

Heritage: Our Future

Heritage Strategy 2021 – 2036
and Action Plan

Adelaide.
Designed for Life.



CITY OF
ADELAIDE

Acknowledgement of 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.

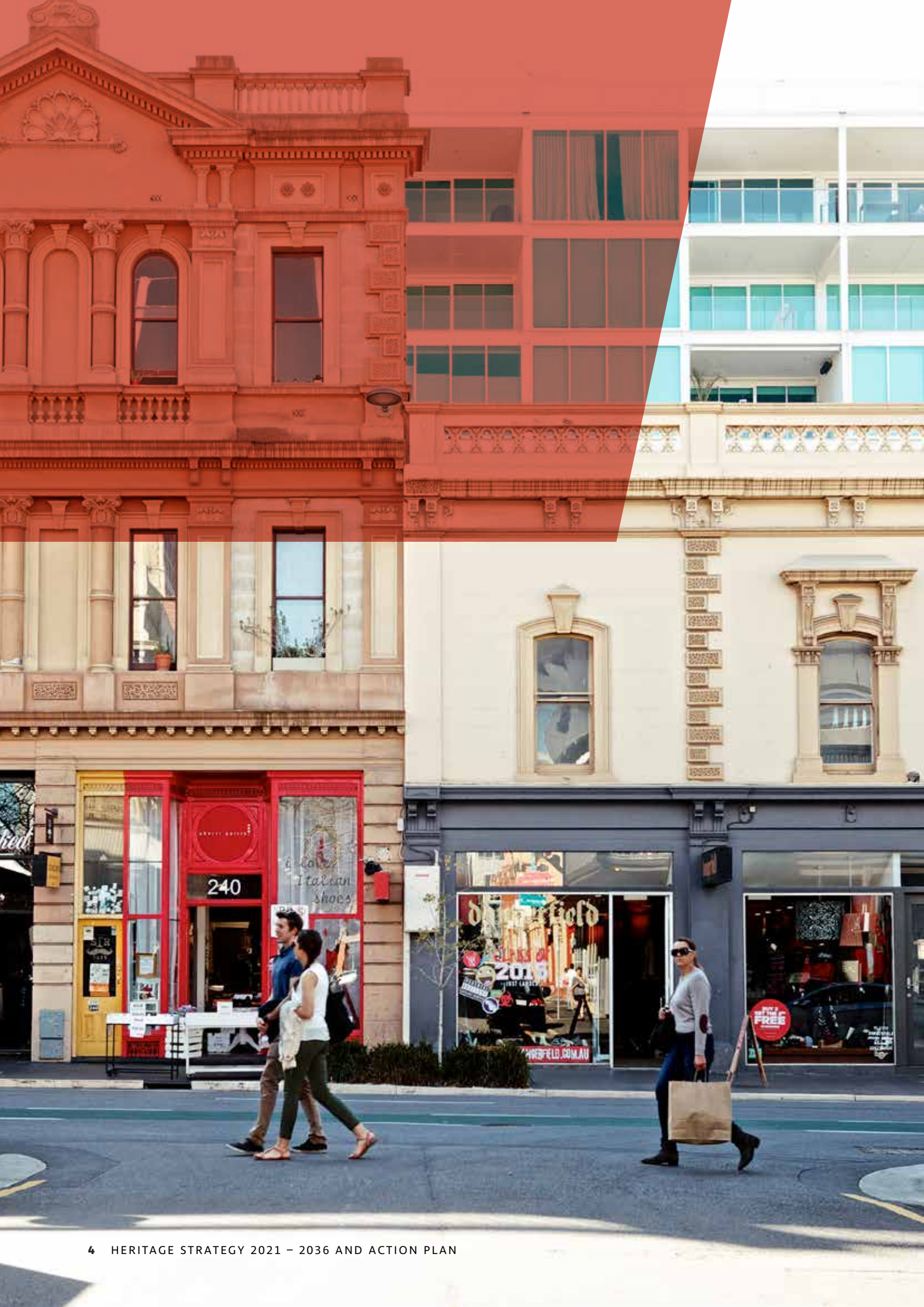
City of Adelaide acknowledges that we are meeting on the traditional country of the Kurna
people of the Adelaide Plains and pays respect to Elders past and present.

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](http://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 share historically inclusive stories about European and Aboriginal heritage.

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's 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

'Heritage acts as an anchor for people who work and live in the city and is an intrinsic part of its attraction for visitors. Our heritage places offer opportunities to tell our stories and define the city's unique sense of place.'

SA Heritage Council, November 2020



Introduction

The Heritage Strategy and Action Plan (the Strategy) outlines our aims for creating a city that respects and values its heritage, and our framework for heritage management up to 2036. The Strategy recognises that heritage is both tangible and intangible and embraces natural, historic, cultural and Aboriginal and Torres Strait Islander values. It will guide our long term heritage management role in the identification and protection of our heritage places, how we can assist property owners and businesses conserve, manage and appreciate our City's heritage and how we can work with the community to recognise and celebrate our heritage.

Our vision for the future of heritage is to enable the full economic, cultural, community and sustainability potential of our built and cultural heritage to be realised. Three outcomes have been identified to deliver our vision:

- Our City's heritage is effectively protected
- Heritage is valued by our people and our communities
- Our City is renowned for its heritage.

The Strategy is executed through the Action Plan and the City of Adelaide Strategic Plan 2021 – 2024. The Action Plan sets out our outcomes and lead actions for the next three years and the associated activities and

deliverables to measure the Strategy's success. The Action Plan will be reviewed every three years to allow appropriate responses to changing economic, cultural, environmental and social conditions.

What is heritage?

Our City's heritage enriches the city's heart and soul. It provides an anchor for people and communities. An acknowledgment of history provides our society with an understanding of the past and directions for the future. Appreciation of our heritage helps build strong, connected communities with access to rich cultural and social experiences.

Our community works, plays and lives in a rich variety of heritage places. Our local and wider communities are highly engaged with heritage, particularly protection of built heritage from demolition, and unsympathetic new development. Heritage stories regularly appear in the media and the City of Adelaide's engagement with the community on social media and other digital platforms continues to grow.

