

22nd February, 2018

**MAYOR
COUNCILLORS
CITY OF MOUNT GAMBIER**

NOTICE is given that the Heritage Sub-Committee will meet in the following Meeting Room on the day, date and time as follows:

Heritage Sub-Committee
(Committee Room - Level 4):

Wednesday, 28th February, 2018 at 5.30 p.m.

An agenda for the meeting is enclosed.



Dr Judy NAGY
GENERAL MANAGER CITY GROWTH

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AGENDA OF HERITAGE SUB-COMMITTEE MEETING

Meeting to be held in the Committee Room, Civic Centre, 10 Watson Terrace, Mount Gambier on
Wednesday, 28th February, 2018 2017 at 5:30 p.m.

PRESENT: Cr Mark Lovett
Cr Penny Richardson
Lynn Lowe
Brian Sims
Ken Jones
Brian Brooksby
David Burt
Alexandra Nicholson
Richard Woods, Heritage Advisor

COUNCIL OFFICERS: General Manager City Growth - Dr J Nagy
General Manager Community Wellbeing - Ms B Cernovskis

WE ACKNOWLEDGE THE BOANDIK PEOPLES AS THE TRADITIONAL CUSTODIANS OF THE LAND WHERE WE MEET TODAY. WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THE LAND AND RECOGNISE THE DEEP FEELINGS OF ATTACHMENT OUR INDIGENOUS PEOPLES HAVE WITH THIS LAND.

1. APOLOGY(IES)

Apology(ies) received from

That the apology from be received.

Moved: Seconded:

2. CONFIRMATION OF HERITAGE SUB-COMMITTEE MINUTES

Meeting held on 31 January 2018.

That the minutes of the Heritage Sub-Committee meeting held on 31 January 2018 be confirmed as an accurate record of the proceedings of that meeting.

Moved: Seconded:

3. QUESTIONS

3.1. With Notice

At the meeting held 31 January 2018 Lynne Lowe requested a written report be sought from the General Manager Community Wellbeing, Barbara Cernovskis regarding proposed plans for the Rook Walk Celebrations for presentation at the next meeting.

Please refer to Item 5.2 - Heritage Report No. AR18/6716 Rook Walk Celebrations - Proposed Plans.

3.2. Without Notice



4. DEPUTATIONS

Nil

5. HERITAGE SUB-COMMITTEE REPORTS

Heritage Sub-Committee Reports commence on the following page.



5.1. Heritage Advisor Reports - December 2017 and January 2018 - AR18/6706

COMMITTEE	Heritage Sub-Committee
MEETING DATE:	28 February 2018
REPORT NO.	AR18/6706
RM8 REFERENCE	AF17/457
AUTHOR	Judy Nagy
SUMMARY	This Report is presented to in response to a question raised at the Heritage Sub-Committee Meeting held 31 January 2017 in relation to the proposed plans for the Rook Walk Celebrations.
COMMUNITY PLAN REFERENCE	Goal 3: Our Diverse Economy

REPORT RECOMMENDATION
(a) That Heritage Sub-Committee Report No. AR18/6706 titled ' <i>Heritage Advisor Reports - December 2017 and January 2018</i> ' as presented to the Heritage Sub-Committee on 28 February 2018 be noted.

Moved:

Seconded:



Background

LCLGA Councils have a shared service agreement with Mr Richard Woods, Habitable Places Architect to provide Heritage Adviser Services to the City of Mount Gambier and other LCLGA Councils.

Discussion

Mr Richard Woods presents a Heritage Advisor Report on a monthly basis to Council. Heritage Sub-Committee meetings have been scheduled to coincide, where possible with these monthly visits to enable any necessary discussion and advice.

Conclusion

The monthly reports from Mr Richard Woods are attached to this report for Council's noting.

