020, being released for statutory consultation.
2. Supports the areas of the Park Lands where dogs must be on leash as shown in Attachment B to Item 10.1 with amendments to take into consideration biodiversity areas and the wetlands on the Agenda for the meeting of the Park Lands Authority held on 5 November 2020.

Carried

9. Item 10.2 – Adelaide Park Lands Authority - Meeting Schedule 2021 [2006/00224] [APLA]

Discussion ensued

It was then -

Moved by Councillor Alexander Hyde (Deputy Lord Mayor),
Seconded by Mr Ben Willsmore -

THAT THE ADELAIDE PARK LANDS AUTHORITY:

1. Meet at 5:30pm in the Colonel Light Room, Adelaide Town Hall, on the following Thursdays in 2021:
 - 27 January (Special TBC).
 - 25 February.
 - 25 March.
 - 22 April.
 - 27 May.
 - 24 June.
 - 22 July.
 - 26 August.
 - 23 September.
 - 28 October.
 - 25 November.
2. Grants authority to the Executive Officer to vary this meeting schedule as required (within the provisions of the Authority's Charter) after liaison with the Presiding Member (or Deputy Presiding Member if the former is absent), including scheduling special meetings as required.

Discussion ensued

The motion was then put and carried

Other Business - Questions on Notice / Motions on Notice

Nil

Other Business - Questions without Notice / Motions without Notice

Nil

Other Business – Discussion Forum

Nil

Exclusion of the Public

10. Item 12.1 - Exclusion of the Public from the Board Meeting [2018/04291] [APLA]

13.1 Tennis SA [s 90(3) (d)]

Order to Exclude for Item 13.1:

Moved by Councillor Alexander Hyde (Deputy Lord Mayor),
Seconded by Ms Allison Bretones -

THAT THE ADELAIDE PARK LANDS AUTHORITY

1. Having taken into account the relevant considerations contained in Clause 4.8.21 of the *Adelaide Park Lands Authority Charter* and s 90(3) (d) and 90(4) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Board of the Adelaide Park Lands Authority dated 5/11/2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 13.1 [Tennis SA] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This Item is confidential as it relates to commercial information of a confidential nature (not being a trade secret), the disclosure of which could reasonably be expected to prejudice the commercial position of the proponent who supplied the information and confer a commercial advantage on a third party. The disclosure of information in this presentation could reasonably prejudice the commercial position of the proponent who supplied 'commercial in confidence' information to Council for which 'commercial in confidence' discussions have been undertaken and remain current. Disclosure of this information may adversely impact the viability of the project and prejudice the ability to undertake/participate in future like considerations or discussions.

Public Interest

The Board is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information may result in the release of information prior to the finalisation of 'commercial in confidence' discussions with interested parties including adjoining occupiers and may materially and adversely affect the viability of the project and may severely prejudice the Board's ability to discuss/participate or influence a proposal for the benefit of the Board and the community in this matter.

2. Pursuant to Clause 4.8.21 of the *Adelaide Park Lands Authority Charter* this meeting of the Board of the Adelaide Park Lands Authority dated 5/11/2020 orders that the public (with the exception of members of Council staff who are hereby permitted to remain) be excluded from this meeting to enable the Board to consider in confidence Item 13.1 [Tennis SA] listed in the Agenda, as the matter is of a kind referred to in s 90(3) (d) of the *Local Government Act 1999 (SA)*.

Carried

At 6.59 pm no members of the public were present to leave the Colonel Light Room with staff not directly involved with Item 13.1.

The Presiding Member Lord Mayor Sandy Verschoor and Councillor Alexander Hyde (Deputy Lord Mayor) left the Colonel Light Room at 7.00pm whereupon the Deputy Presiding Member, Ms Kirsteen Mackay assumed the Chair to preside.

Item Considered in Confidence

Item 13.1 – Presentation – Tennis SA [APLA]

Section 4.8.21 & 4.8.25 of the *Adelaide Park Lands Authority Charter*

Section 90(3) (d) of the *Local Government Act 1999 (SA)*

Pages 7 - 23

The Board meeting re-opened to the public at 7.20 pm

Confidentiality Order

Minute 11 – 13.1 – Presentation - Tennis SA [APLA]

Confidentiality Order

That the Adelaide Park Lands Authority having considered Item 13.1 [Tennis SA] listed on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 5 November 2020 in confidence pursuant to Section 4.8.21 of the *Adelaide Park Lands Authority Charter*, and s 90 (3) (d) of the *Local Government Act 1999 (SA)*, orders that the report, the discussion and any other associated information submitted to this meeting of the Board and the Minutes of this meeting in relation to the matter remain confidential and not available for public inspection until 31 December 2027 or until the matter is released by the City of Adelaide Chief Executive Officer.

Next Meeting

Special Late November/Early December 2020 (TBC); Wednesday 27 January 2021(TBC)

Thursday 25 February 2021

Closure

The meeting of the Board closed at 7.21pm

Lord Mayor, Sandy Verschoor & Kirsteen MacKay
Presiding Member & Deputy Presiding Member
Adelaide Park Lands Authority

Documents Attached for Reference

Minute 3 [Item 7.1 – Draft Adelaide Botanic Gardens Master Plan – PowerPoint Presentation]

Minute 4 [Item 7.2 – Bunday's Paddock / Tidlangga (Park 9) Sports Building Proposal – PowerPoint Presentation]

Minute 7 [Item 9.1 – Draft Heritage Strategy & Action Plan 2021 - 2035 – PowerPoint presentation and Draft Heritage Strategy & Action Plan 2021 -2035]