There is increasing recognition of the economic and social benefits of conserving heritage places and areas. Globally, adaptive reuse of heritage buildings continues to play a vital role in securing their future and defining the fine-grained character of cities and towns.

The tourism benefits of heritage places and areas which contribute to a city's unique identity are already recognised. Tourists now seek authentic experiences with interpretation that focuses on historical themes and historically inclusive perspectives.

The sustainability benefits of conserving embodied energy through retention of heritage places has been well documented and research is continuing in this sphere.

Working together

Heritage is a complex issue and no one agency can tackle it alone. Collaborations and partnerships with Federal, State and local government agencies, business, educational and community organisations will play an important role in delivering the Strategy's objectives. The City of Adelaide already has well-established and wide ranging partnerships. We will look at building on these and extending our connections where necessary. We will also look at opportunities for community participation in achieving the aspirations and goals of the Strategy.



Background

The Strategy reviews our heritage aspirations for the City within the framework of South Australian planning reforms, the state focus on heritage tourism, and recognition of the economic values of heritage. Culture and heritage play a vital role in defining Adelaide’s unique brand. There are great benefits in developing strong linkages between the heritage and tourism sectors. The Strategy looks at ways we can facilitate these connections.

Research including contemporary heritage programs, economic studies of heritage buildings and conservation programs, and the impact of the South Australian Planning and Design Code, has informed discussions about future directions for the City’s heritage management program.

This Strategy has been developed in consultation with our community and heritage stakeholders in the government and private sectors. Council adopted a draft Strategy for engagement in November 2019. Public engagement occurred through Your Say between October and November 2020. We engaged with external stakeholders and our partners between October and December 2020.

The draft Strategy proposed Four Future Ideas which were well supported by stakeholders:

- Tried and true
- World Heritage listing of the Park Lands and City Layout
- Making heritage places
- Sharing our heritage information.

These Future Ideas have been incorporated into the Action Plan objectives.

The City of Adelaide has separate policies and programs for its moveable cultural heritage (City of Adelaide Civic Collection and City of Adelaide Archives), the Park Lands, and community engagement (Adelaide City Libraries History Hub, and Arts and Culture programs), which complement the objectives of this Strategy but are outside its scope.

The South Australian Productivity Commission identifies Heritage assessment and Heritage protection as mandatory Local Government activities. The City’s heritage activities stretch beyond these mandatory requirements.

The City of Adelaide’s role in heritage

- continuing to protect, preserve, and promote our heritage
- partnering with government, business and community organisations to promote and advocate for heritage
- identifying at risk and unprotected heritage places
- supporting heritage conservation through a range of initiatives
- understanding the challenges facing heritage places and identifying solutions
- enabling stories about European and Aboriginal heritage
- celebrating our City’s heritage with events and activities



Our Vision

Enable the full economic, tourism, cultural, community and sustainability potential of our built and cultural heritage to be realised.

Outcome 1

Our City's heritage is effectively protected

Our Objectives

- Strengthen the heritage protection system
- Protect vulnerable places
- Advance World Heritage listing bid for the Park Lands and City Layout
- Propose places for heritage listing

Outcome 2

Heritage is valued by our people and our communities

Our Objectives

- Encourage best practice conservation
- Ensure appropriate development
- Unlock the economic potential of heritage places
- Create vibrant precincts
- Lead by example
- Encourage conservation skills development