Attachments

[Attachment 1 \(AR18/6697\): Heritage Advisor - Monthly Report - December 2017](#)

[Attachment 2 \(AR18/6698\): Heritage Advisor - Monthly Report - January 2018](#)



Judy NAGY
GENERAL MANAGER CITY GROWTH



Mark McSHANE
CHIEF EXECUTIVE OFFICER

20 February 2018
MJT



5.2. Rook Walk Celebrations - Proposed Plans - Report No. AR18/6716

COMMITTEE	Heritage Sub-Committee
MEETING DATE:	28 February 2018
REPORT NO.	AR18/6716
RM8 REFERENCE	AF17/457
AUTHOR	Barbara Cernovskis
SUMMARY	This report is presented in response to a question raised at the Heritage Sub-Committee Meeting held 31 January 2017 in relation to proposed plans for the Rook Walk Celebrations.
COMMUNITY PLAN REFERENCE	Goal 4: Our Climate, Natural Resources, Arts, Culture and Heritage

REPORT RECOMMENDATION
<p>(a) That Heritage Sub-Committee Report No. AR18/6716 titled '<i>Rook Walk Celebrations - Proposed Plans</i>' as presented to the Heritage Sub-Committee on 28 February 2018 be noted.</p>



Background

It has been recognised at the Heritage Sub-Committee that 27 November 2018 marks the 100 year anniversary of Rook Walk. Council officers have met to draft an integrated program that will deliver a respectful 100 year celebration of Rook Walk that aims to capture stories and artifacts in collaboration with the community to commemorate this special occasion in Mount Gambier's history.

Discussion

The celebration concept that has been identified commences with a collaborative effort for History month (May) in the Library with the Mount Gambier History Group. Using the original list of workers/family names of those involved with the 1st Big Bee there will be a community call out for anyone that has any images, artifacts or stories that they would like to share that will form part of an exhibition in November. It is anticipated that in addition to receipting any images or artifacts that any family members may have memories or stories that they wish to share, they can be recorded to form part of the exhibition planned for November in the Main Corner/Gallery complex.

During June to October all artifacts will be curated for an exhibition, any images will be digitised for video, recorded stories will be used as audio and audio tours will be developed that can be used as an interactive commemoration on the day of the celebrations on site at Rook Walk.

The length of and space used for the exhibition will be determined by the level of input that is received from the community. It will be either a memorial wall in South Link or a full exhibition in Kings Floor that will include a visual and audio experience retelling the stories of the time.

A small service and celebration (catered) has been identified for 27 November 2018 on site to coincide with the recorded time of either the morning or lunch break of the day. The services would be followed by the community being able to participate in a pre-recorded commemorative audio walking tour (groups of approx. 10) that will be played via headsets and will be coordinated via a scheduled program and tour guide on site.

Promotion will include traditional and social media as well as image projection on the Elders Wall and windows of the Main Corner.

Conclusion

Whilst planning has commenced the program will continue to evolve over the coming months. It is envisaged that the implementation of this proposed plan will be a collaborative effort between key staff, the Mount Gambier History group and the Heritage Sub-Committee.

As mentioned earlier the level of success will be determined by the response received from the community. It is hoped that given we have sufficient time and a well-connected collaboration that sourcing artifacts, images and stories from the community could achieve a good level of success. A strong community response will enable us to capture and catalogue a significant part of our social history and present it in a respectful, engaging and interactive way.

Attachments - Nil



A handwritten signature in black ink, appearing to read 'Cernovskis', written in a cursive style.

Barbara CERNOVSKIS
GENERAL MANAGER COMMUNITY WELLBEING

A handwritten signature in black ink, appearing to read 'Mark McShane', written in a cursive style.

Mark McSHANE
CHIEF EXECUTIVE OFFICER



6. GOVERNANCE - Heritage Committee - Further Development of Work Plan - Ref. AF17/294

[Attachment 1 \(AR17/26585\) Project Plan Template](#)
[Attachment 2 \(AR18/6888\) Heritage Sub-Committee Work Plan](#)

The Presiding Member sought the approval of at least two-thirds of the members present at the meeting to suspend meeting procedures:

Purpose of the Suspension:

To discuss the following:

- *Continue discussion on development of a work plan.*

Carried by more than two-thirds of the members present at the meeting.