Adelaide Botanic Garden Masterplan 2020

Dr Lucy A. Sutherland



CHANGING CITY AND NEIGHBOURHOOD

ZOO

ADELAIDE
BOTANIC
HIGH

O-BAHN

O-RAH/LOT
FOURTEEN

PARKLANDS

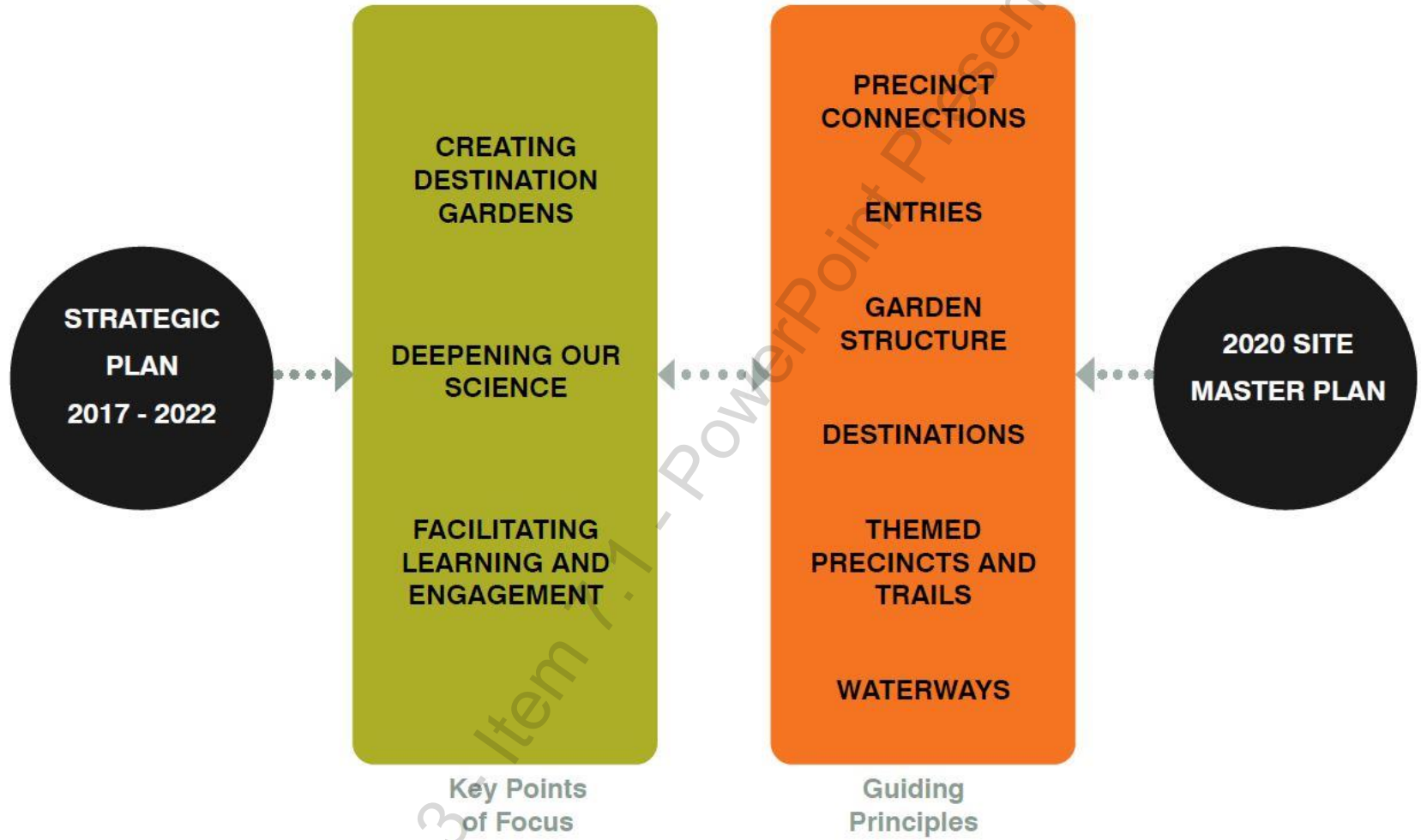
Master Plan Review²⁷

Focuses on infrastructure for:

- valuing our heritage
- place making
- vistas and views
- garden rooms
- visual amenity
- landscape values
- access
- places to connect, destinations and visitor honeypots



ALIGNING FOUNDATION DOCUMENTS & THEMES WITH PRIORITY ACTIONS



T.C.L



GUIDING PRINCIPLES

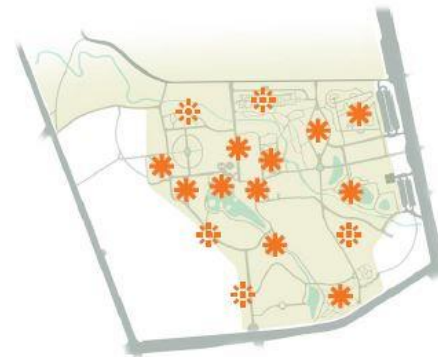
Enhance the Connection of the Garden to Adjoining Institutions and Public Realm



Strengthen Entries and Arrival Experience with Distinctive Branding



Recognise and Enhance Existing and New Visitor Destinations



Acknowledge Garden Structure and Historic Layout



Review of Themed Precincts to Improve Visitor Engagement and Experience



Improve Conservation Value of Waterways



T.C.L



REINFORCE THE CENTRAL PRECINCT OF THE GARDEN



- **New dedicated Visitor Centre and Herbarium Building**
- **Reconfigure the perimeter pathways to ensure Main Lake presents as the key focal garden element in the centre of the Garden**
- **Reinforce historic axis and views**
- **Develop the Lake edge and islands with high quality landscape treatments, such as decking and display gardens**
- **Address water quality issues with Main Lake**

Arising matters: Collections storage



Government of South Australia

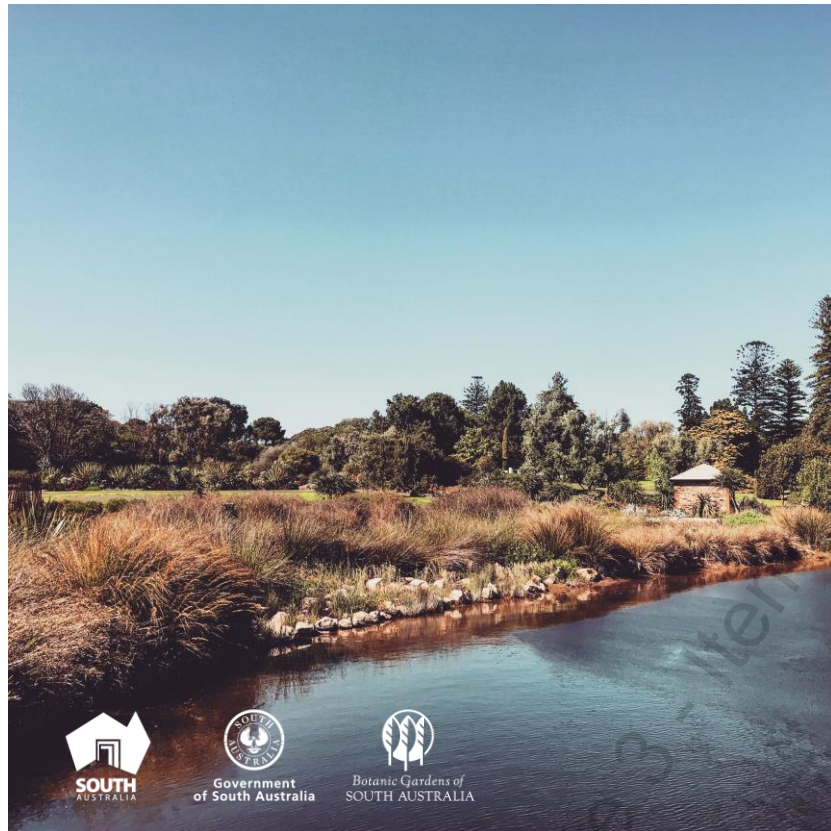
Botanic Gardens of SOUTH AUSTRALIA



Arising matters: Heritage assets



Arising matters: Waterways



SOUTH AUSTRALIA



Government of South Australia



Botanic Gardens of SOUTH AUSTRALIA



2020 ADELAIDE BOTANIC GARDEN MASTERPLAN



Botanic Park



Management Plan
Event programme

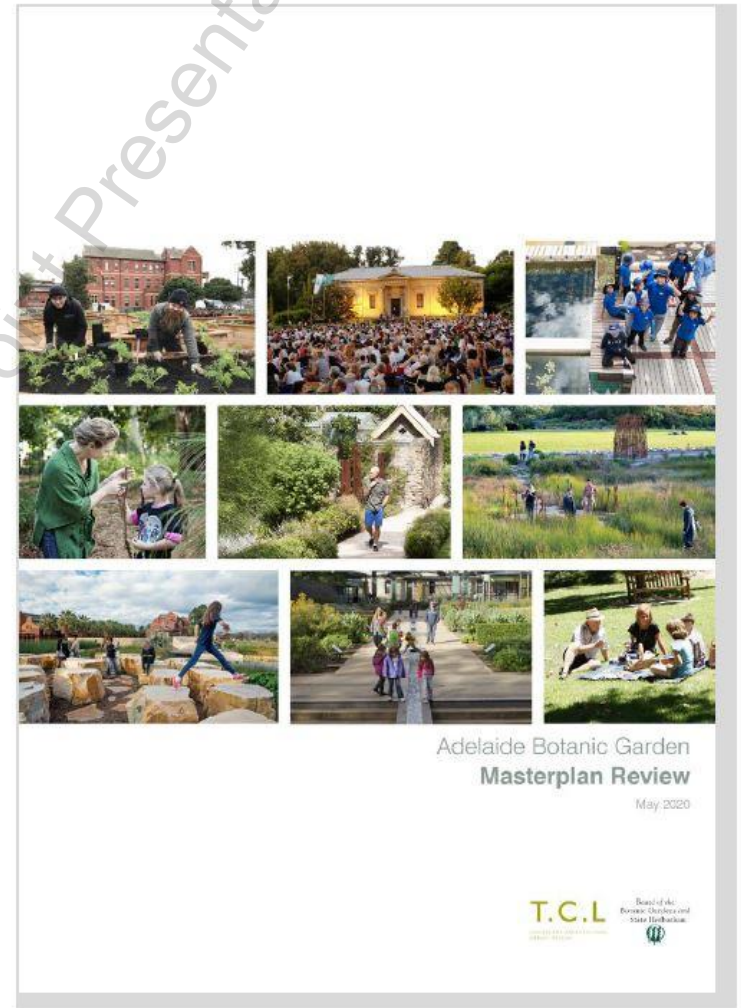
Infrastructure:

