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EXPLORING THE FUTURE  
OF HERITAGE

25.02.20

MURAL HALL, MELBOURNE

# THE HERITAGE FUTURES FORUM

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A storybook of insights from leaders,  
disruptors and creators across the  
heritage sector and beyond.

Bridging the gap between the past  
and the future.



**BUSINESS  
MODELS INC**

# THANK YOU

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The Heritage Futures Forum was a milestone event in bringing together leaders from across the sector, embracing a diversity of background and disciplines, to mutually explore the future of heritage.

The National Trust of Australia (Victoria) (NTAV), in partnership with Business Models Inc, created the Heritage Futures Forum with the purpose of beginning a important conversation that brings the future into the present as a way of unlocking the past.

We wanted to clearly ask:

*“What if you were starting to record*

*history, from today, without the burden of tradition, legacy or orthodoxies... How would you share the stories of the future past?”*

This event would not have been possible without the support of the key partners and sponsors responsible for bringing this cohort and program together.

Thank you to Liveability International Victoria and Jones Lang LaSalle for sponsoring the event.

Thank you to Ben Hamley from Jones Lang LaSalle for an inspiring keynote and panel conversation.

We would also like to thank our panel speakers on the day: Ian Hamm, NTAV Board, Emma Telfer from Assemble Communities and hospitality leader Natalie O’Brien.

Thank you to all of our participants. The energy and engagement within the room buoyed on a number of important discussions that we have tried to articulate through this report you read now.

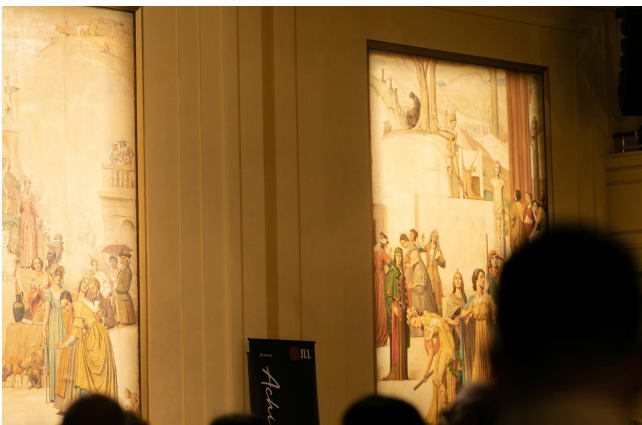
Lastly, thank you to our event partners, The Big Group and Harry the Hirer. You provide a place in which we gathered.



# FORUM VENUE: MURAL HALL



Photos captured by James Thomas



The Big Group kindly donated the Myer Mural Hall for the Forum. Mural Hall was designed by HW & FB Tompkins architects for Sidney Myer, the founder of the then Myer Emporium. Art deco in style, it was originally created for fashion parades and a host of other exclusive events. Sidney Myer commissioned Victorian artist Napier Waller to create a series of murals. The ten murals are a celebration of influential women, painted in Waller's classical style and can also be viewed as a tribute to the many female shoppers who have spent their time at the store.

The Hall from a design perspective talks to the importance of how heritage sites can work into major precinct design through adaptive reuse. The venue is a wonderful example of protecting and celebrating heritage in a modern context.

Recognising story linkages, the NTAV are custodians of Waller House, the home of Napier and Christian Waller, where the murals were completed prior to erection.



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# NOTE FROM THE NATIONAL TRUST

For over 64 years, the National Trust of Australia (Victoria) has been the state's leading voice for heritage. Our mission is to inspire the community to appreciate, conserve and celebrate its diverse natural, cultural, social and Indigenous heritage, to ensure that our diverse heritage is protected and respected, contributing to strong, vibrant and prosperous communities.

For our continued survival and relevance, it is vital for the National Trust to have a voice and to be involved in the future of sustainability and climate resilience just as much as we should continue to be custodians of, and advocates for, cultural heritage. The challenges of this long summer across Australia, and in the throes of the COVID-19 pandemic, it is a timely reminder of the need for continued vigilance around protection and engagement with communities, and of the importance of protecting our environment through cultural heritage.

Due to our independence we are Victoria's leading heritage voice and can act without fear or favour. This is true of our past and will be into the future. We seek to build on existing strong relationships with our philanthropic partners, key stakeholders, heritage experts, private sector and Government, and take up new opportunities.

As a strategic priority, we will seek to attract larger and more diverse audiences, captivating them through revealing stories and memorable experiences. Growing our partnerships with local communities, cultural institutions, artists and performers will complement and make more memorable the cultural heritage visitor experience.

Our aim is that by the centenary of our founding, preservation of Victoria's heritage will be universally acknowledged as the vital link to our cultural, educational, aesthetic, inspirational and economic legacies.

All of the things that quite literally make us who we are.



**Simon Ambrose**  
**CEO, National Trust of Australia**  
**(Victoria)**

# SEEING THE FUTURE

*What if the way we live, work and play begins to look different?*

*How are these changes enabled by rapidly accelerating technologies?*

*How are changing human and consumer behaviours shifting how we experience 'heritage'?*

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The Heritage Futures Forum focused on understanding the challenges faced by disciplines and industries that intersect with cultural and natural heritage.

## HOW TO READ THIS REPORT

Readers with knowledge of the heritage sector will discover new insights and trends. Participants from the forum will rediscover their visions for the future. For those encountering these ideas for the first time, we hope to provide a useful entry point consider how the future of heritage will change the way you live and work.

To explore the different possible futures of heritage we facilitated a future visioning workshop with over 100 people across multiple teams, each with a particular

focus area. The objective was to explore key dimensions that make up 'heritage' and ultimately embrace uncertainty. By mapping out trends and sharing inspiring and diverse perspectives, participants of the forum were invited to stretch their perspective of what is driving the future and analyse how we might approach these issues today.

The following stories are based on a collection of insights and ideas garnered at the Heritage Futures Forum across all fourteen working table groups. Each story carries a theme that is an expression of 'heritage' and highlights several key trends as having shaped a future 'world' beyond 2030.

These are stories of the future past and should be read as reflections on a possible, probable or plausible series of events.

The question to ask yourself as you read these stories is: How does this perspective on the future impact the choices I make today?

**"CHANGE IS THE PROCESS  
OF THE FUTURE INVADING  
THE PRESENT"**

**-- Alvin Toffler.**

# SPECULATIVE DESIGN

**“IN A TIME SUCH AS  
THIS, OUR ABILITY TO  
REIMAGINE IS  
ESSENTIAL TO OUR  
FUTURE.”**

-- Grace Ryall



Business Models Inc's approach to this future visioning workshop was grounded in the role of speculative design and how exploring the future can reveal insights about what we think about the current state of the world. By constructing scenarios through storyworld design, participants were invited to build on our ideas of how the future may reimagine what we currently know.

Storyworlds are created contexts or 'futurescapes' that support the construction of narratives and exploration of possibilities in robust and temporally controlled ways.

These futurescapes were developed at the Heritage Futures Forum as distillations of the trends and changes explored within each thematic area -

Economic Development, Climate Change, Arts and Culture, Placemaking, Community, Biodiversity, Regulation, First Nations and Visitor Economy.