Meeting Procedures were suspended at p.m.

The Presiding Member determined that the period of suspension should be brought to an end.

Carried by more than two-thirds of the members present at the meeting.

The Period of Suspension came to an end and Meeting Procedures resumed at p.m.

RECOMMENDATION

The attached Work Plan includes work to date. The Committee review in its entirety the work plan for the purpose of prioritization. Once priorities and responsibilities are determined, the process of preparing a project plan and budget can commence.

Moved:

Seconded:

7. MOTION(S)

7.1. With Notice

Nil Submitted

7.2. Without Notice

Meeting closed at p.m.

AR18/6718
MJT



028L/rw
8/01/18

Mr Dominic Testoni
Executive Officer
Limestone Coast Local Government Association
Post Office Box 1445
Mt. Gambier SA 5290

Limestone Coast Heritage Adviser


Report December 2017

Date /	Where /	Status /	Place /	Advice /	
06/12/17	Office	SH	Mt Burr Forestry Office	Preliminary heritage advice on proposed sawmill shed.	0.25
		LHPA	5/ 45 Bertha St, Mt Gambier	Heritage Advice on proposed garage attached to side of existing dwelling.	0.25
		Cont/ LHPA	16 Gwendoline St, Mt Gambier	Heritage Report on Development Application proposed Laundry extension at rear.	0.25
07/12/17	Office	Blue Lake SHA	Blue Lake Holiday Park	Heritage consultation (phone) with Alan Rowett re covered swimming pool.	0.25
08/12/17		LH	Presbyterian Manse, 4 Church St, Naracoorte	Development Application Assessment report and request for further information.	0.25
12/12/17	Office	SH	Kybybolite House	Heritage consultation (phone) with Chris Giannes re asset transfer and adaptive re-use.	0.5



18/12/17		Adj. SH	Robe Medical Centre	Development Application Assessment and Report on Medical Center alterations that affect the context of the former Robe Customs House.	0.25
		SH	Moorakyne House, Sturt St, Robe	Review and Assess proposed external and internal restoration works.	0.5
19/12/17	Kingston	SH	Kingston Courthouse and Police Station	Heritage consultation with Rex Bell and Bert Marygold re maintenance priorities.	1.5
19/12/17	Wattle Range	LH	Beachport	Heritage Consultation with Mark Thredgold and John Best.	3.0
		LH	23 Riddoch St, Penola	Development Application Assessment and Report on proposed dwelling addition, laundry and verandah.	
		LH	49 Church Street, Penola	Assessment and report on proposed office extension and carpark alterations.	
20/12/17	Office	SH	Wynns Cellars, Coonawarra	Development Application Assessment and draft response on proposed replacement balustrade.	0.25
		LH	Presbyterian Manse, 4 Church St, Naracoorte	Assess amended plans and liaise with the applicant David Pike.	0.5



20/12/17	Mt Gambier	LH	Mt Gambier Railway Station	Heritage consultation with Peter Munro regarding external repairs.	7.75
		HCPA	1/ 23 Hart Street	Heritage consultation (site) with Alexander McIntyre re heritage requirements for improvements to strata title unit.	
		LH	Woolstore, 26 Margaret Street	Heritage consultation with new owners regarding change of use, building alterations and repairs and fencing.	
					
		LH		Heritage Sub-Committee Meeting.	
		LH		Heritage Report for November 2017.	
21/12/17	Robe	SH	Moorakynne House, Sturt St	Heritage consultation (site) with Margaret Ferguson and Tim Rogers (Architect) re conservation work and boundary realignment.	3.0
<div>LH Local Heritage Place Nom LH Identified Place not listed. Gen General Advice Cont. Contributory Place. HCZ Historic Conservation Zone. LHPA Local Heritage Policy Area.</div> <div>cc Dr Judy Nagy, Mr Joshua Wilson, City of Mt. Gambier Mr John Best, Mr Peter Whiting, Mr Mark Thredgold,WRC Mr Paul McCrostie, Ms Sarah Durand, NLC Mr Leith McEvoy, Ms Trudy Glynn DC Grant Mr Andrew McDonald, Mr Milan Hodak, DC Kingston Mr Rocky Callisto, DC Tatiara Ms Michelle Gibbs, DC Robe</div>					