Outcome 3

Our City is renowned for its heritage

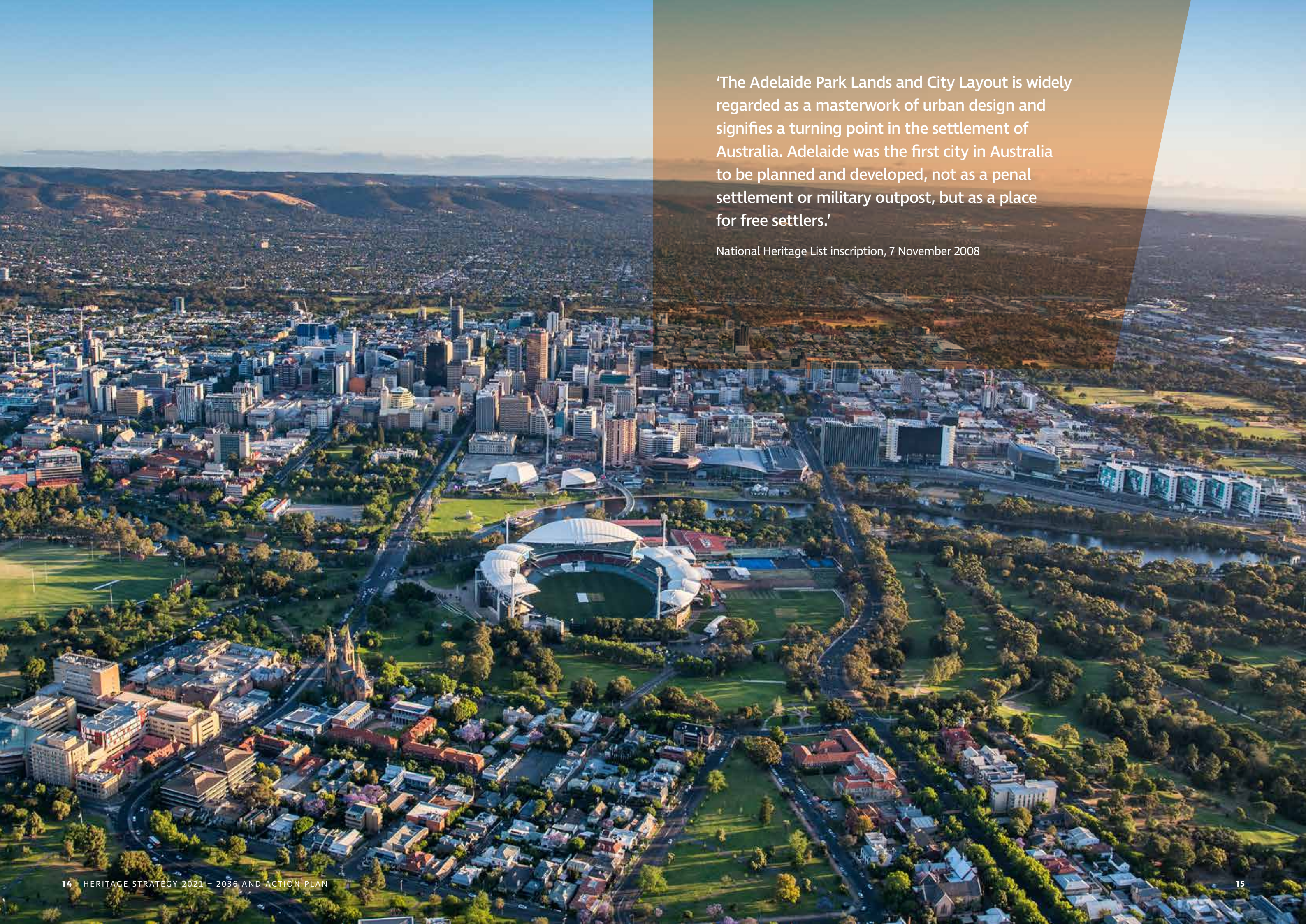
Our Objectives

- Celebrate our built and cultural heritage
- Continue to develop our heritage narrative
- Promote the value of heritage conservation
- Build heritage knowledge

Strategic partnerships

Delivery of the Strategy's objectives relies on partnerships with government, industry, cultural and educational institutions, and our community for the identification, understanding, measuring and celebration of our built, cultural, and natural heritage.





'The Adelaide Park Lands and City Layout is widely regarded as a masterwork of urban design and signifies a turning point in the settlement of Australia. Adelaide was the first city in Australia to be planned and developed, not as a penal settlement or military outpost, but as a place for free settlers.'

National Heritage List inscription, 7 November 2008

Heritage Management

Where we are today

The City of Adelaide has been at the forefront of heritage policy development in Australia since the early 1980s. We have supported heritage property owners with financial incentives and professional advice for over thirty years. We aim to continue influencing heritage policies and developing initiatives which conserve and celebrate our cultural and built heritage character and resonate with communities.

We contributed to the 2018 South Australian Parliamentary Inquiry into Heritage Reform¹ which examined issues around built heritage and the processes for its protection and enhancement. The City of Adelaide made a significant contribution to the Inquiry through written submissions, conducting a site tour for Members of the Committee and appearing as a witness at the Inquiry.

The Inquiry captured community, business and local government expectations around the management of our State’s heritage. The Inquiry into Heritage Reform report recommended a collaborative and strategic reform of heritage processes and legislation, and the establishment of a heritage reform advisory panel with representatives from State and local government. The Committee recognised the need to streamline processes and implement transparent and responsive decision making procedures.

In March 2021 all individual Council Development Plans were replaced by a statewide Planning and Design Code (the Code). The new Code has bought across all existing Local and State Heritage places and includes new policies to guide the assessment of development affecting heritage places and areas. No significant reform of changes to the management of heritage in the planning system has occurred through this process despite the Parliamentary Inquiry’s recommendations. The new Code does not include all of the heritage principles from the former Adelaide (City) Development Plan.

Where we are heading

Community support for heritage is strong, demonstrated by community response to heritage protection issues and support for our heritage program. 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. The City of Adelaide’s very successful heritage protection, preservation and promotion program which commenced over thirty years ago is the foundation of our heritage management program for the future. This Strategy reflects the vision and outcomes of the City of Adelaide Strategic Plan 2020 – 2024 and guides our long term heritage management of the City.

We see that our economic future can be enhanced through expanding opportunities linked to heritage tourism. Increasingly, our unique heritage will attract visitors to the City. We will explore the potential of heritage places as economic and sustainability drivers.

There are excellent opportunities for the cultural heritage of the Kaurna people, the Traditional Owners and Custodians of the land, and Aboriginal and Torres Strait Islander peoples and cultures to be respected, celebrated, and represented in all aspects of city life.

We understand the need to review the management of heritage places at all stages of the development life cycle - identification, policy formulation, assessment, construction, compliance and enforcement. We will develop a clear position on the desired direction for heritage policies affecting the City. The impact of the new statewide Planning and Design Code on our heritage places and areas will be monitored and evaluated and we will actively participate in the anticipated State Government heritage reform processes.

Heritage is not only a function of history; it is a function of time, endeavours and culture. ‘Modern or recent heritage’ has as much a place for the heritage of the future as ‘past or inherited’ heritage has a place for the present.

North Adelaide Society, November 2020

¹ Parliament of South Australia ‘An Inquiry into Heritage Reform’, 1st report of the Environment Resources and Development Committee, 30 April 2019

The Strategic Context

Heritage management in the City of Adelaide, including identification, statutory protection, conservation and development affecting heritage places, is guided by international, national and state heritage legislation and polices. Development of the Strategy has also been informed by heritage studies and reports commissioned by the City of Adelaide.