- Water efficiency
- Utilities upgrades
- Access



2020 ADELAIDE BOTANIC GARDEN MASTERPLAN³⁶

- 110 Actions Recommended
- Ordered into Eight Priority Projects:
 - Integration into the Cultural Precinct
 - Accommodation Review
 - Water and Waterway Management
 - Collections and Thematic Landscape Development
 - Building Management
 - Site Infrastructure Management
 - Botanic Park Management
 - Visitor Experience and Event Management
- All Actions ranked by priority in a Delivery Plan
 - 'High' = next 5 years
 - 'Medium' = 5 to 10 years
 - 'Low' = more than 10 years





Botanic Gardens of
SOUTH AUSTRALIA



Government of South Australia

Department of Environment,
Water and Natural Resources

THANK YOU



Prince Alfred College

Park 9

APLA meeting 5 November 2020



Richard Hockney, Chair of Council, Prince Alfred College

- **Background**
- **History of proposal**
- **Specific Issues**
- **4 Key Issues**
 1. Change rooms
 2. Storage
 3. Viewing area
 4. Public toilets
- **Proposed Solutions**
- **Tim Hall response to concerns raised by APLA**



Background

- Prince Alfred College (PAC) and the Prince Alfred Old Collegians (PAOC) Sporting Clubs (collectively referred to as the PAC Community) have utilised Tidlangga (Park 9) since 1991.
- Significant investment in the development of Park 9 facilities and oval improvements over time
- Substantial annual grounds maintenance
- Well recognised contribution to Park 9



History of proposal

- In 2014, the Adelaide City Council identified Park 9 for redevelopment as a community precinct, incorporating a new play space
- PAC invited to consider developing a new building as part of the community precinct
- 4 key issues were identified:
 1. Non-compliant, outdated, inadequate Change Rooms that are not female friendly
 2. Limited Storage
 3. Inadequate & poorly-positioned Viewing Area
 4. Outdated, inadequate and dangerous public facilities
- The new play space was opened in 2017
- The 4 key issues remain

Specific issues

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- Incident on Saturday, 23 September 2017
- Vehicles on Park 9



Community Support

- Broad community support for the proposed new facilities:
 - Survey results from December 2015
 - Local resident support

“... I have witnessed POAC (sic) teams play cricket in summer and football in winter on a regular basis. I have never witnessed any poor behaviour, any brawls, any over consumption of alcohol or any litter on the oval after matches. In fact, POAC (sic) maintains the oval in excellent condition and we are the ones who enjoy it on a daily basis.”

“The Oval is beautifully maintained by the present tenants, hundreds of young people use it constantly which encourages teamship, mateship and a healthy lifestyle.”

“... the article in the paper originates from a very small group of people – who object to everything...”

“I am angry that the new facility hasn’t been built and still very supportive for all the reasons in the letter.”

- Support from other users of Park 9

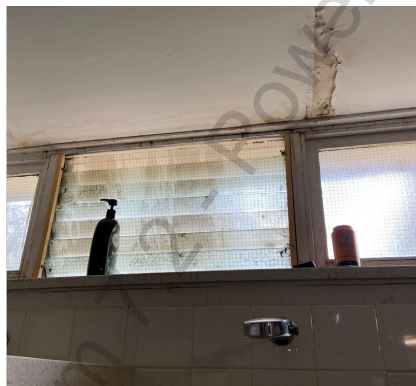
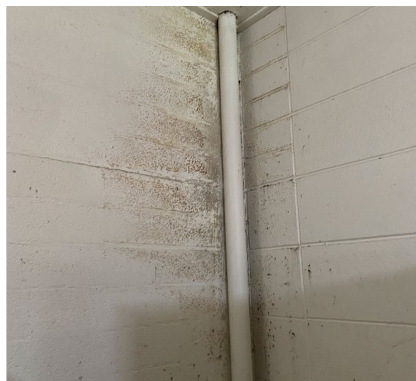


1. Non-compliant Change Rooms

- Not DDA compliant
- Do not meet AFL or Cricket Australia guidelines
- Terribly outdated and inadequate
- Not suitable for females or juniors
- Contain no amenities for umpires

2. Limited Storage

- Inadequate for the PAC Community and third-party users
- Storage required for large grounds equipment
- Sporting club equipment for training and match days

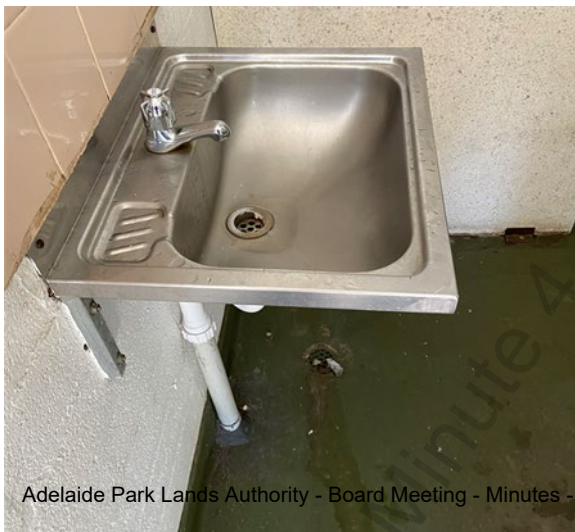


3. Inadequate & poorly-positioned Viewing Area ⁴³

- Requirement for shelter from weather for players, scorers and spectators adjacent to the oval

4. Outdated, inadequate and dangerous public facilities

- Not compliant with DDA guidelines
- CPTED non-compliance presents a high risk for the City of Adelaide



Solution to Issues

44



1. Change rooms

- Fit for purpose, DDA Compliant, meeting AFL & CA guidelines and community expectations
- Unisex facilities suitable for junior players

2. Storage

- Additional storage areas eliminating the need for the use of vehicles on Park 9
- Secure storage areas for use by 3rd party users

3. Viewing area

- Location adjacent to the oval is fundamental
- Improved spectator viewing and shelter closer to the oval will negate the parking of cars on Park 9 during wet weather

4. Public toilets

- CPTED and DDA compliant centrally located for all users of Park 9

PAC Community has committed to raise the budgeted \$2.3m to fully fund the community facility including the public toilets





Tim Hall, Vice Chairman, Prince Alfred College Old Collegians Football Club

Responses to Specific Issues raised by APLA

1. Location of facility
2. Cost of Relocating Infrastructure (and temporary changerooms)
3. Trees, Noise and CPTED
4. Size of facility
5. Use of facility



1. Location of facility

- Site plan with original 2015 design location overlaid with 2019/2020 re-design location
- The PAC proposed Location provides better outcomes for users
- Location does not dictate use (see later)
- Further community consultation will inform ultimate location

Recommendation to support building concept including location





2. Cost of Relocating Infrastructure and temporary changerooms

- The relocation of the Light Pole, GAP water, new Concept Plans and temporary facilities, if required to locate Building on current location would exceed \$135,000.