Every context is subject to unique drivers of change, competitive forces, consumer expectations, behaviours and uncertainties. How we embrace and approach these factors will determine the future that emerges.

## WHY CREATE STORYWORLDS?

By constructing storylines about a future beyond 2030, we are emphasising the potential changes, similarities and the distance between this future state and today, in 2020. In this way, speculative design offers a unique opportunity to explore simulations of the way the world

works and how we might respond to it in the future.

Everyone has their own perspective about what the future may hold. The purpose of exploring these ideas is not to predict the future nor project past experiences onto a future state. It is to unearth what we perceive as the 'driving forces' of change and how we can take hold of these factors to ultimately create more equitable and inclusive futures.

# KEY INSIGHTS

# 1

## A DIVERSE COMMUNITY

These future worlds challenge the current status quo. They ask for change. And in creating that change, draw on new ways of knowing. This knowledge is rooted within community consultation - specifically, the recognition and representation of diverse communities. From constitutional recognition of Indigenous Australian knowledge in *A Country United*; urban rejuvenation through shared stories in *A New Dream*; to the rise of independent representation in Federal parliament in *Hear My Voice*. By creating space to allow new voices to come to the forefront, and then actively engaging in new dialogue, through diversity our communities - and societies - are being strengthened.

# 2

## IMPROVING QUALITY OF LIFE

We're becoming more aware. Not only of how we affect the world, but also of how it affects us. We're becoming more holistic in our understanding: of the requirements of humans, our society and the environment at large. This awareness has led to an active movement around improving quality of life. From the relationship between heritage and wellbeing increasing life expectancy in *Happy Birthday To Me*; holistically contextualised economic development policies in *The Story is in the Substance*; and social bonds dictating the strength of a community in *Make Your Mark*. Nothing exists in isolation. By recognising and building on these bonds, we can also improve our quality of life.

# 3

## LOCAL ACTION, GLOBAL IMPACT

Globalisation is the new state of our world. However, in the midst of this shift is a pushback. While we are all now global citizens - sharing global responsibility for our actions - the local experience is becoming ever important. From reimagining the acceptance of travellers as global remote work becomes the norm in *A Global Commute*; citizen science and grassroots shifts creating lasting change in *The Voice of the People*; and citizen conservationists spearheading adaptive reuse in *Can I Take Your Bags?* As the world seemingly gets smaller, individuals are taking on the social and environmental responsibility of creating a brighter, global future. This begins by making large strides at the local level.



# THANK YOU TO OUR FORUM ATTENDEES

*The below organisations were represented at the Heritage Futures Forum.*

*We thank you all for your contribution and commitment to create a new world order.*

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Assemble Communities	ISPT Property	Queen Victoria Market Precinct Renewal
Aurecon	ISS Institute	RHSV Heritage Committee
Australia ICOMOS	IVY Constructions	Riverlee
Australian Institute of Landscape Architects	JLL	Robin Boyd Foundation
Business Models Inc	KTA	Robyn Ballinger
City of Ballarat	Landmark Heritage Pty Ltd	Royal Botanic Gardens of Victoria
City of Melbourne	Lightfolk Pty Ltd	Ruth Redden Conservation
City of Port Phillip	Liveability Victoria International	SensCity
Collarts School of Interior Design	Lovell Chen	SGS Economics and Planning
Context (GML Heritage)	Margaret Birtley Consulting	Shayher Group
Corrs Chambers Westgarth	Maritana	Showtime
Creative Economy	Melbourne Water	SIDA Constructions
Creative Victoria	Meredith Sussex & Associates	Southern Metropolitan Cemeteries Trust
Dann Event Hire	Monash University	Sue Hodges Productions
Deakin University	Mondo	Sustainability Victoria
DELWP	Museums Victoria	Tandem Architecture
Development Victoria	Natalie O'Brien & Co.	The Big Group
Digital Heritage Australia	Nightingale Housing	The Conservation Studio
Donkey Wheel House	Office of the Victorian Government Architect	The Planning Connection
Downstream	OOF Architecture	The Sociable Weaver Group
Ethical Property Australia	OoPLA/Citizens for Melbourne	Trethowan Architects
Federation University	Open House Melbourne	University of Melbourne
Film Victoria	Parks Victoria	University of Sydney
GJM	Peninsula Hot Springs	Urbis
Glen Eira City Council	Planet Ark	Ursula Chandler Architects
GML Heritage	Port Places	Victorian Aboriginal Heritage Council
Heritage Alliance	Princes Trust Australia	Village Well
Heritage Council of Victoria	Professional Historians Association	Working Heritage
Heritage Victoria	Public Realm Lab	Wyndham City

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**I WAS INSPIRED BY A ROOM FULL OF EXPERT COLLEAGUES HAVING FAR-REACHING MULTI-DISCIPLINARY DISCUSSIONS THAT WERE FIRMLY FOCUSED ON THE FUTURE, BUT WITH HISTORY AND HERITAGE AT THE HEART**

Alicia Cerreto, President, Professional Historians Association (Victoria & Tasmania)

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# STORIES OF A FUTURE PAST

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<b><u>12</u></b>	HAPPY BIRTHDAY TO ME	ECONOMIC DEVELOPMENT
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THEME

ECONOMIC DEVELOPMENT

TRENDS

HEALTH AND WELLBEING

TRENDS

LONGEVITY

# HAPPY BIRTHDAY TO ME

---

When I reached my 100th birthday 50 years ago, that was well past the point most people expect to be living. But here I am, in 2050, celebrating my 150th birthday, with five generations around me. Hard to believe that I lived to see my great-grandchild turn thirty!

When I was born in 1900, the life expectancy for men was 47. By 1950 it was 67, by 1990 it was 73, and in the year 2000 I hit 100.

The secret to my graceful longevity? Wine, chocolate and ice-cream! Though I will, however, also credit the State of Victoria, for having improved the standard of living through their economic development initiatives.

Ultimately, livability and they always have been. However it wasn't until 2020 that Victoria took a ground-breaking approach, by putting heritage at the heart of all economic development, and readjusting their focus on economy, society, and the environment, to secure a circular economy.

For the first time in history, heritage and economic development were working hand-in-hand to secure a brighter future. Throughout most of my life (and it's been a long one!), heritage was viewed through the lens of a narrow social construct that confined it to being a passive guardian of the past. Though Victoria unpacked that construct, and

recognised heritage could also be an asset; a powerful engine driving economic development forward.

At that moment, our future became secured; our future became longer than our past. #futurepast

The traditional worry with tying heritage to economic development had always been short termism; a short term focus on the immediate economic impact through the creation of jobs and tourism. However the flow on effects of putting heritage at the center of economic development proved to have far more sustainable educational, environmental, cultural, aesthetic, and social impacts than previous generations had thought.



AT THAT MOMENT,  
OUR FUTURE  
BECAME  
SECURED; OUR  
FUTURE BECAME  
LONGER THAN  
OUR PAST.

#FUTUREPAST

Through the revitalization and adaptive reuse of heritage buildings, redefinition of urban boundaries which saw areas like Wyndham emerge as new regions in their own right, and shift from a more traditional concept of culture to embrace new technologies and innovative creative industries within the heritage portfolio, the result was stronger communities, and a greater sense of well being overall.