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; <i>Environment Protection and Biodiversity Act 1999</i> ; National Heritage Protocol 2004, Australian Heritage Strategy, December 2015. Register of the National Estate (closed 2007 - archive only).
Aboriginal heritage protection: Aboriginal and Torres Strait Islander <i>Heritage Protection Act</i> , <i>Native Title Act, 1993</i> and <i>Protection of Moveable Cultural Heritage Act 1986</i> .
State Government
Heritage protection: Government of South Australia - SA Heritage Register; <i>Heritage Places Act 1993</i> ; South Australian Heritage Council (listing of state places), <i>SA Aboriginal Heritage Act 1998</i> .
Planning policies: SA Planning and Design Code and the <i>Planning Design and Infrastructure Act 2016</i> : set out the framework for land use including development affecting heritage places.
Heritage reform: 2018 – 2019 Parliament of South Australia Environment Resources and Development Committee: An Inquiry into Heritage Reform, which concluded that strategic, statewide reform of the nomination, assessment and listing processes for state and local heritage and protection through appropriate policy and legislative tools was necessary.
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.
Local Government and City of Adelaide
Statutory requirements: <i>Local Government Act 1999</i> .
Strategic plans: City of Adelaide 2020 - 2024 Strategic Plan: Heritage is a major theme throughout the Plan with actions in the Thriving Communities, Strong Economies, Dynamic City Culture and Environmental Leadership Outcomes.
Strategies, plans and policies: City of Adelaide.
Best practice heritage management:
Burra Charter of Australia ICOMOS (Australia ICOMOS 2013).
City of Adelaide heritage studies and reports, including:
Adelaide. Designed for Life brand which recognises Adelaide's rich cultural heritage and positions our City as a desirable destination for living, working and playing.
Adelaide Heritage Tourism - Economic Value of Heritage Tourism, Adelaide, 2015.
Economic Value of Built Heritage in the City of Adelaide, SGS Economics and Planning, 2018.
Observations about Adelaide's heritage, Donovan Rypkema visit, May 2018.
Heritage and character surveys of North and South Adelaide.
Thematic history studies.



'In an age where many cities are rapidly constructing each tower higher than the last, only to be nearly indistinguishable from one another - will Adelaide be a city that celebrates what is local, unique, and unexpected about its existing buildings? And will the city adequately position these heritage resources to springboard economic development, job growth, and creative industries.'

The value of heritage

Our history, visible through our heritage places and cultural practices, enables us to tell stories which help establish our identity by explaining the past, understanding the present and setting the direction for the future.

The Strategy recognises the importance of supporting Aboriginal and Torres Strait Islander communities in recognition of their rich ancient and recent heritage. Traditional owners are the custodians of Aboriginal cultural heritage. The City of Adelaide is located on the traditional lands of the Kurna people and the Kurna heritage story is central to our history. Aboriginal truth telling must be represented in our narratives.

The City's unique built and cultural heritage is an important tourism driver. A 2015 study² revealed that direct cultural tourism expenditure in the City of Adelaide was \$111 million to \$375 million annually. The study also determined that an average of 27% of total visitor expenditure in Adelaide could also be directly attributed to cultural heritage tourism.

The City of Adelaide's built heritage is also an important contributor to the South Australian economy.

For every \$1 spent on a Heritage Incentives Scheme (HIS) grant, \$1.68 is returned to the South Australian economy.

Donovan Rypkema, a world leading expert on the economic benefits of heritage preservation has documented the environmental, economic and cultural sustainability benefits of heritage preservation in cities across the world. In a visit to Adelaide in April 2018 Rypkema questioned: 'In an age where many cities are rapidly constructing each tower higher than the last, only to be nearly indistinguishable from one another - will Adelaide be a city that celebrates what is local, unique, and unexpected about its existing buildings? And will the city adequately position these heritage resources to springboard economic development, job growth, and creative industries.'

² 2013 – 2014 data – 'Adelaide Heritage Tourism - Economic Value of Heritage Tourism - Adelaide 2015', Tourism Research Services WA

What we have achieved so far

In the 1970s there was no statutory protection for any heritage places in South Australia and buildings valued by the community were demolished. In the late 1970s, Commonwealth and State Government heritage legislation was introduced. By the early 1980s, Council had endorsed a heritage program which consisted 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.



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. We now have:

- 2 National Heritage Places
- 2 Commonwealth Heritage Places
- 649 State Heritage Places
- 1850 Local Heritage Places
- Fourteen Historic Area Overlays (formerly the Adelaide and North Adelaide Historic Conservation Zones).

Over 27% of Heritage Places are within the City of Adelaide. The Park Lands and City Layout have been nominated as a State Heritage Area, but not yet listed.



Preservation

In 1987, Council established the Heritage Incentives Scheme (HIS) to support heritage property owners in the conservation of their properties. The HIS funds free advice from Council's heritage architects, as well as grants for professional documentation and building conservation.

The nationally awarded HIS program has provided over \$20 million of grants in over 3,000 conservation projects. On average, around one hundred projects are delivered each year. The HIS is always fully allocated.

The City of Adelaide initiated a façade improvement incentive scheme in 2011 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. The program was discontinued in 2019 due to low uptake.

The City has been proactive in showcasing the economic and tourism potential of our unique

built heritage. Projects like Lot Fourteen which repurposed the former Royal Adelaide Hospital site as an environmentally sustainable innovation hub, exemplify collaboration with all levels of government and private enterprise to create a vibrant new precinct for Adelaide. The heritage listed buildings on the site have been transformed into dynamic and valued places for work and leisure. Historic laneway precincts such as Peel and Leigh Streets are vibrant places with wide visitor appeal that were created through collaboration between the City of Adelaide, the State Government and local businesses.

In 2019 the City entered into a partnership for a \$400 million redevelopment of the Adelaide Central Market Arcade. The mixed use retail, residential and office development, which has been designed to complement the historic character of the adjacent heritage listed Market buildings and connect it with Victoria Square, will secure the Market's future as a premier tourist destination.

Promotion

The City of Adelaide's heritage promotion program is well established.

Over the years the City has produced heritage studies, thematic histories, specifications, technical guides and numerous walking and cycling trails, in digital and printed formats.

Themed self-guided heritage walking and cycling trails for Adelaide and North Adelaide explain the history and significance of heritage places along the way in engaging formats.

Survey data associated with a heritage register study was compiled into a large format, lavishly illustrated book, 'The Heritage of the City of Adelaide – An Illustrated Guide' which was published in 1990. In later years, data information sheets from heritage surveys have been added to Council's website allowing widespread and convenient community access.

A popular and significant arm of the heritage promotion program, the Blue Heritage Plaques continues to be rolled out across the City. To date, over 700 plaques have been installed via the program.

We have also promoted the City's built heritage in conjunction with the History Trust of South Australia. The History Trust commenced a week-long community history festival in 2004 which the City of Adelaide was actively involved in. The History Festival now encompasses the entire month of May each year. The City of Adelaide offers a comprehensive range of events, alongside State Government and community group offerings, adding vibrancy to the City in late Autumn.