3. Trees, Noise and CPTED Compliance

- The PAC Proposed Location provides superior CPTED compliance and will have marginal noise impact

Recommendation to support PAC Proposed Location

4. Size of Facility

- Whole of precinct facility including public toilets, storage and grounds maintenance area
- Identifies disparity between internal/external dimensions
- An external building footprint of 375sqm (internal 335 sqm) does not and cannot achieve a fit for purpose, compliant facility

Delete **Recommendation 2.1** or amend as follows:

A building footprint, as defined by the Adelaide Park Lands Building Design Guidelines, that does not exceed an internal measurement of 370 sqm

2019 AFL Preferred Guidelines



Local Facility Area Summary

Total 590 sqm

PAC Proposed 370 sqm

CoA Proposed 335 sqm

Preferred Minimum Size (m2)

Total – all Facilities 485sqm

LOCAL FACILITY AREA SUMMARY					
No.	Room Name	Area	No.	Room Name	Area
01	Social Room	100m ²	11	Change Room 1	55m ²
02	Timekeeping	10m ²	12	Amenity Room 1	21m ²
03	Office	15m ²	13	Massage Room 1	10m ²
04	First Aid	15m ²	14	Doctors Room 1	10m ²
05	Kitchen / Kiosk	20m ²	15	Change Room 2	55m ²
06	Storage	20m ²	16	Amenity Room 2	21m ²
07	Third Umpire / Match Officials	10m ²	17	Massage Room 2	10m ²
08	Umpire	25m ²	18	Doctors Room 2	10m ²
09	Utility	5m ²	19	Gymnasium	23m ²
10	Acc.WC	7m ²	20	External Covered Area	50m ²
10	Female WC	13m ²	21	Corridors	72m ²
10	Male WC	13m ²			
Total: 590m²					

JMA
ARCHITECTS

Playing Field Facilities	Local
Player Amenities (toilet/showers)	25m ² x 2*
Number of showers	3 x showers per amenity
Number of pan toilets	3 x toilets per amenity
Player Change Rooms	2* x 45m ² -55m ²
Doctors Room	10m ² <i>Optional</i>
Massage / Strapping Room	2 x 10m ² <i>Optional</i>
External covered viewing area	50m ²
Gymnasium / Fitness Room	20m ² -25m ² <i>Optional</i>
Kitchen & Kiosk	20m ²
First Aid / Medical Room (Public Access)	15m ² <i>Optional</i>
Office / Administration / Meeting	15m ²
Public Toilets	Male 10m ² Female 10m ² Accessible 5m ² <i>(or can be gender neutral to size specified)</i>
Storage (internal and external)	20m ²
Social / Community Room	100m ²
Third umpire / match referee / venue management room	10m ² <i>Optional</i>
Timekeeping / Scorers Box	10m ²
Umpires Rooms (including toilet and showers)	20m ² -25m ²
Utility / Cleaners Room	5m ² +



5. Use of Facility

- Use is determined by what is permitted by the Lease and the Liquor Licence
- The draft Lease includes Permitted Use, a Management Plan and a Code of Conduct
- Both the draft Lease and any variation of the existing Liquor Licence will require community consultation
- PAC is happy to accept a 2 hour time limit following a sporting event

Recommendation 3:

Amend Recommendation 3 to include after date “5 November 2020” the words:
“, with the time limit in Item 5 and Item 9 of the Schedule to the lease extended to two (2) hours”

Now is the opportunity approve a fit for purpose community facility that is consistent with the Vision of the City of Adelaide, the PAC Community and all users of Park 9

Draft Heritage Strategy and Action Plan 2020-2035

APLA Presentation
5 November 2020

Why Now?

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- 30 years since the program began
- Strategic context has changed
- Adopt contemporary approaches to heritage management
- Incorporate storytelling
- Respond to community expectations
- Respond to societal changes
- Realise economic and heritage tourism opportunities
- Enable council participation in the review of SA planning and heritage systems

History Of Council's Heritage Program ⁵²



1970s - no statutory protection for any heritage places in SA

Late 1970s - Commonwealth and State Government heritage legislation was introduced

Early 1980s - Council started a heritage management program consisting of three pillars:

- Protection – To create a list of protected heritage places in the City.
- Preservation – How could Council best assist ratepayers to preserve the City's heritage?
- Promotion – How could Council best get the message about heritage out to the community?

2020 – the Council heritage management program continues

Current Status

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- Public consultation
- Responses considered
- Present final to Council for adoption in Q1 2021

Draft Principles

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- A planned approach to heritage that is proactive - not reactive.
- Embed heritage within the City's future growth and development
- Enable the Kaurna story to be told, where appropriate
- Enable innovation and collaboration with our heritage partners
- Enable the best use of people, thinking, emerging technology and funds
- Protect, preserve and promote our heritage assets

The Three Pillars Of Heritage Management ⁵⁵

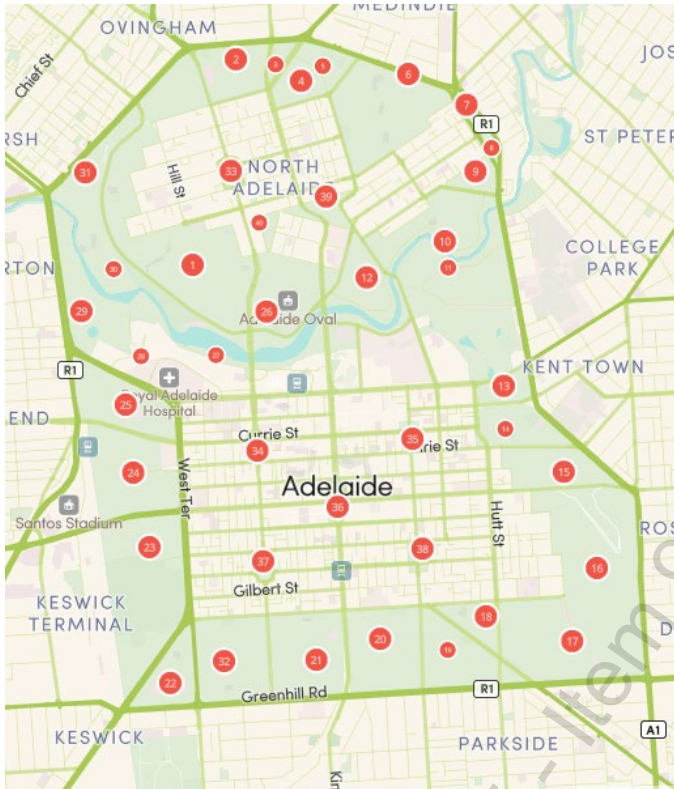


- 1. Protection** – creating a list of heritage places in the city
- 2. Preservation** – how can council assist ratepayers with preserving the City's heritage
- 3. Making Heritage Places** – what are the best ways of getting the message about heritage out to the community

CoA HERITAGE MANAGEMENT – THREE PILLARS

Protection	Preservation	Promotion
<p>Creating a list of heritage places in the city</p> <ul style="list-style-type: none">▪ 2 National Heritage▪ 2 Commonwealth Heritage▪ 649 State Heritage▪ 1850 Local Heritage▪ 2 Historic (Conservation) Zones that provide planning policy to support heritage conservation and management▪ The Park Lands and city layout have been nominated as a State Heritage Area▪ World Heritage listing is being investigated	<p>Assisting ratepayers with preserving the City's heritage</p> <ul style="list-style-type: none">▪ The Heritage Incentives Scheme (HIS) operating since 1987.▪ Council has allocated about \$1 million per year to the HIS for nearly 20 years▪ The HIS is always fully allocated	<p>Getting the Heritage message out to the community</p> <ul style="list-style-type: none">▪ The blue heritage plaque program▪ Sponsorship of research studies, adaptive re-use case studies, thematic histories, self-guided tours and technical information▪ Storytelling in the mainstream media and social media▪ Bus, walking and cycling tours▪ Photographic displays▪ Public events (History Festival) and symposiums