Yes, financially, we're richer now as a society (the same can't be said for retirees like me, but then again, no-one thought we'd be living to 150!), but we're actually living longer because of bold steps to recognise heritage as part of health and wellbeing.

Ultimately, heritage is a vital part of identity - it anchors people to their roots, builds self esteem and restores dignity. Not only did this vision secure economic stability, it also improved Victoria's livability, prosperity, and, importantly, long term sustainability.

It's 2050, and heritage is defined as both a protector of the past, as well as a driver of the future. My great grandchildren know who they are, but they also know where they're going.

END.

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THEME

CLIMATE CHANGE

TRENDS

ADAPTABLE REUSE

TRENDS

LOCAL FOCUS, GLOBAL IMPACT

# CAN I TAKE YOUR BAGS?

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If you'd asked Aaron 10 years ago, to describe the building he envisaged, it would have been vastly different from the hotel building he operates and manages today. A climate change warrior, as with most of the Z Generation, he studied bioclimatic architecture and property development, with the goal to create more energy efficient buildings throughout the city.

After-all, in 2020, commercial buildings throughout Australia were responsible for 10% of the country's total greenhouse gas emissions, and Aaron felt called to design buildings for maximum energy efficiency.

It was a struggle initially, to set

aside his visions of sparkling new buildings, with reflective colours and surfaces, which maximized innovations in creative design and technology, and had been specifically built for the best possible use of natural energy. It went against every fiber of his being to even consider the use of an existing building, as efficient buildings have not historically been high on the list of priorities.

Though now, in 2030, it's widely accepted that the greenest building is one already built, and Aaron has opened his first hotel project in a heritage listed building, instead of opting for new construction.

He's joined the ranks of thousands of other

@Citizenconservationists, who are keeping heritage alive while combating climate change, by monitoring and managing heritage buildings for Ecologically Sustainable Development projects.

It was 2025 when Victoria saw a defining cultural shift in the fight against climate change, and identified the potential for climate change policy to intersect with the fabric of heritage. Lessons from cultural heritage and traditional knowledge shaped new environment and energy regulations, and vice versa, climate change became a consideration in heritage legislation.

In a bold move which cut away

**AARON HASN'T  
EVEN SEEN A  
MASS PRODUCED  
COMMERCIAL  
ITEM SINCE 2025.**

**#TRADITIONAL  
FUTURES**



from the traditional model of State managed heritage buildings, technology now in 2030 enables citizens to run and manage historic places. Innovative technology like virtual monitoring, and tools to measure the environmental performance of a building mean everyday citizens like Aaron can assist with the preservation and adaptive reuse of heritage assets.

#Whataboutus

And this balancing of intrinsic values with economic values has seen a revival of traditional low carbon trades; consumer spending has shifted towards buying local, handmade products, that have been created in small batches (and require less

energy and natural resources to produce). The cultural fabric has moved towards localised communities and economies, and has seen the revitalization of traditional designs in trade - Aaron hasn't even seen a mass produced commercial item since 2025.

#Traditionalfutures

The climate might be changing, but heritage is still very much alive. As @PresidentThunberg accurately stated: "Climate change does not mean the end of conservation."

**END.**

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THEME

ARTS AND CULTURE

TRENDS

CIVIC PARTICIPATION

TRENDS

SOCIAL CONNECTION

# CAPTURING THE EXACT MOMENT

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I've been an urban sketch artist for 10 years now, and naturally, world urban sketching day is one of the biggest days of my year. While every day is a sketching day for an urban sketch artist, this specific day allows us to celebrate our art in a wider public forum, and teach on-location sketching skills to people looking to improve their drawing.

When I'm not sketching, or setting up an exhibit, I'm teaching symposium lectures, or holding workshop programs. I'm a huge advocate for fostering educational opportunities in the space of arts, and in reinforcing the preservation of our living culture.

Because that's what urban sketching does - practicing on

location drawing as we live and travel means capturing direct observations, and using our art as an authentic form of storytelling; each new drawing tells the story of our surroundings, and preserves our heritage, so we're encouraging everyone this year to pull out their pencils and make their mark!

## #MakeYourMark

Communities have always been connected through arts and culture, and it's great to finally see, in 2030, proper investment behind in funding the arts. 70% of Australians believe arts make for a richer and more meaningful life, and I'm proud to live in a society where the social value of heritage is recognised.

There's quite a social movement these days behind visiting your local museum, to #GetRichQuick, based on the notion that arts and culture enrich. And while historic models for achieving sustained economic growth have centered around investments in infrastructure, new technologies, and largely overlooked arts and culture, we've finally accepted the the links between the economic health of a community and the quality of its social bonds.

After all, the contribution of arts and culture is nowadays integrally connected to health and wellbeing, and there's a strong sense of belonging and connectedness in Victorian society through storytelling (not to mention the direct economic





**THROUGH OUR ART  
AND EXPRESSIVE  
CREATIVITY, WE  
SHARE OUR HUMAN  
EXPERIENCES...**

**#MAKEYOURMARK**

growth through cultural tourism). Through our art and expressive creativity, we share our human experiences, and share our common humanity. We've bridged gaps, now, in 2030, that once existed; divides between ethnic diversity, reconciliation with the Indigenous story, and achieved a way to increase social capital, in spite of the growing sense of isolation and loneliness we faced in 2020.

Civic participation is at an all time high now that we're celebrating arts and culture, with public holidays to celebrate our cultural heritage like Urban World Sketching Day. Youth within the community are engaged, and have developed a vested interest in using and maintaining public

spaces.

More than a legacy from our past, heritage is a living, integral part of life today. And I for one am proud to live in a creative and expressive society - for me, and other urban sketch artists, it's world heritage day every day!

**END.**

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THEME

VISITOR ECONOMY

TRENDS

FUTURE OF WORK

TRENDS

LOCAL LIVING

# A GLOBAL COMMUTE

---

Jesse has only been in Melbourne for a week now, though nobody treats her like a visitor. Not the family who's hosting her, not the neighbours who wave hello, and not the other digital nomads who frequent her co-working space.

It's quite the departure from when she began traveling 30 years ago. Remote work in 2020 was certainly taking the world by storm, but still considered a non traditional career path. Full time travelers with the location independence to work from the road were a small community of revolutionaries pushing the boundaries of the traditional global workforce.

But now, in 2050, remote work is the norm. Though the term

'digital nomad' has been replaced with 'glocal' - a global citizen, living and working anywhere around the world, as a local.

## #Glocal

Like tens of thousands of glocals, Australia for Jesse was a top destination choice. The richness of the heritage experience, broad range of cultural activities, remarkable natural environment, and culture of Indigenous Australians was key to the country's appeal.

There's such a strong sense of storytelling in Australia to illustrate its living cultural evolution (connection of past, present, and future), and it meets a wide range of visitor wants. The country is defined by immersive

local experiences, an opportunity to connect with nature, and its multicultural identity satisfies a natural curiosity, and provides an ideal setting for learning about the world and its many cultures.

The holistic nature of Australian tourism has always been its main draw. Though tourism 2030 marked a huge milestone in Australian tourism policy. The visitor economy completely shifted its focus, and in a transformative move to add depth to the visitor experience, stopped treating visitors as visitors, and started treating everyone as locals.

