

Shine Harcourt Leanganook

AN ECONOMIC
STIMULUS
PROJECT



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Funded by the Building Better Regions Program in collaboration with Mount Alexander Shire Council on behalf of the Shine Harcourt Leanganook Partnership

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We would like to acknowledge the Jaara Jaara people, custodians and caretakers of this land.

We thank them for the care they have taken of Country; the rivers, mountains, trees and animals.

We honour this Country, the Elders of the past and present as well as the young proud Aboriginal people.

“I believe in change. I believe in the power it has to unite us and ignite us.”

— Uzo Aduba

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From Shine Harcourt to Shine Harcourt Leanganook

This project was originally branded Shine Harcourt. One of the recommendations coming out of the Shine Harcourt Ideas Lab was to refer to the Harcourt Valley area as Harcourt Leanganook, to return the original name Leanganook to Mount Alexander and to take every opportunity to emphasise the relationship between the town and the mountain.

For this reason the project has been rebranded. All new activities, documents and activities that occur after the Ideas Lab, including this report, will be referred to Shine Harcourt Leanganook, while the original process leading up to the lab is referred to by the original name of Shine Harcourt.

Privacy and confidentiality

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Consultation

Hello City takes all reasonable steps to ensure the accuracy and authenticity of the information provided. We take our responsibility to present the views of participants accurately seriously, however we cannot be accountable for the authenticity of information provided to us. Where there are gaps and omissions in the information provided we will work with you to fill or correct these within the scope of the project.

Foreword

Change is coming to Harcourt. Our population is set to increase dramatically over the next 15 years, our existing economy is evolving and new enterprises are emerging. It is time to engage with the forces of change to make sure we end up with the kind of town we can be proud of, and that reaches its full potential. It's time for us to come together, roll up our sleeves and grab opportunities with both hands to create the economic future that we want. It's time for Harcourt to shine!

Shine Harcourt Leanganook¹ is our response to this challenge and opportunity. It is an economic stimulus project led by Mount Alexander Shire Council in collaboration with the Shine Harcourt Leanganook Partnership which sets out to define a clear economic direction for Harcourt that captures the imagination of the town and shines a light on the best way forward.

Shine Harcourt Leanganook aims to be a catalyst - harnessing the determination of the town to define effective strategies, both big and small that can mobilise and galvanise local entrepreneurship, confidence and investment in the local area.

Guided by creative urban strategists Hello City, over the past 6 months the Shine Harcourt Leanganook Partnership has come together with people of all ages and from all walks of life to dream and scheme together, to hear Harcourt's story and to uncover what it hopes to become.

What we found was a real desire for positive change combined with a deep understanding of what makes Harcourt, Harcourt, and of what kinds of ideas will work here and why.

In a single inspired evening at the Bowlo we gathered over 1000 ideas for our future, which, after being tested for suitability and sustainability have become the foundation of this report and our 5 big ambitions for Harcourt.

Together we think these 5 ambitions have the power to guide us to the future we want. We invite the good people of Harcourt to take the ideas in this report and make them happen. Please feel free to tweak them or change them to make them your own, or find better ideas to achieve the ambitions than the ones included here. See this document as a starting point and a framework to support you to do your thing for the good of Harcourt.

You don't have to be a business owner, policy-maker, political leader, investor, or a creative

¹ *The first part of the project including the Ideas-a-thon and the Ideas Lab was called Shine Harcourt, the project was rebranding in response to key Ideas Lab findings and became known as Shine Harcourt Leanganook*

genius to get involved (although you are welcome if you are) - all you need is a passion for this town and the desire to make Harcourt Shine!

- The Shine Harcourt Leanganook Partnership

What participants said about Shine Harcourt:

“The Shine Harcourt process is an exemplar for community based and owned economic development, which will increasingly be fundamental to small town success and prosperity. It has built on and developed the locally specific knowledge and expertise of Harcourt residents, and further deepened relationships that will provide a platform for sustainable development.”

Patrick Fensham,
SGS Economics and Planning
Principal and Partner

“What’s good about this project is that it’s giving us all a way to work together as a whole township, even if we don’t necessarily all get along as individuals. The project is like a bus that’s taking us in the right direction, and everyone is welcome to get on board!”

Donna McMahon,
Goldfields Track Cafe

“The timing for Shine Harcourt has been remarkable. There is incredible energy and enthusiasm in the community and Shine Harcourt has captured this and provided great momentum. It has encouraged people to come together and collaborate for an overall community benefit. Having outside support bring this about has validated the process and provided a level of independent advice and support which has been invaluable for the process. A spot of cabaret and some good times didn’t go astray either! Who says you can’t change the world and not have fun at the same time...”

Jacqueline Brodie-Hanns, Harcourt Progress Association and Shedshaker Brewery

“Congratulations to all that contributed to the Shine Harcourt Ideas a thon. What a fantastic community event. A special thank-you to The Harcourt Progress Association Staff at Mount Alexander Shire and also the Bowling Club for hosting this important event. A big thank-you to the facilitators and also the panel of experts that have workshopped and developed our ideas into what will be a blueprint for the future of Harcourt.

I feel very fortunate to have grown up in Harcourt. One of the things I love about our community is our rich blend of our early pioneering families, our ancient history of earliest inhabitants and the newest members of our community.

The way we welcome strangers and the way we work together for the benefit of our community. There is a level of comfort in friendships that last for generations but there is also lots to be learned from new members of our community. Our fabulous rolling hills and our beautiful mountain of granite is like a magnet that continues to draw us back to our wonderful community.

Shine Harcourt encapsulates the goodness in our community so thank-you again for being involved.

I sincerely wish you all the very, very best for the future and hope you enjoy seeing our community develop in innovative ways building on our rich heritage.”

Tony Cordy, Deputy Mayor
Mount Alexander Shire Council

Introduction

“We do not need magic to change the world, we carry all the power we need inside ourselves already: we have the power to imagine better.”

- J.K. Rowling

What do we mean by Harcourt? We didn't define a boundary for the project - we wanted the people of Harcourt Valley to tell us what Shine Harcourt meant to them.

The results are sometimes very specific to the town centre as the focal point and at other times broad & regional.

In response to economic changes and emerging business opportunities Mount Alexander Shire Council saw a need for strategic thinking around ways to stimulate the economy, plot out the best economic future and build on the existing ideas and assets of the community. Instead of working with an economist to carry out the usual desktop process it was decided that it would be better to take a much more collaborative and community-led approach. The Shine Harcourt Leanganook process was designed to ensure that the economic strategies were built on sound local knowledge, on a clear understanding of what would stack up and responded to the values, ideas and characteristics that make Harcourt truly Harcourt.

After securing federal funding Council decided to use Hello City's tried-and-true process of creative community-led strategy development which started by establishing the Shine Harcourt Partnership, this partnership approved the project branding, methodology and objectives and kick-started the project in collaboration with Council.

Guiding and championing the project throughout, the partnership includes representatives from key local organisations including growers, Landcare, the Harcourt Progress Association, local business operators and consultants, Harcourt Cooperative Cool Stores, state government and Council.

Hello City has facilitated the process and provided strategic frameworks and direction to strengthen the creative thinking of the community and pull together an overarching strategic economic vision that reflects the energy, ideas, opinions and practical wisdom of the people of Harcourt.

The process we have used is very different to traditional strategy development techniques. We sought to engage in a more creative way and collaborate with people who would never show up to a public meeting or complete a dry, if worthy, survey. We wanted to hear the thoughts, ideas and aspirations of people from all walks of life - from grassroots community to senior government officers, from emerging artists to big landowners and everyone in between. Then we wanted them to think through their ideas and tell us what was really possible so that the process would result in a real way forward rather than a wishlist of undeliverable or unsupported ideas.

We were amazed by what they came up with. We hope you will be too.

Our ambition for Shine Harcourt Leanganook is that it is used as a tool by those among you who are making things happen in this town. To inform what you do and how you do it. To inform how and where you spend your resources and how you make your decisions. To inspire and crystallise your conversations, your passions and your work.

Summary

The SHINE HARCOURT LEANGANOOK 5 AMBITIONS

The Shine Harcourt Leanganook ambitions, delivery mechanisms, next steps and ideas

The ambitions are the 5 big strategic directions for Harcourt. Considered together they form the basis of an economic vision for the future. Think of these as a guide and a touchstone for day-to-day decision making.

These 5 ambitions should hold true for the better part of the next decade, but other elements, such as arts and culture and sustainability may emerge strongly enough over the next couple of years to justify adding additional ambitions to the list.

The ambitions along with key projects are summarised below.

The delivery mechanisms are a collection of project ideas that have the potential to deliver each of the ambitions. These projects are ideas that have emerged directly from the community, or else are evolutions or alternatives of those ideas developed during the Ideas Lab, or by Hello City. Each of the ideas and projects proposed in this section has been tested and refined and has high levels of support and ownership in the community.

Take care however not to ignore new ideas or other delivery mechanisms that may emerge or that haven't been included here; the projects explored in this report represent only one way of making the ambitions a reality - of course there are countless other pathways that would be equally effective.

The next steps section outlines ways to get the ball rolling for each ambition. Think of these as starting points only. Next steps should be flexible and be able to change quickly in response to real world barriers and opportunities.

Ideas-a-thon ideas generated by the community during the Shine Harcourt Leanganook process are shown throughout the document as if typed on small pieces of pink paper. Some of these ideas have been developed and have become recommended projects listed in the delivery mechanisms section. Many ideas of the ideas that have not yet been developed would also be fantastic, and have been shown in this document so that they remain on the table for consideration.

STORY

Weave together the two threads of the Harcourt Leanganook identity to create a place brand and tell a story that is true, inspiring and that brings us together.

1. Master brand and place branding strategy
2. Claim the mountain as part of Harcourt's brand
3. Clear brand hierarchy with two interwoven threads: Apples & Leanganook
4. Calendar of events and activities
5. Professional event curator role
6. Artworks to celebrate Aboriginal Elders
7. Showcase local products
8. The Apples and Bush Tucker Exchange Program
9. True Names Project

COLLABORATE

Use a shared vision to unify our efforts and find creative ways to support each other and make the best use of volunteer time, energy and good will

1. Shine Harcourt Leanganook vision launch event
2. Collaboration manifesto
3. HHPA - A joint venture between Harcourt Progress Association and Dja Dja Wurrung Corporation
4. The Project Exchange community pitch night
5. Community alumni program
6. Time to Shine! Business incubation project
7. Altogether Nalderun collaboration skills share program

COUNTRY

Grow a shared understanding of Country and of community. Celebrate and share our bush tucker wisdom and creation teachings. Connect the mountain and the town with a hundred magical journeys and adventures.

1. Living Leanganook social enterprise around bushfood, medicines and botanicals
2. Bush tucker and bush medicine garden/farm
3. Adopt the Tuan as our mascot
4. Stargazing lookout on top of Leanganook
5. RV friendly town
6. Harcourt Leanganook adventure cycle circuit, tours and walking tracks
7. A very broad landscape planning process

FOOD

Stand together as a community of producers to grow produce sustainably, protect fertile land, pool resources, share knowledge across cultures and brand and celebrate our local food story.

1. A 'Product of Harcourt Leanganook' brand
2. Apple Heritage and Bush Tucker Museum
3. Open Paddock Project inspired by Open House Melbourne
4. Wassail Growers Gathering - skill share
5. Reveal Harcourt Leanganook Farmstay Project
6. Conservation Subdivision Developments

GROWTH

Ensure Harcourt grows with a distinct heart, and a clear and flexible governance that supports diverse economic activity in a way that expresses Harcourt's distinct character and personality.

1. Our Lovely Train Campaign
2. Reclaim road reserve to create a Market Lane
3. Pop-up Pub
4. Strategies to create a beautiful, active and walkable town centre
5. 3 town centre precincts: The Creek, The New Station and The Cool Stores precincts

The Shine Harcourt Leanganook Conversation

The process of defining the ambitions for Shine Harcourt Leanganook started early in 2019. We were after big ideas, fresh thinking, new connections and inspiration. At the same time we wanted this new thinking to build on what was already here, already proposed or already happening.

The Ideas-a-thon

In May the Shine Harcourt Leanganook team invited the people of Harcourt to come down to the local Bowlo on a Saturday night to compete in teams to generate ideas for the future of Harcourt and we were completely blown away by the response.

Not a seat was spare. More than 75 participants in 18 teams showed up including community members, families, government, small business, big business, university students, musicians and consultants.

Challenge One - Capture - was to take and upload photos of Harcourt in response to a series of 16 statements, such as “Wouldn’t it be terrible if Harcourt more of this?”, “This makes my heart sing” and “Change”.

Challenge Two - Spark - was about quantity: coming up with as many ideas as humanly possible racing against the clock

Challenge Three - Hack - was about taking an idea, pulling it apart and putting it back together again. Participants brainstormed in groups through a set of questions such as “What would a 6 year old do with this idea?”, “How would you deliver this idea if you only had 3 months and \$100?” and “How would you deliver this idea if it were the year 2100?”.

A team of local luminaries including Mount Alexander Shire Council Deputy Mayor, a local business coach, an IT wiz and the local school principal gave feedback on the quality and diversity of the ideas and awarded prizes.

An incredible **1016 ideas** were produced along with **59 photos** capturing the hopes and aspirations for Harcourt, many of which illustrate this document.

We added to these with existing ideas gleaned from a review of existing strategies, programs, studies and community contributions, including the Plan Harcourt engagement outputs and preliminary documents, Dhelkunya Dja Country Plan and the Harcourt Community Plan. As we pored over this mass of ideas, clear themes started to emerge to set the scene for the next stage.

Ideas Lab

Less than a week later around 35 knowledgeable people with myriad backgrounds and expertise gathered for an Ideas Lab. We brought together people who were best placed to understand each theme from its different angles; people with intimate knowledge of the barriers, levers, politics and history around the ideas - and what it would take to bring them to fruition.

The Ideas Lab delegates were divided into groups around each ambition according to their skills and interests, and were asked to define frameworks that would allow the ideas to flourish. Participants explored the issues and forces shaping Harcourt today, and mapped out possible resources and barriers around each theme. They made hard judgement calls about the sweet spot between ambition and practicalities, and set defined goals before finally mapping what needs to happen to realise each goal. Not bad for a day's work.