The City also continues to grow its media presence on social media and other digital platforms.



Heritage Action Plan 2021 – 2024

This Action Plan provides a roadmap for achieving, our vision 'to enable the full economic, tourism, cultural, community and sustainability value of our built and cultural heritage to be realised.' It sets out what we will achieve over the next three years (our objectives) and how we will get there (our actions).

We aim to achieve best practice heritage management and appreciation of our City's heritage through the objectives in the Action Plan.

The Action Plan is timed to align with the City of Adelaide Strategy 2020 – 2024. Actions will be reported on annually and reviewed every three years, to ensure that we respond to changing economic, social and environmental trends.

Objectives

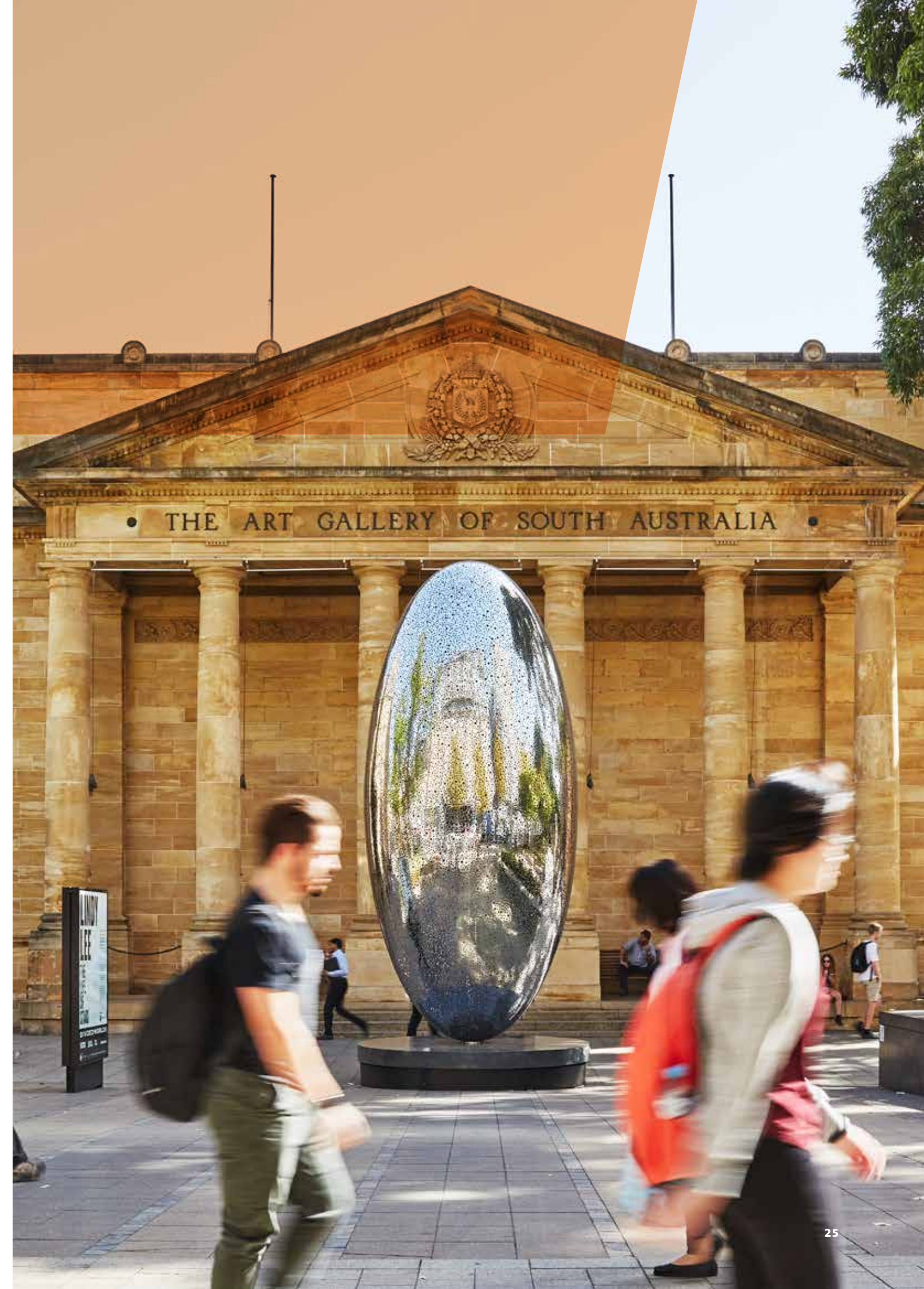
Our Strategy is underpinned by the three key outcomes:

- Our City's heritage is effectively protected
- Heritage is valued by our people and our communities
- Our City is renowned for its heritage.

This Action Plan details our objectives for each outcome and the required actions for achieving them. Our role for each action is also identified in the Action Plan. We may take the **lead** to directly deliver the action, **partner** by contributing funds or resources, **enable** a process, or **continue** with existing work.

Partnerships

All levels of government, business, educational and community organisations own and manage heritage places and contribute to shaping heritage policies. We have established partnerships with the Australian Government, South Australian Government and the local government sector. We also have partnerships with businesses and community groups. We will continue to work collaboratively and in partnership with stakeholders towards achieving our strategic objectives.



Our key partners include:

Heritage Tourism Alliance: we will continue our participation in this reference group formed by the Government of South Australia, to lead the development of the Heritage Tourism Strategy and Action Plan.

Aboriginal and Torres Strait Islander community: we recognise the Kurna community as traditional custodians of the Adelaide Plains. We will continue to work collaboratively with the peak bodies of cultural authority: the Kurna Nation Cultural Heritage Association, the Kurna Yerta Aboriginal Corporation and through the City of Adelaide Reconciliation Committee. We will also continue to work in partnership with Aboriginal cultural organisations and Aboriginal and Torres Strait Islander community representatives.