## #Nopassports

Jesse genuinely feels like a local resident in Melbourne, and as the country moved away from global

multinationals and large hotel chains, travelers started seeking out more immersive experiences by connecting with families and staying in their homes. The Airbnb economy was forced to evolve, which ironically has come full circle to its original starting point; families temporarily adopt you into their home, and share their lifestyle, heritage, and culture.

Travelers have always been seeking more immersive,

authentic experiences, and in 2020 'like a local' was a buzzword for living the best possible travel life. But travelers today in 2050 aren't like locals, they are locals. There is no separation of visitors and locals in today's visitor economy - locals are visitors and visitors are locals.

Jesse may have only been in Melbourne for a week, though she already feels at home.

**END.**

**IN A TRANSFORMATIVE MOVE TO  
ADD DEPTH TO THE VISITOR  
EXPERIENCE, AUSTRALIA  
STOPPED TREATING VISITORS AS  
VISITORS, AND STARTED  
TREATING EVERYONE AS  
LOCALS.**

**#NOPASSPORTS**



# THE WHOLE WORLD IN OUR HANDS

---

I still remember the day the original nomination came across my desk. I was the World Heritage Committee Secretariat, processing nominations for consideration by the committee.

The Australian Government had forwarded their nominations for Australian places for entry, though one of the nominations was so peculiar, that it had either been typed up before their morning coffee, or someone was trying to stitch me up from within the committee.

Traditionally, in 2020, member States party to the World Heritage Convention (of which there were 21 at the time), could put forward nominations for status recognition of sites within their specific country. But this

nomination from Australia put forward the idea that the planet should be heritage listed.

And I distinctly remember staring at the paper so intently, thinking ‘that’s .... not ... a ... thing’.

But, it’s now 2050 and I stand corrected. Global heritage recognition is indeed now a thing!

#WorldHeritageLiterally

As far as bold, revolutionary ideas go, this was definitely a defining moment in human history. It took 10 years from the original nomination, but sure enough, in 2030, Planet Earth gained World Heritage Listing.

As soon as news broke of Australia’s groundbreaking proposal, heritage advocates

started a powerful movement.

The point was, that World Heritage Status, as we had known it, had been fundamentally flawed, as our whole planet is of value. And with the risk climate change was posing in 2020, a radical new approach had to be adopted if the planet had any hope of a future.

While CEOs like Musk and Branson were setting up settlements on Mars, heritage advocates got to work, and with rapidly building public support, it wasn’t long before the World Heritage Convention saw all 196 countries sign on. Each country pledged to protect the natural and cultural heritage of the planet. Worldwide conservation



**IT'S NOW 2050 AND  
GLOBAL HERITAGE  
RECOGNITION IS  
INDEED NOW A  
THING!**

**#WORLDHERITAGE**

**#LITERALLY**

standards are now enforced, and member states must refrain from any deliberate measures which directly or indirectly damage the globe.

What we saw was an inspiring result - not only did the planet begin to bounce back from climate change (#Planetsaved), this move had a positive influence over bringing together and developing a worldwide sense of community. People finally understood that the earth held great value, and the sense of civic responsibility to continue to preserve it soared.

After-all, heritage is absent without community, but through this move to grant Global World Heritage, people formed a sense of attachment, and identity as

earthlings. There was a sense of ownership and belonging towards Earth that strengthened, and what we saw as a result were more engaged communities, with a greater awareness that heritage can be used as a positive force, and not an obstacle, for good.

Today is the 20th anniversary that Earth was recognised as having outstanding universal value, as a whole planet. The inter-galactic rumor mill says that an application from @MARS won't take long!

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**END.**

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THEME

COMMUNITY

TRENDS

CIVIC PARTICIPATION

TRENDS

LOCAL VOICES

# HEAR MY VOICE

---

Tim is celebrating a huge victory - tonight he's won the third lower house seat in the Federal Election for the Australian Heritage Party. And while three of 151 seats may not sound like a massive victory, it puts the AHP in an incredibly powerful position.

It was only three years ago when the Liberal-National Coalition took out a shock victory in the 2019 election. The party returned for a third term, and Labor lost an unlosable election. Though it was a narrow victory then, and it's been a narrow victory for them again tonight.

What the country saw in 2019 - a widespread discontent with the two major parties - has only continued to intensify. Sentiments of irritation and

dissatisfaction saw the independent vote rise, though in 2020, this also gave rise to the Australian Heritage Party. The majority of Australians believe in moderate policy, and believe in urgent and immediate action to tackle heritage issues like climate change, and Indigenous reconciliation, though the Morrison government ultimately won on a platform of economy.

It was only inevitable that a viable alternative would finally arise; a moderate party that's not too left, and not too right; a party that operates from the center, representing the real interests of the Australian community; one that puts heritage at the center of all policy, without sacrificing the economy.

#Heroforheritage #Welovehome

Exasperated and fed up with the two major parties, it's now 2022, and in two short years, the @AHP has stolen three lower house seats - Tim's being one. He has no doubt that with the win of these three seats, this is only just the beginning.

@Vote1Heritage

This puts them in a powerful cross bench position to influence policy, and demand legislative initiatives in exchange for their vote. Finally, heritage now has a voice in Federal Parliament. And, it's worth noting - money! #Thinkingchange

While tonight, Tim may be celebrating, tomorrow morning it's straight into his agenda.

HE HAS NO DOUBT THAT  
WITH THE WIN OF THESE  
THREE SEATS, THIS IS  
ONLY JUST THE  
BEGINNING .

@VOTE1HERITAGE



There's not a moment to lose, and he's keen to establish policies which are valued, practical, sustainable, and holistic in nature, which will allow for a more integrated whole of Government approach to heritage, and which will bring the community together by renewing a sense of pride and value of place and identity.

Tim knows that valuing heritage has major social, environmental, and yes, economic benefits. It'll be essential to assess which issues are important vs which issues are urgent - for instance, sustainability and reducing carbon emissions via adaptive reuse was a key platform the AHP ran on. Though in the immediate future he plans to

tackle the increasing burden on housing, refocus the visitor economy to center around experience and heritage tourism, and shake up the national curriculum to target culture and heritage education towards children. He will be pushing initiatives to embrace the country's growing diversity, and increasing access to heritage, both tangible and intangible, through technology.

By taking these seats, the AHP has created a voice for the community in Parliament, which ultimately, is what politics has always meant to have been. He genuinely believes that this new voice will help to foster a renewed sense of civic responsibility within the country,

and promote social cohesion through shared values between parliament and the community.

#Goodisalwaysheritage

END.

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THEME

FIRST NATIONS

TRENDS

EQUALITY AND INCLUSION

TRENDS

NEW WAYS OF KNOWING

# A COUNTRY UNITED

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Emmie is beyond ecstatic that, out of thousands of students from across the country, it's her who's won the young journalist of the year award, with the privilege of a sit down interview with Australia's newest Prime Minister.

And it is a privilege - Megan Davis is one of the country's most prominent Indigenous rights champions - the first Indigenous Australian to be elected to the United Nations, a constitutional lawyer pushing the country's Indigenous constitutional reform, a leading scholar on Indigenous legal rights, and now, Australia's first Indigenous female Prime Minister - Emmie has no idea how she's going to keep this interview to an hour.