This document attempts to capture all of this industriousness, thinking, dreaming and momentum in one place. Don't think of it as a strategy or a report. Think of it as a glimpse into the heads of the many people who have taken part so far and an insight into **what we collectively feel should happen next to create the most audacious future for Harcourt.**

Overview of the mass of ideas

A tiny fraction of the hundreds of ideas generated at the Ideas-a-thon

<p>Pop-up Twilight Cinema</p> <p>Caravan park</p> <p>Barefoot bowling for youngsters</p> <p>Singing club or choir</p> <p>Attract a top class chef and restaurateur</p> <p>Treetop zipline course</p> <p>Return land legally to Indigenous people, native title</p> <p>Functioning railway station</p> <p>A ban on single use Plastics</p> <p>Set up twin town or sister city for Harcourt</p> <p>Landscape Barkers Creek waterway</p> <p>Regular social dances in Leisure Centre</p> <p>Supermarket</p> <p>Low plantings and removal of rocks in roundabout</p> <p>Harcourt sign at each end of town</p> <p>Solar farm</p> <p>Observatory</p> <p>Regenerative permaculture Farm</p> <p>Educational facility teaching self-sufficiency</p>	<p>Pagan festival in oak forest</p> <p>Apple sculpture at roundabout</p> <p>More festivals and events</p> <p>Bathroom and shower facilities in Oak Forest for camping</p> <p>Bubble park</p> <p>Walking track to Castlemaine</p> <p>Incentivise retirement village to be built</p> <p>Open gardens</p> <p>Community Hub/live music venue</p> <p>Indigenous cultural events around Reconciliation week</p> <p>An ATM</p> <p>Signage at Pollard Road and freeway for Bendigo scenic route via Harcourt</p> <p>Re-open train station</p> <p>Tours of historic locations in Harcourt + promote this!</p> <p>New welcome to Harcourt sign</p> <p>Big music festival</p> <p>Bonfire night with fireworks</p> <p>The Very Hungry Caterpillar eating through apples in a park or as children's sculpture</p> <p>Swimming in the Reservoir</p>	<p>A tourist route or scenic drive from Bendigo to Harcourt</p> <p>Wine and produce trail</p> <p>Better signage</p> <p>More walking trails</p> <p>Encourage bed and breakfast and holiday stays on farms</p> <p>Improve walking tracks around mountain tracks with connection to Town Centre</p> <p>Granite benches and tables in the reserve opposite the general store</p> <p>Promote the town's riches: apples, cherries, granite, bike track</p> <p>Coordinated food and wine festival</p> <p>Pub</p> <p>Flower tasting</p> <p>Hat making club</p> <p>Lego club/museum</p> <p>Gin distillery</p> <p>Bush Nursing centre</p> <p>Walking cider and wine tour</p> <p>Festival for central Victorian Brewers cider and Mead makers</p> <p>History tours</p>
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<p>Developed town centre with retail precinct</p> <p>Dedicated events coordinator for area</p> <p>Camping grounds</p> <p>Indigenous cultural perspectives trail</p> <p>Large corporate mountain biking events</p> <p>Agri-tourism</p> <p>Modular homes with mountain views</p> <p>Encourage small scale farming</p> <p>Small business/enterprise networking events</p> <p>Big water slide for swimming pool</p> <p>Wildlife Park</p> <p>Wine bar</p> <p>Library</p> <p>Night-time horse riding track</p> <p>Co working space</p> <p>Pop up shops</p> <p>Open air cinema/theatre</p> <p>Community pizza oven</p> <p>Climbing wall at bike park</p>	<p>Farm to Table</p> <p>Create an indigenous knowledge centre on Mount Alexander</p> <p>Mountain bike valet service</p> <p>Glamping</p> <p>Native title</p> <p>New housing to have correct aspect to maximize power efficiency</p> <p>Ad campaign: 'Escape to Harcourt; we value peace and quiet, good food, good wine, relax and unwind'!</p> <p>Turn disused railway station into something special</p> <p>More beginners bike paths</p> <p>Support for small businesses - and less red tape so they invest in town</p> <p>A Town Centre - and beauty it!</p> <p>More information available for tourists about indigenous culture</p> <p>Walking trail into Castlemaine</p> <p>Wayfinding signage for walkers and bikers including indigenous Heritage information</p>	<p>Botanic Gardens featuring local indigenous plants</p> <p>Koala breeding program</p> <p>Observatory on Mt. Alexander for star-gazing</p> <p>Giant granite sculptures</p> <p>Dog friendly town</p> <p>Focus on creating a town for kids</p> <p>Concerts at local wineries</p> <p>Awesome Harcourts sign think Hollywood</p> <p>Vocational agricultural programs</p> <p>Ideas-a-thon teams: <i>CNS, Diva Lovers, Donna & Dave, Gas Bottle Crew, Harcourt Lions Club, Harcourt Shiners, Hardcore Toil, Juicy Fruits, Not Just Cider, Teed Team, The ANA mob, The Bowlers, The Harcourt Producers, The Hong's, The Royal Galas, The Shiny Shiny Ponies, The VMRIans, Whoop Whoop Team.</i></p>
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20 Fast Facts about Harcourt

1. Located in Victoria's Central Highlands at the foot of Mount Alexander, Harcourt Valley is within commuting and day-tripping distance of Melbourne and minutes from Castlemaine and Bendigo.
2. The Dja Dja Wurrung Clans are the traditional owners and custodians of Harcourt Valley and are a strong and creative presence in the community. DjaDjaWurrung Enterprises trading as Djandak provides a range of services including natural resource management, policy and strategic development. There is also an established and active Aboriginal community who have settled in the area over the last century and have powerful connections to the Harcourt Valley area.
3. Harcourt's population of less than 1000 people² is expected to balloon over the next 2 decades with a growth rate up to 4 times faster than previous years. Tourist visitation is estimated to jump to over 200,000 people annually following an even steeper increase.
4. Only 30km away from Bendigo, over the next decade Harcourt can be expected to be affected by Bendigo's predicted 30% growth..
5. Harcourt's location on the main north-south highway, and adjacent to the railway line (which remains decommissioned at this stage) make the town easily accessible from Bendigo and Melbourne. The re-elected Victorian Labor Government made a 2018 pre-election commitment to investigate re-opening the Harcourt Railway Station and undertake a design process.
6. Some growth scenarios in the Loddon Mallee South Regional Growth Plan and The Harcourt Framework Plan Review anticipate a town of up to 3000 people which would typically support a medium-sized supermarket, about 20 specialty shops and a range of non-retail businesses.³ Council has a strategic view that Harcourt is the township with the greatest growth potential in the Mount Alexander Shire.
7. Harcourt is relatively affluent compared to the rest of the Shire but shares the Shire's comparatively high unemployment rate of 6.5%. Of those in employment the great majority work in Castlemaine or Bendigo.

² *Current population numbers depend on where you draw the boundary, the population is recorded as 943 in the 2016 census*

³ *The Harcourt Framework Plan Review uses several population estimates including this one to understand the size and types of commercial uses*

8. Despite this, Harcourt scores 1014 on the SEIFA index of disadvantage meaning that it has a relatively low level of disadvantage - with 1000 being the benchmark score. 38.2% of households in Harcourt earn over \$1000 per week and 14.5% earn less than \$350 per week (as compared to 17.6% in Regional Victoria).
9. Most Harcourtian's own their home or are paying it off, with rental rates almost half that of regional Victoria.
10. Nalderun (meaning all together in Language) is a highly active and effective organisation that provides services that support the Aboriginal Community and is led by Aboriginal people. The services include education around local Jaara Jaara knowledge integrated with the Australian curriculum, participating in an Indigenous Round Table with Mount Alexander Mayor, and the bush tucker catering service Murnong Mammias.
11. There are a number of other well established and long running not-for-profit groups in the area providing a range of services and activities including the Harcourt Progress Association, Harcourt Heritage (also known as Harcourt Valley Heritage and Tourist Centre Inc) and Landcare.
12. The Harcourt bypass completed in 2009 has resulted in a reduction of 9000 vehicle movements through the town daily and left a legacy of large areas of surplus road reserve and urban form that don't reflect the current or future needs of the community. The town centre is currently located beside the old highway and is not within walking distance of the existing railway line or (decommissioned) station.
13. Harcourt boasts a range of award winning accommodation, retreats, local food producers, wineries, cideries and beautiful landscapes. In the township key businesses for visitors include Blume's Bakery, Goldfield's Track Cafe and the soon to be opened Harcourt Produce and General Store.
14. Despite its assets Harcourt is currently relatively unknown to visitors familiar with nearby Castlemaine and Maldon.
15. There are over 30 sites and building of heritage interest in the Harcourt valley including a fruit-packing shed (1940s), railway bridges, several houses, the former railway station and the unusual ANA Hall established by a pre-Federation friendly society.⁴
16. Harcourt is possibly best known for apples, producing 40% of the state's apples and renown for the quality of their Pink Ladies. Two of the countries largest growing groups

⁴ *Australian Natives Association was an historical benefit society for Australian-born men established as part of the Federation movement (1911)*

Montague Fresh and Jeftomson Orchards call Harcourt home as does the Harcourt Coolstore Co-operative which goes beyond marketing of fruit to engage broadly with other products and enterprises – including cider, wine, juice and mineral water.

17. Harcourt has an established horticultural industry and is developing an excellent reputation as a wine and cider region, with beverage production now including craft beer and ginger beer and the well known Maidenaii vermouth made with native botanicals.
18. Queensland fruit fly has been found in Harcourt in March 2019 in home garden crops and the threat is actively monitored by local residents and farmers.
19. Quarrying granite has been an important source of employment since 1859. High quality Harcourt granite has been used all over Australia, including Parliament House in Canberra, the John Flynn Memorial at Alice Springs and the pedestal of the Burke and Wills statue in Melbourne.
20. There are two large tourist destinations in Harcourt. Harcourt Mountain Bike Trails at La Larr Ba Gauwa offers 34 kilometres of cross-country mountain bike trails with stunning views and unique rock features. Opened in February 2018 and funded by the Department of Environment, Land, Water and Planning, the park is expected to bring 70,000- 90,000 visitors annually.⁵ Still under construction, the Victorian Miniature Railway project is forging innovative education and learning partnerships. Occupying a picturesque site on the hill, the railway is expected to attract about 2000 people to Harcourt each weekend.

Sources: Mount Alexander Shire Council Economic Development Strategy 2013-17, SEIFA, Mount Alexander Shire Council, Australian Bureau of Statistics, Harcourt - After the Bypass Report 2009, Dja Dja Wurrung Dhelkunya Dja Country Plan, Harcourt Town Centre Maste Plan 2011, Loddon Mallee South Regional Growth Plan 2014, Plan 2014, Plan Harcourt DiscussionPaper 2018, Harcourt Community Plan, Sydney Morning Herald, DELWP's Victoria in Future report.

⁵ *The park out performed estimates of 25,000 visitors in the first year by attracting approximately 34,000 visitors*

The Eachness of Harcourt

Where are we now, where do we want to get to?

We like to use the term Eachness, coined by William James in the 1800s to talk about those individual qualities of something that define it and make it unique. The Eachness of Harcourt captures those details and qualities that make it entirely itself.

Where are we? How Harcourt is currently perceived

quiet, peaceful, fragmented, beautiful, community oriented, apples, cider, gold, green, pocket of hidden wonders, world class produce, warm, picturesque, agricultural, emerging, fertile, growing, bypassed, isolated, constrained, unattractive, stagnant, safe, divisive, unknown, no centre

Where do we want to get to? What we hope for Harcourt's future

fun, lively, growing, innovative, vibrant, experiential, a sensory place, known, green, connected to Country, welcoming, sustainable, diverse, surprising, destinational, profitable, friendly, active, exporter, thriving, leading, family friendly, grounded, authentic, harmonious, bush tucker, restorative, special, proud

Our Ambitions

**"Give me a place to stand and a lever,
and I shall move the world."**

— Archimedes

The results of the Shine Harcourt Leanganook process have been distilled into 5 ambitions for the town. Some are grand and optimistic, others suggest starting at grassroots level and growing over time. All have been suggested and developed because they get us closer to the future town that Harcourt says it wants. Together they can transform this town for the better.

Adventure tourism was a strong area of focus in the Shine Harcourt Leanganook process. In the report these ideas have been spread throughout the Country, Brand and Food ambitions to better address the challenges around adventure tourism including; the lack of integration of existing adventure tourism assets with the town, the narrow appeal of key experiences, the lack of a complete offer in Harcourt that is capable of attracting overnight visitors and of redirecting the economic benefits of adventure tourism back to the town. In this report ideas that address these issues have been prioritised over ideas for new adventure tourism infrastructure.

One of the things that struck us was the level of consensus across the community that the future vision and needs of Aboriginal and non-Aboriginal locals are very much aligned. There is a very clear sense that much more can be achieved in collaboration than would be possible separately, and that it is the right time to walk in courage to build the future we want, together.

In fact so many of the ideas generated by the ideas-a-thon process were about local Aboriginal and Torres Strait Islander people and their cultural perspectives that in the Ideas Lab one of only 6 tables was dedicated to exploring ideas around Dja Dja Wurrung and Country. In this final report those ideas have been spread evenly throughout each of the 5 ambitions. The objectives, values and principles of the Dja Dja Wurrung and Nalderun as articulated in the Nalderun Evaluation Snapshot and Dja Dja Wurrung Dhelkunya Dja Country Plan have served as a key framework for defining and articulating the ambitions.

The other thing that really struck us was the sense of building momentum; of positive change already happening and gathering speed.

The ambitions outlined in this document have been explored by the people who understand the issues surrounding them. It will take the continued commitment of those people to do all of

the testing, feasibility studies and project planning that it will take to turn them into a reality. There is enormous value in each person, each business, each organisation that has taken part to date - giving us a powerful resource to do just that.

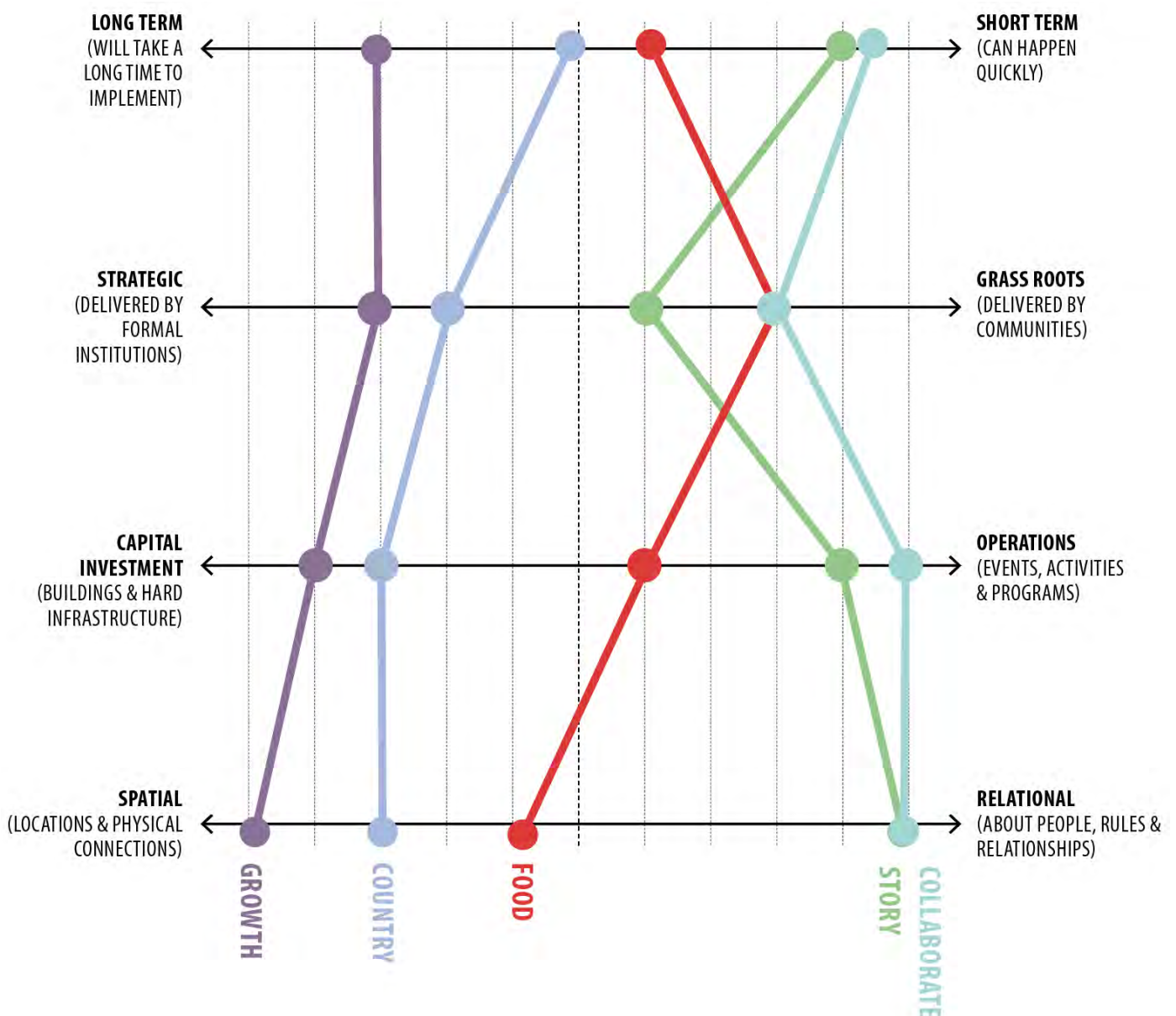
“Every great dream begins with a dreamer. ...you have within you the strength, the patience, and the passion to reach for the stars to change the world.”