Park Lands Heritage Places



- Adelaide Park Lands and City Layout placed on the National Heritage list in 2008
- 45 state heritage places including buildings, structures and monuments
- 6 local heritage places - memorials, gates and the War Memorial trough and obelisk
- 3 areas of historical significance: 1. The Golf Course location, Colonial Store and Iron Store; 2. Arbor Day site, Victoria Park 3. emigration Square
- 8 unsuccessful nominations for state heritage places
- World Heritage listing is being investigated

The Four Future Ideas⁵⁸



1. Tried and True

Continuing to do what we do well

2. World Heritage listing

Park Lands and City Layout

3. Making Heritage Places

Focussing on heritage area improvements rather than individual buildings

4. Sharing our Heritage Information

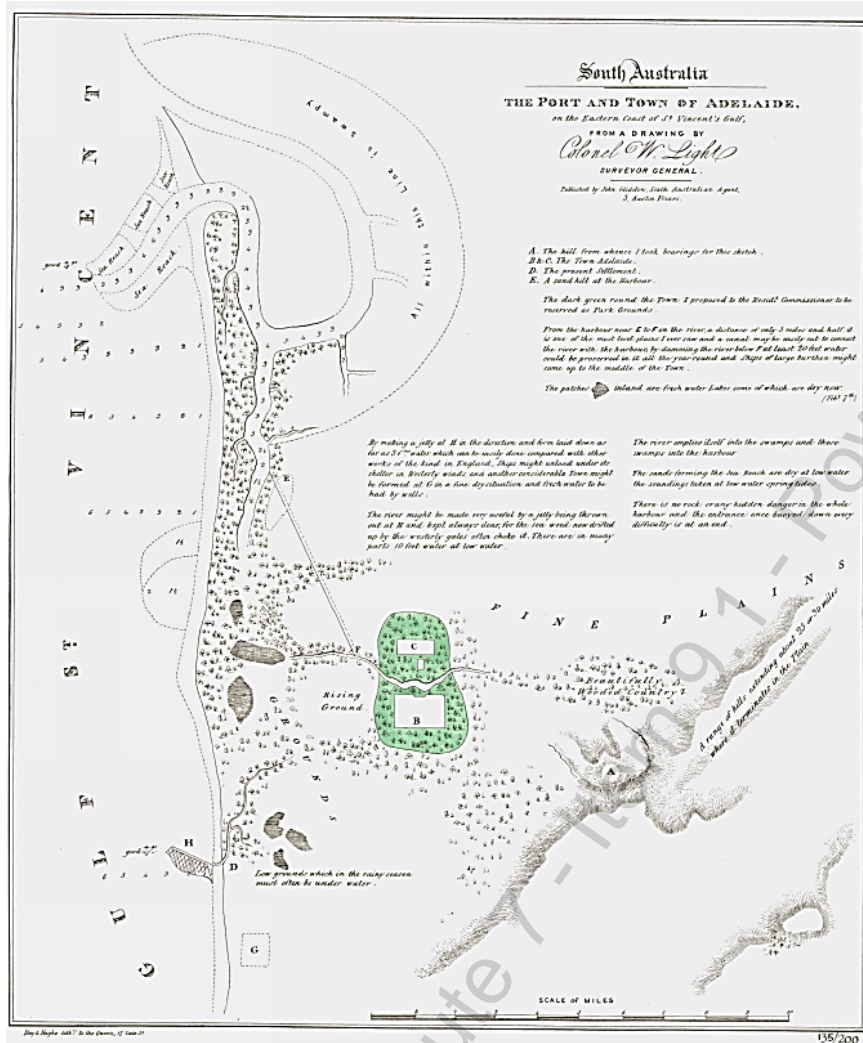
Collating our historical information and creating a publicly accessible data base

Idea 2 - World Heritage Listing



- Uniqueness of the Park Lands and city layout has long been known.
- Good grounds to pursue
- Opportunity to showcase Adelaide's qualities and to encourage others to come and share
- World Heritage listed places experience economic benefits as a result of more visitors

Idea 2 - World Heritage Listing



The recent expert review found that:

- The 1837 Adelaide town plan does have substantial potential and there are (probably) overall advantages in a combined bid (with) The Systematic Colonisation Settlement Landscape of South Australia
- The foundation of Adelaide in South Australia ... offers the most complete realization of the colonial town planning model ... Adelaide and the settlement of South Australia have all the essential elements of the 'grand model', preserved largely intact.

There are plenty of challenges, but also opportunities to:

- better understand the significance of Adelaide
- put Adelaide on the cultural tourism map

Idea 3 – Making Heritage Places



- Increase focus from individual places to collections of buildings or places
- Link with other CoA programs such as the Shopfront Improvement Program, Main Street programs, community events and activations, public realm enhancements

Idea 4 – Sharing Our Heritage Information

- Council holds a wealth of information
- A focus on digitising to make available for others to use
- Opportunity to partner to celebrate, recognise and inform



The Three Pillars

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Protection



Preservation



Promotion



Action Plan For Heritage ⁶⁴



- Initiate
- Partner/Participate
- Review
- Continue
- Develop

Action Plan - Protection

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1. Improve heritage legislation



2. Improve criteria for identifying and listing heritage



3. Increase protection for existing places



4. Review existing places and themes



5. Identify 'at risk' heritage places



6. Identify new areas



7. Advance world heritage listing



8. Encourage reuse of underutilised places



9. Heritage Incentives Scheme



10. A significant project



11. Focus on clusters of buildings

Action Plan - Promotion

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12. Continue existing internal program



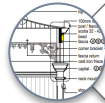
13. Continue existing external program



14. Showcase council assets



15. Develop an electronic DB



16. Provide heritage information for building owners



17. Enable Aboriginal storytelling 'truth telling'



18. Develop heritage tourism



19. Share heritage information



20. Develop conservation knowledge

Feedback

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[Visit Your Say Adelaide here](#)

DRAFT Heritage: Our Future

Heritage Strategy and Action Plan 2020–2035

Draft Heritage Strategy & Action Plan - Distributed Separately



**Adelaide.
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**CITY OF
ADELAIDE**

Acknowledgement to Country

City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

City of Adelaide acknowledges that we are meeting on the traditional country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

You can also listen to this acknowledgment at: cityofadelaide.com.au/community/reconciliation/welcome-and-acknowledgement-of-country

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A message from the Lord Mayor

Unlike any other city in the world, Adelaide is a city within a park, rather than a city with a park.

From its creation as a city plan, Adelaide has a unique heritage which is revealed in the layout of the city and its encircling park lands. Within our unique town planning framework, places were constructed that used local materials, leading to distinctive places that are a function of their geography and place in time. And all set within a landscape that has been the home of the Kurna people for thousands of years.

Because so much of both Kurna and European heritage is still readable in the landscape, Adelaide presents as a city unusually dense with heritage places. Heritage is important as it provides an anchor for people. An acknowledgment of history grants a society the understanding of the present and gives a sense of direction for the future. The legacy of heritage places has granted us enormous opportunities for the future to present our unique heritage and tell our stories.

This Strategy and Action Plan is designed to guide Council in making decisions about what we do with heritage into the future. We want to continue to protect, preserve and promote our heritage in consultation with our partners. We need to review our existing heritage and augment our unprotected places and spaces. The future will bring challenges to our

heritage places that we need to understand and devise and implement solutions. We also want to engage with our community to provide information and access to information so that stories about European and Aboriginal heritage can be told.