Of all the inspiring women who have changed the face of Australia, our new Prime Minister is definitely among them. In 2020, attitudes and perceptions saw the majority of Australians felt a sense of pride for Aboriginal and Torres Strait Islander cultures, and were overwhelmingly in support of developing a deeper reconciliation process. The public mood was that the relationship between Aboriginal and Torres Strait Islander people is important, and that more had to be done.

And especially in the wake of the devastating bushfires, the country saw a real shift in societal thinking, which embraced traditional knowledge of the land as a way to combat

climate change, and that a fusion of ancient and new cultures should be celebrated. What rose out of the ashes of the 2020 bushfires was a renewed sense of determination to reconcile two previously warring cultures, and this led to the creation of a political party that captured the majority.

#Strongertogether

#Strongleadership

Emmie has seen the country move in an incredible direction since Davis' party came to power. They started by supporting a process of truth telling, and decolonising Australian history in historical writings and recordings. The richness of Aboriginal and Torres Strait Islander culture, truthfully



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**WHAT ROSE OUT OF THE  
ASHES OF THE 2020  
BUSHFIRES WAS A  
RENEWED SENSE OF  
DETERMINATION TO  
RECONCILE TWO  
PREVIOUSLY WARRING  
CULTURES...**

**#STRONGER  
TOGETHER**



---

presented, changed attitudes, and allowed for the general public to fully understand the magnitude of past wrongs.

Oral history and storytelling became deeply woven into the modern cultural fabric through podcasts and community radio, and through the process of reconciliation, the country became reconnected once more. There was more truth telling, and less shame, and through better education of Indigenous history, 60,000 years of culture was made relevant to modern society.

Emmie needs to compile a list of questions for her upcoming interview, though she also needs to decide which language she'll use. She personally speaks four languages; ever since education

reform, all schools have taught reawakening languages since primary school, though she personally has committed to extra learning, and speaks Djambarrpuynge, Pitjantjatjara, and Tiwi. Now that schools operate in both English and traditional languages, there's a lot more pride in Indigenous culture, and it's fairly common for non First Nations Australians to be proactive in additional self learning. Australians view Indigenous culture as a shared heritage - for everyone.

Emmie's given it a lot of thought, and to cover past progress would take a lot longer than her allocated hour. She thinks she'll instead focus on asking about Davis' vision for the future, and

plans for continuing the longest continuing legacy mankind has ever known.

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**END.**

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THEME

FIRST NATIONS

TRENDS

UNIFICATION

TRENDS

CONSTITUTIONAL RECOGNITION

# HAPPY AUSTRALIA DAY

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Jenny is a Government events planner, and the week before Australia Day is always the busiest of her year. Delivering such a large scale national event as the July 21 festivities is immensely rewarding, though between organizing time, budgets, teams, bookings, promotions, and contracts, it does also come with a lot of stress! Especially as this year will be the 10th anniversary of constitutional recognition. There's a lot of pressure to pull off a memorable event.

It took Australia a lot longer than countries like Canada, New Zealand, and the US, to recognise Indigenous Australians in the country's constitution, but we got there in the end. It was

2021, and the public mood was that this was a vital step towards a cultural connectedness and valuing Aboriginal people and Torres Strait Islanders, as an integral part of the Australian nation. There was an adavance that Australia needed more than symbolic gestures to bridge the cultural gap, which was clear when a landslide referendum saw 90% of Australians vote to recognise First Nation peoples' prior occupation and custodianship of the land.

This was a unifying moment in Australia's history - a proud moment, which coincided with the Unified Heritage Act - before this point, Australia was the only Commonwealth country to not have a treaty in place with its

Indigenous people, and this was an obstacle to achieving genuine reconciliation - a wound which highlighted a divide in the relationship between Indigenous and non-Indigenous Australians.

Though it's been 10 years now, and it's easy to forget that there ever was a divide in this nation. After a settlement was reached, and constitutional recognition achieved, the relationship between first nation peoples and wider Australia only strengthened. Through decolonisation, and increased education around Indigenous history, the national community came to realise that multiple values can exist, and the growing sense of pride around Indigenous culture means it's now viewed as

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shared heritage. There's less polarisation of Australian history, a willingness to accept a diversity of narratives, and first peoples have an empowered voice within society.

And if it wasn't for that voice, Australia wouldn't be the world's most sustainable nation. Through empowering first peoples, and valuing their knowledge and heritage, the country came together to harness the wisdom of traditional land owners in environmental management.

It was a unifying effort to put the brakes on climate change, and the community was culturally and financially strengthened.

So the significance of July 21 is not lost on Jenny, as she coordinates the Australia Day festivities. It has to signify everything that the country gained on this day 10 years ago; respect - community wellbeing - reconciliation. The day has to recognise the healing of the past, while reflecting the public mood of committing to a better future. The day must be cohesive, and a matter of pride for all Australians. Has there ever been a better date to celebrate a unified nation?

Happy Australia Day! Jenny is proud to be an Australian.

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**END.**

**THIS WAS A UNIFYING  
MOMENT IN AUSTRALIA'S  
HISTORY - A PROUD MOMENT,  
WHICH COINCIDED WITH THE  
UNIFIED HERITAGE ACT**



**#PROUD**

**#AUSTRALIAN**

# WELCOME TO MY HOME

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I've always known that Docklands had the potential to transform into a creative, 21st century city. And as I've watched the transformation over the past 30 years, it's strengthened my sense of pride in being Melbournian.

In 2001 I was one of the first residents to move into Docklands. There were only 650 of us then, though we were connected by a shared vision of what the community could become.

For 40,000 years, Docklands was a meeting place for Indigenous Australians, and once European settlers arrived, post colonisation it became one of Victoria's first and busiest maritime ports. From the early 1850's, the area

became a vibrant and bustling hub of warehouses, railways, and wharves, though by the 1990s, it fell into disuse, and became virtually abandoned.

I remember my teenage years in Docklands; of sneaking out past curfew to hit up an underground rave in a derelict warehouse. Though there's nothing derelict about Docklands now.

From a ghost town to a hometown, contemporary Docklands is now the product of 30 years of urban revitalization - of place making and radical community led transformation. It's 2031, and far from the original 650 residents, the community has grown to over 20,000. It's become the heartland of inner city living in Melbourne, and

short stay apartments have declined in favor of permanent residents.

A true case study for urban rejuvenation, and a visionary example for placemaking, the success behind the revitalization of Docklands has largely come from a willingness to engage in meaningful community consultation. The community's input has shaped the vision for Docklands every step of the way, and over the past 30 years, what we managed to create was a place for the people.

Livability has been a priority of revitalisation, as well as developing community infrastructure, while preserving the many fascinating layers of history that have defined the



FROM A GHOST  
TOWN TO A  
#HOMETOWN

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region. Docklands may have flourished into a modern city, thriving with business, residency, and visitors, though its heritage has been largely preserved, and through preserving the ecology, maritime history, and Indigenous narratives, the diverse community here feels a sense of belonging.

We find identity and meaning through the shared stories and history of the place. Stories of the First Nations peoples, of the wharfies, and railway workers, we consider part of our personal heritage, living in this place.