- Harriet Tubman

Ambitions Map

The ambitions that emerged from Shine Harcourt Leanganook were diverse in terms of their reach. Some were highly strategic, long-term and complex. Others suggested a gradual evolution from small beginnings. This diagram demonstrates the breadth of the ambitions when taken as a group, plotting each according to:

- How long it will take to make it happen
- Whether it is strategic or grassroots in nature
- Whether it focuses more on infrastructure or activity
- Whether it is more to do with the physical environment or relationships



Ambition 1

Story

“My grandfather said to me, ‘You have to first love yourself, and spread it around’.”

- Mum Shirl

Weave together the two threads of the Harcourt Leanganook identity to create a place brand and tell a story that is true, inspiring and that brings us together.

First we tell ourselves stories about who we are, and then we tell them to others. These stories are the core of our brand and identity. Harcourt’s stories include Dja Dja Wurrung and local Aboriginal and Torres Strait islander history and living culture, pioneering history, apple growing, and being a town nestled in the foothills of an ancient mountain. How we tell these stories, which ones we repeat, which stories we try to forget, which ones we take pride in and what we find in the stories to love about ourselves - all this becomes the brand and identity of our town.

As well as being embedded in these stories, the identity and brand of Harcourt is in how Harcourt looks and feels. It’s also in the kinds of experiences that are possible, the values we hold, and in the overall sense of place.

The work of creating a brand is to look through all of these elements and to decide which of these true stories we want to tell, and which real experiences we want to share and expand. Then we need to tell those stories and build on those experiences in a way that is effective, consistent and compelling.

Good place brands can not be reduced down to logos or slogans. They’re not simply about putting a themed sculpture in a park or putting up some signage. A good brand is about how

the stories that we tell about places resonate with us emotionally. Good place brands make visible and knit together a range of powerful and authentic experiences of culture and of the place.⁶

Harcourt's identity is layered, complex and made up of light and shadow. The trick is to not simplify the identity down to a caricature or to a one-liner, while also making the most of Harcourt's key strengths and the elements that really stand out and provide the town with a clear point of difference in the region and in the state.

Truly effective place brands are layered and rich and invite exploration without trying to cram everything interesting about the place into a single slogan or image. Good brands use a clever trick of synecdoche to make the part stand in for the whole.

Harcourt is apples and granite and mountain bike riding, it's beautiful home gardens and apple orchards, it's the ancient power of Leanganook⁷ and over 40,000 years of Aboriginal continuous custodianship and living culture, it's the old-school Bowlo and the ANA Hall, it's cider and wine and vermouth made with bush botanicals. It's all of these. Of these elements, it's **apples and Leanganook** that provide the strongest point of difference for the town in the region. These two elements should become the core of Harcourt's master brand.

Use Apples and Leanganook as the two key organising elements of the overall brand identity. Think of the brand as being made up of two major threads; the Harcourt thread and the Leanganook thread. The Harcourt thread is about the township itself, and apple growing and orchards, farming, food, wineries and cider. The Leanganook thread is about the mountain, learning, community, wellbeing, bush tucker, bush medicine, landscape, culture, history and adventure. These two threads are already interwoven and have the potential to be even more closely knitted together as they grow to complement and support each other. The more

⁶ *Logos, sculptures and names are also important of course, but they are the surface signs or markers of the deeper elements of the brand experience. Think of logos and sculptures as the packaging, while experiences such as eating a freshly baked apple pie, or climbing the mountain to look at the views of the plains, are the product. These experiences are what is inside the box and what visitors really care about. Harcourt needs strengthen those experiences that provide it with a point of difference before it can focus on markers like logos. In other words; first work out what goes in the box, then go ahead and create the packaging.*

⁷ *Leanganook (or Lanjanuc) is the original name of Mount Alexander. If advice from Dja Dja Wurrung Corporation indicates that either Lanjanuc or Leanganook can be used, go for Leanganook because it rolls off the tongue better and has a good graphic shape with the double oo and the k at the end. Until linguistic advice can be sought, we will use the Leanganook spelling in this document.*

creatively we weave these threads together, the stronger our appeal and point of difference in the region will become.

Brand Hierarchy

Harcourt	Leanganook
Apples - Apple Festival Cideries and wineries Local farming/food experiences Cellar door and orchard walks Sustainable farming Bakery, cafe, general store ANA hall, pioneer history The Bowlo Solstice Festivals - Waissaling Food, cider and wine festivals	Big views from Leanganook Dja Dja Wurrung and local Aboriginal and Torres Strait Island culture Bush Tucker and bush medicine Adventure tourism Learning and wellbeing experiences Connection to community and to Country Harcourt to Leanganook interpretation paths Protecting rare and endangered plants and animals
Harcourt Leanganook Music Festival Local products like cider with Living Leanganook bush botanicals Low fructose apple juice with a mix of indigenous and European apples Calling the valley Harcourt Leanganook	

The place brand for Harcourt needs to deal with the following challenges:

- Harcourt's assets are hidden or co-opted by Castlemaine/ Bendigo and the Harcourt Valley is not on people's radar and so there are few flow-on benefits from visitation to attractions to local businesses
- Harcourt is not associated with Mount Alexander more than any town in the goldfields. Many associate Mount Alexander with Castlemaine rather than with Harcourt. Visitors are unaware the town is in the foothills of the mountain and do not treat the town as a gateway for the range of experiences available on the mountain, including the mountain bike park
- Harcourt's international renown as an apple growing town and its reputation for quality is undersold and not easily experienced by visitors. Assets like the excellent juice, the interesting apple drying sheds, the orchards and cideries are all but invisible
- The lack of wayfinding, signage, critical mass in the town centre and defined pathways to catch people's eye or guide them to key experiences

- Harcourt's pioneering history, including assets like the ANA Hall are not very visible
- The powerful local Aboriginal, Torres Strait Islander and Dja Dja Wurrung story, culture, teachings, language and character is almost completely invisible to the wider community and to visitors

Our Ambition is to establish a compelling place brand for Harcourt that:

- Is professionally developed and delivered but strongly community-led
- Builds on a sense of place and local pride of residents first, and works as destination branding second. Tourists are attracted to places loved by locals. If the brand works for the people of the Harcourt Valley, it will also serve to drive and attract inward investment
- Supports the development of a complete offer for Harcourt with experiences offered from early to late that are suitable for families, for food lovers, for adventure seekers and everyone in between, and which can provide enough diversity and interest to reward a week-long visit
- Is inclusive and based on a broad consensus with strong buy-in and clear messages. It has a long term commitment and support from key partners
- Powerfully associates Harcourt with Mount Alexander in multiple ways. As a first step the name Mount Alexander should be discontinued to break the association between Mount Alexander and Castlemaine and the broader goldfields region. Once that connection is broken the town should seek ways to strengthen the connection between Harcourt and Leanganook and build a strong mental image of Harcourt as a town set in the foothills of the mountain.
- Reveals both threads of the Harcourt Leanganook story equally and finds multiple, creative and inspiring ways to weave them together - such as products with both European apples and bush tucker apples; including native black apples and red apples, the indigenous kangaroo apple and common apple berry
- Presents and builds on the identity of Harcourt Leanganook as a strong community that works together in truth and with courage to make their place better for everyone
- Explores themes of growth, challenge, exploration, connection and learning in the context of good food, ancient living culture, beautiful views and Country. Positions Harcourt Leanganook as a place of rich experiences, a place to learn and expand on who you are as a person
- Embeds Dja Dja Wurrung and local Aboriginal and Torres Strait Islander values, ambitions and culture into the heart of the story of place

- Grabs every possible opportunity to use Dja Dja Wurrung language, markers and symbols
- Strongly positions Harcourt as the premier apple town of Australia that provides countless ways to enjoy apples and orchards for visitors. Joyfully learns from and exchanges ideas, recipes, traditions and experiences around the world, and presents them here with a local twist that makes them our own
- Takes an apples-plus approach. Makes apples the headline to pull people in, and supports and expands the headline with a rich range of food and wine experiences including farm-to-table, local producer stories and the full range of produce grown today
- Focuses on activities, events, experiences and stories before logos, slogans, sculptures and hard infrastructure. Prioritises elements that the audience can experience with their whole bodies. Once a foundation of strong experiences and events that capture the key elements of the place brand are in place then energy should be directed towards logos, sculptures and other signs and markers of brand experiences
- Provide funding support for businesses to create signage or provide experiences that directly support the brand of Harcourt specifically rather than the broader goldfields region. This should include supporting businesses to change their names or appearance to ones more closely aligned with apples, mountain tracks, the word Leanganook and/or bush foods

Delivery Mechanism:

Develop a **master brand and place branding strategy** that is community led, but professionally developed, delivered and managed with a unique selling point and clear point of difference for both aspects of the Harcourt/Leanganook identity.

Firstly this master brand should clearly **claim the mountain as a key part of Harcourt's brand**. A key way to do this is to officially return the original name of Leanganook (just Leanganook, not Mt. Leanganook). This will allow businesses, events and organisations in the Harcourt Valley to use the term Harcourt Leanganook to refer to the valley area and effectively tie together the name of Harcourt with the mountain. The naming conventions should be extended to other initiatives that will link the mountain and the town, such as the tours and walking trails outlined in later sections of this report. While a range of names could be considered, e.g Mount Harcourt, returning the name Leanganook is more powerful from a branding perspective than creating a new name as it is an authentic name already in use and using it reveals and highlights key elements of Harcourt's overall brand identity.

Secondly the master brand should **define a clear brand hierarchy** that places adventurous

mountain experiences , bush tucker and bush medicine and cultural learning at the top of the Leanganook thread, and places all things apples and local food/wine experiences at the top of the Harcourt thread.

As part of the place branding strategy a 3 year **calendar of events and activities** should be developed which includes: the Apple Festival, solstice festivals, a beer and cider festival and a Harcourt Leanganook music festival. This program should build on the existing successful events program including the Twilight Markets and Apple Festival. While remaining strongly community and volunteer-led, a role for a **professional event curator** who has proven experience delivering events locally or in similar local town contexts should be created, as volunteer resources around event management are at maximum capacity and can be expected to plateau or decline if not reinforced with targeted funding. Funding from developing bespoke programs for large-scale tour operators should be actively explored.

This event curator should also explore unique event venues for everything from weddings to large scale music festivals including sites like under the brick arches of Vick's Viaduct, the silk farm ruins, the Oak Forest, orchards and the oval and leisure centre. Over the next 3 to 5 years in particular, until more permanent attractions to complete Harcourt's offer can be built, the events strategy should be seen as a key way of delivering Harcourt's branding, destination and economic stimulus strategy and should be funded accordingly.

Commission a **series of artworks to acknowledge local Aboriginal Elders** such as Mununggabun. Include a mosaic or ground mural artwork on Harmony Way to strengthen the association of the name to the Dja Dja Wurrung. Specific stories of, and memorials to local Aboriginal and Torres Strait islander soldiers should be included in the ANZAC display.

Dja Dja Wurrung Clever Man - Mununggabun was a resistance fighter who contracted smallpox twice and lived. When he was imprisoned for stealing two sheep 250 Dja Dja Wurrung marched on the lock up.

Encourage and support cafes, restaurants and food oriented businesses in town such as The Harcourt Produce and General Store, the Goldfield's Track Cafe and Blume's Bakery to **showcase local produce** in general with a particular focus on providing unique in-house apple and bush food experiences.

As part of this overall approach establish a knowledge exchange program around apples and bush tucker. **The Apples and Bush Tucker Exchange Program** will fund locals to visit apple growing and native plant cultivation regions all over the world to learn their secrets and bring them home to share. We will also host visitors in our homes to share our own wisdom, insights and recipes. The program might start by inviting a winemaker from Normandy to

teach us how to make Calvados and their take on artisanal apple vinegar, by sending a representative to the annual Native Youth in Food and Agriculture Leadership Summit in Arkansas, or by heading to the Nagano region of Japan to learn the secrets of honey core apples, edible apple branding and their magical version of Baumkuchen which hides a whole apple in its centre.

Commission a poet to work with Dja Dja Wurrung Language expert and the broader community to return original names to places and to celebrate our community by creating new names together. The **True Names Project** project should honour the truth of the interwoven history, experiences and culture of pioneers and European settlers as well as Dja Dja Wurrung and local Aboriginal and Torres Strait islander communities. Community members should be able to nominate places and stories that have meaning for them for possible renaming, and all stakeholders should support the name before it becomes official. A marker of success will be to see hundreds of new signs in Language within the next two years alongside signs that make visible apple, food and wine stories and which celebrate the unique character and personality of our town.

While the True Names project may serve important objectives around cultural development and reconciliation it is proposed here as an economic stimulus initiative, to this end the new names should be catchy, fit-for-purpose, intriguing, memorable, authentic, local, consistent with place identity and brand and work to strengthen Harcourt Leanganook's point of difference in the region. Dual naming protocols do not work well from a brand perspective as they come across as apologetic and wishy washy. For this reason places should have only one official name (it's not a problem if locals call a place by other names unofficially). Finally, this initiative is intended to enrich and expand history and identity, not to erase it.

A number of the ambitions and ideas outlined in this document provide strong concepts and experiences to support the brand:

- Food journeys and experiences (Ambition 4)
- Learning from and experiencing Dja Dja Wurrung, Aboriginal, Torres Strait culture (Ambition 3)
- Adventure tourism, learning, exploration (Ambition 3)
- Connecting to the landscape (Ambitions 3, 4)

Suggested Partners: Local, state and federal government, Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal and Torres Strait Islander communities, Harcourt Progress Association, Harcourt Heritage Centre, Shedshaker Brewery, Come Together (local event management company), sporting clubs, Harcourt Lions Club, La Larr Ba Gauwa Park, Harcourt Primary School, Victorian Miniature Railway, tourism organisations, City of Greater

Bendigo (UNESCO gastronomy city bid), key local or high profile producers/partners such as Henry of Harcourt, Maidenii, Bress, Blumes Bakery, The Harcourt Produce and General Store, Masons, Harcourt Honey, The Little Red Apple, Tellurian Fruit Gardens.