Council is unequivocal in its support for built heritage as a key part of a prosperous, liveable and culturally rich city. From the very beginning, South Australia's capital city, Adelaide, was designed for living with the wellbeing of its people front of mind. The site also recognised the Kurna people's relationship as this strategic site on the river is the geographical heart of Kurna country, halfway between the hills and the ocean.

The City of Adelaide has recently developed a new brand; Adelaide. Designed For Life speaks to the essence of the City of Adelaide's past, present and future while embodying our city's unique foundational history.

Sandy Verschoor
The Lord Mayor of Adelaide



Introduction

What is heritage?

Heritage is usually defined as what we inherit. Heritage is comprised of the things that we want to keep because they are irreplaceable and precious. There are tangible heritage objects such as historical buildings and places, cultural objects, creations and artefacts, fine art, landscapes, archaeological and geological evidence, paleontological remains, and sacred and spiritual sites. Heritage can consist of equally important intangible inheritances including oral histories and traditions, indigenous knowledge systems, rituals and cultural performances, creative arts, skills and techniques, belief systems, cultural festivals and popular memory.

What role does heritage play?

Heritage is important as it provides an anchor for people. An acknowledgment of history grants a society the understanding of the present and a sense of direction for the future.

How important is it to our community?

Heritage is very important to our community. Heritage issues regularly appear in the media and Council has a current and growing social media and digital engagement with the community regarding our promotion program.

What is Council's role in heritage?

Given the importance of heritage to our community, Council's role is to:

- Continue to protect, preserve and promote
- Engage with our partners to promote and advocate for heritage
- Review our existing heritage and augment our protected places and spaces
- Understand the challenges facing heritage places and devise and implement solutions
- Engage with our community to provide information and access to information so that stories about European and Aboriginal heritage can be told.

Where does the Plan come from?

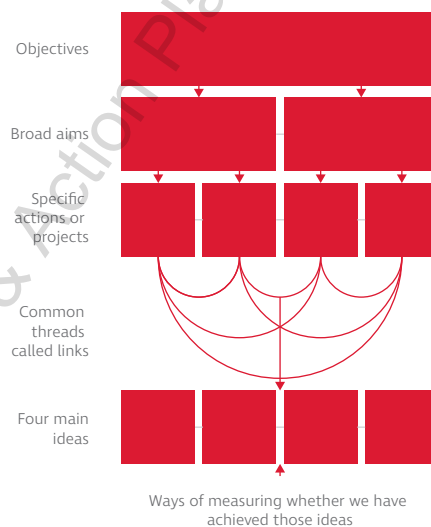
This Plan emerged as a result of internal discussions. Once formally adopted by Council, broader engagement with our partners will occur and the Plan will become a public document.

What does this document do?

This document presents a Strategy and Action Plan to guide Council in making decisions about what we do with heritage into the future. The Plan includes the specific actions that we need to implement it. We will use those actions to measure the Plan's success. Once adopted, we will measure and review the Plan every five years to check progress and make any required changes.

What does this document contain?

The Strategy and Action Plan takes the following form:





Heritage Strategy & Action Plan Distributed Separately

Background, principles and vision

Kaurna heritage

- In line with the separate Aboriginal Heritage Act 1998 and the Heritage Places Act 1993, the Plan focusses on heritage places developed after European occupation.
- However, the Kaurna heritage story is central to our history and the two stories must be told together.
- The Plan has been developed to enable both stories to be told.

Draft principles

- Anticipate future challenges and develop solutions in advance.
- Embed heritage within the City's future growth and development.
- Enable the Kaurna story to be told, where appropriate.
- Enable innovation and collaboration with our heritage partners.
- Enable the best use of emerging technology and funds.
- Protect, preserve and promote our heritage assets.

Strategic context

- International listing through UNESCO World Heritage listing.
- National listing through *Australian Government – Australian Heritage Strategy, December 2015*.
- South Australian Government:
 - › The State Planning Policies set out a framework for land use to improve the liveability, sustainability and prosperity of SA. The broad aims for heritage conservation in SA are covered.
 - › Planning reform is occurring including changes to the heritage framework.
 - › A recent Parliamentary Inquiry presented a series of recommendations for sweeping reform to the heritage system in SA.
- City of Adelaide Strategic Plan:
 - › Heritage is a major theme that runs through the Plan with actions in the Dynamic City Culture and Environmental Leadership Community Outcomes.
 - › Adelaide's new brand, Designed for Life is based on Adelaide's boast of being Australia's first designed City.

Background context

- Council has been committed to heritage policy and initiatives since the early 1980s. Community support for heritage is clear and reflected in the support of our program.
- The State Government has intervened in planning policy and the assessment of larger development in the City. This has reduced our influence in shaping the development of the City. Our ability to initiate heritage policy initiatives has also diminished.
- Previously, we were leaders in the development of heritage policy and initiatives in Australia. We should aim to re-establish this position and use our resources to chart our own course with heritage policy and initiatives.



Why now?

The decision to prepare a Plan has arisen because:

- It has been more than 30 years since the City of Adelaide's heritage program began. It's time to revisit our direction and refocus, augment and re-orientate our effort.
- It is time to incorporate telling Aboriginal stories.
- We know the importance of heritage to our community. The emphasis that the community places on heritage warrants the development of a comprehensive Plan.
- As society changes, new challenges and opportunities arise with heritage places. We need to develop strategies to deal with those changes to anticipate problems and harness opportunities.
- We see that our economic future is linked to heritage through tourism. Increasingly, our unique heritage will attract visitors to the City.
- Currently, heritage and planning policy is being considered more broadly with Government initiated planning reforms and a Parliamentary Inquiry into the State's heritage system. Significant change is being proposed. Council should have a strong position on its view of the future direction of heritage policy in the City.

Value of heritage

We know heritage is valuable because:

- Culturally, our heritage places contribute to establishing the city's identity and its liveability. Our heritage has made Adelaide a city which is Designed for Life.
- Our history, visible through our heritage places, enables us to tell stories which help establish our identity by explaining the past, understanding the present and setting the direction for the future.
- We know heritage is important to our community.

Economically, we know how important heritage is.

Studies show that:

- For every \$1 spent by Council as a Heritage Incentives Scheme grant, \$1.68 is returned to the South Australian economy.¹
- The Heritage Incentives Scheme supports 300 jobs and contributes \$395 million to the Gross State Product.¹
- A City with a unique heritage attracts tourism. Studies have shown that direct cultural tourism expenditure in the City of Adelaide is conservatively valued at \$375 million annually.²
- An average of 27% of total visitor spending in Adelaide can be directly attributed to cultural heritage related tourism.²

History of Council's heritage program

In the 1970s there was no statutory protection for any heritage places in South Australia. Some important old buildings were lost. Battles began between developers and the community.

In the late 1970s, Commonwealth and State Government heritage legislation was introduced.

By the early 1980s, Council had endorsed a heritage management program which consisted of three pillars.

They were:

- **Protection** – To create a list of protected heritage places in the City.
- **Preservation** – How could Council best assist ratepayers to preserve the City's heritage?
- **Promotion** – How could Council best get the message about heritage out to the community?

¹ SGS Economics & Planning. (February 2018). *The Economic Value of Built Heritage in the City of Adelaide*.

² Tourism Research Services and the City of Adelaide. (2015). *Economic Value of Heritage Tourism*.



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Protection

- By the end of 1987, Council had established the City of Adelaide Heritage Register which contained 419 places in Adelaide, North Adelaide and the Park Lands.
- Listing has continued. Now in the City, North Adelaide and Park Lands we have places listed as follows:
 - › 2 National Heritage
 - › 2 Commonwealth Heritage
 - › 649 State Heritage
 - › 1850 Local Heritage
 - › 2 Historic (Conservation) Zones that provide planning policy to support heritage conservation and management
 - › The Park Lands have been nominated as a State Heritage Area, but not yet listed.