028L/rw
19/02/18

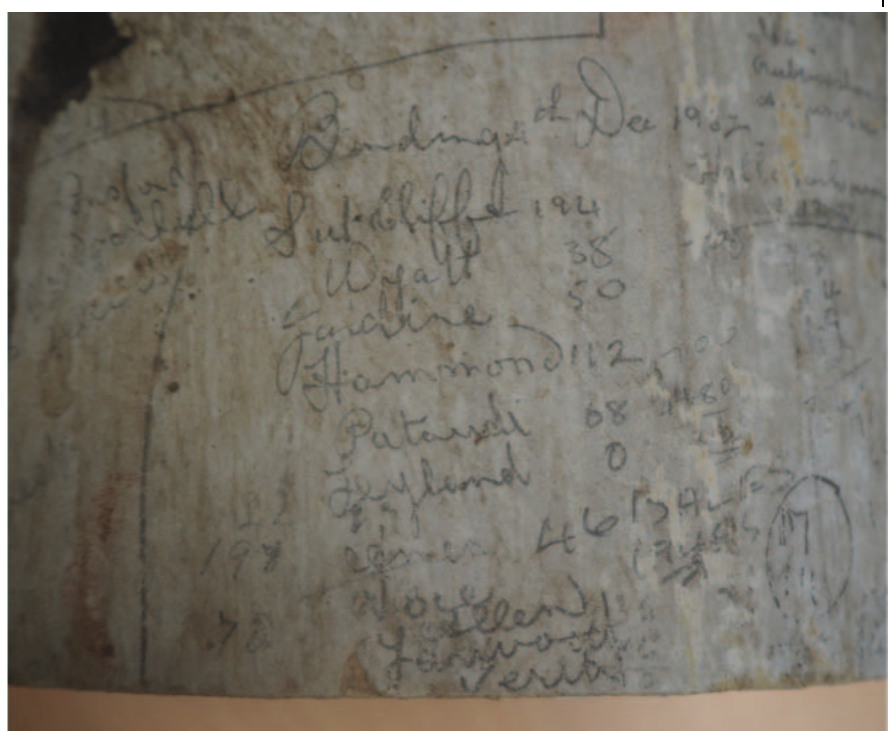
Mr Dominic Testoni
Executive Officer
Limestone Coast Local Government Association
Post Office Box 1445
Mt. Gambier SA 5290

Limestone Coast Heritage Adviser

Report January 2018

Date /	Where /	Status /	Place /	Advice /	
08/01/18	Office	SH	18 & 20 Sturt Street, Mt Gambier	Development Application Assessment Report for Medical Centre attached to a Local Heritage Place.	1.0
					
11/01/18	Office	HCPA	6 Doughty Street, Mt Gambier	Heritage consultation (phone) with Sharyn Holmes possible window alterations.	0.5
12/01/18	Office	LHPA	25 Bertha Street, Mt Gambier	Heritage consultation (phone) and advice to Nick re heritage requirements for new dwelling on a vacant allotment.	0.25
17/01/18	Office	SH (World Heritage Area)	Blanch Cave, Naracoorte	Heritage consultation (phone) and advice to Dr Chaka Chirozva regarding repair of handrails.	0.25

		LHPA	9 Bertha Street, Mt Gambier	Heritage consultation (phone) with Elliot re second dwelling options.	0.25
		SH	Cape Jaffa Lighthouse	Heritage consultation (phone) with Pauline & Ross Johnston NTSA re toilets, visitor facility and paintwork washdown system.	1.0
24/01/18	Office	SH	Clayton Farm	Meeting with Bev Voight (State Heritage Branch Manager) and Hamish Ramsey (former heritage architect) to arrange for the return of an historic artifact from Clayton Farm Shearing Shed. This piece of cardboard was pinned to a timber pole for over 50 years. Along with shearing tallies it records the England first innings score from the first Sydney Test on 4 th December 1932 of the infamous bodyline series.	0.5