Suggested next steps

1. Develop a community-led Harcourt Leanganook master brand and place branding strategy by reclaiming the mountain as a core element, inviting participation of local creatives, entrepreneurs and innovators alongside council and community leaders to help shape this future identity. The brand identity outlined in this report should be tested and formalised. Don't wait for the full master brand strategy to be in place before supporting the Harcourt Leanganook branding on local produce and on business signage and namings, build on the momentum that's in place and allow the brand identity to emerge as organically as possible.⁸
2. Council to investigate and articulate the possible benefits of returning the name Leanganook to Mount Alexander and carry out broad community consultation to assess the level of support within the community and stakeholders for the change.
3. Ensure that the Language elements of any projects are overseen by Dja Dja Wurrung Clans Aboriginal Corporation. Harley Dunolly-Lee is a linguist who specialises in Djadjawurrung.
4. Guided by the Harcourt Progress Association (HPA) events subcommittee and by Council, secure funding and appoint a professional events curator and event management subcontractor to develop and deliver a 3 year calendar of events which includes; the Apple Festival, solstice festivals, Open Paddock Project, a beer and cider festival and a Harcourt Leanganook music festival. Aim to kick off the program with Christmas and New Year events and seek to begin delivery of program elements as outlined in this report in advance of the resolved branding strategy.⁹

⁸ *Laura Camilleri and Ben Grosz, Grosz Co Lab gave their time pro bono to develop the Shine Harcourt Leanganook branding strategies and are well placed to contribute to further brand strategy development*

⁹ *A number of participants in the Shine Harcourt Leanganook process have experience and/or are active in this area; Evan Read is an experienced band booker while Jacqueline Brodie-Hanns is currently co-ordinating a program of successful events in Harcourt including the Twilight Markets, Equinox festivals and the upcoming Books at the Bowlo*

5. Make use of local talent by funding existing community activity and supporting event management resources already active in the community. The point of this process is to transition the existing event management activity from a passionate amateur space into a professional one. Explore alternative funding for the event curator role, including establishing contracts with large international tour companies.
6. Consider framing the True Names Project as a collaborative arts project managed by Council and seek funding through Regional Creative Arts Victoria, Australia Council for the Arts and other arts funding bodies. This project would have an obvious appeal to poets and writers, but conceptual artists, human ecologists, participatory artists, anthropologists and historians may also be interested. Ensure that Aboriginal and Non-Aboriginal perspectives are addressed during the procurement process.
7. As part of the review and consultation process make sure the new names perform well from a branding perspective and are catchy, compelling and memorable. Ensure multiple communities and stories are represented. Look for possible confusing overlaps in names and missed branding opportunities. For example, if the Leanganook branding for the region and Mount Alexander is adopted, consider rebranding La Larr Ba Gauwa Park as 'Harcourt Leanganook Trails' or similar to strengthen the connection to the town and to the mountain.
8. Create a working group with representatives of the Harcourt Heritage Centre and local Aboriginal Elders and Council to find ways to include Aboriginal stories in Harcourt's ANZAC display with the aim to have new elements included for ANZAC Day 2021.
9. As part of the Indigenous Round Table develop a procurement process for artworks that celebrate and acknowledge local Aboriginal Elders and Aboriginal history and culture beginning with an artwork on Harmony Way. Ensure that both local Aboriginal and Dja Dja Wurrung voices lead the discussion working in collaboration with Council. Consider running this program as part of the artist in schools program in partnership with Harcourt Valley Primary School to involve young people and to access funding for the artworks via Creative Victoria's Creative Learning Partnerships¹⁰.
10. Create a small working group with a representative from Council and from the proposed events and tourism subcommittee of the Harcourt Progress Association to

¹⁰ *Alternatively the True Names Project could be run partnership with Harcourt Valley Primary School if it proves easier to find funding for the commemorative artworks through other avenues. As part of this process the school may consider renaming themselves Harcourt Leanganook Primary which would reinforce the town branding as well as forwarding reconciliation objectives*

manage The Apples and Bush Tucker Exchange Program. Consider the benefits of a formal versus informal approach to programming and acquittal processes, partial versus complete funding and options such as asking applicants to match funding provided by finding funds from other organisations. Consider the value of managing funding for this project as part of The Project Exchange.

Case study

Case Study: Keep Austin Weird Campaign, Austin, Texas

Starting as a grassroots marketing campaign; Keep Austin Weird is the slogan developed by the Austin Independent Business Alliance to promote small businesses in Austin, Texas. The campaign successfully captured the eclectic, tolerant and progressive nature of the city, evolving from a protest slogan into the key positioning for the city. It has been so successful it has been copied by other cities around the world including Copenhagen and Portland, Oregon.

Why this project is successful: It focuses on Austin's clear point of difference in the conservative state of Texas, and speaks directly to the brand's core audience. It makes the most of local talents and personalities with a 'collaborative fission of coordinated individualism' that tells the stories of local producers, retailers and artists through the Austin Independent Business Alliance. It also has a very strong foundation in the true values of the community which gives the campaign authority and authenticity.

Strengths: Austin is a global centre for live music and creative pursuits of all kinds. By understanding the link between tolerance of difference and creativity, the Keep Austin Weird positioning has helped to celebrate and cement its creative role as a social and economic driver for the city. Rejecting expensive marketing campaigns in favour of a grassroots marketing and promotion; the campaign taps into the very heart of what people love about Austin. It has carefully walked the line between making the weird mainstream and staying original and unique.

Limitations: May not be attractive to the mainstream but also offers choice for people tired and bored with the same old, same old.

Applicability to Harcourt: Shows how you can take what is unique and authentic to Harcourt and make this the central focus of the brand. Different is good.

“Even if I knew that tomorrow the world would go to pieces, I would still plant my apple tree.”

— Martin Luther

AMBITION 2

Collaborate

“Alone we can do so little. Together we can do so much.”

— Helen Keller

Use a shared vision to unify our efforts and find creative ways to support each other and make the best use of volunteer time, energy and good will.

Harcourt has always been a strong community that punches well above its weight with a can-do attitude and willingness to roll up our sleeves and make things happen.

There is a lot of trust across different sectors of the community in Council leadership and management. Key groups within the community including Nalderun, Harcourt Progress Association, Dja Dja Wurrung Clans Aboriginal Corporation, Harcourt Lions Club, Harcourt Heritage and the local school all have good relationships and open lines of communication with Council. There are also established lines of communication between most organisations, but some could be strengthened, expanded and improved.

There is an opportunity to strengthen the relationships between Nalderun and the Dja Dja Wurrung Clans Aboriginal Corporation and the rest of the community sector. Both are active, well organised and impactful community-led groups. Stronger relationships across the sector will increase the local Aboriginal-led groups access to shared community resources while opening access of the broader community to the skills and knowledge held by Nalderun and by Dja Dja Wurrung groups around collaboration, mentoring and land management.

Through this process it has become apparent that there is a large overlap between the ambitions and objectives of Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal groups and the Harcourt Progress Association, Lions Club, VMA and Landcare as well as other farming and community groups. Our ambition is to find better ways to join forces and to work together. The key areas of overlap include:

- Land management, weed control and remediation
- Ecological preservation, regeneration and research
- Place branding and telling the story of place
- Native food and medicine plant cultivation
- Creating and managing tourism destinations and programs
- Culture, artworks, events and celebrations
- Tangible and intangible historical and cultural preservation, interpretation, display
- Learning, education and community development
- Economic development and jobs
- Creating opportunities for youth, pathways to education and employment

All the community groups in Harcourt express a need for more community involvement particularly when it comes to getting projects done. Again this impacts local Aboriginal and Torres Strait Islander community groups particularly because on top of their day-to-day activities they also carry a disproportionate burden of participating in government-led engagement and consultation which is too often inefficient and repetitive and doesn't necessarily return meaningful outcomes for local Aboriginal communities or their initiatives.

Any collaboration processes that involve local Aboriginal communities needs to understand these constraints. They need to consider the opportunity cost of participation to local Aboriginal communities, and provide additional support including funding where necessary to enable equitable collaboration. Besides being funded, these processes need to be efficient and time-effective because most local Aboriginal community leaders are super busy and already working at capacity in their volunteer work.

Council is very keen to support businesses, particularly to find ways to incubate micro and emerging businesses in their early stages of growth and to support people who want to get their ideas off the ground. There is recognition that these businesses may need additional support to navigate planning processes and hurdles around the time and financial cost of compliance. Because of the specific combination of risks, resources and opportunity in Harcourt a number of small or emerging businesses are struggling to cope with the usual planning processes and have identified these as a threat to the viability of their enterprises, especially in the early stages of growth. One way to conceptualise the needs of Harcourt's economy is to think of it as being like growing a garden in poor soil. In this kind of garden properly adapted plants will thrive, but the usual gardening practices may need to be adjusted to nurture individual seedlings; rather than allowing natural attrition to occur like you might in

richer soil, a little extra help and protection from the elements is needed.

This project will provide a much needed framework for these kinds of creative endeavours, and we also think it would be useful too for Council to work with entrepreneurial, community oriented, small and micro businesses to find ways to cut through red tape.

Collaboration and community participation in Harcourt is being impacted by the lack of a shared vision for the future. Over the last couple of decades, changes to the apple growing and granite industries, shifts in the economic profile of new residential subdivisions and the bypass have shifted Harcourt's sense of itself and created some sense of uncertainty about the future of the town. This is made worse by the lack of town centre or local pub; places where people can get together informally or bump into each other to exchange ideas.

Without a shared vision and a sense of a common goal it is difficult for the community to pull together to get things done. Also, without this shared vision, the economic and community benefits of collaboration may not outweigh the individual emotional costs, time or risks around competition and opportunity cost, particularly if community members have been investing time and money for a long time.

There are also some challenges around the culture of collaboration that has evolved in some quarters. In small communities where everyone knows each other, it's not unusual to find that over time a collection of armchair critics develop, not unlike the Muppets' cantankerous duo Statler and Waldorf. If the practice of criticising from the sidelines is allowed to go unchecked it can become a significant problem and have serious effects on levels of participation and overall community wellbeing. The best way to avoid this problem is to have a clearly defined shared vision and a set of defined shared values, principles and processes around collaboration, and constructive feedback that are well understood by the community and that set expectations.

Another typical scenario in small towns is that you have one or more super-doers who shoulder a lot of the community development work. These people, being very capable, tend to take on more and more because they feel like otherwise the work won't get done and because they often are the first ones asked to do something. As the old adage goes "if you want something done, ask a busy person". The problem of course is that these super-doers are more likely to burn out and drop away from involvement altogether. All too often the super-doers in this scenario feel unsupported and under-appreciated, while other community members may feel overpowered, underestimated or excluded from the process.

Besides the high social and emotional costs, the problem with this disproportionate distribution of volunteer labour and leadership is that when one person burns out they often drop out of their role so quickly there are few opportunities for handover, succession planning, sharing knowledge and insights or ongoing mentoring. Our ambition is to find ways to support

the super-doers and to better distribute the workload, and to also steal an idea from the old boy networks and from surf lifesaving clubs and create our own version of a community alumni association that provides people with ongoing opportunities to provide guidance and mentoring after they step back from active community work and to formalise ways the community can celebrate and show appreciation for our volunteers and community leaders.

Although like any community there are divisions and disagreements there is a very strong consensus across the business community that our economic destiny is united and the success or failure of one business affects all of us. This is particularly true of businesses that are the public face of Harcourt such as Blume's Bakery, Bress Winery, Henry of Harcourt, The Goldfields' Track Cafe and The Harcourt Produce and General Store. In some cases there is a strong desire to collaborate closely together, but across the board there is a recognition of how important it is to promote each other and work together towards realising the same ambitions. One local business owner talks about this as making sure that we are all on the same bus and that it's going in the right direction. Another uses the Champagne Region in France as a model, where local winemakers will never have a bad word to say about other winemakers, whatever the local and interpersonal politics might be, and where all operators actively promote competing wineries and businesses.

Finally, one of the legacies of a long history of community activity is that there are a number of local organisations with duplicated activities or objectives, or that lack the people power to get things done. In order to reduce the administrative burden on organisations Harcourt should seek to share resources, bring in new blood and avoid duplication by:

- consolidating existing groups
- avoid creating new organisations unless necessary
- create focused subcommittees within existing organisations with high levels of independence and clear objectives

Delivery Mechanisms

Starting with the Shine Harcourt Leanganook Partnership, conduct a broad community and stakeholder review of the ambitions outlined in this document. Assess if any additional visioning work is required to develop a cohesive vision for Harcourt that has broad support. Hold a **launch of the final Shine Harcourt Leanganook ambitions** and ensure that it is widely known and supported.

As a community, define a series of values and principles around working together and volunteering, a kind of **collaboration manifesto**. Include an Acknowledgement of Country that can be read by the chair of any formal meeting. This manifesto is less about governance

and more about a set of shared values and ways of doing things, elements raised by community members during the Shine Harcourt Leanganook process include:

- Criticism should be rare, and should always be constructive
- If you think it's important to criticise make sure you do it from the centre of the action, not from the safety of the sidelines
- We know that making mistakes is a sign of healthy activity and growth, we learn from our mistakes and when we see someone fall down we help them back up with a smile
- We save some energy to celebrate our achievements and say thank you to each other
- We remember to take the time to help people to step back as well as to step up, we stay connected and help our community volunteers to pass on their experiences and knowledge

Expand the Harcourt Progress Association (HPA) into the **Harcourt Leanganook Progress Association (HLP)** as a joint venture and/or partnership between the Dja Dja Wurrung Clans Aboriginal Corporation, HPA and Council involving key representatives from and other key primary producers and business organisations. The Harcourt Leanganook Progress Association would expand its functions to act more like a traders' association to deliver services to its fee-paying members. The organisation would be co-led by Dja Dja Wurrung representatives and deliver services that are in line with both the objectives of the Aboriginal Corporation and the broader association members' needs. It is expected that these would include, but not be restricted to: branding and marketing, weed control, land remediation and care, native farming techniques including fire stick farming, native honey and bush apple varieties, and delivery of cultural events and services such as Welcome to Country.

Create a quarterly program of pitch nights called **The Project Exchange**. Each event will be a great night out with food and music where individuals and community groups pitch their projects to the audience to win grants handed out in cash on the night with no acquittal processes, or to attract volunteers to sign up to deliver the projects for Harcourt.

We propose that a **community alumni program** be established which recognises and celebrates the contributions of volunteers in general as well as recognising the work of individuals. This program should track and celebrate accomplishments, hold events to thank volunteers, maintain a social network and ensure ongoing participation of community alumni and create opportunities for mentoring. This program could be completely informal or quite structured but it should cover all sorts of organisations in the town including the Lions Club, Nalderun, school groups, Harcourt Progress Association and the Harcourt Heritage Centre.

Establish a **Time to Shine! Business incubation project** working group focused on

supporting micro and emerging businesses and entrepreneurial activities, and finding ways for businesses to collaborate and support each other. Target enterprises that are well aligned with the Shine Harcourt vision and which are either likely to have a significant impact on the economy (e.g. VMR), are providing a valued service and/or are vulnerable (e.g. KT's coffee cart).

Nalderun Upper Loddon run an extremely successful mentoring program and have established processes around managing succession, passing on knowledge, youth mentoring, teaching leadership skills and celebrating community achievement. We propose that a one-off **Altogether Nalderun collaboration skills share program** should be delivered to share the knowledge and skills held within Nalderun with the broader community, including techniques and processes around community development, mentoring and effective collaboration. This program would help local community groups through the proposed process of reorganisation and assist various groups to write the collaboration manifesto together.

