



Edition September 2020

www.sunshinecoast.qld.gov.au

mail@sunshinecoast.qld.gov.au

T 07 5475 7272 F 07 5475 7277

Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

© Sunshine Coast Regional Council 2009-current.
Sunshine Coast Council™ is a registered trademark
of Sunshine Coast Regional Council.

Acknowledgements

The Heritage Plan 2021-2031 has been prepared with the assistance of Positive Solutions.

Sunshine Coast Council wishes to thank all contributors and stakeholders involved in the development of this document.

Council would particularly like to acknowledge and thank the significant contribution of the Sunshine Coast Cultural Heritage Reference Group and the wider heritage sector.

Disclaimer

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such.

While the Sunshine Coast Regional Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

Acknowledgement of Country

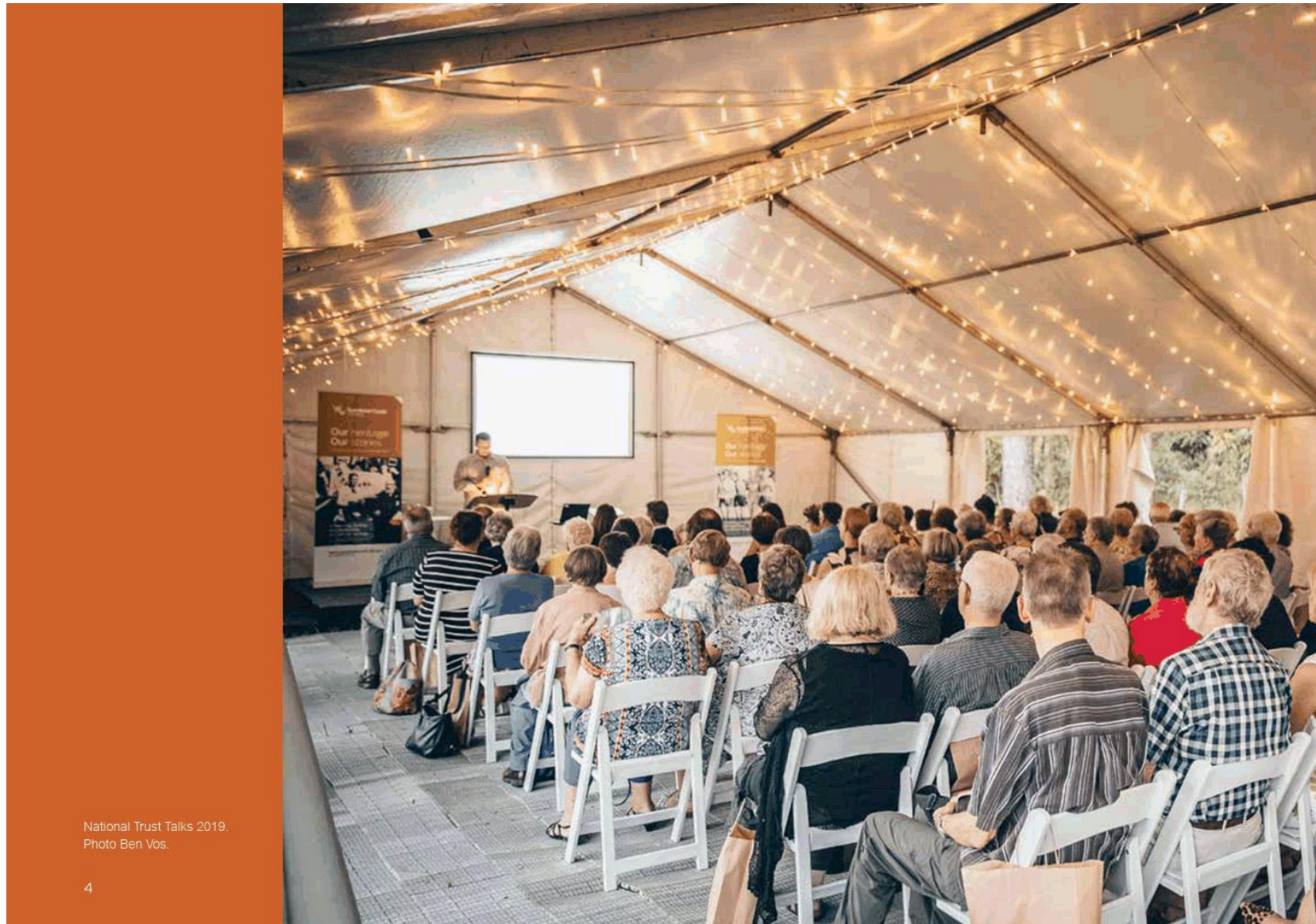
Sunshine Coast Council acknowledges the Traditional Owners of this region, the Kabi Kabi and Jinibara peoples. Council commits to working in partnership with the Traditional Owners and the broader First Nations community to support self-determination through economic and community development.

Front cover image: Heritage Discovery Showcase Weekend 2016. Photo Sarah Jane Smith.

Opposite page: Heritage Discovery Showcase Weekend 2016. Photo Sarah Jane Smith.









Contents

Message from the Mayor	6
Message from Councillor Baberowski	7
Message from First Nations	8
Thank you	9
What is Heritage?	10
How the Heritage Plan was Developed	12
The Role of Council	13
Heritage Snapshot	14
Policy Framework	16
Defining our Vision and Outcomes	18
Heritage aspirations for 2031	20
Current Position, Future Strategies	22
Outcome Area 1 – Knowledge	24
Outcome Area 2 – Conservation	26
Outcome Area 3 – Support	28
Outcome Area 4 – Communication	31
Outcome Area 5 – Advocacy	32
Implementation Plan	34
What does success look like?	38
Appendix 1: Heritage Plan Review and Industry recognition	40
Appendix 2: Focus Groups and Workshop Participants	48
Appendix 3: Benchmarking Heritage themes	50

Message from the Mayor

The Sunshine Coast is one of Australia's top destinations to live and visit. Our region has grown rapidly, particularly in the past ten years, and will continue to do so well into the next decade and beyond.

As we grow, we must however, be ever mindful of the importance preserving our region's cultural heritage. This is the rich tapestry on which our Sunshine Coast has been built and there is much that current and future generations can learn from those who came before. From the significance of how we nurture and care for the land based on the deep connection that our First Nations peoples have had with this area for 60,000 years, to how our buildings and settlement patterns emerged as European settlement took place.

Our Council's Heritage Plan 2021-2031 and Cultural Heritage Levy are key enablers for how we support the preservation of the region's cultural heritage, from First Nations sites, heritage trees and landscapes, to heritage buildings and museums.

There are many reasons why we should preserve our heritage and this is an incredibly important priority for our Council and our community. What we also know is that by supporting the preservation of our cultural

heritage, we provide a unique and genuine experience for all residents and visitors to immerse themselves in our magnificent Sunshine Coast.

The Implementation Plan outlined in this Heritage Plan, paves the way forward to strengthen the preservation and promotion of our region's cultural heritage and support the tourism offer.

Many people play an important role in working with Council to preserve our cultural heritage. In this context, I would like to acknowledge our First Nations residents, the Jinibara and Kabi Kabi peoples as well as the dedication of our museum and heritage volunteers for their tireless work and continuing commitment to our community.

I would also like to thank members of the Sunshine Coast Heritage Reference Group who helped develop the inaugural Heritage Plan 2015-2020, and who contributed to its implementation. It is with the help of this group of volunteers and the region's heritage sector more broadly, that we are now in the position to move forward with a new plan that will take us to 2031.

Mark Jamieson
Sunshine Coast Mayor





Message from Councillor Baberowski

Heritage is the continuous story of our region and how we experience it – it plays an important role in life's journey from education to creating a sense of perspective and belonging. As we share stories, we gain a better understanding and appreciation of our region's history and how we fit into a bigger picture beyond that.

As a starting point for human interactions, it is through the generosity of shared stories by the Jinibara and Kabi Kabi Peoples that we gain an insight into a culture that dates back up to 60,000 years. To understand post-settlement, museum and heritage volunteers work with the community to research, interpret, display and share stories of the past and together, the region's history is preserved and presented, and on behalf of the community; I sincerely thank everyone involved in this necessarily endless task.

The Heritage Plan 2021-2031 outlines how we can capture and preserve tangible and intangible heritage.

It addresses key areas, identifies partnerships and stakeholders, and defines ways the Plan can be implemented. Through this Plan, the community can see how their Heritage Levy is administered and reported. Future actions show exciting opportunities for the development of heritage-related projects which benefit visitors and the broader community, from signature events, to increasing museology skills amongst volunteers and the public.

The Plan is a positive framework that will guide us through to the next decade by addressing all areas of cultural heritage in an agile, diverse and wide ranging way. Its broad scope allows for exciting new initiatives to be identified and developed as resources become available for the benefit our community and visitors. I look forward to its implementation and outcomes.

Rick Baberowski

Deputy Mayor and Community Portfolio Councillor

SC50 Exhibition 2018. Photo Barry Alsop.

Message from First Nations

'The Kabi Kabi and the Jinibara peoples.... have always celebrated our deep-rooted spiritual connection to this country through song, dance - corroboree, painting - mark making, storytelling and ceremony.

Our rich cultural heritage is tens-of-thousands of years old and it is deeply embedded in the landscape – from the majestic mountains, bunyas and rainforest to the waterways and lakes, the wetlands and ocean.

Our cultures are living cultures and we continue to gather for large celebrations as we have done for millennia – for our Oyster, Mullet and Bunya festivals. Other Aboriginal groups also travelled from throughout South East Queensland, Northern NSW and far beyond to the huge Bunya festivals held in Jinibara traditional country at Buruja (Villeneuve near Mt Archer) and Baroon (Baroon Pocket near Montville), as well as in the Bunya Mountains in Wakka Wakka traditional country.' Kabi Kabi and Jinibara, Traditional Owners – Custodians (Sunshine Coast Arts Plan 2018-38)

'Truth telling is a significant part of our journey. We are committed to better understanding the collective history of the Sunshine Coast and the experiences of First Nations people. Legacy issues resulting from colonisation are still experienced by Traditional Owners and First Nations people. We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi people and the Jinibara people.' (Sunshine Coast Community Strategy 2019-2041)





Thank you

Since the Heritage Levy was established in 2009, the Sunshine Coast Heritage Reference Group (SCHRГ) has played a significant role in cultural heritage in the region.

Council would like to take this opportunity to thank the 37 members of SCHRГ for their contribution over the years.

SCHRГ was established by the newly amalgamated Sunshine Coast Council to identify an effective and transparent method to administer the Heritage Levy. The group's lasting legacy was to develop the region's first long-term strategic Heritage Plan 2015-2020 and the subsequent delivery of the Implementation Plan via the Heritage Levy. This inaugural Plan was the result of significant consultation with SCHRГ and a number of major stakeholders.