29/01/18	Office	Adj. SH	Robe Medical Centre	Review and comment on proposal to change to a pitched roof.	0.5
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30/01/18	Tatiara	SH	Clayton Farm	Meet with Rocky Callisto and return of historic artefact from Clayton Farm Shearing Shed.	1.0
30/01/18	Wattle Range	SH	Woods MacKillop Schoolhouse	Heritage consultation on site with John Tregenza, Clare Larkin and Ann Marie Matouska re stonework repairs.	1.0
				Site inspection re land division, and liaise with State Heritage Branch.	1.0
31/01/18	Mt Gambier	HCPA	6 Doughty Street	Heritage consultation (site) with Sharon Holmes re window alterations.	7.75
		LH	2 Wehl Street South	Heritage consultation (site) with Natalie Walmsley re front fence, detached garage and re-roofing.	
		LH	6 Wehl Street South	Heritage consultation (office) with Teresa Quartermaine to review preliminary sketches for cottage extension and carport.	
		LH	Sturt Street Consulting Rooms	Heritage consultation (phone) with Dean Picken regarding design detailing and landscaping.	
		Cont/ HCPA	46 Wehl Street South	Heritage consultation on site with Helen Harvey re chimney.	
		LH	Mt Gambier Railway Station	Heritage consultation (site) with Peter Munroe - review building condition and adaptation opportunities.	
		LH		Heritage Committee Meeting.	

	Office	SH	Ulva Cottage, Penola	Liaise with surveyors re amended plan for land division.	0.25
	Office	SH	Robe Medical Centre	Heritage consultation with Stephen Herbert re amended roof form.	1.0
01/02/18	Wattle Range	SH	Millicent Savings Bank SA	External inspection and photo survey regarding proposed mural and possible State heritage nomination.	2.5
<div data-bbox="154 667 699 1209" data-label="Image"> </div> <div data-bbox="722 667 1469 1205" data-label="Image"> </div>					
		SH	Bevilaqua Museum, Beachport	Site inspection with David Davis and Daryl Sexton re design of link at rear.	
	Robe	Gen		Meeting with Roger Sweetman and general advice on heritage issues.	0.5
		Adj SH	Robe Medical Centre	Brief Nick Brown on agreed roof changes.	0.75
		SH	Granny Banks Cottage	Inspection of unauthorised development - bbq chimney.	1.0
<p>LH Local Heritage Place Nom LH Identified Place not listed. Gen General Advice Cont. Contributory Place. HCZ Historic Conservation Zone. LHPA Local Heritage Policy Area.</p> <p>cc Dr Judy Nagy, Mr Joshua Wilson, City of Mt. Gambier Mr John Best, Mr Peter Whiting, Mr Mark Treadgold, WRC Mr Paul McCrostie, Ms Sarah Durand, NLC Mr Leith McEvoy, Ms Trudy Glynn DC Grant Mr Andrew McDonald, Mr Milan Hodak, DC Kingston Mr Rocky Callisto, DC Tatiara Ms Michelle Gibbs, DC Robe</p>					

Project Reference: Insert project reference

Project Name: Insert project name

Documented on: Insert date documented

Executive Sponsor: Insert executive sponsor's name

Project Manager: Insert project manager's name

TRIM Ref.:

1. PROJECT OBJECTIVE

Insert the project objectives.

2. PROJECT OUTCOME

Insert the project outcomes.

3. PHASES, ACTIVITIES AND DECISION GATES

What are the key phases/stages, deliverables and decision gates for the project?