Yes, there has been an enormous revitalisation of Docklands, and what once was a derelict industrial shell of a town has become a strong, harmonious

and inclusive community. One which has enhanced and improved upon what already existed, where past heritage remains relevant and accessible, despite an ongoing evolution of modern change.

We're a sustainable city, with a diverse group of residents in terms of both age and ethnicity. And we have one of the fastest growing populations in the country. What once was a swampy river flat in the 1830s, is now a thriving place to live, work, and play, and one of the key reasons Melbourne has been voted the world's most liveable city.

As far as placemaking goes, Docklands is a success story to study. The biggest thing I've

noted over the past 30 years, is that the role of the community to create value in places through active involvement in the placemaking process should be encouraged.

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**END.**

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THEME

ECONOMIC DEVELOPMENT

TRENDS

QUALITY OF LIFE

TRENDS

DIVERSE REPRESENTATION

# THE STORY IS IN THE SUBSTANCE

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Sally is proud to live in a community with such a diverse human story; one where many different stories, traditions, events, and experiences have come together to form the rich melting pot that is Victorian society.

And yes, Australia has always prided itself on its vibrant multiculturalism; ever since the 1940s, millions of migrants have settled here, and a patchwork of more than 270 ancestries have come together to create a beautiful fusion of culture. Though despite the loudly proclaimed national pride over strength in diversity, Sally always felt this was aspirational, as opposed to rooted in reality.

Australia in 2020 was

multicultural, but it didn't feel people-centric. There was much private and State based investment in material heritage, though this left a gap on the human experiences side of the equation. The country was multicultural, but didn't feel integrated. It was proud of its Indigenous culture, though still struggling with reconciliation.

It wasn't until 2030, when the Victorian Government developed a radical new approach to economic development, which put people at the heart of State based investments. This bold new people-centric approach placed people, and their living standards, at the center of economic policy, and connected with past and present cultural heritage to guide the

development of our future economy.

While investing in mental health, climate change action, equality, and reconciliation with the Indigenous story, Victoria forged a progressive new narrative which saw economic development flourish, while putting people over profits. Economic development became tied to the human story, and now in Victoria, you can tell exactly what people care about, by looking at the economy.

Today, in 2040, Victoria's diverse population cares about investment strategies in the environment, in social capital, and in population health. They care about the GDP, new economy, and human capital

**NOW, IN VICTORIA,  
YOU CAN TELL  
EXACTLY WHAT  
PEOPLE CARE  
ABOUT BY LOOKING  
AT THE ECONOMY**

**#HUMANSTORY**



health. The economy reflects an increased need for accessibility, local investments in local business, and skills to become connected and improve social competence.

The willingness to allow social and spiritual heritage to guide and give context to economic policy definitely meant embracing a new development philosophy. But humanity has never been better off.

As a small business owner, Sally has always known that a great customer experience drives business growth. So it only makes sense to her that this could be applied on a State based level; investing in improving the human experience within society, and fostering a

greater sense of togetherness and shared heritage to drive economic growth.

Victoria proved that prioritizing the human experience produces economic value in communities. People centricity drives growth, and communities are now connected to their future story.

There were many problems to address in Victoria in 2020, but Sally is proud to be part of a society which believes problems are for solving.

**END.**

# SETTING THE SAILS

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I've been a Sydneysider for 85 years, and I still can't believe that the Opera House has gone. As a child, I remember crowding under umbrellas in the rain, as construction started. 14 years later, I was at the official opening to witness the birth of an icon.

One of the greatest buildings of the 20th century, the Sydney Opera House captured the world's imagination, and it changed the image of our country. Though more than just a remarkable structure, the Opera House became embedded into the Australian psyche in the decades to come; a cultural meeting place that inspired living heritage, arts and culture.

From the day it opened, the Opera House set the stage for an

incredible legacy of Australian culture. It forged a sense of community connectedness, and became a central point for significant milestones. After all, heritage buildings are a catalyst for creativity, and the Sydney Opera House has seen far more than performances.

I remember being in the concert hall in 1987, to hear Pope John Paul II. 3 years later, Nelson Mandela spoke. I've seen the Opera House become a canvas for protest, and provide a platform for arts to tell the stories of our shared heritage and culture. And it's the heart of community festivals, like New Years Eve and Vivid. But Vivid is no more.

The youngest cultural site to ever

achieve World Heritage status is now submerged, completely underwater. From grand opening to ruin in 58 years, the Sydney Opera House was lost to rising sea levels caused by a rising climate.

The threat to cultural sites from the sea was largely underestimated during the climate conversation of 2020, and while there was a definite urgency to reduce carbon emissions, this urgency was based on economic and environmental consequences - nobody thought about the implications to culture.

#Shouldhavebuiltitonahill

By 2025 higher sea levels, more severe storm surges, and ocean acidification caused irreparable



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damage to the Sydney Opera House. #SOHlong

We do of course have a 3D model, and it's now become quite common to virtually visit lost icons. The loss of the physical heritage wiped \$1 billion from the visitor economy, and permanently changed the Sydney skyline, but the narrative of heritage development has evolved through embracing technology. Virtual reality has allowed our living heritage to live on.

I never thought I'd outlive the Sydney Opera House, or have to dive to see its white sails, under, instead of against the blue water. It was more than a building - the facilitation of arts and culture

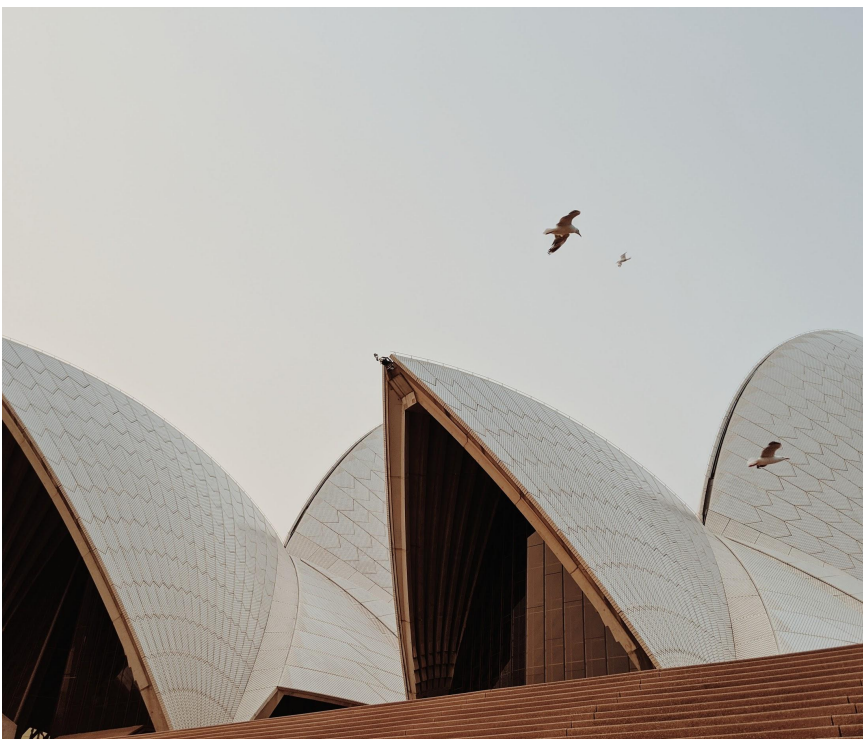
helped to mould a better and more enlightened community. The stage it set allowed for expression of our values and our history.