The success of SCHRГ and the Heritage Plan 2015-2020 paved the way for the Heritage Plan 2021-2031. SCHRГ met for the last time in 2020. All contributions helped create a roadmap for the implementation of strategies to secure, preserve and promote our region's cultural heritage.

National trust Talks 2019. Photo Ben Vos.

What is heritage?

Heritage is what is passed to future generations.

Cultural Heritage is an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values. Cultural Heritage is often expressed as either Intangible or Tangible Cultural Heritage (International Council on Monuments and Sites - ICOMOS, 2002).

Heritage is the full range of our inherited traditions, monuments, objects, and culture. It is the range of contemporary activities, meanings, and behaviours that we draw from them. Our heritage shapes who we are and where we came from. No longer seen as just monumental remains of cultures, heritage as a concept has gradually come to include tangible, intangible, moveable and immovable heritage.

Our heritage is a significant contributor to the character

and identity of the Sunshine Coast. It is woven into our natural, built and cultural environments. It is a fundamental element of the region's sense of community and plays a major role in the desirability of the Sunshine Coast as both a place to live and a place to visit.

Heritage holds great value, in that it:

- Provides a shared understanding of who we are, and provides a sense of belonging and identity
- Calls for the remembering of past people, events, eras and practices, and provides us with connections - temporal, emotional and physical
- Brings cultures together to revive traditions
- Defines the image and identity of the region and contributes to the natural advantage of the region

- Has the potential to provide experiences that support economic development and increased tourism.

Sunshine Coast Council recognises that acknowledging and appreciating a regions heritage can only be achieved if we act in a planned and coordinated way – in how we promote heritage, encourage interaction with heritage sites and collections, identify and interpret our heritage, and then activate and celebrate our heritage.

The Sunshine Coast Heritage Plan 2021-2031 (the Plan) aims to provide council with this coordinated approach. It provides a pathway to define and begin fulfilling its heritage conservation and management goals in ways which align with, but does not duplicate, the heritage roles and responsibilities of state and federal governments.

Heritage is interwoven into the fabric of our everyday life. It is all around us in the stories that have become our history. It is the story of how the Glass House Mountains were formed, the role of our rivers, the function of large open space and urban breaks and why the coastal areas are so important. It is the small encounters of our history that we come across as we visit our rural towns, join in community celebrations and walk through the national parks that remind us of our past. (Heritage Plan 2015-2020).



Caloundra Lighthouses 2016. Photo Barry Alsop.

How the Heritage Plan was developed

An important starting point for the Heritage Plan 2021-2031 was the existing 2015-2020 Plan.

This was the Sunshine Coast Council's first strategic heritage plan and was developed following contextual research, consultation, drafting and public exhibition. For the 2021-31 Plan the following steps were undertaken:

- A progress review of the Heritage Plan 2015-2020 in 2019 to determine which actions had been completed, which were under way, and which yet to commence. The delivery of the Implementation Plan played an integral role in achieving peer and industry recognition (refer to Appendix 1).
- A program of focus group discussions with local heritage groups and museums, May-July 2019 (refer to Appendix 2)
- A sector-wide consultation workshop attended by heritage groups, local government, professional

associations and specialist heritage consultants, July 2019

- A round-table discussion with Sunshine Coast Heritage Reference Group, August 2019
- An internal stakeholder workshop, August 2019
- An internal First Nations peoples focus group of council's Reconciliation Action Plan officers, October 2019
- A survey issued to heritage stakeholders, August 2019

- Preparation of a draft Plan, November 2019 – March 2020

- Distribution to key peer reviewers, both internal and external to the organisation, May – June 2020
- Public exhibition, November – December 2020
- Revision and adoption, February 2021.

The Plan has been structured around the five previously identified outcome areas of: knowledge, conservation, support, communication and advocacy. These outcome areas and their respective goals are described as:

Table 1: The five outcome areas.

OUTCOME AREA	GOAL
Knowledge	Heritage, its value and significance to the Sunshine Coast community, is comprehensively identified researched, recorded and shared.
Conservation	Best practice conservation management and innovative solutions protect and conserve the Sunshine Coast's natural and cultural heritage for current and future generations.
Support	Provide opportunities to stimulate understanding, activation and appreciation of the region's cultural heritage.
Communication	Increased visibility of heritage to strengthen community identity, resilience and awareness of Sunshine Coast's cultural heritage.
Advocacy	Key decision makers have an increased awareness and appreciation of the region's diverse heritage.

The outcome areas are interrelated and will be managed through a cooperative approach across council. This approach will ensure that council's response to heritage matters is integrated into its business practices and is carried out in a balanced and sustainable way. For benchmarking local, state and international heritage planning key themes (refer to Appendix 3).



The role of council

Council has a key role to play in achieving the 10-year vision of the Heritage Plan.

This role includes:

- Building and maintaining knowledge and documentation of the Sunshine Coast's tangible and intangible heritage
- Ensuring best practice and innovative, sustainable solutions to conserve the heritage of the Sunshine Coast today and into the future
- Supporting conservation, interpretation and presentation of the region's heritage
- Communicating and celebrating the value of the region's heritage
- Advocating and partnering with heritage bodies, three tiers of government, organisations and the community to achieve collaborative heritage outcomes.

This Heritage Plan focuses on those areas of heritage with which council has direct responsibility, involvement, or where it can support development of the sector. It is acknowledged that valuing and protecting the region's heritage cannot be done without the significant contribution of owners of heritage places, heritage-based organisations, Traditional Custodians, the wider community, as well as state and federal government.

Throughout the life of the Heritage Plan, council will take

on a range of roles, as appropriate, including: facilitator, advocate, partner, provider, asset owner and steward, investor, and information and service provider. It does this via:

- Cultural Heritage Services
- Heritage Levy
- Exhibitions – presenting the region's heritage for the community to access and enjoy
- Collections – collecting, preserving and interpreting the region's tangible and intangible cultural heritage
- Heritage Library
- Community Grants – supporting heritage programs and initiatives through funding
- Environmental Operations and Transport and Infrastructure Planning
- Community Plan that embraces cultural heritage outcomes
- Reconciliation Action Plan for Aboriginal and Torres Strait Islanders
- Asset Management program that cares for council's own heritage assets
- Economic Development program that includes a focus on cultural tourism as part of broader tourism development opportunities
- Strategic Planning specifically as it relates to heritage overlays and local registers, including the identification, preservation and management of heritage under the Planning Scheme.

Heritage Discovery Showcase Weekend 2017. Photo Leo Wiles.

Heritage snapshot

Our region

The Sunshine Coast Council (Local Government area) is home to a population of 328,428 people (2019) and covers a geographic area of 229,065 ha (2,291 Km²) from Eumundi in the north to Beerburum in the south, and from Maroochydore in the east to Kenilworth in the west. The region's population is expected to grow to 385,000 people by 2026 with net migration accounting for 97% of the growth. The number of dwellings are projected to increase by 12.1% (.id, 2020).

International interest in cultural heritage

- Of all international visitors to Australia in 2017, 43% participated in a cultural activity and 33.9% in a heritage activity. Cultural and heritage segments have grown at 7.5% and 11.2% respectively over the past four years. (National Trust, 2018)
- Nearly 830,000 international tourists engaged with First Nations culture while in Australia (2017), an increase of 41% from 2013 (Australia Council for the Arts, 2018)

- An annual average growth rate of 2.8% is forecast for the number of international tourists visiting Queensland (Tourism Research Australia, 2019)

Domestic interest

- 82.4% of Australians aged 15 and over, and 94.3% of children aged 5 to 14, attended at least one cultural venue or event in 2017-2018 (Australian Bureau of Statistics, 2020)
- The total value of private sector support in arts and culture in Australia in 2017 was \$608 million (Creative Partnerships Australia, 2018)

Local scene

- The expansion Sunshine Coast's International Airport is likely to increase the number of visitors interested in cultural heritage experiences, including First Nations experiences.
- 86% of people over the age of 15 on the Sunshine Coast attended a cultural venue or event in 2017-2018 and 93% of children under 15 (.id, 2019).
- More than 1.6 million international visitor nights occurred during 2018-2019, accounting for 12.2% of total visitor nights. Domestic visitor nights recorded 7.7 million (56.3

% of total stays), while day trips to the Coast recorded 4.3 million. The total tourism and hospitality value to the Sunshine Coast was \$3249.2m (.id, 2019)

- There are four types of collections on the Sunshine coast: Sunshine Coast Council collections, First Nations collections, community museum collections and private museum collections. There are 14 community operated regional museums and 4 heritage research groups on the Sunshine Coast, plus council's Heritage Library and council's heritage house-museum and precinct (SCC, 2019)
- Sunshine Coast Council's collections include: Bankfoot House of more than 6,500 items, Cultural Heritage collection approximately 500 items, Heritage Library collection of more than 13,000 items, and the Sunshine Coast Art Collection of more than 400 items (SCC, 2019).
- In 2019 volunteers contributed 1,778 hours towards recording, conserving and sharing Sunshine Coast's cultural heritage (SCC, 2019).

Fairview 2016. Photo Barry Alsop.



Sunshine Coast Heritage Plan 2021-2031 15

Policy framework/position

National and state context

All three levels of government in Australia are responsible for heritage conservation and management. Each tier of government has its own set of legislation, policies, advisory bodies and portfolios of responsibility, such as Native Title matters, First Nations peoples and the natural and built environments. This sets the framework for Sunshine Coast Council's regulatory obligations and broader heritage considerations.

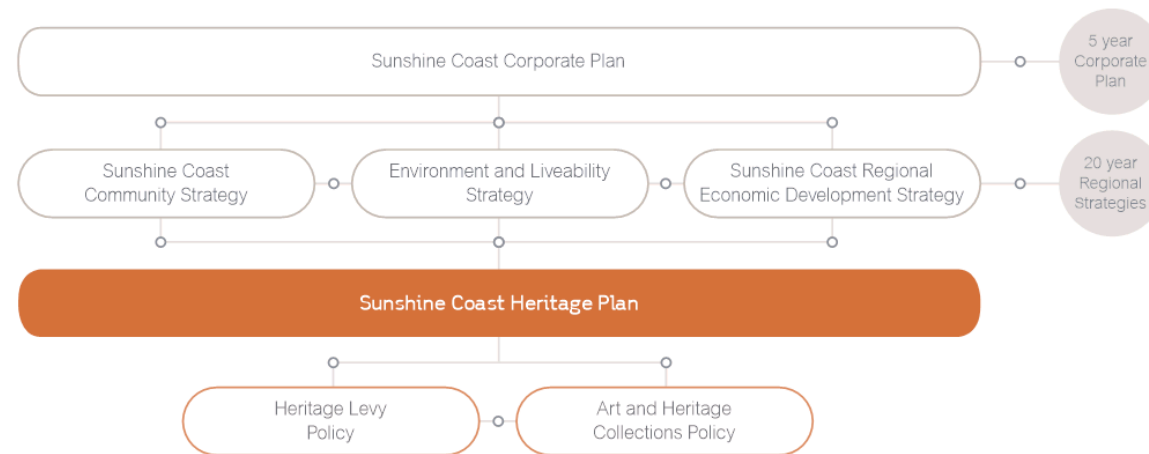
Relationship with council policies and strategies

The Heritage Plan is informed by a range of other council strategies and policies. These include:

- Corporate Plan 2020-2024
- Sunshine Coast Community Strategy 2019-2041
- Regional Economic Development Strategy 2013-2033
- Sunshine Coast Environment and Liveability Strategy 2017-2023
- Sunshine Coast Heritage Levy Policy 2019
- Sunshine Coast Arts and Heritage Collections Policy 2017.