South Australian government agencies: we will continue our collaborations on heritage management and policies, with a wide range of government agencies, including the Department for Environment and Water, Attorney General's Department, Plan SA, the South Australian Tourism Commission, the Department of the Premier and Cabinet – Aboriginal Affairs and Reconciliation, the South Australian Heritage Council and the History Trust of South Australia

Renew Adelaide: we will continue to collaborate with Renew Adelaide, a not for profit organisation which sources short-term rent-free accommodation for emerging businesses in vacant tenancies. The program assists property owners who are seeking to activate their buildings and facilitates the economic and social revitalisation of commercial areas.

National Trust of South Australia (NTSA): we will continue our longstanding collaborative relationship with the NTSA, including heritage promotions and advocacy.

Council of Capital City Lord Mayors (CCCLM): the CCCLM provides national leadership for representation of the special interests of the nation's capital cities. It aims to highlight the value that our capital cities contribute to the nation, influence policies affecting capital cities and establish relationships and partnerships with all levels of government. Through the CCCLM we will have the opportunity to influence heritage policies and issues that affect capital cities.

International Council on Monuments and Site (ICOMOS): an international non-government organisation which is recognised as a worldwide leading authority on cultural heritage practice. We will maintain our corporate membership of ICOMOS and continue to engage with ICOMOS about best practice conservation methodologies, World Heritage listing and heritage skills development.

Sister City – Penang: provides opportunities for information exchange and shared learning on current trends and issues in heritage management programs and managing heritage assets. George Town, the capital of Penang, a UNESCO World Heritage Site since 2008, provides a lens to examine our own aspirations for recognising the World Heritage value of the Adelaide Park Lands and City Layout.



The Action Plan

Outcome 1: Our City's heritage is effectively protected.

A heritage system that enables equitable, streamlined and transparent processes for heritage listing and protection.

Our objectives

We will recognise and protect our heritage for future generations. We will review and critique the heritage system in South Australia and partner with others to advocate for reform where necessary and achieve a consistent and transparent heritage management system which is merit based and meets community expectations.

We will advocate for reform around the identification and protection of local heritage places, based on our position paper on heritage reform and our submission to the Parliamentary Inquiry into Heritage Reform³. We see advantages in adopting the same significance criteria with different thresholds for state and local places, and for the individual nomination of local heritage places instead of planning amendments

which are costly and cumbersome. The City of Adelaide commenced listing of local heritage places before the *Development Act, 1993* (SA) was established. This Act has now been superseded by the *Planning, Development and Infrastructure Act, 2016* (SA).

We will examine the local heritage places listed under historic heritage legislation to remedy gaps or vulnerabilities in the extent of heritage protection within the current legislative framework. Where warranted we will propose additional places for heritage listing.

We will participate in the bid for World Heritage listing of the Park Lands and City Layout to showcase Adelaide as a city that is designed for life and to attract more visitors.

The statewide Planning and Design Code which came into effect in March 2021 superseded all individual council Development Plans. We will continue to monitor how the new code protects the heritage significance of our city's places and historic areas.



³ City of Adelaide Position on Heritage Reform, November 2016

Outcome 1: Our City's heritage is effectively protected					
	Action	Deliverable	Lead	Indicative Timing	CoA role
Strengthen the heritage protection system					
1.1	Advocate for the findings of the Environment, Resources and Development Committee of Parliament Inquiry into Heritage Reform (dated 30 April 2019) to be progressively implemented.	Seek participation in heritage reform roundtable.	City Planning and Heritage	2021-2022	Partner
		Representations made to policy makers for legislative change.	City Planning and Heritage	2021-2022	Partner
1.2	Advocate for changes to the South Australian heritage system to separate heritage listing and planning control decisions.	Update City of Adelaide Position on Heritage Reform ⁴ , Nov 2016 based on legislative changes.	City Planning and Heritage	2021-2022	Lead
		Representations made to policy makers for legislative change.	City Planning and Heritage	2021-2022	Partner
1.3	Advocate for changes to significance criteria for local heritage places and heritage area overlays, (such as the same criteria with different thresholds for state and local places).	Update City of Adelaide position on heritage reform, based on legislative changes.	City Planning and Heritage	2021-2022	Lead
		Representations made to policy makers for reform of local heritage significance criteria.	City Planning and Heritage	2021-2022	Partner
Protect vulnerable places					
1.4	Review planning policies which result in unsympathetic outcomes for heritage places and areas.	Representations made to policy makers for changes to the Planning and Design Code.	City Planning and Heritage	2022-2023 (12 months after the P&D Code comes into operation)	Lead
1.5	Review the local heritage places list to identify vulnerabilities in the extent of heritage protection within the new legislative framework.	Updated extent of listing where necessary.	City Planning and Heritage	2022-2023	Lead

⁴ City of Adelaide 'Position on Heritage Reform', November 2016

1.6	Prepare a Management Plan for National Heritage listing of the Park Lands and City Layout, based on the recommendations of the 2018 report. ⁵	Management Plan completed and adopted.	City Planning and Heritage	2021-2023	Lead
Advance World Heritage listing bid for the Park Lands and City Layout					
1.7	Partner with Mt Lofty Ranges Agrarian Landscape World Heritage List bid to progress the World Heritage List bid for the Park Lands and City Layout.	Establish project reference group and project delivery plan for World Heritage List bid.	City Planning and Heritage	2021-2024	Partner
1.8	Progress the recommendations of the expert report on the feasibility of the City of Adelaide's World Heritage bid for the Park Lands and City Layout ⁶ to enable a tentative bid to be progressed	Research and investigations completed.	City Planning and Heritage	2021-2023	Lead
1.9	Prepare tentative bid for World Heritage List nomination	Tentative bid accepted by Australian Government.	City Planning and Heritage	2021-2023	Partner
Propose places for heritage listing					
1.10	Support and encourage community participation in nomination and listing of places.	Community invited to put forward suggestions for nomination of new places.	City Planning and Heritage	2022-2023	Enable
1.11	Develop a program of priorities for new heritage listings, including 'at risk', previously recommended and modern heritage.	Forward program prepared.	City Planning and Heritage	After 1.1 and 1.2	Lead
1.12	Support the nomination of the Park Lands and City Layout as a State Heritage place.	Advice provided to the South Australian Heritage Council.	City Planning and Heritage	2021-2022	Partner

⁵ 'Adelaide Park Lands and City layout: Issues and Opportunities Analysis for the National Heritage Listing', Dash Architects, 17 December 2018
⁶ 'Review and Assessment of the Status and Feasibility of the City of Adelaide's World Heritage Bid for the Park Lands and City Layout', Duncan Marshall, AM and Dr Jane Lennon AM 2020

Outcome 2: Heritage is valued by our people and our communities.