Phase	Deliverable	Decision Gate
E.g. Research and analysis existing arrangements	Summary of arrangements, best practice and improvement opportunities	Go / no go with opportunities for improvement

4. LINKS AND DEPENDENCIES

This project has links to existing committees / groups / organisations:

- E.g. Local Government Association and Local Councils
-

This project has interdependency with and/or is dependent on:

- E.g. 3.A Communications Plan
-

5. DATES

Estimated start date	
Estimated end date	

Are there any time considerations that must be considered for this project?

-

6. BENEFITS

Key benefits of this project are:

-

7. RISKS

Key risks for this project are:

-

8. ISSUES

The issues (other than risks) that this project needs to consider are:

Issue No.	Description
1	
2	
3	

9. RESOURCES

The resources (e.g. people, financial, infrastructure) required for this project are:

People needed	Skills / experience needed	FT or PT or contract
E.g. Project Manager	Project management, comms, public info.	PT (0.5 FTE)
External consultant	Public information expertise, design	10 days

Financial resources needed	Capex or opex?	Existing or additional budget?	Budget \$
E.g. External communications specialist - 10 days	Opex	Reallocate existing budget from GL XXX to GL XXX	\$5,000

10. EXECUTIVE APPROVAL

Considered on:

Approved on:

Status reported on:

Heritage Sub Committee Work Plan – Commenced December 2017

(6 February 2018)

This plan summarizes a list of potential projects that are yet to be prioritized and costed and will potentially represent many years of future actions.

Item	Details	Stakeholders	Completion Date	Priority	Alignment Community Plan	Responsibility of	Action Items
Celebrations							
Celebrate 175 years of Mount Gambier			2022				Start forming a committee and hold public meetings calling for interested parties. (second half of 2019)
150 year Anniversary of the Lake Terrace Cemetery Aug 2018		History Group happy to organise the day.	2018				Cemetery Walk & cake with the Mayor. Consider handing out small sample kits for cleaning and basic restoration through sponsorship opportunities.
Promote Sir Robert Helpmann		Country Arts SA Council/Heritage subcommittee					Meet with CASA and discuss options Liaise with the Arts community – name an event after him Eisteddfod?
Rook Walk 100 year Anniversary		Community	2018				That Council recognise the 100 year anniversary of the establishment of Rook Walk and support the development of an event or series of events to bring together and engage the community in celebrating the milestone. The Heritage Sub-Committee will develop the structure of the event/s and the associated budget for further

Heritage Sub Committee Work Plan – Commenced December 2017

(6 February 2018)

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							consideration by Council. Before the budget period in March 2018.
Preservation/restoration							
Lake Terrace Cemetery Preservation	Preservation of grave sites including headstones and fencing. Education for people wishing to be involved in restorations. Unmarked graves to be marked with name of occupier/s	City of Mount Gambier – what is their role? Mount Gambier History Group (advertise on their website that they are involved in this) Soroptimist International have funded some working bees. Jason Bare (facebook user who reports stories of cemetery residents).	Five years			History group has full details of all unmarked graves. There are over 2000 of these – too big a project. The cemetery already has a full local heritage listing and conservation plan done. Soroptimists only supplied morning tea at invitation of History group who hosted and organised both working bees along with service clubs and Council. Got to be careful getting general public involved. Need supervision – very time consuming. Full transcriptions & photos of headstone	Check currency of Council preservation guidelines for graves. Identity what MG History group plans are for 2018 to ensure no overlap. Digitise unmarked graves database and link to Council website Link established database of still born and up to 18 years of age to the website Develop after life (burial/grave site) care, preservation pack (including sponsorship) Media/Comms strategy to promote the importance of the Cemetery and how to be involved Process for determining and

Heritage Sub Committee Work Plan – Commenced December 2017

(6 February 2018)

This plan summarizes a list of potential projects that are yet to be prioritized and costed and will potentially represent many years of future actions.