Suggested Partners: Local residents, investors, Local, state and federal government, Nalderun (with Aunty Kath around community leadership and skills share in particular), Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal and Torres Strait Islander communities and Elders (including Uncle Rick, Aunty Kath, Aunty Julie) and Harcourt Progress Association, Harcourt Heritage Centre, key landowners and producers including Henry of Harcourt, Bendigo Bank, Anglicare Victoria, Council, Harcourt Valley Primary School, Castlemaine Secondary College, Connecting Country, ANTAR, Weenthunga, HPA, Harcourt Coolstore, sporting clubs, Harcourt Lions Club and Victorian Miniature Railway, La Larr Ba Gauwa Park, Harcourt Primary School, Hardcore Harcourt Facebook group

Suggested Next Steps

1. At the next Indigenous Round Table investigate ways to fund the **Altogether Nalderun collaboration skills share program**. Include the HPA in discussions as a possible funding partner. Together define key learning outcomes and deliverables, how many workshops are needed, which community groups would benefit the most from participating, whether to bring multiple community groups together in one session or run separate sessions. This program should be timed to build on the momentum from the Shine Harcourt Leanganook process. Ideas and guidelines for **the community alumni program** and a draft of the **collaboration manifesto** should emerge from this process.
2. Create a working group to explore issues and opportunities around creating a new expanded **Harcourt Leanganook Progress Association (HLPA)** which includes



members from the Shine Harcourt Partnership, Harcourt Progress Association, Council, Aboriginal organisations and local farming and production representatives. Ensure this working group seeks guidance and key inputs from Aunty Julie, Aunty Kath, Jacqueline Brodie-Hanns, Grant Victor Gordon, Eva Parkin, David Leathlean, Katie Finlay and Michael Henry whose insights have shaped this proposal. Look to expand the capacity of the HLPAs to include services associated with trader and business associations.¹¹

3. In the first meeting of this working group define two (or more) rates of pay to fund Aboriginal participation. Explore options like a lower pro-bono rate that just covers costs (including opportunity costs), with a higher rate for strategic or specific cultural advice around Aboriginal culture or economic initiatives. Likewise find ways to fund event management work, as volunteerism in both these areas is stretched to capacity and is at risk of collapsing if additional pressure is applied before financial and strategic support systems are in place.
4. Consider commissioning a governance expert with experience working with local communities including Aboriginal communities to assist¹² with the formalising new collaboration processes and changed governance structures to ensure that they are viable and effective.
5. Encourage local community groups to write their own **Acknowledgement of Country** together. Let the groups know that they shouldn't worry too much about particular rules or protocols while writing this; it's more important that it comes from the heart and represents the true values of each group. The draft Acknowledgement of Country texts should be reviewed as part of the Indigenous Round Table. Consult with Harley Dunolly-Lee and the Dja Dja Wurrung Clans Aboriginal Corporation about whether it's more appropriate to translate the **Acknowledgement of Country** to Language or leave them in English.
6. The HPA events subcommittee should host quarterly events for **The Project Exchange** starting in the first quarter of 2020. These events may also be included in the professionally managed Harcourt Leanganook events calendar. The Project Exchange events can potentially field pitches and funding for The Apples and Bush Tucker Exchange Program and provide opportunities for events and celebrations

¹¹ Assume that activities assigned to Harcourt Progress Association (HPA) in the document will be taken over by the new Harcourt Leanganook Progress Association (HLPAs) and subcommittees if this recommendation is embraced

¹² Janet Phillips has been recommended by a Shine Harcourt Leanganook participant as a governance expert who has previously worked with local Aboriginal groups in Mount Alexander Shire

related to the **Community Alumni Program**. Seek seed funding from HPA, Council, Bendigo Bank and local businesses and donations of volunteer hours from key organisations (do not include Aboriginal volunteer hours or time associated with event management in this process unless they are funded).

7. As part of the The Project Exchange and the Community Alumni Program establish a volunteer of the year award with a certificate and a prize of goods/services donated by local businesses. Include acknowledgements of key volunteers from the decades before (for example in 2020 acknowledge a volunteer from 2010, 2000 and 1990, and in 2021 look back to 2001, 2011, 1991 etc.)
8. Create a subcommittee of the HPA to work with Council to find ways to work in collaboration with emerging or marginal businesses to provide support and build frameworks and resources to cut through red tape and speed approvals processes. Consider creating specific **Time to Shine! Business incubation project** resources and providing a key contact person in Council. Build on resources provided by state government's Better Approvals program which has assisted Councils in this work (including supporting Glen Eira City Council to cut the waiting period for footpath trading permits down from 126 days to 11 days). This might best managed as part of a broader HPA-led Shine Harcourt subcommittee or working group which also addresses elements covered in the later Growth ambition.

Case Study

Polar Bear Pitching, Finland

Polar Bear Pitching (PBP) started in Oulu when people came together after the collapse of Nokia and other tech businesses in the region. The project is created in the spirit of Finnish "talkoot"; a gathering of friends and neighbours to work together for the common good or to help someone in need, and is designed to provide funding for local tech startups. At the same time the project seeks to position Oulu as a kind of mini nordic silicon valley. The event is held outside, in winter, in a literal hole cut into the ice.

Why this project is successful: The project has a very clear understanding of it's objectives, to raise funds for startups, to help technical specialists develop skills to pitch their ideas and to position Oulu as a place of creativity and innovation. Every decision from the eccentric location of the event, the language and visual imagery of their communications and their core principles of perseverance (sisu), bravery and playfulness support those objectives.

Strengths: PBP has kept the process rather open, the hierarchy low and the communication transparent to give the community a sense of ownership. The community decide what to put

their energy and money behind which increases the sense of buzz and participation.

Limitations: The project was created during a time when low employment meant there was a surplus of workers and of talent, this model may not work so well without that surplus resource or in smaller communities.

Applicability to Harcourt: a model of open, equal collaboration where a community has found success by collaborating across silos and by generously giving their time and sharing resources to support their neighbours.

Ambition 3

Country

“The land is my mother. Like a human mother, the land gives us protection, enjoyment and provides our needs – economic, social and religious.”

— Djinyini Gondarra

Grow a shared understanding of Country and of community. Celebrate and share our bush tucker wisdom and creation teachings. Connect the mountain and the town with a hundred magical journeys and adventures.

More than in the city, people who live in a rural community share a deep connection and relationship with the land. That relationship is not always sustainable, and it's not always simple or straightforward but it is always profound.

Throughout the Shine Harcourt Leanganook process it became clear that more and more members of the community are looking to local Aboriginal leaders for guidance on how to connect with land and live together in harmony with Country. There is a shared recognition that the land needs healing, that it's a living entity, not a resource to be exploited and that farming practices and land use need to work with the forces of nature rather than against them. There is a growing interest in understanding the properties of indigenous plants like lomandra, saltbush, nardoo, cumbuji, wattle, red gum and chocolate lilies and protecting endangered species like the Tuan (brush-tailed phascogale) and the world's only remaining patch of Southern shepherd's purse.

At the same time it's broadly recognised that the shared economic benefits of a healthy relationship with Country and stronger partnerships between traditional landowners, farmers and businesses are significant.

The key areas of economic opportunity are around cultivation of native plants for food and

medicine, sharing knowledge around land remediation, sustainable farming and ecology, cultural tourism and place branding.

Bush tucker and bush medicine is an industry set to boom in Australia and around the world. Globally supply is not meeting demand for bush products and prices are skyrocketing as a result. In addition our preliminary market research indicates that is a gap in the market around providing credible advice and curatorial services around effective, healthy and culturally appropriate use of bush foods and medicines. We see this as a key opportunity for Harcourt particularly if driven by local Aboriginal and Torres Strait Islander knowledge and insight.

Harcourt is well placed to take advantage of this opportunity with local expertise and a number of organisations and businesses already active in this area including Maidenii Vermouth which uses a combination of Australian native and traditional European botanicals, Murnong Mammias a Koorie catering business specialising in indigenous ingredients, and of course Aunty Julie McHale's well-known bush tucker garden which has conversations already underway around expansion.

Our ambition is to establish a bush medicine and bush tucker garden near the centre of town which shares the beauty, amenity and educational and tourism benefits of Cranbourne Botanical Garden, Penang's Tropical Spice Garden combined with the productivity of a commercial farming enterprise and the grassroots energy and personality of projects like Nek Chand's Rock Garden of Chandigarh.

Besides production, the garden would be dedicated to sharing knowledge, education and learning, providing employment and learning pathways, especially for local Aboriginal and Torres Strait young people. It would be a centre for ecological and commercial research, provide places to gather, and serve as the starting point for multiple interpretive walking tracks around Leanganook.

Harcourt Leanganook is full of beautiful and relatively unknown walking paths. We would like to see these upgraded and linked to form a broad network of trails that allow people to connect to Djandak (Country) and learn about the culture and heritage of the Dja Dja Wurrung and local Aboriginal communities. These paths should be curated to allow for different experiences including a day-trip product from Melbourne¹³ - however it is not necessary or desirable for these trails to be focused on specific sites or artifacts which may be better left unvisited by the general public. The focus of the Leanganook walks is more on the plants, landscape, knowledge, language, values, perspectives and creation teachings of the Dja Dja

¹³ This idea was proposed in the Ideas-a-thon with the name Living Leanganook, but we've borrowed the name to use for the bush food and botanicals idea because we think they're a great match

Wurrung and local Aboriginal and Torres Strait Islander people, than specific locations or destinations.

One of the key opportunities around adventure tourism is broadening the appeal of the mountain bike park which currently caters for a very specific and skilled part of the market. Any new tracks should seek to provide experiences for a wide range of cyclists. Parking should also be carefully considered and should balance convenience against the value of positioning parking in relation to a key anchor activity or destinations to encourage people to linger or walk through the town.

The network of trails should link all the key existing and planned destination nodes including the cafe, general store and bakery and, the mountain bike park as well as the Oak Forest, silkworm farm ruins, granite quarries, Vick's Viaduct, Harcourt's granite houses, Dog Rocks and Shepherd's Flat Lookout. In terms of creating infrastructure to support tourism, cycle and pedestrian parks are significantly less expensive than buildings and tend to deliver higher bang for buck. At this point in time it is felt that an investment in wayfinding and pathways is the most cost-effective way to complete the Harcourt Leanganook offer and to increase overnight visitation. The usefulness of built form infrastructure may be revisited down the track.

Where the paths connect with walks through orchards and farms, opportunities should be taken to spark discussion about the impacts of farming on Country, innovative ways to manage drought, firestick farming and the battles that were fought around settlement. Interpretation can take the form of artworks, landscape architectural interventions, augmented reality apps, maps and tours.

Southern shepherd's purse (*Ballantinia antipoda*) was presumed extinct until it was rediscovered in Victoria in 1983. It is persisting at a single site, with threats from human disturbance, changed hydrology and projected climate change.

The super adorable brush-tailed phascogale (*Phascogale tapoatafa*), also known by its Australian Aboriginal name tuan. The species is considered very vulnerable to localised extinction.

Delivery mechanisms

Set up a **Living Leanganook company or social enterprise around bushfood, medicines and botanicals**. Partner with universities, TAFES, schools, the Australian Native Food and Botanical peak body (ANFAB), Melbourne Botanical Gardens, scientists, researchers, chefs and with local producers and makers to increase knowledge, awareness, education pathways and equity in the native food and medicine industry. This organisation should be strongly led by local Aboriginal and Torres Strait islander people who should be the primary benefactors in terms of financial and social returns. A key product/service of this organisation could be curated and branded botanical mixes for companies across the wine, spirits, cosmetics, health and food industries which come with the Living Leanganook seal of approval for quality, cultural appropriateness, authenticity and efficacy.¹⁴

Plant a **Living Leanganook bush tucker and bush medicine garden/farm**. Look into partnering with Aboriginal groups, Victorian Miniature Railway, Land Care, Lions Club and Council to secure land and find volunteers to plant the garden. Establish a strong educational program which provides employment and learning pathways for Aboriginal and Torres Strait islander people in tourism, horticulture, ecology, marketing, hospitality, education and natural resource management. Provide tours of the garden and of further afield to Leanganook and up to Lake Boort and places of interest in Dja Dja Wurrung Djandak.

Adopt the Tuan as the mascot of Harcourt Leanganook and promote carefully controlled and sustainable tourist visitation as a means of attracting funding for research, conservation and breeding programs for the endangered Brush-tailed Phascogale (*Phascogale tapoatafa*).

Create a **stargazing lookout** on Mount Alexander overlooking Harcourt. Initially this could be a simple platform lookout with interpretation material including information about aboriginal astronomy. Over time the area could evolve into a designated observatory with a permanent structure housing a telescope, and with a strong program of research, education or with tourist and community use.

Declare Harcourt a **RV friendly town**. Create a free dedicated parking area for self contained campers on surplus road reserve near the ANA Hall on Harmony Way within walking distance of local businesses. Inspired by the very successful Jugiong model partner with the HPA, the Goldfields' Track Cafe and the Harcourt Produce and General Store to ensure that breakfast, lunch and dinner and evening food is available for campers and that the facilities are maintained. Mark the RV camping area with ground murals that tell the story of Harcourt Leanganook. This town-centre RV area should complement other free parking spots in bush

¹⁴ *Opportunities for collaboration between primary producers and Aboriginal land managers are explored in the Ambition 4: Food*

settings including Powell's Lost Quarry, Oak Forest and the Leanganook Camp Ground. Upgrade facilities and maintenance program to support 24 hour use of public toilets, the existing public dump point and the shower facilities at the Harcourt Swimming Pool. Work with growers and producers to encourage self-contained campers to visit the wider area by providing parking areas and signage to points of interest. If demand increases for camping spots in the township consider expanding self contained camping spots or glamping areas to include the Harcourt Pony Club, the parking area of the Harcourt Bowling Club and areas behind Blume's Bakery and the Harcourt Produce and General Store.

Create **Harcourt Leanganook adventure cycle circuit, tours and walking tracks** which link La Lar Ba Gauwa Mountain bike park to the town centre and takes visitors through key tourist destinations including Dog Rocks, Shepherd's Flat Lookout, the proposed bush tucker garden and stargazing lookout and apple orchards. Make sure the route is family friendly with lots of places to stop and rest and that it caters to a broad range of ability levels. The route should be very clearly signposted and curated to provide insights into Country, ecological systems especially around waterways, creation teachings, and rare and endangered species. The route should be designed to have a clear appeal to adventure tourists.

Undertake a **landscape planning process** that takes an unusually broad approach to understanding Country. Local Aboriginal Elders should work with council to procure and appoint any consultants. Landscape elements should be considered as part of a broader Plan Harcourt Process where appropriate and guide land use planning, residential development, town centre master planning, key branding and tourism works and the design and location of the Living Leanganook Bush Tucker garden, the Adventure Cycle circuit and the stargazing lookout. Landscape planning works should include:

- Strategies to deliver branding objectives
- Key destination and nodes and wayfinding strategy and master plan that links them all
- Curated walking paths and circuits
- Remediation strategy e.g blackberries in Barker's Creek
- Mapping of view lines
- Incorporating data around rocky outcrop mapping along with significant sites to guide land use planning and creation of protection mechanisms
- Places of significance (some sites of significance to Dja Dja Wurrung communities should not be made public)
- Sites and tracts of land of strategic importance to protect endangered flora and fauna

- Develop both spatial and strategic recommendations and review the feasibility of key projects, including the Living Leanganook garden, playground, camping and RV infrastructure

Suggested Partners: Mount Alexander Shire Council, state and federal government, Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation and local Aboriginal and Torres Strait Islander communities, Harcourt Progress Association, Harcourt Heritage Centre, sporting clubs, Harcourt Lions Club, La Larr Ba Gauwa Park, tourism organisations, Connecting Country, ANTAR, HPA, Aunty Julie, Aunty Kath, Murnong Mammias, local food and beverage companies, UNESCO gastronomy city bid/City of Greater Bendigo, Ray Norris (CSIRO; Aboriginal Astronomy expert), Australian Native Food Botanicals (a peak body), Indigenous Business Australia (IBA) provides business and capital support to Indigenous Australians to acquire, establish and grow their business.