Preservation

- With protection in place, the focus turned to how best to support owners. A system of financial and non-financial incentives connected to conservation work was found to be the best method of providing support.
- In 1987, Council established a fund of \$100,000 to support private owners of heritage properties in a scheme called the Heritage Incentives Scheme (HIS).
- The HIS then and now reimburses owners with grants of money to part fund professional documentation and authentic, appropriate conservation work of heritage places.
- Council soon doubled the funding allocation. For nearly 20 years, Council has allocated about \$1 million per year to the HIS.
- The HIS also funds the services of Council's professional heritage architects providing free advice to guide those doing conservation work.
- The HIS is always fully allocated.
- Council operated the Façade Improvement Incentive (FII) from 2011-2019 which encouraged owners to improve the street appeal of their unlisted pre-WWII historic character buildings within the CBD or North Adelaide's commercial precincts.

Promotion

Council's Promotion program is responsible for:

- The blue heritage plaque program
- Sponsorship of research studies, thematic histories, specifications and technical information
- Story-telling online, in the mainstream media and via social media
- Bus tours for the public, Councillors and staff
- Photographic displays and exhibitions
- Public events and symposiums
- Self-guided walking and cycling trails.



What Council has delivered

- A hugely successful and nationally awarded HIS program that has provided over \$20 million invested as grants in over 3000 conservation projects.
- Over 720 blue heritage plaques.
- Around a dozen free events per year celebrating heritage for our community, eg. History Festival.
- Storytelling and celebrations of heritage told online and through social media that engages with and connects to the next generation.
- The collection of a wealth of historical and pictorial information for all to use.
- Technical guides free for owners to use.
- Case studies that focus on conservation projects funded by HIS and the adaptive reuse of heritage places to inspire current and future heritage property owners.
- Self-guided walking and cycling trails.

What is being delivered now?

In 2019/20, the budget allocation for heritage was spent on:

- 100 Heritage Incentive Scheme projects.
- Professional heritage architects who guide owners through HIS projects and provide free advice about the conservation and care of their heritage properties.
- Advice on development applications for development impacting on heritage places.
- Two Façade Improvement Incentive projects delivered in 2019.
- A comprehensive Promotion program.
- Over \$600,000 spent on Council owned heritage property projects.



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Minute 7 - Item 9.1 - Draft Heritage



Trends in heritage

- Adaptive reuse adapts buildings for new uses while retaining their historic features such as the structure, building envelope and important interior elements. Adaptive reuse can be applied to historic buildings and obsolete or underutilised buildings.
- Widening the focus to tell the story through a collection of places, rather than individual buildings.
- An increased focus on heritage tourism based on an understanding that unique places have a story to tell that attracts tourists.



The three pillars of heritage now

The Strategy proposes four ideas for the future of heritage based on the three pillars of Protect, Preserve and Promote.

- Protect – increase protection of heritage places by:
 - › Reviewing and critiquing the heritage system in SA to seek an improved system.
 - › Identifying gaps or 'at risk' heritage in our protected places.
 - › Advancing listings.
- Preserve – continue current efforts to preserve by:
 - › Continuing the HIS with funding 'holes' identified.
 - › Considering larger conservation projects.
 - › Partnering with others to focus on area conservation.
- Promote – continue the steady increase in promotion that has been occurring by:
 - › Developing a larger program with more engagement with our customers.
 - › Sharing information and making it available to all.
 - › Increasing efforts in heritage tourism.
 - › Increasing knowledge about conservation.

The four future ideas

Idea #1 Tried and true

- Continue the work that the heritage program does and has been doing successfully for the past three decades.
- Provide grant money and free professional advice to heritage owners to subsidise and encourage good quality conservation works through the HIS.
- Promote heritage as we currently do through exhibitions, publications, plaques, social media campaigns and sponsorship and partnership of festivals and events.
- Monitor, research, analyse and critique the current heritage system and with others, push for change where necessary.
- Review our heritage places to find and fill the gaps.
- Develop and implement strategies to deal with the City's underutilised buildings.
- Connect with and educate our heritage property owners and the wider community about conservation.



Idea #2 World Heritage listing

- The uniqueness of the City of Adelaide has long been known. Discussion began in 1996 about the idea of World Heritage listing the Park Lands and city layout. Inclusion on the National Heritage List occurred in 2008.
- Recently momentum to pursue the listing has grown as research has identified the truly unique characteristics of the Park Lands and city layout. For example, Adelaide is:
 - › The only city in the world with a town plan that splits the commercial from the residential using an expansive ring of public parks
 - › The first example in the world of Park Lands created and dedicated for public use
 - › The town plan and the Park Lands have survived and remain substantially intact.
- We believe that we fit the criteria and have good grounds to pursue World Heritage listing.
- We have the opportunity to lobby for the listing when ICOMOS holds its annual World General Assembly in Sydney Australia in October 2020.
- World Heritage listing will showcase Adelaide as a city that's designed for life and to encourage others to come and share.
- World Heritage listed places experience economic benefits as a result of more visitors.

Idea #3 Making heritage places

- Presently, the HIS is targeted at individual places.
- Idea 3 refocuses the effort from individual places to collections of buildings or places.
- Idea 3 supports concentrating our efforts and combining with other programs (such as the Shopfront Improvement Program) to engage with owners of heritage places in areas facing challenges.
- The heritage improvements could form part of a comprehensive Council strategy to improve a challenged area.
- Idea 3 could involve a wider program of public realm works to improve the area and tell the story of the place through public art and/or events.



Idea #4 Sharing our heritage information

- Council holds a great deal of information, particularly about heritage places and people, in the form of heritage survey data sheets, photographs and other records.
- We propose that we gather all that heritage information together in a digital format. The digitising process will also ensure we have old and fragile records in perpetuity, albeit in a digitised form.
- Readily accessible, searchable information will be made available for all to use for whatever purpose they choose.
- This information would make Council the first reference point for those seeking an understanding of places, people and our history.
- Collating digital records will also help to link together previously unconnected stories. New ways of telling heritage stories may result.
- We could partner with other organisations to provide joint information for people to build stories with.
- This will enable us to celebrate this City by telling stories about the past and present South Australia, the City and Park Lands, and about heritage places and people.

Heritage strategy and action plan

Purpose - what will it achieve?

The Heritage Strategy and Action Plan aims to identify a range of actions that Council can pursue to advance the heritage agenda over the next 15 years.

Regular reviews

It will be reviewed every 5 years to ensure the direction set and the actions proposed are appropriate.

Measuring success

The Strategy contains actions which will enable the measurement of success over the coming years.