						already done. D/Base nearly complete.	applying for budget/funds and resources for grave restoration NS to present to Heritage committee re: above Review condition of cottage (NS)
Acquire or Preserve WINTV film archive	Needs moving to an accessible digital platform. Currently stored on old technology that can't be accessed.	WIN TV Councils (LC/Western Vic) Marcus Jones Rob Tremelling? David Burt				Need expert advice. State History Trust or National archives might be able to advise path to follow	Form a strategic steering committee to commence discussion re: acquisition of local archives for restoration and preservation. Investigate costs involved and funding that may be available via National Film and Sound Archives.
Preserve Old School – 36 Sturt Street	First school in Mount Gambier is currently in a state of neglect and in danger of becoming beyond redemption	Council/ Heritage sub committee Landowner				Apply for grants to help conserve it.	Establish a relationship with private owner (Richard Wood and Brian Brooksby). Identify private owner aspirations for the site. Lynn provide a resume of the Old School to subcommittee providing details of occupancy and usage. Identify any plants of

Heritage Sub Committee Work Plan – Commenced December 2017

(6 February 2018)

This plan summarizes a list of potential projects that are yet to be prioritized and costed and will potentially represent many years of future actions.

							agricultural significance in the garden.
Identify and promote Boandik sites of cultural significance	Only if it would be appropriate to identify them	RAP Geoff Aslin Kelvin Smibert					Reconciliation Action Plan group is represented by elders and need to be consulted.
Extend historic bollard project	Adding more bollards in front of heritage buildings	Community Private property owners Business owners Government properties				Lynn has the future locations already chosen – just needs a bit of research	Possibly another 20 buildings could have either bollards or some form of marker to signify heritage significance.
Rail Station	Consider plans for external restoration	Heritage Advisor Community					Elected Members consider possible uses and costs associated with external and internal restoration. Determine if a current floor plan exits.
Exhibitions and documentation of histories							
Social History Exhibitions	Eg projection of historical civic leaders on screen	Lynn Lowe				Not just civic leaders but 'achievers' either born or lived here. Lynn has comprehensive list that could be added to.	As per Lynn and Pat Galpins list. Identify themes and scope a projection art project (est criteria)
Oral History Project (with students)		David Burt, Independent Learning Centre				Get project added to secondary school curriculums. Visit	David Burt consider scoping an oral history project involving young people interviewing

Heritage Sub Committee Work Plan – Commenced December 2017

(6 February 2018)

This plan summarizes a list of potential projects that are yet to be prioritized and costed and will potentially represent many years of future actions.

						nursing homes and retirement villages. Utilise student's knowledge and expertise of technology.	older people to record stories they are prepared to share. <ul style="list-style-type: none"> • Personal • Work histories • Community knowledge
Street names signage historical list (update digitalising and make available online)		Heritage committee Council				Work through list of streets and it is easy to add names for selection	Reviewing street naming policy lists to ensure they are more representative and inclusive of the broader community. Providing a link to the significance of the name.
Establish a Pioneer Walk e.g. buy a brick						Most likely a pathway in the rail yards or cave gardens. Popular in other towns with family historians etc.	This is a new initiative that could attract people doing family research or histories.
Writing history classes	(Move back to oral history section)	Penny Richardson Alex Nicholson Julie Mattinson					The 'art' of writing to be preserved as a skill.
Women's History of Mount Gambier		Penny Richardson Lynn Lowe				Lynn has started this book.	Workshop to select names for inclusion/research Note: Christina Smith cross cultural story
Migrant History of Mount	Continuing Story	Chinese Post War migrants Karen/Karenni/				Book –invite representatives from each migrant	Identify the migration trends of Mount Gambier since settlement.

Heritage Sub Committee Work Plan – Commenced December 2017

(6 February 2018)

This plan summarizes a list of potential projects that are yet to be prioritized and costed and will potentially represent many years of future actions.

Gambier		Congolese				community to submit a chapter and pictures on their stories.	Review number of local publications that already exist.
Strategic alignment with various stakeholder groups		Heritage Group City of Mount Gambier Library National Trust RSL Other stakeholder (private collections)				To discuss and share work plans to ensure no duplicate agendas	List History resources/assets available including private collections. Identify planned activities/events Hold a history stakeholder group meeting Establish a cooperative plan