Suggested Next Steps

1. Host a working session for organisations and individuals already working in the native food space to work through possible organisational and business model for Living Leanganook and explore ideas, including locals like Aunty Julie, Aunty Kath and the Murnong Mammias, Sharlee Dunolly-Lee (who is making indigenous teas), Sonia Anthony from Masons, Grant Victor Gordon, Shaun Byne from Maidenii, and external experts like Melbourne Botanical gardens,¹⁵ the Australian Native Food Botanicals, a peak body representing the interests of the rapidly growing industry, tourism and agri-business experts and other partners including local chefs, cooks and bakers such as Annette Larsen, Jodie Pillinger and Donna McMahon and interested local primary producers.
2. Seek primary producer and land owner partners to work with Living Leanganook, particularly around lucrative enterprises such as native honey farming with Blue Banded bees.¹⁶ Work with Mount Alexander Fruit Growers, Harcourt Organic Growing Cooperative Coops and other growers organisations.
3. Set up a committee to drive the **Living Leanganook bush tucker and bush medicine garden/farm** and decide whether it can and should be managed under the Living Leanganook organisational structure. Seek seed funding.

¹⁵ Jude Mayall and her company Outback Chef has been recommended as a potential collaborator by a local producer who currently works with bush botanicals

¹⁶ Blue banded native honey is currently selling for \$180 per litre

4. Proprietors of the Harcourt General Store and Goldfield Track Cafe in partnership with Council, the HPA and the Lions Club should explore how to support the establishment of an RV camping area near the ANA Hall. This process might begin with a field trip out to Jugiong to look at the relationship between the Sir George, Long Track Pantry and the free RV park to see how self-contained campers have become the economic lifeblood of the town, and to understand how key local businesses and community groups have collaborated, and sometimes refused to collaborate in order to manage the RV camping area, overcome challenges and create opportunities together.
5. Find a central site for the **Living Leanganook bush tucker and bush medicine garden/farm**. The VMR site has already been proposed and has some magical potential around using the miniature trains to provide tours of the landscape and for practical farming uses to move produce. The site also offers potential to forge connections with the creek.
6. Begin **landscape planning process** by mapping recommended routes for the Leanganook Cycle Circuit and other paths and includes engagement and negotiation with both private and traditional landowners along with key stakeholders such as Landcare, the appropriate subcommittee of HPA, the mountain bike park, Mount Alexander Fruit Growers, Harcourt Organic Growing Cooperative Coops and other growers organisations, local Aboriginal Elders and the Dja Dja Wurrung Corporation.¹⁷
7. Set up a working group work with the new event curator role, local landowners and conservation groups to explore ways to develop a program of controlled tourist visitation of Tuan conservation sites. The objectives of this program is to raise funds and to increase awareness of Tuan-friendly land management practices including installing nest boxes and keeping pets in at night. This group should maintain partnerships with Council, Parks Victoria, DEPI, SWIFFT, Connecting Country and The Brush-tailed Phascogale Coordinating Group (BtPCG) along with local Aboriginal Elders, Dja Dja Wurrung Corporation, researchers¹⁸ and other Landcare and Friends of groups including Barkers Creek Landcare and Wildlife Group, Harcourt Valley Landcare, Field Naturalists Club of Victoria and Friends of the Box-Ironbark Forests.

¹⁷ Andrew Bos and Paula Ewing founders of Tread have contributed to the Shine Harcourt Leanganook process and can provide valuable insights around adventure tourism

¹⁸ Jess Lawton and William Terry are PHD Candidates at La Trobe University and Southern Cross University respectively who are researching Brush-tailed phascogales preservation in Victoria

Case Study

The Orana Foundation

Owner-chef of Adelaide's Restaurant Orana and founder of The Orana Foundation, Jock Zonfrillo has made it his mission to preserve the food heritage of Indigenous peoples, integrate native food into Australian produce and cooking, and ensure the benefits of the industry are returned to the Indigenous communities involved. The Orana Foundation works with Aboriginal communities, employs two foragers (one in northern Australia and one in Adelaide), and maintains an online database of native foods in partnership with the University of Adelaide. This project has been realised with the help of a \$1.25 million South Australian government grant.

Why this project is successful: The Orana Foundation has forged a strong partnership with the University of Adelaide to form a commercial-university model which has enabled it to access funding as well as to establish educational pathways

Strengths: Is focused on delivering a powerful shared resource as well as supporting economic growth in remote Aboriginal communities

Limitations: The foundation is not lead by Aboriginal people

Applicability to Harcourt: The right partnership with a university or within the private sector could provide access to significant funding and support other organisational objectives such as providing educational resources. The online database of native foods is a useful resource

Case Study

Tropical Spice Garden, Penang

The Tropical Spice Garden is an eco-attraction tucked within a natural valley fronting the Straits of Malacca. Despite being outside the major tourism locations, this nature conservation area has become a must-do for day-trippers. The showcase garden houses over 500 species of herbs, spices and tropical plants. It offers multilingual self-guided or walking tours through trails and pathways that meander through undulating hills, jungles terraces and natural streams; meeting spaces, a gift shop and gallery, cooking classes, tearooms and a cafe featuring produce grown in the garden.

Why this project is successful: The garden not only provides powerful interpretative and educational experiences it is a treat for all the senses. Hours can be spent wandering the garden and discovering a secret nook, an intriguing fact about the history of spices or soaking

up a heady scents of the garden

Strengths: This isn't your typical hands-off walk around a national park. The English-speaking guide goes into great detail about the trees and plants, often plucking a leaf and rubbing a seed pod on your wrist to allow you to smell the sweet aromas. The tour will even direct you to a lily pond, where you can dip your feet for a brief respite to the often oppressive Malaysian humidity. There, the guppies nibble your toes as part of your organic pedi-spa treatment

Limitations: Significant time and resources are required to upkeep a major tourism attraction like this

Applicability to Harcourt: Located outside of Georgetown the Tropical Spice Garden is the perfect day trip for visitors and is a key element of the local economy. Complete in itself, the garden is enough to justify the trip which can be followed up by a visit to local restaurants and markets

"This is another world to the ones most Australians know...it's like a blanket on the ground. We, the uninitiated, only see the blanket. Lift it up and that's what our Elders see – the real thing – a world of dreams where the past, present and the future link. "

— Hetti Perkins

Ambition 4

Food

“Honor the hands that harvest your crops.”

— Dolores Huerta

Stand together as a community of producers to grow produce sustainably, protect fertile land, pool resources and share knowledge.

Food and farming is at the very heart Harcourt. Growing food and providing nourishment is not just what we do, it's at the core of who we are as a community.

There is an immense amount of pride and knowledge held in this town. From generations of working the land and evolving European farming practices to suit the seasons and ecology of the Australian landscape, to a millennia of traditional land management, custodianship and connection to Country.

Our ambition is to find ways to come together to share that knowledge with each other and the broader community, and to define a compelling story about the quality of our food and food experiences that gives people a sense of our values, our approach and the myriad ways they can explore our local food story.

We need a place brand that celebrates the quality of local produce and gives it a clear point of difference in the region to not only increase visitation but to also improve the value of these goods in the market.¹⁹ Being grown in Harcourt should mean something in terms of the freshness, quality and general-feel-goodness of the food.

We want to increase the efficiency, effectiveness and creativity around how we collaborate as growers, and develop a culture of learning and productivity that puts the health of the land and it's people first.

¹⁹ See *Ambition 1: Story for more information about place branding*

Harcourt is a town of growers, and that is what we want to remain. Urban sprawl is a global issue for all peri-urban agriculture and the Harcourt Leanganook region is no exception. While we want to see our town grow, and we welcome more people and more houses and all the shops, amenities, jobs and opportunities that come with them, we are very aware of the risks associated with residential growth to farming, to habitat and to the availability of arable land.

While strong controls around township zoning and rural buffers are a good start, we don't think it's enough long-term. Our ambition is to find multiple creative ways for people to live on acreage and embrace the rural tree-change lifestyle without further land fragmentation and the flow-on issues related to weed-management, land remediation, hobby farming and the critical mass needed to make farming operations viable.

Delivery mechanism

As part of the master brand and place branding strategy outlined in Ambition 1 we want to create a '**Product of Harcourt Leanganook**' brand identity built around clear values of tradition, sustainability and connection to country. Allow all aligned producers based in Harcourt Leanganook to make use of the brand.

Establish an **Apple Heritage and Bush Tucker Museum** in the coolstores precinct, at an expanded ANA Hall or as part of the Living Leanganook Bush Tucker Garden. This museum should take the broadest possible approach to exploring and celebrating multiple elements of Harcourt's history, traditions and primary production but should knit these disparate elements together using the two themes of apples and bush tucker. A playful and highly insta-worthy curatorial approach should be taken with plenty of opportunities to dress-up, touch and interact with the exhibits and sample local produce.

A large rustic barn surrounded by green pastures and old wooden outbuildings, Willie Smith's Apple Shed is an Apple Museum and the home of Willie Smith's Cider. It's a place to learn about the history of the Huon Valley and its apple industry, while enjoying food made from local and regional, seasonal and sustainable produce.

Create the **Harcourt Leanganook Open Paddock Project** inspired by Open House Melbourne. Create an evolving calendar of seasonal walks that allow visitors to walk from farm to farm at different times of the year to experience the variety of produce, landscapes and local producers. Like Open House, the program should provide walkers with opportunities to meet the hosting farmers and producers, and get a glimpse into the back-of-house of a working farm, orchard and vineyards. The open paddock walks will change from month to month and sometimes week to week but should always connect in interesting ways to the permanent walks linking productive landscapes to the township and to the mountain.

To maximise the benefits of the Open Paddock Project hold a **Wassail Growers Gathering**

once a quarter. Build on the ancient apple growing and farming traditions of wassailing and equinox celebrations as ways of bringing farmers together to share knowledge and resources, support each other through tough times and celebrate big harvests. Non-farming neighbours may be invited to join in, but these are proposed as event by growers for growers. Like the very successful seed savers program these informal gatherings should be hosted by a willing farmer or producer who will open their property to neighbours and host a discussion and shared meal. Growers might share strategies on dealing with fruit fly, native bee-keeping, pruning, permaculture, how to transition to organics, cider making, brewing, wine making, bushfood production or firestick farming.

This Growers Gathering may evolve into a stand-alone organisation that specifically provides services to members overtime, but for now we propose consolidating the existing organisations together or forming sub-committees of larger organisations like the Harcourt Progress Association to reduce overlaps and redundancies, and the burden of paperwork and compliance.

In onsen towns in Japan accommodation providers and land owners pay a levy and band together to provide visitors with access to natural hot springs and amenities on each others properties. This way, instead of being limited to their own inn, visitors can experience the full variety of onsens and outdoor roten-buro of the town. In a similar way our accommodation providers, farmers, landowners, asset managers and service providers should come together to form a **Reveal Leanganook Farmstay Project** that focuses on finding ways to unlock unique and unforgettable experiences to visitors throughout the Harcourt Leanganook area.

This project should weave together the farming, food and wine offer in powerful ways and may include experiences such as staying in an isolated rover's hut perched on a hillside, a personalised walking route through productive orchards, passing cellar doors on the way, meeting producers, or being provided with a curated hamper of local foods to greet you when you arrive at your AirBnB. This project should focus on farm stays and providing visitors with increased access to farms, vineyards and cellar doors but should absolutely include a range of accommodation options including staying in the town centre (especially in the granite houses), glamping in the Oak Forest or on Leanganook, and providing unique experiences for RVs and self-contained campers.

This project could be managed by the business association proposed (Harcourt Leanganook Progress Association) in Ambition 2 and should build on the considerable knowledge base of small independent accommodation providers in the area as well as seeking relationships with organisations with existing networks, customer bases or resources such as Flop House and Happy Glampers. Participating independent accommodation providers would pay a fee to be involved which, besides providing access to special experiences for their guests, could go towards shared resources. This could include professional photography, marketing, working

with Council to find ways to provide unique and possibly mobile accommodation on farms like rovers huts or tiny houses, a library of specially commissioned artworks and ornaments shared between properties, cleaning services, procurement assistance, management services or especially tailored classes.²⁰

Adopt a **Conservation Subdivision Developments (CSD) approach** to new housing both within and outside the township zone and the buffer zone. The principles of Conservation Subdivision are simple and well tested and include:

- 50%-70% of the developable land of the site is preserved as habitat or farming land and managed by a trust, co-op or body corporate
- the balance is developed at significantly higher densities than is typical of the area to maintain overall housing yield

In locations like Harcourt, Conservation Subdivision Developments typically lease land to farmers and the income from rents is used to manage the property and/or as returns to owners. Because the CSD approach has been around for more than half a century there is a lot of material to guide implementation along with evidence of the considerable benefits to developers, landowners and/or the community. These benefits include: quicker sales and higher sale prices, reduced construction and infrastructure costs, reduced stormwater and runoff, habitat preservation, reduction of land fragmentation, increased access to open space and preservation of farming land.

Sometimes described as ‘golf course developments without the golf course’, CSD are a perfect fit for rural communities looking to attract tree-changers who want the views and lifestyle without the work. They also have the potential to provide a possible avenue for existing farming co-ops to tap into their land values without compromising core farming activities. Although not strictly Conservation Subdivision projects, new developments like The Paddock: Eco Village in Castlemaine are in line with the broad CSD approach and are good examples of what such developments might look and feel like. Conservation subdivision sites should be considered in conjunction with existing policies in the Planning Scheme around Rural Living Zones, Rural Conservation Zones and buffers.

Suggested Partners: Producers, growers, wine and cider makers in the region, Mount Alexander Fruit Growers, Harcourt Organic Growing Cooperative Coops and other growers organisations, AirB&B, Happy Glampers, Flop House, Camplify, Camptoo, Hardcore Harcourt Facebook group, Bress, Blackjack and other producers, Mount Alexander Shire Council, Nalderun, Dja Dja Wurrung Clans Aboriginal Corporation, Harcourt Progress Association,

²⁰ Sarah Andrews of *The Hosting Masterclass* has been recommended by a local AirBnB operator

other sub-committees, Connecting Country, UNESCO gastronomy city bid/City of Greater Bendigo, CSD-friendly developers, landowners, Trust for Nature

Suggested Next Steps

1. Incorporate the Mount Alexander Fruit Growers association into sub-committee of the HPA or the newly expanded Harcourt Leanganook Progress association (HPLA) and ensure growers hold positions on the new board and take part in collaborative initiatives such as Living Leanganook and bush food cultivation
2. Work with the events subcommittee of the HPA and with Mount Alexander Shire Council to establish the **Open Paddock Project, Reveal Leanganook Farmstay Project** and the quarterly **Wassail Growers Gathering**. Aim to kick off this program of events and activities in early 2020.
3. Create a map of Harcourt Leanganook's wineries, cideries and foodie venues and walking tracks and secret spots
4. Put up informal interpretive signage telling passersby what crops are growing and providing interesting information about the farming process
5. Invite a pop-up glamping company or via a #vanlife weekend to work within the calendar of event opportunities and test the appetite to grow the visitation experience at Harcourt
6. Run a workshop with landowners, Aboriginal elders, Landcare, Council's Strategic Planning team and an expert on conservation subdivision to explore possibilities, identify potential sites, develop a framework to encourage sustainable development and investigate possible future planning scheme amendments

Case Study

Incredible Edible Todmorden

Incredible Edible Todmorden began as a community initiative to grow food on underused bits of public land including footpath verges and empty blocks with the ambition of providing free, fresh food to the town. The project started as a way to inspire people to use local produce and has now become a foodie cultural movement. The incredible edible model has inspired over 100 projects around the UK, 700 projects worldwide, and two spin-off social enterprises, which are all independent of the original entity.

Why this project is successful: This project makes the best possible strategic use of its underused resources and the energy of the community. It started small and expanded to follow the community's needs and aspirations. It is founded on local passions and has simple

clear and heartfelt and ambitions including building a stronger and kinder community.

Strengths: Community collaboration, transparency of intention And independence from statutory funding; the only income the project receives is from voluntary donations and fees for talks and tours

Limitations: This project relies on community labour and Harcourt's resources are already stretched in this area

Applicability to Harcourt: Harcourt could take a community development approach to a number of the projects outlined in this report including the bush tucker garden or the Open Paddock project. Both of which could develop more commercially oriented off-shoots like The Incredible Farm and The Incredible Aquagarden.