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Action Plan for heritage

Protection

Aims	Actions	Timing/priority	Links	Success to be measured by:	Ideas
1. To improve the current legislative environment for heritage.	1.1 Partner to: <ul style="list-style-type: none"> Pursue Council's adopted position on heritage. Monitor the legislative framework for heritage in SA and advise Council. 	Short/High		<ul style="list-style-type: none"> A 'seat at the table' of decision-making bodies. Legislative change in line with Council's adopted position. Change to legislatively separate heritage listing from development decisions. 	
2. To achieve an ideal heritage protection system.	2.1 Undertake a research program to: <ul style="list-style-type: none"> Analyse and recommend improved criteria for the identification of heritage places, heritage areas and character areas. Review and recommend improved listing processes for local heritage places. 	Short/High		<ul style="list-style-type: none"> Improved criteria for heritage and character places and areas. Streamlined listing process for heritage places and areas. 	 
3. To increase protection for existing heritage places.	3.1 Undertake a research program to monitor and identify heritage planning policy that results in unsympathetic outcomes for heritage places.	Short/High	1.1, 2.1	<ul style="list-style-type: none"> Changed planning policy in response to research findings. Updated listings that comply with current legislative requirements. 	 
	3.2 Review existing listings to ensure compliance with current legislative requirements, based on improved listing criteria and processes.	Medium/Medium	1.1, 2.1		
4. To review existing heritage places based on historic themes to identify gaps.	4.1 Undertake a research program to review current listings on a thematic basis and identify gaps.	Short/High	2.1	<ul style="list-style-type: none"> Identified places are protected. 	
	4.2 Protect identified places.	Medium/Medium			
5. To identify and protect 'at risk' places.	5.1 Review and pursue Council's existing decisions for listing.	Short/High	1.1	<ul style="list-style-type: none"> Identified and 'at risk' places are protected. Policy developed for 'at risk' classes of heritage places. Policy developed for Council owned heritage assets. 	
	5.2 Undertake a research program to: <ul style="list-style-type: none"> Identify 'at risk' classes of heritage places. Identify the most vulnerable 'at risk' place within that class of heritage places. 	Short/High	2.1		
	5.3 Develop policy packages to support 'at risk' places.	Short/High	3.1		
	5.4 Develop Council policy to guide Council-owned heritage assets.	Short/High			





Aims	Actions	Timing/priority	Links	Success to be measured by:	Ideas
6. To identify and protect areas.	6.1 Undertake a research program to identify potential commercial and residential heritage and/or character areas.	Medium/Medium	2.1	<ul style="list-style-type: none"> Identified areas protected. 	
	6.2 Protect identified heritage and/or character areas.	Medium/Medium	2.1, 6.1		
7. To advance the World Heritage listing of the Park Lands and city layout.	7.1 Partner to promote the World Heritage listing of the Park Lands and city layout.	Short/High		<ul style="list-style-type: none"> Park Lands and city layout entered on the World Heritage list. Policy developed to guide the management of the Park Lands and city layout. 	 
	7.2 Partner and prepare policy to anticipate heritage listing.	Short/High			
8. To encourage the reuse of underutilised heritage places.	8.1 Partner to: <ul style="list-style-type: none"> Identify underutilised heritage places. Develop strategies to encourage reutilisation. 	Short/High	5.2, 5.3	<ul style="list-style-type: none"> Strategies developed to assist reutilisation. 	

DEFINITION KEY

Initiate – take the lead
Partner/Participate – join with others
Continue – continue existing work
Provide/Prepare/Undertake/Develop – begin new work
Pursue – follow up






Short/High = 1-5 years
Medium/Medium = 5-10 years
Long/Low = 10-15 years

The Four Future Ideas

-  Tried and True
-  World Heritage listing
-  Making heritage places
-  Sharing heritage information

Action Plan for heritage

Preservation

Aims	Actions	Timing/priority	Links	Success to be measured by:	Ideas
9. To continue the existing program of grants for conservation and advice.	9.1 Continue to review current policy guiding existing programs. 9.2 Continue the HIS program. 9.3 Document all HIS projects. 9.4 Undertake a research program to analyse grant allocations. 9.5 Undertake a research program to: <ul style="list-style-type: none"> Investigate financial incentives to reward investment in heritage places. Investigate financial disincentives to promote occupancy and restoration of vacant and dilapidated buildings. 	Short/High Short/High Short/High Short/High Medium/Medium	8.1	<ul style="list-style-type: none"> Continuation of well managed HIS Documentation sheet for all HIS projects. Research papers produced. 	 
10. To partner in a significant project.	10.1 Investigate the feasibility of partnering to complete a significant project to a heritage place.	Medium/Medium	5.2, 5.3, 7.1	<ul style="list-style-type: none"> Completion of significant project if appropriate. Interpretation package to be developed to celebrate the World Heritage listing. 	 
11. To shift the focus from individual buildings to clusters of buildings.	11.1 Develop strategies to improve buildings within heritage areas. 11.2 Partner to develop strategic packages for heritage areas.	Medium/Medium Medium/Medium	2.1, 6.1, 6.2	<ul style="list-style-type: none"> Improved uptake of HIS in areas, rather than isolated buildings. Improved appearance and performance of 'at risk' areas. 	

DEFINITION KEY

Initiate – take the lead

Partner/Participate – join with others

Continue – continue existing work





Provide/Prepare/Undertake/Develop – begin new work

Pursue – follow up

Short/High = 1-5 years

Medium/Medium = 5-10 years

Long/Low = 10-15 years

-  Tried and True
-  World Heritage listing
-  Making heritage places
-  Sharing heritage information



Action Plan for heritage

Promotion

Aims	Actions	Timing/priority	Links	Success to be measured by:	Ideas
12. To continue the external promotion program	12.1 Continue the existing external Promotions Plan. 12.2 Initiate the establishment of and support of the Heritage Promotion Advisory Group.	Short/High Short/High		<ul style="list-style-type: none"> Increasing numbers accessing social media and digital technologies. A City of Adelaide based heritage promotion strategy and action plan 	●
13. To continue the existing internal promotion program	13.1 Continue the existing internal Promotions Plan. 13.2 Undertake a research program to review the plaque program. 13.3 Undertake a report into the economics of conservation.	Short/High Medium/Medium Medium/Medium		<ul style="list-style-type: none"> Increasing numbers accessing social media and digital technologies. Completed report. 	●
14. To showcase Council owned heritage assets.	14.1 Partner to light Council owned heritage places. 14.2 Continue promoting Council owned heritage places. 14.3 Improve the promotion of other Council owned heritage places.	Long/Low Long/Low Long/Low		<ul style="list-style-type: none"> Further Council owned heritage places illuminated. Continued and improved promotions programs for Council owned heritage places. 	●
15. To develop an electronic Data Base for all heritage information.	15.1 Develop the Heritage Data Base.	Medium/Medium		<ul style="list-style-type: none"> Completed Heritage Data Base. 	●
16. To increase the visibility of the HIS and CoA's heritage approach to residents and others.	16.1 Provide extension of the current Heritage 'Gift Pack'.	Medium/Medium	13.1	<ul style="list-style-type: none"> Further promotional information for owners. 	●
17. Aboriginal Heritage.	17.1 Partner to enable Aboriginal stories to be told.	Short/High		<ul style="list-style-type: none"> The incorporation of Aboriginal stories in heritage interpretation. 	●

Aims	Actions	Timing/priority	Links	Success to be measured by:	Ideas
18. To get involved in the developing heritage tourism area.	18.1 Partner with others for input into tourism plans and strategies.	Short/High	13.1, 13.2, 14.1	<ul style="list-style-type: none"> Participation in Heritage Tourism Strategy. 	●
19. To share information with other local government heritage managers.	19.1 Partner to regularly meet with other local government heritage managers.	Short/High		<ul style="list-style-type: none"> Regular schedule of meetings established revolving around South Australia and the Australian capital cities. 	●
	19.2 Partner to regularly meet with interstate local government heritage managers.	Medium/Medium			
20. To increase the knowledge about conservation.	20.1 Partner to provide practical education.	Long/Low	10.1	<ul style="list-style-type: none"> Development of educational programs. 	●
	20.2 Partner to develop heritage teaching resources.	Long/Low	10.1, 15.1		

DEFINITION KEY

Initiate – take the lead

Partner/Participate – join with others

Continue – continue existing work

Provide/Prepare/Undertake/Develop – begin new work

Pursue – follow up

Short/High = 1-5 years

Medium/Medium = 5-10 years

Long/Low = 10-15 years

- Tried and True
- World Heritage listing
- Making heritage places
- Sharing heritage information



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GRAND LODGE
OF
FREEMASONS



Draft Heritage Strategy
Item 9.1

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