Other plans and strategies which link to the Sunshine Coast Heritage Plan 2021-2031 include:

- Sunshine Coast Arts Plan 2018-2028
- Sunshine Coast Libraries Plan 2014-2024
- Sunshine Coast Major Events Strategy 2018-2027
- Sunshine Coast Innovate Reconciliation Action Plan 2017-19
- Sunshine Coast Recreation Trails Plan 2018-2028
- Sunshine Coast Cemetery Plan 2019-2028
- Regional Arts Infrastructure Framework 2019-2041.





The Sunshine Coast Planning Scheme

The Sunshine Coast Planning Scheme 2014 (SCPS 2014) is used to identify and protect the region's local heritage places and character areas. In August 2020, a major amendment was made to the local heritage place and character area provisions of the SCPS 2014, following earlier community consultation conducted in August – September 2019. This major amendment included a revised listing of the region's local heritage places and character areas (contained in SC6.10 Planning scheme policy for Heritage and character areas overlay code). The provisions of the SCPS 2014 relating to local heritage places and character areas are subject to periodic review.

Maleny Pioneer Village 2019. Photo Ben Vos.



Mary Grigor Centre, Bankfoot House Heritage Precinct 2019. Photo Ben Vos.

Defining our Vision and Outcomes

Vision

This Heritage Plan's overarching vision for heritage on the Sunshine Coast is:

Our heritage is our gift for the future.

This vision provides council's ten year goal for the conservation and management of the region's heritage. It describes a vision that celebrates the diverse past, present and future of our community; preserving and promoting our stories. It provides direction for assigning resources and developing programs and services in the quest for excellence in heritage conservation management. Council will strive to achieve this vision by implementing the actions set out within the following outcome areas described in the Plan.

Outcome areas

The Heritage Plan builds on its predecessor Plan of 2015-2020, and identifies a series of priorities for the future which are structured under the five key outcome areas:

1. Knowledge
2. Conservation
3. Support
4. Communication
5. Advocacy.

A cooperative approach to conserving and managing heritage both now and into the future will ensure that council's response to heritage matters is integrated into its business practices and is carried out in a balanced and sustainable way.

A background context for each outcome area provides an overview of the key challenges and opportunities facing council and the broader heritage sector.



Heritage Plan aspirations for 2031

Cultural heritage will be at the heart of Sunshine Coast's identity. It will link the community and visitors to the essence of who we are, where we have come from and where we are going. Through stories that need to be told, cultural heritage will be shared to celebrate the passage of time and the evolution of this magnificent world-recognised region.

Cultural heritage events will recognise and celebrate the Jinibara and Kabi Kabi First Nations Peoples of the Sunshine Coast, other Aboriginal and Torres Strait Islander groups, and the Descendants of South Sea Islanders (DASSI).

Visitors and local communities will experience cultural heritage on the Sunshine Coast as diverse, dynamic and inclusive of all who participate.

Sunshine Coast Council will be a leader in sustainable cultural heritage best practice with the delivery of an annual plan to achieve the five outcome areas: knowledge, conservation, support, communication and advocacy.

Stakeholder aspirations for 2031

The Sunshine Coast museum and heritage sector identified the following aspirations:

Knowledge

- Sunshine Coast's cultural heritage will be highly valued and well documented – including First Nations peoples, Descendants of Australian South Sea Islanders (DASSI), natural and marine heritage, contemporary history and oral histories.
- Digitisation of significant collections will continue.
- A central digital hub with easy access to information that is both digital and physical with a space for heritage research, including professional support will be established.
- A First Nations Interpretive Centre/Keeping Place will be identified.

Conservation

- A regional collections store is established.
- Identification and recording of significant First Nations sites is undertaken.
- Clear responsibilities for care and conservation are identified.
- Capacity building opportunities for heritage volunteers and other stakeholders are made available.

Support

- High standards of storage, exhibition and interpretation are supported.
- Professional development and capacity-building is provided.
- The network is resilient with pro-active succession planning.
- Roving professional support for not-for-profit museums – collection management, conservation and curatorial – can be accessed.
- Collaboration on exhibitions and storage is available across the network.

Communication

- An up-dated marketing plan is aligned with a cultural tourism strategy.
- An enhanced website developed and a range of digital platforms used.
- Wider range of collateral developed to support access to heritage assets.
- Effective methods to engage with young people is identified and implemented.

Advocacy

- Resources secured from other levels of government and through private sector investment.
- New partnerships developed.
- Regular market research is undertaken to track advocacy impacts.



Bankfoot House 150 event 2018.
Photo Barry Alsop.



Current Position, Future Strategies

Outcomes of the 2015-2020 plan

During the five-year life of the inaugural Heritage Plan (2015-2020), council delivered on substantial projects to support the preservation and promotion of cultural heritage on the Sunshine Coast.

The Historic Cultural Heritage Study was completed and is publicly accessible on council's website. The study includes a 'Thematic History of the Sunshine Coast' and 'Jinibara Traditions Inputs for the Sunshine Coast Heritage Study', with the Kabi Kabi First Nations Peoples story to follow. The revision of the Local Heritage Register is complete, and the development of the Significant Trees Register is progressing.

The Interpretive Centre and Collections Store Feasibility Study, which was commissioned in 2018, examines the future conservation and storage requirements of regional heritage collections and options for a regional Interpretation Centre and First Nations Keeping Place. The study was endorsed by council as part of the Regional Arts Infrastructure Framework 2019.

An annual Sector Development Program was developed and implemented and now supports best practice for museum volunteers, while the Community Partnership Funding Program has supported museum and heritage

group operations. The Cultural Heritage Levy grants initiative, introduced in 2016, has enabled museums and heritage groups to care for collections, enhance exhibitions, support events, develop education programs, undertake research, and promote heritage on the Sunshine Coast. Substantial digitisation and interpretation programs have enabled unique local heritage stories and objects to be documented and made accessible through council's website, trails, tours, signage, exhibitions and digital stories.

The above range of projects formed part of the Heritage Plan 2015-2020 Implementation Plan. For specific details of the Heritage Plan 2015-2020 progress and achievements refer to Appendix 1.

Recent trends

The impact of social media and digital technology is profound. It has changed the way people of all ages receive information, store data, and engage in two-way communication rather than passive listening and learning. For heritage to connect with the community and remain relevant, new tools, technologies and digital platforms must be adopted effectively – a change which the Galleries, Libraries, Archives and Museums (GLAM) sector has been addressing globally in recent years.

As the digital world has expanded and connections between people in a virtual space become the new normal there has been a corresponding rise in the value of felt experiences, authenticity and meaningful narrative. In response, museums are placing less emphasis on the volume of their collections and more on the stories and the rationale for their collections.

They also recognise that heritage is about capturing what happens now. Most especially in a rapidly changing community it is important to record what is significant today for our community and visitors of tomorrow.

The Sunshine Coast population is increasing steadily and many of these new residents have little or no connection to the region. This presents both a risk with population growth impacting on heritage places and environment, and an opportunity in which promoting an understanding of the region's heritage may provide a sense of belonging.

There is no doubt that the Coast's tourism aspirations will be greatly boosted with the opening of the international airport (2020). The boost will provide new audiences interested in local cultural heritage experiences.

All of this puts pressure on the region's heritage assets. The staffing of community museums is challenging. Run and managed by volunteers, an

aging membership base and a new generation of volunteers yet to be engaged, our traditional heritage offering is on a precipice. Succession planning and sustainability in the face of increasing operational costs and the demand for professional curation, collection management, conservation and marketing skills, the region's volunteer community museums are facing an uphill battle. And while industry learning on conservation, standards and other elements of museum practice are available and provided to support the network, there is a need for future-proofing this valuable network of heritage keepers. Whether this is via the greater sharing of resources and knowledge between heritage groups, increased collaboration or the identification of partnerships focussed on sustainable outcomes, the next 10 years of planning will be important.

The value of knowing and understanding the region's First Nations heritage is widely acknowledged. However, action on documentation, interpretation and communication, including the development of experiences, must be self-determined.

But there is a need to build greater momentum while ensuring that the First Nations community on the Sunshine Coast is fully supported through agreed protocols, including those contained within the Sunshine Coast Council's Reconciliation Action Plan.

Outcome Area 1 - Knowledge

A comprehensive knowledge and understanding of the region's heritage is critical to confidently plan for our long term heritage needs. A Historic Cultural Heritage Study, including Traditional Custodian inputs is complete and will inform the local heritage register and overlay mapping of the Planning Scheme 2014. A register of heritage trees is underway.

The extent of First Nations peoples history included in the Heritage Plan 2015-2020 was limited as a more detailed history of Aboriginal, Torres Strait and South Sea Islander people was to be one of the outcomes of an agreement with Traditional Custodians to work towards identifying areas of First Nations significance. This work is under way within the context of the Reconciliation Action Plan.

Council's heritage library is a key community resource, which currently provides a significant repository of heritage knowledge – including a local studies collection comprising photographs, oral history interviews, books, maps, newspapers, booklets, brochures and pamphlets. The continued growth of this valuable resource will provide a central knowledge base for the community. A Digitisation Plan has been prepared, and the development of an arts and heritage database is an ongoing process.



Jinibara Dance Troop, Mary Cairncross Scenic Reserve 2019. Photo Ben Lockens.



Collecting and preserving intangible knowledge is important for future generations to understanding life on the Sunshine Coast, including oral histories, languages, community traditions, skills and connections.

Council has established relationships with state departments, peak bodies and local heritage organisations. Building on these partnerships and developing new ones, continues to be a key mechanism for improving the knowledge of the Sunshine Coast's heritage.

Goal

Heritage, its value and significance to the Sunshine Coast community, is comprehensively identified researched, recorded and shared.