Our heritage places are well preserved and utilised, and appreciated for their strong contribution to Adelaide's vibrancy and culture.

Our objectives

We will lead by example and support our community and heritage place stakeholders in the conservation and enhancement of heritage assets. We will continue to provide free expert conservation advice and funding support through Council's annual Heritage Incentives Scheme, and expert heritage advice at the pre-lodgement and development application stages to ensure that the heritage values of places and areas are maintained.

We will examine how we can unlock the economic potential of heritage places. Together with public and private enterprise we will look at innovative ways of revitalising underutilised places to demonstrate the economic, cultural, community and sustainability benefits of heritage conservation and adaptive re-use. We will explore opportunities which enable upgrading of a landmark heritage place with low market appeal, to meet affordable housing, sustainability or other strategic goals and demonstrate the benefits of adaptive re-use.



Our history and heritage provide opportunities for expanding our tourism offerings. We will work towards creating vibrant precincts where our heritage contributes to the city's economic development, social capital, sustainability and resilience. We will identify historic precincts, streets or areas which are either of strategic importance, facing economic challenges, contain a high concentration of heritage places, or have tourism potential. With partners internally, and from the public and private sectors, we will develop revitalisation strategies and funding opportunities which promote tourism and economic growth.

Revitalisation projects may incorporate listing, building conservation, upgrades, adaptive reuse, cultural programs, public realm projects, interpretation, and storytelling.

The City of Adelaide is responsible for a diverse range of built, cultural and natural heritage. We will work towards best practice heritage management of our City owned heritage assets.

We will continue to develop internal procedures for the protection of heritage values in any works undertaken by the City associated with built, public realm, infrastructure or natural assets.



Outcome 2: Heritage is valued by our people and our communities					
	Action	Deliverable	Lead	Indicative Timing	CoA role
Encourage best practice conservation					
2.1	Continue Heritage Incentives Scheme funding for individual places.	Individual property owners are supported with funding and expert conservation advice for the care of their heritage places.	City Planning and Heritage	Ongoing	Lead
2.2	Review Heritage Incentives Scheme Operating Guidelines and projects.	Annual reporting of the HIS against KPIs set out in the Heritage Incentives Scheme Operating Guidelines.	City Planning and Heritage	Annual	Lead
		Annual review of HIS projects including a number of applications, conservation works categories, geographical distribution and value of projects funded.	City Planning and Heritage	2023-2024	Lead
Ensure appropriate development					
2.3	Provide free expert advice for development applications affecting heritage places and heritage overlay areas.	Property owners and developers have access to expert advice on appropriate development of heritage places and areas.	City Planning and Heritage (Heritage Architects)	Ongoing	Lead
Unlock the economic potential of heritage places					
2.4	Explore innovative ways of reinvigorating underutilised heritage places, including adaptive reuse, building upgrades, activation for cultural and tourism experiences and interpretation.	Annual reporting of vacant and underutilised, heritage places and classes of building.	City Planning and Heritage / Rates and Valuation	Annual	Lead
		Building owners provided with re-use opportunities (temporary or permanent) for vacant buildings.	AEDA (with Renew Adelaide)	Ongoing	Partner
		Building Upgrade opportunities are promoted to heritage building owners.	Building Upgrade Finance Officer	2021-2022	Partner
		Opportunities and barriers to the care and activation of heritage places are identified.	City Planning and Heritage / AEDA	2021-2022	Partner

	Collaborate with industry, academia and other levels of government to collect data about the environmental, economic and social benefits of building preservation.	Current data available to building owners which allows balanced decision making about building retention.	City Planning and Heritage / Low Carbon and Circular Economy	2024	Partner
2.5	Work with property owners, government agencies, and industry to scope a pilot project which conserves and activates an underutilised heritage property through tourism, cultural or other activities.	Strategic public sector investment in a pilot demonstration project.	AEDA/ Strategic Property	Subject to funding	Partner
2.6	Expand heritage tourism offerings in the City of Adelaide. Review opportunity to leverage off events and activation in the City through review of the Adelaide Park Lands Event Management Plan.	Heritage opportunities for City events and activations identified.	City Experience	2021-2022	Lead
	Review the outcomes of South Australia Government Heritage Tourism Strategy when released and prepare an implementation plan.	Where applicable, outcomes are incorporated into an implementation plan for heritage tourism.			
	Prepare implementation plan for recommendations of the City of Adelaide Heritage Promotion Advisory Group.	Implementation plan.			
Create vibrant precincts					
2.7	Identify tourism, cultural or economic opportunities for historic precincts, streets or Main Street areas facing economic challenges.	Vulnerable areas identified, and prioritised and opportunities investigated.	City Planning and Heritage	2021-2022	Lead

2.8	Collaborate with internal, public and private stakeholders to develop a coordinated strategy for supporting the activation of historic precincts, streets or areas.	Funding sources and strategies for activating precincts through building upgrades, streetscape enhancement, adaptive reuse and cultural programs are identified.	City Planning and Heritage / Place Activation / Infrastructure	2022-2023	Partner
Lead by example					
2.9	Demonstrate best practice heritage conservation management approaches for owned or managed by the City of Adelaide heritage places and historic public realm assets.	Up to date information on historic public realm assets is integrated into City of Adelaide asset management systems.	Infrastructure	2021-2022	Lead
		Priority list for conservation management plans or appropriate management provisions to inform maintenance and alterations to City of Adelaide heritage assets.	Infrastructure	2021-2022 – list created. 2022-2024 – CMPs developed	Lead
2.10	Ensure private development and works by service authorities protects historic public realm assets.	City Works guidelines updated as required.	Regulatory Services / Infrastructure	2022	Lead
Encourage conservation skills development					
2.11	Support the State Government in the delivery of specialised heritage trades training in South Australia.	Opportunities for supporting heritage trades training are identified.	City Planning and Heritage	2022-2023	Partner
2.12	Continue developing heritage technical resources.	Updated or new heritage technical notes.	City Planning and Heritage	Ongoing	Lead

Outcome 3: Our City is renowned for its heritage.