“This land pulses with life...When I walk on this land, I am walking on the heartbeat of the past and the future. And that’s only one of the reasons I am a farmer.”

- Brenda Sutton Rose

AMBITION 5

Growth

“And the day came when the risk to remain tight in a bud was more painful than the risk it took to blossom.”

— Andis Nin

Ensure Harcourt grows with a distinct heart, and a clear and flexible governance that supports diverse economic activity in a way that expresses Harcourt’s distinct character and personality.

The people of Harcourt want 3 key things for the town. A proper town centre, the return of the train service and a pub. On top of that they want the town to grow up into itself in a way that is completely Harcourt. The very clear message throughout the Shine Harcourt Leanganook process has been; we don’t want to become an outer suburb of Castlemaine and we don’t want to become a generic regional node filled with ugly large format buildings and bland housing developments.

Historically the centre of Harcourt has been divided spatially, with part of the centre growing up around the railway station and the other part clustered around the highway near the intersection of Market Street. With the closure of the station almost 40 years ago and the construction of the bypass a decade ago, both centres have lost their primary reason for being in those locations. As a result many key local assets are hidden away or difficult to access and the town itself is without a clear heart.

There are two ways to think about where Harcourt’s town centre is today, one is to focus on what is missing, the other is to see the opportunity. We feel that we have the opportunity to dream and scheme together now, before development really kicks off to make sure the right things are built, and the wrong things are blocked.

The township of Harcourt has grown up around granite and food production - at first the town exported fruit and vegetables to the gold fields, then to Melbourne and the world. Initially very

much a tiny centre servicing surrounding farms, it is increasingly becoming a residential town with people commuting to work in Castlemaine, Bendigo and Melbourne. Growth projections indicate that the town can expect to grow dramatically over the next 15 years. The need for a regular train service and a properly laid out town centre has never been greater.

Without a train service and without a clearly defined centre that services residents' needs and provides employment, we know that even with strongly defined township growth boundaries there will be very little to stop Harcourt effectively functioning as a satellite suburb of Castlemaine or Bendigo. The very best way to combat this is to grow ourselves a strong, highly functioning town centre that reflects the true character and spirit of Harcourt and is the focus of local pride and activity.

Harcourt may have lost out to Castlemaine in the battle for the train station back in the day, but we used our influence to make sure we got an absolutely first class train station building. Now it's time to band together again and build on existing wins to do everything in our power to make sure that election promises lead to the return of an operational train station, located according to a well thought-through strategic approach to planning our town centre, and that this happens before the next election cycle.

Any decisions about the future layout of the town should be based on the assumption that at some point the trains will stop at Harcourt again. Ideally any future town centre will exist within a 400m radius of the railway station with most assets and amenities located on the eastern side of the tracks so that the centre is not divided by the rail-line.

As the existing town centre is over a kilometre away from the railway station, some decisions need to be made now before the train service reopens about how the town centre should grow and consolidate, and whether and where the station can move. Growth predictions indicate that Harcourt may expect to boast a medium-sized supermarket, about 20 specialty shops and a range of non-retail businesses over the next decade. We need to plan now to make sure this retail is consolidated to create an attractive two-sided main street and that parking and wayfinding is considered in order to maintain the attractiveness of our town and to pack the most punch economically.

In the shorter term, the people of Harcourt strongly believe that it is now high time that we got ourselves a new local. It's been well over 100 years since Hugh Pope McLean bought the last pub in Harcourt and closed it down. We lost the Porcupine Inn in 1860, the Old Talbot Hotel in the early 1880s and then in 1912 we lost the Live and Let Live Hotel from nearby Black Jack Gully. In more recent years the bar area of the Tread Hotel evolved into the much-loved Goldfields Cafe.

A pub and a post office is pretty much the definition of a country town in Australia and its lack has become a problem for this town in a number of ways. Reopening a pub or perhaps more

appropriately a cider & brew house would provide a place to gather, a place for the town to come together, a place to showcase local ciders, beers, wines and liquors and will provide a more complete experience for visitors.

Pubs don't need to be fancy to do this job, they don't even need to be housed in permanent buildings, but they do absolutely need to be open 5 days a week including weekends, they need to cater to a range of price points, they need to pour a good beer, provide comfortable places to gather and encourage large informal groupings, and they need to serve food.

The Harcourt Produce and General Store will shortly reopen and will serve food and alcohol which will go some way to closing the gap short term. Once a pub has opened the general store will help complete the offer of the town to visitors, but a pub is still a critical element of the township mix.

For many decades trade and energy and people flowed into the town via the Calder. Like many places with highway bypasses the under-used highway land now serves to drain energy and activity from the town, and encourages motorists to speed past rather than slow down and linger. But we see all this disused land as a once-in-a-lifetime opportunity to create the missing elements of our centre on public land in a way that the community and Council can control, and which generates income for our township.

As the town grows and throughout the process of land use changes we recognise that there will need to be high levels of collaboration between Council and established businesses to work together to incubate and support small, micro and emerging enterprises until they become established. Costs and processes which are routine to larger or more established businesses can pose insurmountable barriers to businesses that are still finding their feet, especially businesses in small town and regional settings.

The reality of land use and economic development in rural areas is that people often need to work from home, and that they need to find opportunities where they live. Farming, after all, is the ultimate to live/work land use. At the same time controls are necessary to preserve the visual appeal, essential services and safety of the town. Through the Plan Harcourt process the Council's Strategic Planning team is currently working with the community and business to seek ways to strike this balance.

Zoning and planning overlays are relatively blunt tools that nevertheless are generally effective at managing the complex dynamics of changing land uses. We see the challenge as being finding the sweet spot between nurturing economic development and concentrating activity in the town centre.

We would like to see this longer term strategic thinking and town centre planning supported by a number of quick wins that can have an immediate impact, such as improvements to the

entry experience to the town, wayfinding, simple infrastructure to be a RV friendly town and a pop-up pub.

Delivery Mechanism

Things are looking up recently on the train service front, but now is not the time to get complacent. These kinds of logistical and planning processes are long and involve multiple-agencies; many a slip can happen between cup and lip. We need to be ready to band together and create a witty, noisy and insistent **Our Lovely Train Campaign** that has Council, the community and State Government working together to make sure the planning process continues to build momentum and returns the best possible outcomes for Harcourt. Until we get our train service back we need to spread the good word about public transport and raise awareness of the issue throughout the region. We also need to make sure that the design process around the new train stop incorporates a town centre master planning process to ensure that we end up with a walkable town centre.

Establishing a complete town centre is not something that is going to happen overnight. To lay down the tone and function of our town centre quickly we'd like to approach it the same way townspeople have for centuries and start with activity, followed by provisional built form and finally with permanent buildings.

To do this we propose the **Harcourt Leanganook Market Lane** be established in the area identified as the location of the future main street. Activity should start small with food and retail pop ups and the twilight market, then grow into a small permanent market housed in shipping containers that expands on weekends and for special events. Overtime, as the use, program and activity of the street is defined and the town grows larger, the street market will evolve into a traditional main street with small-grain permanent buildings and/or might elect to maintain elements of the flexible market form, as some towns do.

Our new pub should have pride of place on the market lane, and we should take a similar grassroots approach to its establishment. While we should actively encourage interested parties to build a bricks-and-mortar pub, in the meantime we will look for ways to make it happen right now with the resources currently available. We propose a **Pop-up Pub** which makes use of provisional and temporary options such as shipping containers, spiegel-tents and tiny mobile options like the little Irish Pub on wheels inspired by the tradition of unofficial and informal public houses - the Shebeen. An alternative approach is to hold regular pub nights at The Bowling Club where the club leases its facilities to another provider for food, service of alcohol and entertainment, the likes of which we enjoyed at Shine Harcourt Leanganook's Ideas a-thon. Whichever form it takes, the new pub should showcase apple products of all kinds, especially cider along with local beers, wines, liqueurs, bush tucker and

local produce.

Carry out a **Town Centre Strategic Process** that translates the ambitions of Shine Harcourt into Plan Harcourt along with a range of policies, programs and incentives to intensify the town centre and support activity.

This town centre strategic process should build on the 2011 Harcourt Town Centre Master Plan, much of which is still relevant.

However this key decisions should respond to the areas of previous plans that are now out of date, in particular the relationship of the centre to the train station, and include new ideas proposed in this report such as the Bush Tucker Garden and curated interpretive paths. To respond to the ambitions outlined in Shine Harcourt, Council's strategic planning team and the Plan Harcourt process should take a broad approach to also encompass programming, licensing, levies and ongoing management and maintenance. Decisions around the town centre should also strongly prioritise controls around the location, function and look and feel of commercial land in the town centre areas and ensure that commercial development stacks up economically and supports and expands Harcourt's identity.

The town centre strategic process should:

- Define the best way to grow and focus the town centre and the location of the train station
- Find ways to celebrate the creek and use it to provide amenity and pedestrian pathways as part of an open space network and links to the new playground while providing multiple informal and high quality places to play for kids of all ages
- Define neighbourhood precincts with different characters that support the place identity and economic functioning of the centre:
 - The Creek Precinct should embrace the creek and provide a gateway to the miniature railway as well as future initiatives such as the Leanganook Bush Tucker Garden. The landscape elements of this precinct should support the Harcourt Leanganook identity, celebrate the creek and provide a strong arrival experience to visitors. This precinct includes The Harcourt Produce and General Store, the Goldfields' Track cafe, Stanley Park, the petrol station, post office, the new subdivision and possible reclaimed land, the ANA Hall and James Park as the town square. The businesses and new developments on the northern side of Harmony Way should engage with the creek. New development in this area will need to be carefully managed so that it opens up access to the creek and provides an active street and unified frontage to Harmony Way. A supermarket, pharmacy and other medium-format retail outlets could work here

if risks around built form, visual appeal and layout are able to be managed. Over time the historic building to the north of The Harcourt Produce and General Store could be repurposed to a complementary use

- The Market Lane Precinct²¹ should provide a vibrant retail heart within walking distance of the new train station. This precinct should be located near Victoria Road including James Park as the town square and within 400m of the new train stop location. This area would include Blume's Bakery, the Harcourt Bowling Club and the proposed fine grained two-sided retail lane on reclaimed road reserve including a local pub and small village green
- The Cool Stores Precinct includes the old railway station buildings and the cool stores, this precinct should build on existing operations such as Maidenii Vermouth and honey producers and expand into a neighbourhood for local makers, producers and creative industries inspired by successful role models such as The Mill in Castlemaine. This location may be suitable for large format retail such as a supermarket
- Consider creating a town square next to the ANA Hall which showcases the ANA Hall as a key part of Harcourt's history and identity
- Identify possible development sites, including reclaiming land from road reserve of Harmony Way for commercial use and transferring ownership to Council to develop and lease, or sell with strict development controls
- Ensure that any planning and zoning changes do not negatively affect existing businesses and allow for existing businesses to expand in ways which support the delivery of the ambitions in this document. Find ways to support local businesses around compliance during periods of change and uncertainty particularly through rezoning processes. This is particularly important for the 3 existing food and beverage businesses in the town centre which together form the core of the visitor town centre experience, including Blume's Bakery, The Goldfields' Track Cafe and The Harcourt Produce and General Store
- Define areas with main street retail frontages
- Include diversity in housing, including affordable housing
- Explore maximising bang for buck by co-location of community assets and resources e.g. childcare centres and aged care

²¹ See Appendix A for sketch plans of possible spatial configurations of this precinct and the town centre

- Establish strict neighbourhood character overlays and design guidelines with real teeth to guide the design of built form, materials, fences, setbacks and look and feel of new developments in the town centre, particularly main street retail buildings to make sure Harcourt keeps a unique aesthetic. This is less about controls on temporary elements like signage or program and more about making sure that permanent and long term decisions support the visual appeal and economic function of the town centre. The new subdivision on Harmony Way opposite The Goldfields' Track Cafe is a cause of real concern in the community because of its size, prominence and strategic location and needs specific attention and strict controls
- Use rocky outcrop maps and other resources to protect local Aboriginal artifacts from development
- Ensure new developments provide amenities for new and existing residents and make an overall positive contribution to the town
- Identify and promote potential conservation subdivision development sites
- Develop innovative approaches to zoning and planning controls that prioritise the needs of small and micro businesses and recognises the necessity and long history of live/work arrangements in regional areas
- Map out a possible future town centre wifi strategy targeted to visitors including places to charge devices in public space
- Clarify NBN provision and other infrastructure limitations
- Find ways to support pop-up activities to enable compliance with licensing laws and insurance
- Find enabling mechanisms for fine grain and small scale events and programs in the town centre and the development of artist in residence programs, art and festivals, informal or pop-up events in public space
- Provide support and education in advance of new program and town centre development to ensure the needs of residents are balanced against the needs of other users, eg noise reduction
- Develop strategies to support small commercial, food and beverage operators, and small scale live music events and venues to interface with residential uses
- Support existing business to extend in ways that helps Harcourt provide a complete offer to visitors and which support the brand and ambitions in this report. For example provide in-principal support for extension of trading hours, liquor licensing, programs and events

on private and public space

- Support a broad range of home businesses
- Support a broad range of pop-up businesses whether they be in caravans, shipping containers or market stalls
- Strongly support footpath and outdoor dining
- Define a wayfinding strategy including better signage from highway and at towns entry points
- Define a program of quick wins including signage, landscaping and an attractive low-maintenance solution for the roundabout on Victoria Road

Suggested Partners: Local, state and federal government, V/Line, Victrack, VicRoads, Regional Development Victoria, Public Transport Victoria, Shedshaker Brewing Company, Victorian Miniature Railway, key property owners including Blume's Bakery, Harcourt Bowling Club, Cool Stores business operators, The Mill Castlemaine and Hardcore Harcourt Facebook group and the Railpage online community.

Suggested Next Steps

1. Create a community working group, possibly as part of HPA which is focussed on guiding development of the town centre, and creating a true heart for Harcourt. This group should drive the **Our Lovely Train Campaign**, advocate for the **Market Lane** and look for operators to run a **Pop-up Pub**, as well as a more permanent local. Working closely with Council's Economic Development and Strategic Planning team this group should also ensure that the ambitions and delivery mechanisms outlined in this report are translated into master planning and economic development strategies and that the holistic vision articulated through Shine Harcourt is not lost as planning and design processes become specialised and detailed.
2. Council's Strategic Planning team should conduct a detailed review process exploring the possible implications of the Shine Harcourt Leanganook ambitions and recommendations culminating in feedback to the community to provide insights around the complex issues involved, and outlining Council's position and proposed response.²²

²² *Patrick Fensham and SGS Economics participated in the Shine Harcourt Leanganook process (pro bono) and are well placed to contribute economic advice to this review process. Likewise Steve Turner from colonysix gave his time to the Ideas Lab and may be able to provide useful advice around innovative development and retail models, as well as Council/ developer partnerships and learnings from the similar Shaping Wollongong process.*

Case Study

Re:START Christchurch Container Mall

Christchurch created a temporary mall built entirely of shipping containers as a response to the 2011 earthquake, which destroyed most buildings in the city's mall and resulted in the central city being cordoned off from public access while buildings were being demolished. Initially considered a short-term response to the lack of permanent buildings, Re:START was popular with locals and tourists alike and remained open for business until January 2018.

Why this project is successful: The temporary nature allows retailers to be creative with minimal cost, which in turn created value and interest both customers and visitors.

Strengths: By suspending the usual rules of retail precincts and using quick low cost solutions retailers were able to more quickly rebuild and capitalise on opportunities.