Strategies

1.1 Ensure the region's cultural and natural heritage is comprehensively researched and documented.

1.2 Build upon council's knowledge of known items, places and records of significance.

1.3 Maintain, develop and strengthen relationships with external stakeholders so that information can be shared and accessed.

What the heritage sector said:

- "Indigenous cultural mapping with Jinibara and Kabi Kabi as partners - recording and protection for sites, as well as documenting and identifying objects within collections".
- "Ensure it (Heritage Plan) makes provision for capturing contemporary history, filling in the gaps and shared history (of all groups) and oral stories".
- "A heritage list, including Indigenous and natural heritage to be completed and placed in the planning scheme".
- "Central Hub to access collections and hold exhibitions".

Outcome Area 2 - Conservation

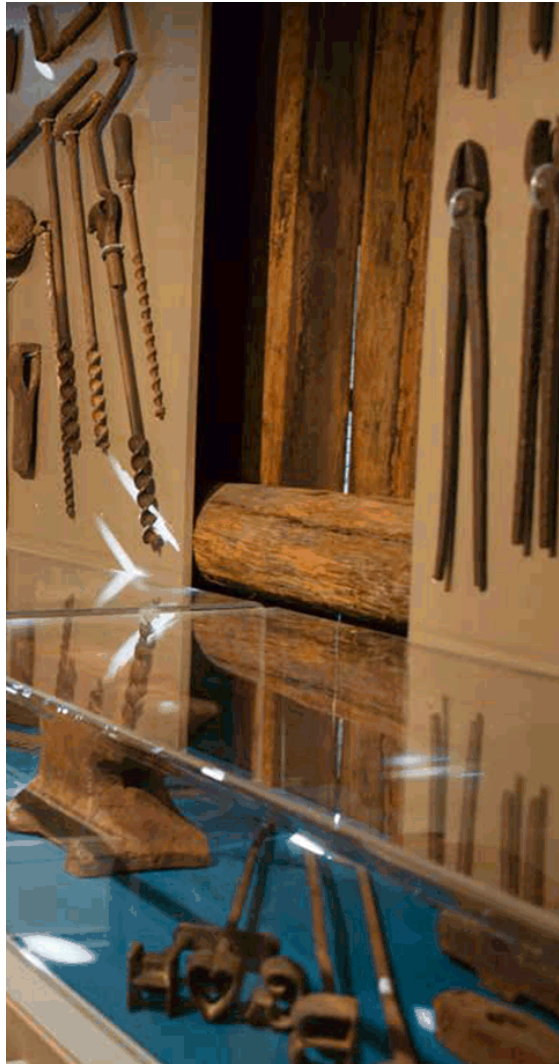
Heritage conservation is about recognising the region's heritage, identifying what is important and taking all the necessary steps to retain those aspects. Council's actions and standards will be informed by the National Standards for Australian Museums & Galleries, Indigenous Roadmap, Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) and State and Federal Government guidelines for natural and built environments. Other Council policies, plans and strategies will be implemented with respect to the Burra Charter principles and this Heritage Plan.

Concern for natural heritage has been consistently expressed by community stakeholders in preparing this Plan – it is core to the identity of the Sunshine Coast.

The Sunshine Coast is a region undergoing rapid change and growth. There is a need to maintain simple and easy to understand heritage conservation resources, for both council and the community. Competencies amongst volunteers and other stakeholders will continue to benefit from development and support in order to effect high standards of care and conservation.

Clarifying responsibility for conservation of different elements of the built environment will be a priority





within the Plan, as well as ensuring that collections are properly documented. This includes the council managed Heritage Library, and cultural, heritage and art collections. Documenting those collections in private ownership or stewardship is also important.

The successful implementation of interpretation and business planning for Bankfoot House Heritage Precinct is an indicator of how council's heritage facilities can be respectfully and effectively sustained. A condition assessment of other council heritage assets will need to be undertaken in the early stages of the implementation of this Plan.

Initial scoping of a regional collection store has been undertaken, and this possible new facility will be further investigated and, if feasible, progressed to completion.

The conservation and management of Aboriginal cultural heritage will be pursued within the framework of the Reconciliation Action Plan, and with the support of effective protocols so that fluid and open engagement occurs between council and the area's Traditional Custodians.

Goal

Best practice conservation management and innovative solutions protect and conserve the Sunshine Coast's natural and cultural heritage for current and future generations.

Strategies

- 2.1 Ensure best practice heritage conservation management is integrated into all council planning and heritage practices.
- 2.2 Ensure council-owned heritage assets are managed in accordance with best practice heritage conservation principles.
- 2.3 Assist the community and council in the care of heritage places and collections.
- 2.4 Facilitate the adaptive re-use of council's heritage facilities, with the aim of achieving sustainable use outcomes.
- 2.5 Progress the development of a regional collection store.

What the heritage sector said:

- "Develop specific training/workshops for council staff, volunteers and contractors".
- "Assist organisations with heritage assets/collections in undertaking significance assessments to establish the heritage assets across the Sunshine Coast".
- "Roving conservator model –assisting and visiting communities and volunteers and museums on-site"

Outcome Area 3 - Support

Cultural heritage management involves supporting and encouraging the protection, preservation, enhancement, and use of cultural heritage places, objects and values.

Council owns and manages a wide array of heritage buildings, places and landscapes, and has significant collections of documents, images, objects, public art and monuments in its care. Council houses these collections, archival material and resources within its own properties such as Bankfoot House Heritage Precinct, Heritage Library, Bli Bli archive facility, depots and at local library branches.

First Nations peoples, community organisations and individuals, private landholders, religious organisations, environmental organisations, and other levels of government are amongst the range of custodians of the region's tangible and intangible heritage. The contribution of community groups to heritage conservation is particularly significant across the Sunshine Coast region, with community museums, historical societies and friends groups each undertaking their own initiatives to support heritage conservation.

Council will ensure that these custodians have the support they need to care for the region's heritage assets, and have the skills and resources to ensure good conservation practices. Mechanisms will include grants programs, capacity-building programs – from grant-writing to conservation and exhibition – research and other professional support and fact sheets. Awards





and incentives will be used to encourage and increase awareness of good practice. There is potential for greater sharing of knowledge and skills between heritage groups, and sector interest in pursuing this.

The Sunshine Coast is well positioned as a national and international tourism destination, and is well placed to maximise the opportunities associated with cultural tourism. A range of supportive programs will help to maximise these opportunities.

The Heritage Levy Program and Policy are council's key tools to producing on-the-ground outcomes for heritage management and conservation.

Goal

Provide opportunities to stimulate understanding, activation and appreciation of the region's cultural heritage.

Strategies

3.1 Collaborate and support First Nations priority projects in consultation with relevant stakeholders.

3.2 .Build the capacity and sustainable professionalism of the region's network of heritage community organisations.

3.3 Support Sunshine Coast's cultural heritage programs and events.

What the heritage sector said:

- "The Heritage Levy is a gold-standard attribute of the SCC and a testament to the forward- thinking and culturally-aware nature of the Council and community".
- "Collaborative networking is invaluable".
- "Support Traditional Owners to develop their own databases and mapping of Aboriginal Cultural Heritage sites and open the dialogue as to which sites they would like assistance with conserving".
- "Information and expertise exchange; temporary placement of professionals in all aspects of heritage".
- "Museums should be assisted to find where their greatest strengths lie, to make them more financially viable for the future".

Outcome Area 4 - Communication

Communication and promotion of heritage is closely linked with knowledge and understanding. The greater the knowledge and interest in heritage, the greater the potential for respect, appreciation and demand for heritage related activities and opportunities. This also increases the need for skills, trades and education necessary to support the heritage sector.

There is potential for council's communication and celebration of heritage to be enhanced. Council has the opportunity to better target and grow heritage audiences through multiple means, including via the support and promotion of events and activities, and partners such as schools, universities and historical societies. Digital and social media platforms provide powerful tools to disseminate knowledge and encourage community engagement with heritage.

Heritage collections are held by both council and the community. There is potential to investigate a hierarchy of regional heritage precincts, parallel to the ongoing development of the Interpretation Centre and Collection Store as part of the Regional Arts Infrastructure Framework (RAIF).

The Australian Government's Tourism 2020 Strategy identifies cultural tourism as a potential growth area in Australia, with the Sunshine Coast being in an excellent position to maximise this opportunity. Cultural tourists stay longer and spend more.



Discover Eumundi, 2019.



Sunshine Coast needs to be positioned to capitalise on the benefits and economic gains of cultural tourism. It can do this via contemporary marketing techniques, the development of a brand and using the latest technologies to communicate in more engaging and effective ways.

Goal

Increased visibility of heritage to strengthen community identity, resilience, and awareness of Sunshine Coast's cultural heritage.

Strategies

4.1 Continue to implement and review the Cultural Heritage Marketing Plan.

4.2 Strengthen partnerships which create and support cultural heritage tourism opportunities.

4.3 Expand audience understanding of and appreciation for the region's cultural heritage.

What the heritage sector said:

- "It is essential to spread the word about the importance of heritage to develop our cultural maturity, especially seeking wider markets, beyond those naturally interested in history".
- "We need to keep the young people interested and engaged in this important work that is part of their history".
- "Council to communicate about Aboriginal cultural heritage sites and natural heritage to land holders and within Council levels".
- "Continue to develop the interpretive centre and collection store for communicating heritage - physical presence of interpretive digital stories".

Outcome Area 5 - Advocacy

Council does not have full control over heritage matters. For this reason, advocacy is important to achieving positive outcomes.

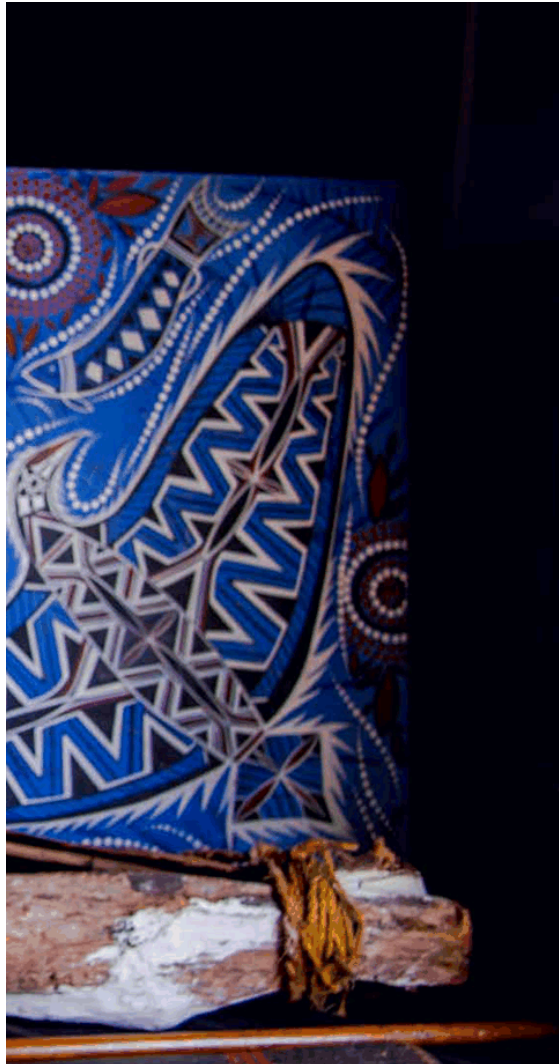
Within council, there is a need to continue to build understanding of the importance of heritage and preservation, as well as practical conservation tools.