The architecture may have won accolades, and the cafe may have served great coffee. But ultimately, it was the art that was transformative. Now our most famous venue sits at the bottom of the harbour.

While structures can be rebuilt, the damage to our identity is irreparable. After all, life is only worth living because of arts and culture.

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**END.**



**NOBODY THOUGHT  
ABOUT THE  
IMPLICATIONS TO  
CULTURE.**

**#SOHLONG**

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THEME

ECONOMIC DEVELOPMENT

TRENDS

SOCIAL CONNECTION

TRENDS

COMMUNITY MODELS

# A NEW DREAM

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Emily grew up in the 1980s, when nearly all suburban homes in Australia had a large backyard. She would run in the streets as a child, climb trees in her own back garden, and had taken it for granted that her own children would grow up the same way.

But Emily's upbringing was of a different era, and growing up with a backyard definitely skewed her perspective about the type of life her children would have today.

Apartment living is now the Australian dream, in 2030, and Australians have swapped backyards for balconies, as the cultural norm shifted towards high-density housing. Having seen a 250% growth in population since 2020, what it ultimately came down to was

that the fundamental conditions for life had changed; there were more people, and less space, and the need for shelter meant the dream had changed.

It's definitely a departure from what she had imagined; family living in an apartment space. Though there's still a very strong communal spirit, and plenty of chances for outdoor recreation.

Proper attention to placemaking became essential as high density housing grew into the new reality for inner city living. And if a backyard was off the table, thankfully the Government stepped up to mandate public parks for new housing. Because regardless of how well society adapts to more compact living, there will always be an

innate human need to access green space; to have a place to associate with the community in public, and a need to identify with a place.

It was 2020 when the Government stepped in to regulate the privatization of public space, and their buyback of private parks state-wide was the first step for protecting their future vision of place. There was an increasing importance placed on community consultation in placemaking, and engaging the community became a key strategy for avoiding the pitfalls of homogeneous places. After all, there's no sense of pride in homogeneous development, and no identity or chance for human grounding.



**AUSTRALIANS HAVE  
SWAPPED  
BACKYARDS FOR  
BALCONIES**

**#APARTMENTLIVING**

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Emily is surprised at just how quickly she adapted to life in a high density, urban environment; it may not have been the family life she envisaged, but she does feel through the connections to her community, that they have truly meaningful lives.

While she had grown up with neighborhood communities, the close communal living of apartment life allows for just as much social connection; her children kick a ball around the park, as she once did in a backyard, though now that the public share spaces, it's facilitated a lot more cultural connectedness than the country had in the past.

Talking is now the new texting, and after places were returned to their traditional names, the country took immeasurable strides forward towards reconciliation and healing. Maybe having a backyard did indeed skew her perspective - maybe, with proper attention to placemaking, high density living allows for a more holistic approach to life.

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**END.**

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THEME

REGULATION

TRENDS

ADAPTIVE REUSE

TRENDS

ACCESSIBILITY

# BUILDING BLOCKS

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Aidan has been a heritage architect for 40 years, and he's glad that regulations have finally changed. His speciality is finding practical solutions for the adaptive reuse of historic buildings, which has become a highly sought after skill after the Government's new mandate.

Aidan has always been a passionate advocate for regulatory reform in the heritage space; through many Government consultations, it was he who actually proposed that reuse should take precedence over new builds, and while it took 5 years to work through the process of regulation change, the Bill was finally drafted, passed, and is now active legislation.

After all, he's always believed that the best way to ensure heritage remains relevant within a community is to use it, and as far as concerns over sustainability and climate change, the most sustainable approach to building is to utilise what's already existing.

## #Heritageequalsustainability

Aidan is sensitive to the gravity of his role, and the implications that come with adapting a heritage place. It's quite a complex balance to strike, to integrate the past, present, and future, in a way that honors the significance of a place, while meeting technical and legislative requirements, and accommodating contemporary usage. But it's quite a beautiful

thing when that balance is right, and the social, economic, and environmental benefits of keeping a heritage place alive are far reaching; so the importance of a regulatory system that encourages positive outcomes, and one which is easy to navigate for architects and developers cannot be understated.

It wasn't that long ago that developers and architects were required to interpret multiple layers of government legislation as part of their role; in 2020 there was a complicated intersection of policy frameworks, and this led to widespread confusion and inconsistent application of the law. A one-stop shop policy through bilateral agreements



**THE MOST  
SUSTAINABLE  
APPROACH TO  
BUILDING IS TO  
UTILISE WHAT'S  
ALREADY EXISTING**

**#HERITAGE**

**#EQUALS**

**#SUSTAINABILITY**

between federal, state, and local governments saw significant reform, and now, in 2030, it's far easier to navigate heritage regulations, and requirements are streamlined to be better understood by all.

Beyond establishing a more coordinated and streamlined policy approach, education and sustainability were central aspects of reform. Unlawful construction was rife in 2020, though Aidan truly believed it was due to a fragmented regulatory system, and stemmed from insufficient education, training, and support. The danger to heritage conservation was at a tipping point, though now that sustainability is regulated, there's no longer any scope for the application of inappropriate

technology and unsuitable materials.

High standards are encouraged through architectural education and development with respect to cultural heritage and conservation, and it finally feels like the regulations in place achieve truly positive outcomes.

**#Greatregs**

There are no new buildings now, in 2030, though there's plenty of new building. Aidan has worked to adapt structures, streetscapes, and whole precincts. He's redesigned spiritual spaces, urban environments, and industrial heritage buildings.

He truly believes that adaptive reuse is the way forward.

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**END.**

# VOICE OF THE PEOPLE

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It's an iconic nursery rhyme that I've sung to my children many times; "Old MacDonald had a Farm, E-I-E-I-O".

"And on that farm he had a frog, E-I-E-I-O".

Though, in the 15 years my children have been alive, they've never actually heard how a frog goes. And my 'ribbit' isn't exactly realistic!

We haven't heard frogs in the Birrarung Marr since 2020; while once a major food source and meeting place for the Indigenous Wurundjeri people, since European settlement, the biodiversity of the Yarra River became progressively disrupted.

Habitat for native species dramatically changed as

Melbourne grew into the city it is today, and proximity to the city (and subsequent urban encroachment) dramatically altered life cycle dynamics of native fauna. For the local frog population specifically, noise pollution caused by vehicles confused the population meaning they couldn't meet to mate. As a result, their numbers naturally declined.

And this became a pretty common Australian story. By 2020, Australia was still one of the most biodiverse countries in the world, though our environment had been modified so dramatically, that we also had the world's worst record for ecosystem loss. Australia experienced the largest

documented decline in biodiversity of any other continent.

While it may have been difficult to excite Australians about reversing Melbourne's frog decline, many aspects of Australia's natural environment became threatened; the desert, the Great Barrier Reef, and distinctive species such as eucalypts, kangaroos and koalas; many natural heritage sites that our community had developed intangible cultural connections through, were at a tipping point.

Unless we did something.