Limitations: The proportions of the shipping containers limit the program, and maintenance may eventually become higher than the value of the structures.

Applicability to Harcourt: Containers are low cost, temporary, permeable, ad hoc and can be creatively branded for the community to test a new direction for the expansion of the town centre and new business initiatives. They are a way to quickly bring built form and activity to the town centre.

“Sometimes your only available transportation is a leap of faith.”

- Margaret Shepard

The Participants

Many of the consultants who took part in the Ideas Lab travelled from across the region, from Melbourne and even interstate to generously donate their time and expertise pro-bono to the Harcourt community. Very special thank you to Ben Grosz and Laura Camilleri from Branding and Marketing consultancy Grosz Co. Lab, to Patrick Fensham from economists SGS, community development and arts consultant Jane York, placemaking consultant Kesenya Baker, Steven Turner from colonysix and Chris Haywood, design anthropologist. Hello City has also delivered elements of this project pro-bono.

Thank you to local businesses who donated prizes to the Ideas-a-thon: Shedshaker Brewery, Victorian Miniature Railway, Goldfields Track Cafe, Granite House Bed and Breakfast, Larsen Produce, Liesl Malan Landscape Architects, Blue Elephant Beverage Company, The Taproom and Mount Alexander Shire Council.

A special thank you to the Harcourt Progress Association for hosting the Ideas-a-thon and providing food and entertainment for the evening. Thank you to our judges and to Paul Kunkler, Adrian Stewart, Meg Kunkler for volunteering on the night and especially to Jacqueline Brodie-Hanns for making sure everyone had a fantastic time. Thank you to Ozzie and Ricky Townsend of KT's Coffee cart for the delicious Thai feast and to the fabulously talented Tracey Candy for being the absolute life and soul of the party.

Fabulous ideas lab participants

- Andrew Bos, Tread
- Annette Larsen, Harcourt General Store
- Aunty Julie, Aboriginal Elder
- Ben Grosz, Grosz Co Lab
- Brian Gould, CoGB
- Dave Tripp, Regional Development Victoria
- David Leatham, MASC
- Eva Parkin, MASC
- Evan Read, Juicy Fruit team rep
- George Milford, investor/local
- Jacqueline Brodie-Hanns Harcourt Progress Association/ business owner
- Jane York, cultural development consultant
- Katie Finlay, Harcourt Fruitgrowers' Assoc, organic co-op, Bendigo Bank
- Kerry Anderson, author
- Kesenya Moore, Placemaking Consultant

- Laura Camilleri, Grosz Co Lab
- Liesl Malan, Liesl Malan Landscape Architects
- Michael Henry, Henry's Cidery
- Nareena Bloomfield, Daylesford-Macedon Tourism
- Patrick Fensham, SGS
- Paul Henderson, Federal Government Aus Industries,
- Paula Ewing, Tread
- Robyn Miller, Harcourt Progress Association/ business owner
- Scott Harrington, Blue Elephant Cidery
- Sha Cordingley, Royal Galas team rep
- Sharna Crosbie, MASC
- Slade Beard, EcoThought
- Sonia Anthony, Mason's at Bendigo & Food Fossickers Group,
- Steve Turner, colonysix

Fantastic ideas-a-thon teams

- Colleen & Sharon (CNS)
- Diva Lovers,
- Donna & Dave,
- Gas Bottle Crew,
- Harcore Toil,
- Harcourt Lions Club,
- Harcourt Shiners,
- Juicy Fruits,
- Not Just Cider,
- The ANA Mob,
- The Bowlers,
- The Harcourt Producers,
- The Hong's,
- The Royal Galas,
- The Shiny Shiny Ponies,
- The Teed Team,
- The VMRians,
- Whoop Whoop Team

Shine Harcourt Partners

- Andrew Meirsch
- Annette Larsen
- Ben
Rowbottom
- Dave Tripp
- David Leathem
- Donna
McMahon
- Katie Finlay
- Liesl Malan
- Michael Henry
- Robyn Miller
- Scott
Harrington

Others to whom we are eternally grateful for their support and advice

- Aunty Julie
- Aunty Kath
- Chris Hayward
- Jacqueline Brodie-
Hanns
- Jodi Pilinger
- Kate Gamble
- Paul Mizzi



Thank You

The ideas, thoughts and suggestions of Shine Harcourt Leanganook have only been possible because of the participation of such a diverse and committed group of people. We sincerely thank all of those who took part in the Ideas-a-thon, the Ideas Lab and in every step of this rewarding process. **We think you are amazing.**

"We're all gifted with the opportunity to succeed. But you get further if you extend the hand of friendship."

- Jimmy Little



What's Next?

The Shine Harcourt Leanganook Partnership is continuing the conversation about how to turn all of these ambitions into reality.

If you have been inspired to get involved, please get in touch! We'd love to hear your thoughts, ideas and suggestions about the enhancement of Harcourt and how you could play a role in making it happen.

Eva Parkin

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Civic Centre, Corner Lyttleton and Lloyd Streets

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Choose your destiny pathways with determination but be prepared to change course if you have chosen the wrong way to go."

— Ken Wyatt AM

Town Centre Growth

How should the centre grow?

During the Shine Harcourt Leanganook process 3 possible ways for the town centre to grow were identified.

1. The first scenario is to focus it where it is now around the intersection of High, Wright and Market Streets. The benefits of this are that it reinforces the current centre, it is close to the swimming pool, the general store, ANA Hall, Stanley Park, open space used for markets, Tread Motel, the Goldfields track cafe and the post office. The disadvantages are that the main part of the centre would not be within optimal walking distance of the train station and it is unlikely to be feasible to reroute the track to change this.

There are also significant issues with land configuration and existing subdivisions which would make it difficult to allow the town to grow cohesively and create a two sided main street in this location.

2. The second possible growth area is near the existing railway station. The advantages of this position include proximity to the existing station, to the primary school, the recreation reserve and the cool stores. The key disadvantage being that over the last 4 decades any previous town centre amenities here have eroded or moved to the existing centre on the highway, which would split the energy of the centre in two.
3. The third possibility is to move the station further north along the track to near the intersection with Victoria Road and allow the centre to grow south to include its original location near the intersection of High Street and Harmony Way. This is the preferred scenario as it would have the advantages of linking the station area to the northern precinct, and maintaining proximity to the Tread Hotel, the General Store and Goldfield Track Cafe while linking in the Bowling Club and historic Blumes Bakery. It also has good potential to consolidate and intensify underused or fragmented land in a way that could create publicly owned retail land. Key benefits include consolidating existing assets and availability of land on Warren, Bagshaw and Buckley Streets suitable for higher density

housing or commercial use. This scenario is explored in Ambition 5, Growth.



Figure 1: The large area of road reserve on the old Calder Freeway presents an exciting opportunity for the creation of new retail spaces which are publicly owned

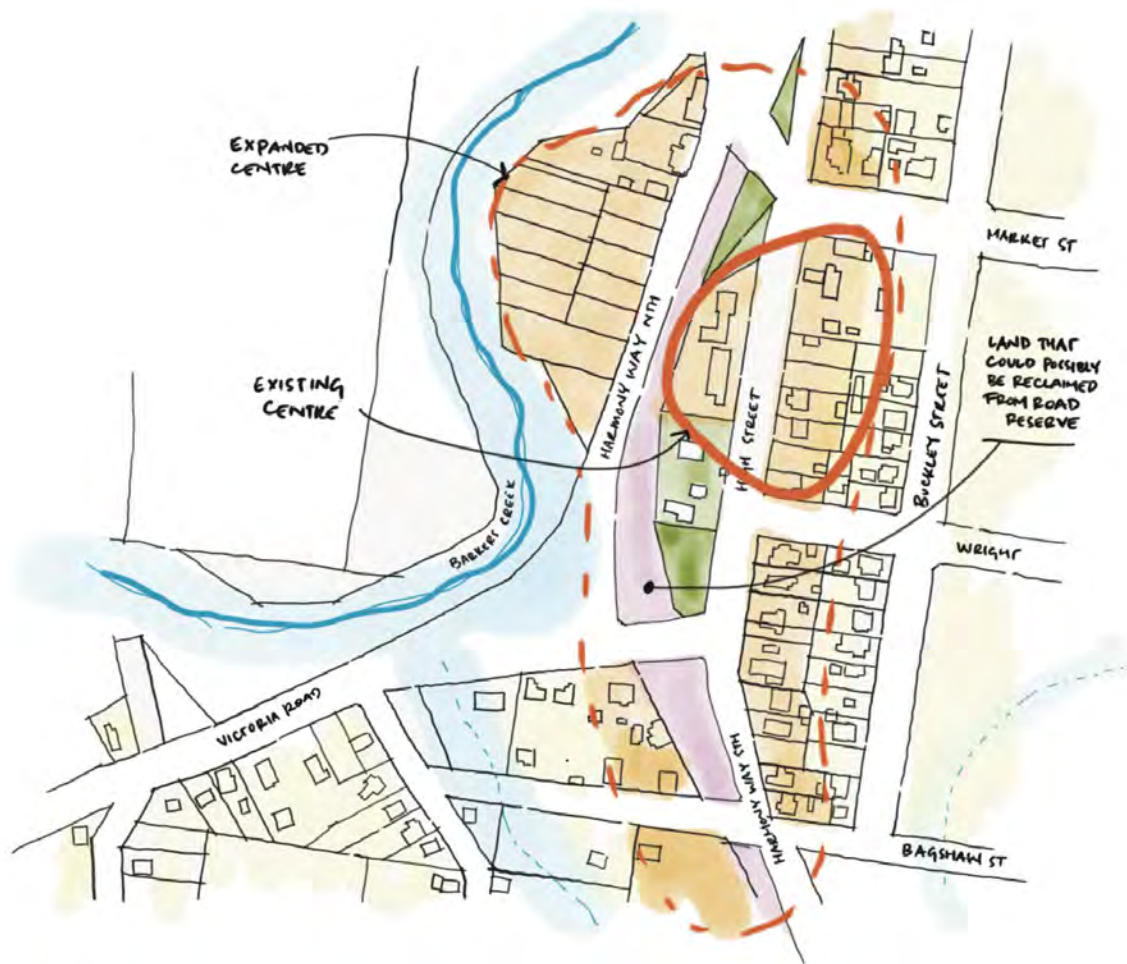


Figure 2: **Sketch showing how the existing centre can grow to take advantage of the disused road reserve**

The sketches below show two possible ways to reimagine the new town centre within 5 minutes walk (400m) of the new train station and to create publicly commercial land for a town centre by reclaiming road reserve. This would support and extend existing town centre activities and businesses.



Figure 3: **Harmony Lane Market Street configuration extends the centre south to connect the existing centre to the railway line and creates an intense bustling market street on a human scale**

Market Lane Precinct, Harmony Lane: the first sketch shows a village-style approach linking the ANA open space to the Bowling Club with a pedestrian market street that includes a small village green in the centre near Blumes Bakery. The advantage of this approach is that nearly the whole site is reclaimed road reserve with minimal impact on adjacent properties. The small grain size and small pedestrian market street will allow for cheaper rents, and will maximise the sense of variety, bustle and intensity in a small overall retail area. The other advantage is that this super fine grain retail format is quite unusual in this part of Victoria and will give Harcourt a point of difference in the region. Detouring Harmony Way

around the market street serves to slow traffic and provide glimpses into the Harmony Lane Market Street while providing a sheltered street market area away from traffic

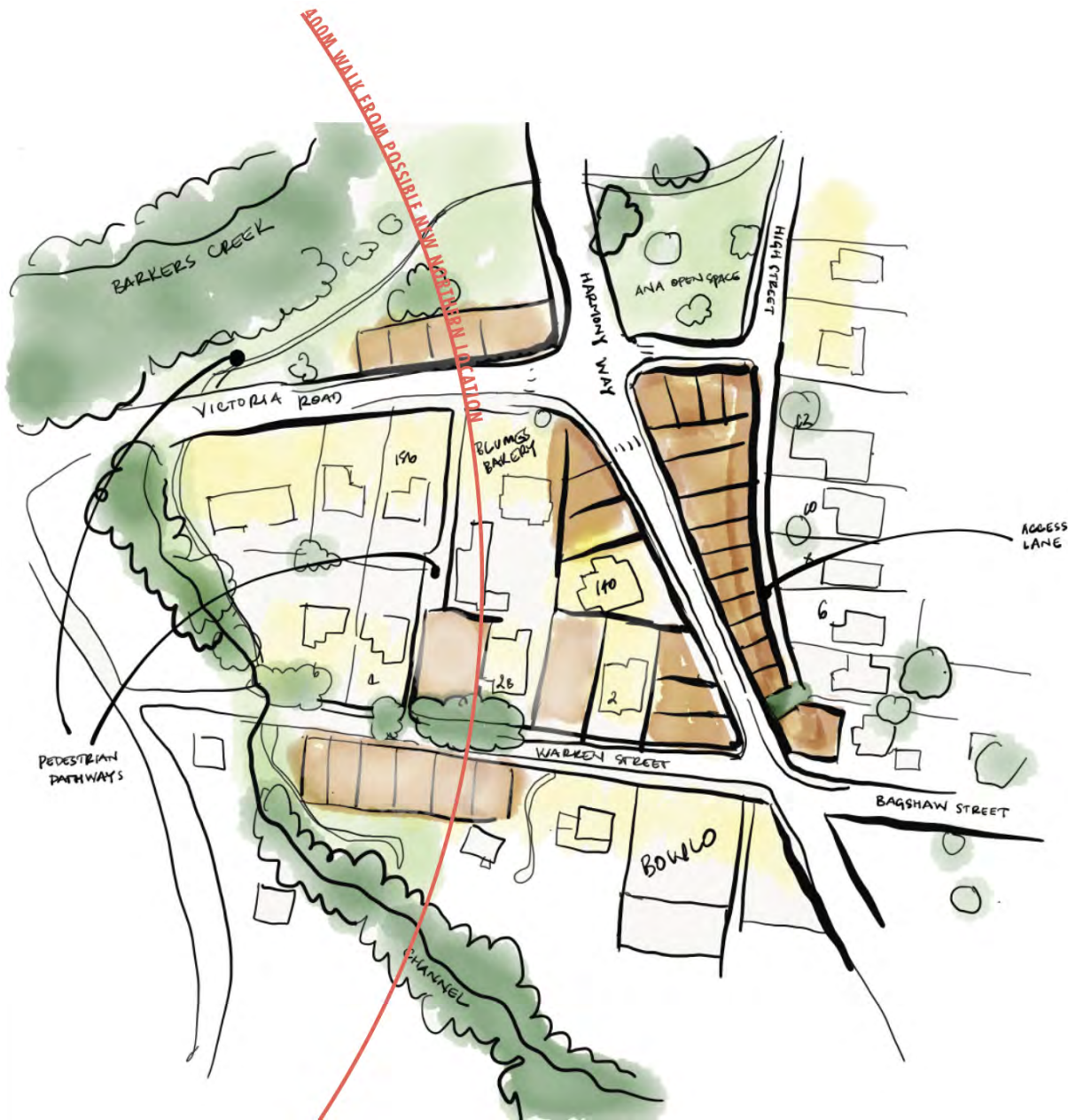


Figure 4: *Harmony Way configuration with more traditional retail layout*

Market Lane Precinct, Harmony Main Street: The second sketch shows a more traditional main street layout and produces a less unified retail frontage. Land would be reclaimed from both High Street and Harmony Way reducing both to the minimum size required for traffic flow. This scenario would have larger impacts on adjacent residential properties and would

require changes in current land uses.

For both sketches retail areas shown on Victoria Road and Warren Street indicate possible sites for later retail development.