At a local level, council can provide advice for owners of heritage places and community organisations on heritage related matters through the Heritage Advisory Service. Engaging with all interested parties will be important for the effective negotiation of complex heritage planning issues. The Cultural Heritage Levy is a visionary commitment for a local government – the community should be well-informed on the benefits it brings to the area.

At the state and federal level, council has the ability to advocate for important issues that will have a direct impact on the region. This could relate to legislation, policies and strategies, or more specific matters such as heritage lists. It will be important for council to advocate with a united front on matters that will impact on our heritage.



Heritage Discovery Showcase Weekend 2017.
Photo Leo Wiles.



The revised Heritage Marketing Plan and the new Cultural Heritage Tourism Plan, will play a part in raising awareness of the value and economic impact of heritage, and signal to other stakeholders council's long-term commitment to the sector.

Effective advocacy requires monitoring and research, to understand if perceptions and actions are being positively influenced.

Goal

Key decision makers have an increased awareness and appreciation of the region's diverse heritage.

Strategies

5.1 Advocate at all levels on heritage-related matters which impact regionally and locally.

5.2 Develop champions for heritage.

What the heritage sector said:

- Advocacy needed for community groups- Indigenous and non-Indigenous. Assist people trying to protect places of significance and actively seek higher recognition of important sites".
- "Individual museums to advocate to the community the significance of heritage on the Sunshine Coast - everyone has a role to play".
- "Politicians need to embrace heritage and attend events concerning heritage".
- "Advocate at all levels on heritage-related matters with agencies, organisations and individuals outside government".

"Thank you for valuing our heritage and taking steps to protect and preserve it. Moving forward, I see our heritage as one of our unique points of difference, because the heritage of each area is unique." Community comment.

Implementation plan

ACTION	STAKEHOLDERS	TIMEFRAME	FUNDING
1. KNOWLEDGE			
<i>Goal: Heritage, its value and significance to the Sunshine Coast community, is comprehensively identified researched, recorded and shared.</i>			
Strategy 1.1 Ensure the region's cultural and natural heritage is comprehensively researched and documented.			
1.1.1 Undertake regular audits to identify gaps in the knowledge and understanding of the region's cultural heritage.	SCC Heritage sector	Annually	Heritage Levy
1.1.2 Commission experts to undertake significant research projects that tell the story of the Sunshine Coast.	SCC Heritage sector	Ongoing	Heritage Levy
1.1.3 Assist local heritage organisations and the Sunshine Coast Heritage Library to capture and share contemporary events and intangible heritage within their knowledge databases.	SCC Heritage sector	Ongoing	Heritage Levy
Strategy 1.2 Build upon council's knowledge of known items, places and records of significance.			
1.2.1 Continue to digitise heritage assets on the Sunshine Coast.	SCC Heritage sector	Ongoing	Heritage Levy
1.2.2 Partner with organisations to develop and implement an arts and heritage database as a regional management tool and portal to the region's heritage collections, places and records.	SCC Heritage sector	2021-2026 and ongoing	Heritage Levy
Strategy 1.3 Maintain, develop and strengthen relationships with external stakeholders so that information can be shared and accessed.			
1.3.1 Explore opportunities to advance technological platforms that increase accessibility.	SCC	2021-2026 and ongoing	Heritage Levy
1.3.2 Continue to develop the Heritage Library as a place that supports research and the interpretation of Sunshine Coast's heritage.	SCC	Ongoing	Heritage Levy
1.3.3 Identify and undertake projects where collaboration is at the centre of council and community research projects and programs.	SCC Heritage sector	2020-2026 and ongoing	Heritage Levy

ACTION	STAKEHOLDERS	TIMEFRAME	FUNDING
2. CONSERVATION			
<i>Goal: Best practice conservation management and innovative solutions protect and conserve the Sunshine Coast's natural and cultural heritage for current and future generations.</i>			
Strategy 2.1 Ensure best practice heritage conservation management is integrated into all council planning and heritage practices.			
2.1.1	Implement a framework to provide for the periodic updating of the local heritage register contained within the Sunshine Coast Planning Scheme (2014), based upon the processes and criteria identified in the Historic Cultural Heritage Study.	SCC	2021-2023 and ongoing Heritage Levy
2.1.2	Ensure council operations and reviews of existing council policies, plans and strategies, with a heritage element, consider: legal frameworks, National Standards, Burra Charter and this Heritage Plan.	SCC	Ongoing Core business
Strategy 2.2 Ensure council-owned heritage assets are managed in accordance with best practice heritage conservation principles.			
2.2.1	Undertake condition assessments of council's heritage assets.	SCC	Ongoing Heritage Levy
2.2.2	Develop conservation management plans for council-owned heritage assets, which include interpretation plans and disaster management contingency plans, for implementation by the relevant council department.	SCC	Ongoing Heritage Levy
2.2.3	Continue to manage Bankfoot House Heritage Precinct in accordance with best practice as a leader in heritage conservation.	SCC	Ongoing Heritage Levy
Strategy 2.3 Assist the community and council in the care of heritage places and collections.			
2.3.1	Continue to support council-owned and/or managed heritage listed buildings leased by the community through the Built Heritage Conservation Fund as outlined in the Heritage Policy.	SCC	Ongoing Heritage Levy
2.3.2	Support community- and privately- owned and/or managed heritage listed places through the provision of a Heritage Advisory Service and Heritage Incentive Scheme.	SCC Heritage sector	2021-2031 Heritage Levy
2.3.3	Develop learning opportunities to increase community understanding of contemporary conservation practices.	SCC Heritage sector	2021-2026 Heritage Levy
Strategy 2.4 Facilitate the adaptive re-use of council's heritage facilities, with the aim of achieving sustainable use outcomes.			
2.4.1	Continue to review, update and implement forward business and conservation plans for Bankfoot House, as council's only owned and operated state heritage listed precinct with a nationally significant collection, and to provide heritage leadership through activation, conservation and programming of the precinct.	SCC	Ongoing Heritage Levy
2.4.2	Ensure lease agreements for council owned and/or managed heritage buildings reflect best heritage practice.	SCC Heritage sector	Ongoing Core business
Strategy 2.5 Progress the development of a regional collection store.			
2.5.1	Progress next stages of the Interpretive Centre and Regional Collections Store Feasibility Study in line with the Regional Arts Infrastructure Framework.	SCC Heritage sector	2021-2031 Heritage Levy
2.5.2	Support best practice conservation management of council and community owned art and heritage collections.	SCC Heritage sector	Ongoing Heritage Levy

Implementation plan continued...

ACTION	STAKEHOLDERS	TIMEFRAME	FUNDING
3. SUPPORT			
<i>Goal: Provide opportunities to stimulate understanding, activation and appreciation of the region's cultural heritage.</i>			
Strategy 3.1 Collaborate and support First Nations priority projects in consultation with relevant stakeholders.			
3.1.1 Continue to support cultural heritage agreement and protocols with Traditional Custodians.	SCC, Traditional Custodians	Ongoing	Heritage Levy
3.1.2 Align programs to Reconciliation Action Plan.	SCC, Traditional Custodians	Ongoing	Heritage Levy
3.1.3 Identify opportunities to develop and deliver heritage programs aligned to all Outcome Areas in partnership with First Nations peoples.	SCC, Traditional Custodians	Ongoing	Heritage Levy
Strategy 3.2 Build the capacity and sustainable professionalism of the region's network of heritage community organisations.			
3.2.1 Continue to provide a broad annual professional development program to the heritage sector which encompasses all aspects of heritage operations and management.	SCC Heritage sector	Ongoing	Heritage Levy
3.2.2 Undertake regular consultation with the heritage sector and industry.	SCC Heritage sector	Ongoing	Heritage Levy
3.2.3 Continue to support heritage sector through Community Partnership Funding Program grants.	SCC Heritage sector	Ongoing	Community Planning and Development
3.2.4 Investigate models for council/community heritage sector partnerships.	SCC Heritage sector	2021-2026	Heritage Levy
3.2.5 Investigate operational models to support the professionalisation of the region's community museums for council consideration.	SCC Heritage sector	Ongoing	Heritage Levy
3.2.6 Develop and implement council and Cultural Heritage Levy grant programs to support best practice.	SCC Heritage sector	Ongoing	Heritage Levy
Strategy 3.3 Support Sunshine Coast's cultural heritage programs and events.			
3.3.1 Continue to support heritage related programs and events which maximise community participation.	SCC Heritage sector	Ongoing	Heritage Levy
3.3.2 Identify and support regional heritage signature programs and events that facilitate the collaboration of Sunshine Coast's heritage organisations.	SCC Heritage sector	Ongoing	Heritage Levy
3.3.3 Continue the support of First Nations Traditional Custodian claimants and DASSI self-identified cultural heritage projects.	SCC Traditional Custodians, DASSI	Ongoing	Heritage Levy

ACTION	STAKEHOLDERS	TIMEFRAME	FUNDING
4. COMMUNICATION			
<i>Goal: Increased visibility of heritage to strengthen community identity, resilience, and awareness of Sunshine Coast's cultural heritage.</i>			
Strategy 4.1 Continue to implement and review the Cultural Heritage Marketing Plan.			
4.1.1 Develop a Cultural Heritage Tourism Strategy.	SCC Heritage sector	2021-2026	Heritage Levy
4.1.2 Identify and adopt latest contemporary methods, technologies and opportunities to promote cultural heritage tourism.	SCC Heritage sector	Ongoing	Heritage Levy
Strategy 4.2 Strengthen partnerships which create and promote cultural heritage tourism opportunities.			
4.2.1 Collaborate with the heritage sector and First Nations representatives to identify and promote cultural heritage tourism opportunities.	SCC First Nations peoples Heritage sector	Ongoing	Heritage Levy
4.2.2 Identify and develop collateral and promotional packages to maximise marketing leverage, including collaborative initiatives.	SCC Heritage sector	Ongoing	Heritage Levy
Strategy 4.3 Expand audience understanding of and appreciation for the region's cultural heritage.			
4.3.1 Lead in the use of smart technologies and develop creative ways to present and interpret heritage.	SCC Heritage sector	2021-2026	Heritage Levy
4.3.2 Identify opportunities to actively engage new audiences, focussing on young people, to stimulate interest in and appreciation of, the region's heritage.	SCC Heritage sector	2021-2026	Heritage Levy
4.3.3 Provide opportunities for not-for-profit museums and heritage organisations to attract new and repeat audiences by improving and promoting interpretation standards.	SCC Heritage sector	Ongoing	Heritage Levy
4.3.4 Identify avenues to recognise volunteers in the heritage sector.	SCC, Heritage sector	2021-2026	Heritage Levy
5. ADVOCACY			
<i>Goal: Key decision makers have an increased awareness and appreciation of the region's diverse heritage.</i>			
Strategy 5.1 Advocate at all levels on heritage-related matters which impact regionally and locally.			
5.1.1 Develop an Advocacy Framework to strengthen relationships with all levels of government to ensure positive outcomes for heritage matters as they relate to the Sunshine Coast.	SCC	Ongoing	Core business
5.1.2 Actively advocate within council to ensure the vision and strategies of the SCC Heritage Plan are valued, and considered in council programs, projects and services where relevant.	SCC	Ongoing	Core business
Strategy 5.2 Develop SCC champions for heritage.			
5.2.1 Explore opportunities to engage with community cultural heritage ambassadors.	SCC Heritage sector	2021-2026	Core business

The Sunshine Coast Heritage Plan will be reviewed within five years to ensure it continues to respond to changes within the heritage sector and the future alignment with council's corporate vision.