We will share our stories with visitors and engage business, residential, cultural and educational communities about our City's heritage.

Our objectives

The City's heritage stretches from pre-settlement to the physical evidence of European settlement, and the stories of past generations. We will share our stories with visitors and engage the city's business, residential, cultural and educational communities, about the city's heritage. We will pay respect to the Kaurna people as traditional owners and work with Aboriginal and Torres Strait Islander (ATSI) communities through the City of Adelaide Reconciliation Committee and other groups to support truth telling and the interpretation and celebration of ATSI culture.

We will continue to expand our engagement with the community and promote our city's tangible and intangible heritage through exhibitions, publications,



plaques, social media, as well as sponsorship and partnership of festivals and events. We will invite the community to play a role in shaping a heritage agenda that is meaningful to them and contributes to our heritage knowledge. We will provide resources which inform the community about the value of heritage and benefits of conservation.

We will support the City of Adelaide Heritage Promotion Advisory Group in lifting the profile and visibility of the City's heritage assets and heritage management services, and shaping future directions, activities and opportunities which promote and celebrate the City's heritage.

The City of Adelaide holds a vast number of heritage records including heritage surveys, photographs, plans, historical records, information about people, places, and cultural heritage. We will continue to develop the City's heritage narrative. We will build on and share our heritage stories and look through a historically inclusive lens. We will continue to investigate inviting and readily accessible formats.



Outcome 3: Our City is renowned for its heritage					
	Action	Deliverable	Lead	Indicative Timing	CoA role
Celebrate our built and cultural heritage					
3.1	Work with Aboriginal and Torres Strait Islander peoples to support, promote and share their cultural heritage and modern stories, and recognise the Kurna people as the traditional owners.	Community connections to incorporate Aboriginal and Torres Strait Islander cultures and truth telling are established.	City Planning and Heritage/Community Lifestyle	Ongoing	Enable
3.2	Continue to share our knowledge of the City's tangible and intangible heritage and develop historically inclusive heritage stories.	Increased public access to heritage information through social media and digital technologies.	City Planning and Heritage / Marketing / Creative City	Ongoing	Lead
		Continued sponsorship and delivery of events for the SA History Festival.	City Planning and Heritage	Annual	Lead
3.3	Review and expand digital and hard copy walking and cycling trails.	Up to date and relevant heritage walking and cycling trails are available to the public.	City Planning and Heritage / AEDA	Ongoing	Lead
3.4	Develop a lighting plan to increase external illumination of prominent heritage places and work with building owners to participate in external lighting projects.	A number of prominent heritage places are illuminated.	Infrastructure / City Planning and Heritage	2024 / Ongoing	Lead / Partner
3.5	Investigate how to connect with city-based schools and identify opportunities for learning about the City's history and heritage.	Engaging and curriculum appropriate opportunities are identified.	City Planning and Heritage	2022-2023	Lead

Continue to develop our heritage narrative					
3.6	Continue building a single knowledge base depository for heritage places information.	Additional information added to the Heritage Places of Adelaide online database.	City Planning and Heritage / Marketing	Ongoing	Lead
3.7	Build on our pictorial collection of our heritage places for record keeping and promotional purposes.	All heritage places photographed and added to the Heritage Places of Adelaide online database.	City Planning and Heritage / AEDA	Ongoing	Lead
3.8	Investigate ways of involving the community in recognising, protecting and interpreting our built and cultural heritage.	Pathways for community contributions to our heritage knowledge are established.	City Planning and Heritage	2022-2023	Enable
3.9	Continue digitising records to facilitate public access and ensure preservation of fragile documents.	Increasing numbers of hard copy records including heritage surveys, photographs, plans, historical records, information about people, places and culture are digitised and made accessible through City Archives.	City Archives	Ongoing	Lead
3.10	Continue the Blue Heritage Plaque program.	New requests processed in accordance with guidelines.	City Planning and Heritage	Ongoing	Lead
		Blue Heritage Plaques added to the Heritage Places of Adelaide online database for increased public access.	City Planning and Heritage	2021-2022	Lead
		Regular program reviews to ensure effectiveness and value.	City Planning and Heritage	2023-2024	Lead

Promote the value of conservation

3.11	Continue to demonstrate the benefits of building conservation and adaptive re-use through case studies.	New case studies produced each year, for promotional and educational purposes.	City Planning and Heritage	Ongoing	Lead
3.12	Continue to promote, utilise and interpret City of Adelaide owned heritage places and assets.	Information about City of Adelaide owned heritage assets is available to the community.	City Planning and Heritage	Ongoing	Lead

Build heritage knowledge

3.13	Establish internal processes for raising staff awareness about the role of heritage in City of Adelaide projects and programs.	Heritage is built into a broad range of City of Adelaide projects and programs including capital works, infrastructure, economic development and community programs.	City Planning and Heritage	Ongoing	Enable
3.14	Proactively contact new owners of heritage places to inform on heritage values and opportunities.	Direct contact is made with all new owners of heritage places within the first 12 months.	City Planning and Heritage	Ongoing	Lead



Heritage buildings are always at risk – from physical deterioration, from inappropriate development, from an insufficient regulatory framework for protection, and from inadequate incentives for the private sector to invest.

Donovan Rypkema Heritage Strategies International, October 2018

**Adelaide.
Designed for Life.**