In 2020 there was a distinct lack of connection between heritage and biodiversity, but through education initiatives, and the



**FINDING NATURE  
BASED SOLUTIONS  
TO FUTURE  
PROOFING OUR  
UNIQUE  
BIODIVERSITY.**

**#CITIZENSCIENCE**

opening up of science, research, and scientific language, there was a greater sense of communication and understanding throughout the wider Australian community. It finally clicked that biodiversity is vital for supporting human life; everything from supplying our clean air, and water, to our food, our living spaces, nature based recreation, and yes, our identity through intangible culture.

Biodiversity underpins all other existence, and despite a lack of leadership at a senior Government level, citizen science became the biggest trend of the 2020's. The 2019 bushfires saw the national community unite behind the urgency of protecting our biodiversity. It became widely

accepted that sustainable environmental management can't occur without an understanding of the environment, and that biodiversity outcomes would be cultural outcomes.

#bioculturaldiversity  
#Citizenscience

Ultimately, Australians changed the context through which they viewed the environment - we increased our plant based diets, broadened our thinking to include garden cities, and took on the responsibility of re-wilding - finding nature based solutions to future proofing our unique biodiversity.

Australians are now defined by a permanent sense of inquiry as to furthering the efforts of citizen

science, and through 15 years of dedication to experiments and observation, tonight we've finally heard frogs in the Birrarung Marr; a chorus of randy frogs, making such a racket along the waterfront that it's halted traffic and stopped all of Melbourne's silent, electric cars.

**END.**

# THE FUTURE IS -- UNCERTAIN

**“THIS IS A TIME FOR  
THE HERITAGE  
SECTOR TO LEAD.”**

**-- Michael Eales**

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At the time of writing this report the world confronts the spread of the new Coronavirus Covid-19. During such uncertain times, we are reminded that history repeats and that this current storm will pass with the fulfilment of time.

What we are seeing is a true example of the “Extraordinary Popular Delusions and the Madness of crowds” as written by Charles Mackay, originally published in 1841.

Our experience during these times is that people need hope. Hope for a better future.

**I like to call this nostalgia for the future.**



**This is where reimagining heritage can help.**

The greatest contribution all of you involved in the heritage sector can make in the coming months is to ensure you think and act like designers—you are the custodians of our future past.

As it turns out you have a great deal in common with designers and futurists. You are placed to help people and their organisations move beyond the fear and uncertainty caused by the experience of alienation in the present, and the extent of social isolation, by shaping positive emotions towards the future.

As humans we carry an appreciation for the possible, allowing us to experience moments of time that have passed already and those that are yet to come. As leaders in the heritage sector and beyond, your role is in unlocking the human imagination.

**Michael Eales**  
**Partner,**  
**Business Models Inc Aus-NZ**

And why? Because you can help people and their organisations create and embrace a better future by design, one with the same comfort and recognition as they might romance the past. This is how you drive nostalgia for the future.

As Nobel Laureate Herbert Simon famously observed: "Everyone designs who devises courses of action aimed at changing existing situations into preferred ones".

We are living in a time of rapid change and therefore urgency to address issues that are pertinent to our sustainability, wellbeing, and the experiences of future generations.

This is a time for the heritage sector to lead.

**Will you join us to launch Australia's first Heritage Futures Lab?**



# THE HERITAGE FUTURES LAB

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## THE STORIES WE TELL. SHAPE THE PAST WE CREATE.

Welcome to the Heritage Futures Lab - a platform for systemic co-innovation that takes participants through a lean and iterative process of ideation and experimentation to come up with real solutions that create impact at an environmental, economic and social level.

With the expertise and leadership of the National Trust of Australia (Victoria), and leveraging design-thinking methodology and a multi-party innovation lab framework of Business Models Inc, the Lab will be an environment to test and explore innovative solutions and models to reimagine future pathways for Australian heritage.

This is an immersive learning exchange that survives by collaboration, mutuality, leadership, boldness and a commitment to exploring aligned areas of opportunity.

We are navigating the confluence of people, place and culture - and the role of heritage at the intersection, by asking the question:

*What transformative actions can we take together today to deliver the heritage outcomes of tomorrow, benefiting future generations whilst paying respect to our past?*

The Heritage Futures Lab will bring together leaders, pioneers, and innovators spanning the spanning the heritage, planning, architecture, development, construction, tourism, and arts sectors. Lab participants convene around distinct focus areas of exploration.

Head to the website to check out the focus areas, or suggest one that you think the Lab should tackle.

If you're interested in exploring what heritage means to present and future generations, then we want to hear from you!

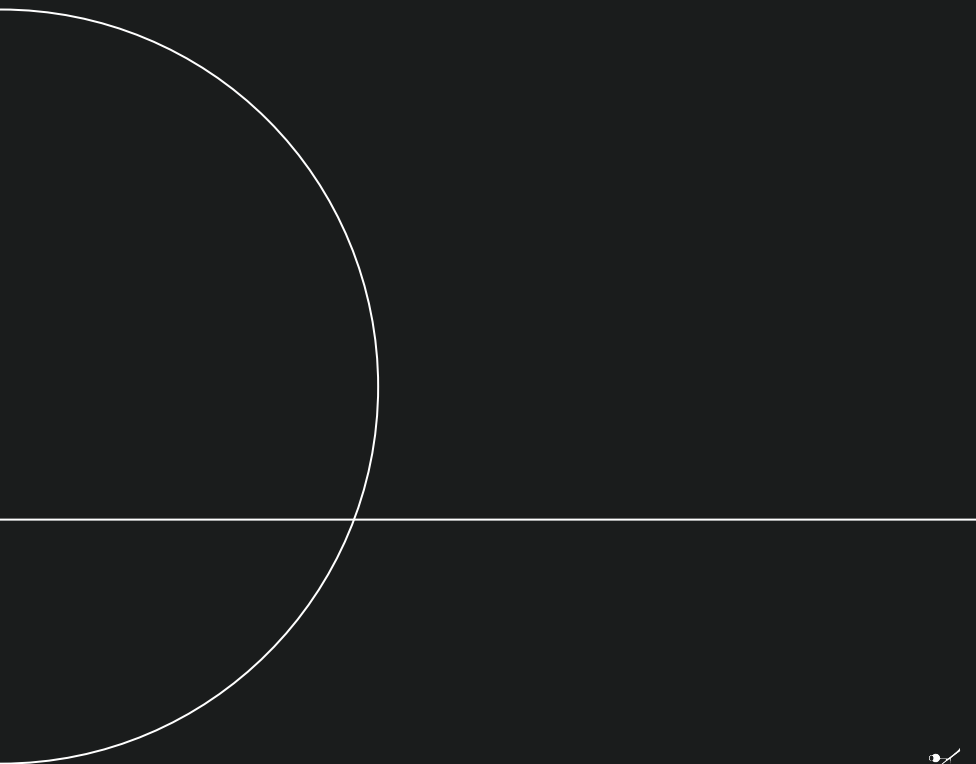
Come on board as a Foundation Partner to co-author the areas you want to explore. Or have your say about what you see are the challenges and opportunities to design a more engaging, impactful and sustainable future of heritage.

Follow the link below, or scan the QR code, to share your input and learn more.

**HAVE A QUESTION OR IDEA?  
BE A PART OF THE JOURNEY.**

**[HERITAGEFUTURESLAB.COM](https://heritagefutureslab.com)**





**BUSINESS  
MODELS INC**