Ongoing evaluation

Monitoring and evaluating the Sunshine Coast Heritage Plan's progress is integral to the effectiveness of the Plan. It is through the Implementation Plan, that the projects and programs are outlined within an estimated timeframe.

From the overarching Implementation Plan, an annual Heritage Levy Program is developed that outlines prioritised projects and programs. This annual program is reported on quarterly.

Annual progress reports form part of council's operations and regular heritage sector/ stakeholder consultation will provide on-going feedback and assessment.

What does success look like?

Annual performance measures

There are three primary mechanisms that will be used to measure the Heritage Plan's success. These are:

1. Best Practice – keeping up-to-date with the latest research and methodology to undertake best practice in museums and heritage areas as a measurement of cultural value, community engagement and sustainability.

2. Completion of Actions – monitoring the delivery and outcomes of the Implementation Plan's actions as a measurement of success.

3. Cultural Vitality – measuring the delivery of cultural heritage programs and projects to the broader community, and its return on investment or public value over time.

Best practice

Measuring best practice in the heritage and museum sector is undertaken by understanding the range of guidelines and standards available nationally and internationally. This includes government agencies, professional associations and international organisations.

Completion of actions

When complete, the actions that are listed in the Implementation Plan will be measured and reported on in the following ways:

- Stakeholder and community feedback

- Attendance and participation levels
- Programming reach and access
- Operational evaluation and assessment
- Economic impact and investment return
- Media engagement, reach and value
- Cultural audit and benchmarking
- Skills and capacity development
- Audience development
- Target demographics data.

Cultural vitality

Cultural Vitality is a 'public values based measurement framework' designed through a joint research project with USC and Sunshine Coast Council to measure public outcomes and impacts in the community from council's investment in the arts, cultural and heritage programs and projects.

Cultural Vitality is based on the premise that engagement in arts and cultural activities can have an influence on neighbourhood conditions and community dynamics, and is defined as: evidence of creating, disseminating, validating and supporting arts and culture as a dimension of everyday life in communities (Jackson et al 2006).



Landsborough Museum 2019. Photo Ben Vos

Appendix 1: Heritage plan review 2015-2020 and peer and industry recognition

ACTION	STATUS	COMMENTARY
OUTCOME AREA 1. KNOWLEDGE		
Strategy 1.1 Ensure the region's cultural and natural heritage is comprehensively researched and documented.		
1.1.1 Undertake a Historic Cultural Heritage Study of the Sunshine Coast.	Completed	Historic Cultural Heritage Study completed, managed by Regional Strategic Planning (RSP).
1.1.2 Pending the outcomes of the Historic Cultural Heritage Study, prepare a list of council's heritage places in the region.	Completed	Historic Cultural Heritage Project and revision of Local Heritage Register complete (projects lead by Regional Strategic Planning (RSP). Public consultation complete; Report to Council (Feb 2020), endorsed; approval from State Govt (May 2020); final SCC endorsement (August 2020).
1.1.3 Pending the completion of Action 1.1.1 undertake a review of the Sunshine Coast Planning Scheme 2014 by updating the local heritage register (and overlay mapping) contained within the Planning Scheme.	Progressing	Completed, available online as a detailed research document and in council's mapping overlays.
1.1.4 Develop an agreement with Traditional Custodians which will assist in identifying places of cultural heritage significance.	Progressing	Project to develop agreement with Traditional Custodians part of Reconciliation Action Plan. Annual funding program for Jinibara and Kabi Kabi Peoples to undertake priority projects. Anticipated delivery 2020.
1.1.5 Develop a register of Heritage Trees within the council area.	Progressing	Staged project with Parks and Gardens team (in particular Arborists), Jinibara and Kabi Kabi Peoples. Consultant completed significance assessments based on council tree data 2017-2018. Jinibara report received; indigenous elements ongoing until 2020.
Strategy 1.2 Build upon council's knowledge of known items, places and records of significance.		
1.2.1 Develop a Digitisation Plan for council's heritage collection, and contribute to the development of a regional Digitisation Plan with heritage organisations and agencies.	Completed	Digitisation Plan 2015-2020 completed.
1.2.2 Continue to develop the Arts and Heritage Database as a regional heritage management tool and access point. This will include building on the digitisation of the region's heritage with local heritage organisations, with a view to capturing a whole of region collection.	Ongoing	Ongoing project.
1.2.3 Encourage local heritage organisations and the Heritage Library to capture and share contemporary events within their knowledge databases.	Ongoing	Staged project to 2020. Includes initiatives such as: Heritage Library 'Backward Glance' features in Sunshine Coast Daily; Discovery Weekend; First Nations elements of the Horizon Festival; 50 anniversary of the naming of the Sunshine Coast; Bankfoot, Yandina and Woombye 150 years programs; Sunshine Coast Open House, now in third year; first regional National Trust Talks held on the Sunshine Coast
Strategy 1.3 Maintain, develop and strengthen relationships with external stakeholders so that information can be shared and accessed.		
1.3.1 Continue to grow the Heritage Library, as a place of learning, programs, understanding and research.	Ongoing	Supported Heritage Library digitisation projects; guided project prioritisation; supported initiatives in accordance with recommendations from Significance and Preservation Needs Assessments.

ACTION	STATUS	COMMENTARY
OUTCOME AREA 1. KNOWLEDGE <i>Continued</i>		
Strategy 1.4 Actively strengthen relationships with the external stakeholders so that information can be shared and knowledge bases can be built upon.		
1.4.1 Continue to establish partnerships with relevant state and federal heritage agencies and departments and key partners including the State Library of Queensland and educational institutions such as the University of the Sunshine Coast.	Ongoing	Active USC partnership for SCC Cultural Heritage Prize (student award), working to explore other opportunities; Active Service Level Agreement with QLD Museum to deliver skills based training programs for the heritage sector, priorities aligned to sector needs each year; Partnerships with Museums Australia, Australian Institute of Architects, Sunshine Coast Open House, National Trust QLD; other partnerships as opportunities arise.
OUTCOME AREA 2. CONSERVATION		
Strategy 2.1 Ensure best practice heritage conservation management is integrated into all council heritage practices.		
2.1.1 Implement a framework to provide for the periodic updating of the local heritage register contained within the Sunshine Coast Planning Scheme 2014, based upon the processes and criteria identified in the Historic Cultural Heritage Study.	Progressing	Project lead by RSP. Will not commence until completion of 1.1.3.
2.1.2 Ensure that council operations and reviews of existing council policies, plans and strategies with a heritage element consider the Burra Charter and this Heritage Plan.	Ongoing	CHS advises council on heritage matters where relevant, including (not an exhaustive list): SCC Arts Plan; Community Strategy; projects and heritage issues such as Parks & Gardens; Cemeteries; Landsborough Masterplanning Project; Landsborough Museum; Caloundra Lighthouses; Krauss locomotive; Montville War Memorial Gates; Fairview; Buderim Pioneer Cottage; Palmwoods Hall; Buderim Old Post Office; SS Dicky shipwreck. Bankfoot House Heritage Precinct is managed in accordance with best practice and includes the Burra Charter, Conservation Management Plans, and Interpretive and Business Plans.
Strategy 2.2 Assist the community and council in the understanding of, and care of, heritage places.		
2.2.1 Prepare informative resources for council and the community to assist in the practical conservation of heritage assets.	Completed	Completed, to be reviewed and aligned to Historic Cultural Heritage Study outcomes above.
Strategy 2.3 Ensure council's heritage places are vibrant and active spaces.		
2.3.1 Facilitate the adaptive re-use of council's heritage facilities, with the aim of achieving sustainable use outcomes.	Ongoing	Bankfoot House: successful implementation of Interpretation and Business Plans for the Precinct, and ongoing activation through temporary exhibitions and associated public programs, has seen increased visitation, activation, and profile. Conservation/restoration of Bankfoot shed completed, launched by Governor and Mayor as part of 150 celebrations (October 2018). Multiple industry awards relating to best practice management of Bankfoot House. Lease agreements in place with community and commercial entities for a number of other council-owned heritage assets (61 properties in total).

Appendix 1: Heritage plan review 2015-2020 and peer and industry recognition continued...

ACTION	STATUS	COMMENTARY
OUTCOME AREA 2. CONSERVATION <i>Continued</i>		
Strategy 2.4 Ensure Traditional Owners are engaged with in an effective and timely manner in relation to Aboriginal cultural heritage matters.		
2.4.1 Develop a cultural heritage agreement and protocols with Traditional Owners.	Progressing	Endorsed Reconciliation Plan references review of cultural protocol documents and resources and development of First Peoples Advisory Committee. This will activate the Heritage Plan reference. Project delivery may require extended timeframe to allow for further liaison with stakeholders.
Strategy 2.5 Ensure council-owned heritage assets are managed in accordance with best practice heritage conservation principles.		
2.5.1 Undertake a condition assessment of council's heritage assets.	Progressing	Project deferred pending completion of revised council list of Heritage Places, Property Management to lead. Anticipated delivery 2020.
2.5.2 Develop conservation management plans for council owned heritage assets, which include interpretation plans and disaster management contingency plans, and ensure that implementation is actioned by the relevant council department.	Ongoing	Bankfoot House: up to date and aligned to best practice: Conservation Management Plans, Disaster Management, Interpretation and Business Plans, Significance Assessment and Preservation Needs Assessment, all extensively revised and implementation underway. Significance Assessments have been undertaken on several large collections or objects (Shay locomotive, Bankfoot House, select collections from the Heritage Library). Conservation Management Plans in place or under development for several other heritage assets (built heritage). Review of council heritage assets underway with internal partners including Property Management, Community Leasing, Regional Strategic Planning, with a view to identify gaps and develop appropriate plans where needed.
2.5.3 Develop a Collections Policy, and associated collection planning, which holistically looks at council's public art, art collection, sister city gifts and cultural heritage collections.	Ongoing	Art and Heritage Collections Policy completed, endorsed by Council 2017. Ongoing projects relating to collection management and planning.
OUTCOME AREA 3. SUPPORT		
Strategy 3.1 Ensure the community and council are able to access professional advice and support on heritage matters.		
3.1.1 Continue to support the role of the Sunshine Coast Cultural Reference Group.	Ongoing	Ongoing
3.1.2 Review the Heritage Advisory Service (HAS) to ensure an informed response to heritage properties.	Completed	RSP progressing this project. HAS will be further informed by completion and endorsement of revised SCC Heritage List and Heritage Incentive options.
3.1.3 Investigate the introduction of operational mechanisms (such as local laws and regulations) and incentives programs (similar to the successful Land for Wildlife program) to assist owners of identified heritage assets.	Progressing	RSP progressing this project, linked to 1.1.1 and 1.1.2 above, and 3.1.2. Likely to be included in public consultation 2019. CHS investigating options, benchmark case studies, and the possibility of guidelines under the Grants programs.
3.1.4 Ensure the delivery of efficient and integrated internal heritage management services to the community in line with the Queensland Heritage Act are appropriately resourced.	Progressing	Investigation into resourcing models for Queensland Heritage Act (QHA) compliance (Emergency Management Orders/EMOs) managed by RSP. Full consideration by council post public consultation and endorsement of revised list of SCC Heritage Places. Anticipated delivery 2020.

42 Sunshine Coast Heritage Plan 2021-2031

ACTION	STATUS	COMMENTARY
OUTCOME AREA 3. SUPPORT <i>Continued</i>		
3.1.5 Undertake a feasibility study for additional storage space for the Sunshine Coast region, to ensure the region is equipped with sufficient storage space to house council-owned and non-council owned heritage items and collections.	Progressing	Feasibility studies for Collection Store, Interpretive Centre, and cultural heritage tourism are complete. Due to complimentary nature, projects were bundled to avoid duplication. Endorsed by Council as part of Regional Arts Infrastructure Framework 2019.
3.1.6 Investigate the introduction of exemption certificates for certain development on local heritage places through the Sunshine Coast Planning Scheme 2014.	Progressing	Investigation into resourcing models for QHA compliance (EMOs) managed by RSP. Full consideration by council post public consultation and endorsement of revised list of SCC Heritage Places. Anticipated delivery 2020.
Strategy 3.2 Support programs and events that promote the heritage of the Sunshine Coast.		
3.2.1 Continue to support heritage related events, activities and programs via the Heritage Levy which maximise community participation and involvement.	Ongoing	A diverse series of events, activities, exhibitions, speakers, workshops, children's programs, indigenous programs, digital stories, and more have been supported over the years. Some recent initiatives include: 50th anniversary of the naming of the Sunshine Coast (2017); Yandina, Woombye and Bankfoot Cobb & Co 150 events (2018); Sunshine Coast Open House and associated events (2017, 2018, 2019); annual Heritage Discovery Weekend; support for First Nations programs within the Horizon Festival; first regional National Trust Talks held on the Sunshine Coast (2019).
3.2.2 Review the Heritage Levy Policy in consideration of this Plan, and to ensure maximum benefit and equitable distribution of heritage levy funds.	Completed	Reviewed annually as part of Levy program (budget) presentation to Council.
Strategy 3.3 Support the development of a robust cultural heritage tourism industry on the Sunshine Coast.		
3.3.1 As part of the council's overall tourism objectives, establish partnerships with tourism bodies and the heritage sector, and provide assistance where possible.	Ongoing	Feasibility studies for Collection Store, Interpretive Centre, and cultural heritage tourism are complete. Due to complimentary nature, projects were bundled to avoid duplication. Endorsed by Council as part of Regional Arts Infrastructure Framework 2019.
3.3.2 Support the enhancement (e.g. beautification, interpretation) of heritage places that will assist in experiencing and understanding the heritage of the Sunshine Coast.	Ongoing	A significant number of interpretive projects have been undertaken through the Levy - including nearly 200 digital stories, oral histories, and Backward Glance articles available on our heritage website. Portable 'museum box' display units (since 2016) provide snapshot exhibitions in high traffic public areas (often libraries); supplemented by interactive touchtable (since 2017). Interpretive programs in association with Parks & Gardens and Placemaking teams have supported signage, walks, and digital projects (e.g. Nambour Soundtrail) across the region. Implementation of the Bankfoot House Interpretation Plan (and associated Business Plan) has seen increased activation and engagement with the precinct.
3.3.3 Support the development of an annual Sunshine Coast wide program which invites heritage houses to be open to the public e.g. Open House program, in collaboration with the heritage network and peak tourism bodies.	Ongoing	Sunshine Coast Open House (2017, 2018, 2019) established and enjoying some early success, delivering the event itself and associated programs. Outgoing sponsorship agreement from SCC to Australian Institute of Architects provides commitment for future events. 2020 affected by COVID-19.

Appendix 1: Heritage plan review 2015-2020 and peer and industry recognition continued...

ACTION	STATUS	COMMENTARY
OUTCOME AREA 3. SUPPORT <i>Continued</i>		
Strategy 3.4 Build the capacity of the region's network of heritage community organisations.		
3.4.1 Continue to provide a professional development program (including business skills development) to the heritage sector on an annual basis.	Ongoing	Comprehensive program developed and delivered annually by the CHS team in partnership with industry experts (Museums & Galleries Services QLD, QLD Museum, State Library of QLD) and external consultants/ professionals. Focus on professional development, skills based workshops, insights into best practice, and site visits for practical outcomes.
3.4.2 Investigate and implement appropriate governance models for supporting community partnerships across the heritage network.	Completed	Heritage network supported through a range of initiatives, training and funding programs as outlined in the Heritage Plan.
3.4.3 Host meetings/workshops with the heritage sector on an annual basis to further develop a collaborative network of heritage tourism organisations.	Ongoing	Meetings and workshops are aligned to the professional development program (3.4.1 above) to minimise the time demand on volunteer organisations. Collaborative projects and initiatives are discussed at these sessions.
Strategy 3.5 Monitor the success of council's evolving commitment to heritage conservation and management.		
3.5.1 Measure the Plan's performance indicators on an periodic basis.	Ongoing	Reporting quarterly via council systems; to SCHRG quarterly through regular meetings; and to council annually. On track for delivery and completion 2020.
OUTCOME AREA 4. COMMUNICATION		
Strategy 4.1 Effectively package and promote the region's heritage, as something to be valued, experienced and celebrated.		
4.1.1 Develop internal and external Marketing Strategies informed by a Cultural Heritage Study and thematic history to guide the promotion of the region's heritage, and raise awareness and appreciation within council and the general community.	Ongoing	Heritage Levy Marketing Plan, with market and tourism research to inform future strategies, completed and implementation underway. Regular review and revision to identify new opportunities.
4.1.2 Undertake a feasibility study to investigate the establishment of a regional interpretation space/precinct on the Sunshine Coast, pending the outcome, review the master plan for the Landsborough heritage precinct.	Progressing	Feasibility studies for Collection Store, Interpretive Centre, and cultural heritage tourism are complete. Due to complimentary nature, projects were bundled to avoid duplication. Endorsed by Council as part of Regional Arts Infrastructure Framework 2019.
4.1.3 Develop a central heritage portal on council's website.	Completed	Completed, regular review to align to Marketing Plan initiatives.
Strategy 4.2 Strengthen partnerships which identify, communicate and celebrate cultural heritage tourism opportunities.		
4.2.1 Partner with Sunshine Coast tourism bodies, Aboriginal and Torres Strait Islander groups and the Sunshine Coast museum sector to identify and realise cultural heritage tourism experiences.	Ongoing	CHS has undertaken research into marketing and tourism. Feasibility study incorporates consideration of heritage tourism. Collaborative partnership opportunities identified and promoted to the heritage sector.
4.2.2 Collaboratively undertake an assessment of the region to identify and promote potential cultural heritage tourism opportunities, and their viability/realism as a tourist experience.	Progressing	Feasibility studies for Collection Store, Interpretive Centre, and cultural heritage tourism are complete. Due to complimentary nature, projects were bundled to avoid duplication. Endorsed by Council as part of Regional Arts Infrastructure Framework 2019.

ACTION	STATUS	COMMENTARY
OUTCOME AREA 4. COMMUNICATION <i>Continued</i>		
4.2.3 Develop engaging heritage collateral, including calendars, brochures, signage, newsletters, 'good news' articles, and other collateral as identified in 4.1.1 in partnership with the region's key heritage stakeholders to assist in promoting cultural heritage tourism experiences.	Ongoing	A range of heritage collateral has been developed over the years, often in partnership with the heritage sector and the community. Examples include: annual community competition for the Heritage Calendar; highly successful Discovery Guide (launched 2016, several reprints), revised look and feel and associated new marketing campaign 2020; Heritage Discovery Weekend ('Open' banners for all participating heritage organisations, brochures, advertisements, posters, website content and email signature footers); Bankfoot 150 years celebration saw new internal and external signage, interpretive panels, and brochures; Sunshine Coast Open House (brochures, guide book, website, banners); regional campaign to recruit volunteers for organisations across SCC - print and radio advertisements (2019).
4.2.4 Expand the existing heritage interpretive trails and promote these to the broader community and peak tourism bodies.	Ongoing	Projects in partnership with Parks & Gardens and Placemaking teams have included: revision of Walk Buderim brochure; development of Walk Caloundra; Nambour Soundtrail app featuring digital content; discussions with Parks regarding revised signage and digital trails through the region, with a pilot to focus on Buderim; other projects in Palmwoods, Eumundi, Kings Beach, Muller Park, Bli Bli, Petrie Creek, Landsborough, Maroochy foreshore, Razorback Park, Dicky Beach, Coolum.
Strategy 4.3 Interact and collaborate with schools, educational institutions and other relevant organisations to help promote the region's diverse heritage.		
4.3.1 Formalise partnerships with schools and the University of the Sunshine Coast to facilitate heritage education.	Ongoing	Staged program to 2020. Ongoing annual Heritage Award program for 2 USC Heritage/ Planning students. Volunteer USC student guides through the SCOH program in 2017 and 2018. Further discussions with USC to develop opportunities for students in the future.
4.3.2 Investigate establishing a tailored educational program for young people within the region's museums and heritage programs, to showcase career opportunities and provide an engaging experience within the heritage industry.	Progressing	Discussions with USC and schools underway, first elements delivered 2019 - includes educational resources and partnerships, council's My Summer Workplace Internship.
OUTCOME AREA 5. ADVOCACY		
Strategy 5.1 Advocate at all levels on heritage-related matters which impact at the local level.		
5.1.1 Actively advocate within council for heritage goals as identified in the Sunshine Coast Council Heritage Plan, to be considered and valued in council programs, projects and services where relevant.	Ongoing	CHS provides essential specialist internal advice where appropriate. This has included: heritage advice for the Krauss locomotive, Fairview, Landsborough Museum; SS Dicky wreck (Coastal and Constructed Water Bodies, Parks & Gardens); collaboration with Property Management, Project Delivery, and Graphic Design RE Bankfoot House Heritage Precinct projects and operational asset management; Horizon team RE program options with heritage elements; collaborative forward planning activity re heritage trails and interpretation with Parks & Gardens and Infrastructure Services; and activation of endorsed master planning and place making projects.
5.1.2 Strengthen partnerships with other levels of government with the aim of: 1) aligning expectations and objectives; 2) supporting positive heritage outcomes within the Sunshine Coast Region; 3) highlighting council's specific concerns in relation to heritage matters under the authority of other levels of government.	Progressing	Ongoing liaison with state Department of Environment and Science on built heritage matters reinforces cross government partnerships and activation of organisational heritage responsibilities. Active partnership with QLD Museum for delivery of skills based workshops for heritage network.

Peer and industry recognition 2015-2020

The delivery of the Sunshine Coast Heritage Plan 2015-2020, played an integral part in the achievement of industry recognition.

- **National Trust Heritage Awards 2015** 'Gold Award Winner', Agency Conservation Programs: Pursuing Excellence - Mary Grigor Centre.
The construction of a very well designed multi-purpose facility which enhances the collection conservation and management, exhibition and research activities within the historic Bankfoot House heritage precinct. The project shows excellent attachment to place, without detracting from the early homestead, engages visitors and volunteers and provides facilities for the care and presentation of the in situ collection.
- **National Trust Heritage Awards 2018** 'High Commendation' Agency Conservation Programs: Our Heritage Our Stories – Interpreting and Promoting Sunshine Coast Heritage.
The Sunshine Coast's Heritage Interpretation and Promotion program has built capacity in the community through engagement, participation and collaboration in to develop cultural heritage tourism. It presents a significant amount of high quality interpretative approaches and is a commendable program by a regional Council.

- **Gallery and Museum Achievement Awards (GAMAA) 2018** 'Finalist', Projects: Organisation with Paid Staff: From the Mountains to the Sea exhibition: Sunshine Coast Stories

This remarkable exhibition showcased items sourced from twenty-eight lenders, including museums, local businesses, tourist operators and private collectors, to celebrate the region's history and explore the amazing path the region has taken in becoming one of Australia's highly desired places to live.

- **Gallery and Museum Achievement Awards (GAMAA) 2018** 'Winner', Sustainability: Organisation with Paid Staff: Bankfoot House Preservation Housekeeping Project.

The Bankfoot House Preservation Housekeeping Project took place over a three-month timeframe from April to June 2018. Key milestones for the project included: a review of preservation needs assessment; training in Preservation Housekeeping for staff, volunteers and contract cleaners; an extensive conservation clean of the house; a clean of identified objects and assessment of items for display and storage; and a system of procedures, schedules, monitoring, evaluation and reporting including a Preservation Housekeeping Manual and materials kit.

- **Museum and Galleries National Awards (MAGNA) 2019** 'Highly Commended', Permanent Exhibition or Gallery Fitout: Raising the Benchmark – Bankfoot House Heritage Precinct Exhibition Project.

The project succeeded in offering valuable visitor experience through interpretative exhibitions that connect viewers to the tenacity, ingenuity and resilience of early pioneers and subsequent farming generations. Interpretive methodology included collection items, 3D model, fabric, film, sound, panels and large scale wall imaging. As council's only owned and operated heritage precinct, this project demonstrated how exhibition and interpretation can raise the benchmark for visitor experience on the Sunshine Coast.

- **National Trust Heritage Awards 2019** – 'High Commendation', Heritage Interpretation and Promotion: Enhancing Experience – Bankfoot House Heritage Precinct Interpretation and Promotion Project.

This many-faceted project, part of an overall strategy to re-activate the Bankfoot House Heritage Precinct, aimed to preserve a significant piece of historic fabric that is integral to the story of the Precinct. The project identified the processes required to conserve and retain in situ the original building, which was on the brink of collapse, and how to make it accessible to the public while also allowing for the display of collection items in an appropriate setting.

- National Trust Heritage Awards 2019 – ‘High Commendation’, Conservation Works: Bankfoot House Heritage Precinct Shed Conservation and Restoration Project.

The Bankfoot House Heritage Precinct Interpretation and Promotion Project encompassed interpretive strategy, new permanent exhibitions, introduction of temporary exhibitions, new tour guide format, revised museum displays, interactive experiences, digital stories, film and images, public and education programming and events. A most important outcome has been the demonstration of how exhibition and interpretation can raise the benchmark for visitor experience on the Sunshine Coast.



Bankfoot House Heritage Precinct 150th event 2018.
Photo Barry Alsop.

Appendix 2: Focus groups and workshop participants

The Sunshine Coast Heritage Plan 2021-2031 was developed in consultation with a range of stakeholders.

Community focus group participants

- Bli Bli on Maroochy Historical Society
- Buderim Pioneer Cottage
- Buderim-Palmwoods Heritage Tramway Inc
- Caloundra Family History Research
- Caloundra Light Houses
- Caloundra RSL Military Display
- Discover Eumundi Heritage Centre
- Fairview (Friends of Pattermore House)
- Friends of Bankfoot House
- Genealogy Sunshine Coast Resource Centre
- Kenilworth Museum
- Landsborough Museum
- Maleny Pioneer Village
- Maroochy RSL Military Museum
- Nambour Museum
- Peachester History Committee
- Queensland Air Museum
- Yandina Historical Society

Community consultation workshop participants

- Architectus
- Bli Bli on Maroochy Historical Society
- Blue Sky View
- Buderim Historical Society
- Buderim-Palmwoods Tramway
- Converge
- Discover Eumundi
- Fairview (Friends of Pattermore House)
- Genealogy Sunshine Coast
- Heritage Consultant at Cosmos Archaeology Pty Ltd
- Heritage researcher/consultant
- Hexhibitions
- Kenilworth Museum
- Landsborough Museum
- Maleny Historical Village
- Melanie Fihelly Conservation
- Museums & Galleries Queensland
- Nambour Museum
- Peachester History Committee
- Queensland Air Museum
- SCC Portfolio Councillor for the Arts and Heritage
- Sunshine Coast Cultural Heritage Reference Group
- Visit Sunshine Coast Ltd
- Yandina & District Historical Society



SC50 Exhibition 2018.
Photo Barry Alsop.

Appendix 3: Benchmarking heritage plan themes

A review of some of the most respected (national and international) Heritage Plans and strategies was undertaken as part of the benchmarking process for the development of Sunshine Coast Heritage Plan 2021-2031. The key themes of each of the plans are listed below.

LOCATION	KEY THEMES
HERTAGE PLANS	
City of Swan Heritage Plan, Western Australia 2013	<p>Knowing – Identification of heritage assets and positive measures already in place</p> <p>Protecting – Prioritising and budgeting for conservation and other protection measures</p> <p>Supporting – Consistently managing private and government owned heritage assets</p> <p>Promoting – Celebrating achievements and leveraging community and economic benefits</p>
Indigo Shire Heritage Strategy 2017-2021, Victoria, Australia	<p>Knowing – identification, assessment and documentation of heritage places</p> <p>Protecting – statutory protection, policy development, appropriate management</p> <p>Supporting – assistance, advice and incentives to help conserve heritage places</p> <p>Communicating and promoting – measures to raise awareness and appreciation of the heritage of the area.</p>
Ballarat Heritage Plan, Victoria Australia 2017- 2030	<p>Regeneration – a conservation method that can bring life to historic places</p> <p>Celebrating and inspiring with Ballarat stories – Storytelling is a valuable tool with potential to pass on knowledge, enhance people's experiences, inspire regeneration, support cultural and creative industries and provide inspiration for contemporary design.</p> <p>Managing change and safeguarding heritage – Ballarat's planning tools and practices are evolving to best address new challenges facing our city.</p> <p>Monitoring – ongoing review processes to understand and review of procedures and progress.</p>
The City of Greater Geelong Heritage Strategy 2017-2021	<p>Knowing – We will identify, assess and document our heritage both tangible and Intangible</p> <p>Protecting – We will protect our heritage and meet our statutory obligations</p> <p>Supporting – We will support heritage through Councils various roles and responsibilities</p> <p>Communicating education and celebration – Will celebrate our heritage and raise the awareness and appreciation of it</p>

LOCATION	KEY THEMES
HERTAGE PLANS	
City of Stirling Heritage Management Strategy 2016-2020	<p>Understanding – identifying, assessing and documenting the City’s heritage.</p> <p>Protecting – securing statutory protection for significant places, developing policy/guidelines to assist decision making and appropriate management of the City’s heritage.</p> <p>Sustaining – incentives, education/training, adequate resourcing and coordination/alignment of efforts.</p> <p>Celebrating – measures to raise awareness and appreciation of the City’s diverse heritage.</p>
Singapore Heritage Plan 2018- 2022	<p>Our Places – Our places where we live, work and play in hold many shared memories, and we must care for them so that our stories can be shared with future generations</p> <p>Our Cultures – Our traditions and way of life are what make us a multicultural Singapore, and we must cherish these so that they will live on.</p> <p>Our Treasures – Our museums and their collections tell the story of Singapore, Asia and the world, and enable us to discover more about ourselves and the world we live in.</p> <p>Our Communities – Our heritage that binds us is the legacy we share, and we can each play a part in shaping it.</p>
Birmingham’s Heritage Strategy 2014-2019	<p>Preservation – protecting and managing what we value.</p> <p>Prioritisation – role of the heritage Strategy Group</p> <p>People – participation and engagement</p> <p>Promotion – telling the Birmingham story, past, present and future</p>



heritage.sunshinecoast.qld.gov.au
culturalheritage@sunshinecoast.qld.gov.au
T 07 5420 8600 F 07 5475 7277
Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

[f @sunshinecoastcouncil](#) [t @councilscc](#) [i @sunshinecoastcouncil](#)

200026C 03/2020. Printed on environmentally responsible paper.