



*Shire of Manjimup  
Heritage Connections*



Shire of Manjimup  
**Heritage Connections**  
Project Implementation Plan

*Celebrating Diversity*



## Document Change Control Table

Version	Date of Issue	Author(s)	Description
Version 1 Draft	13 June 2013	Savagely Creative Two Feet & a Heartbeat Creative Spaces	Early draft
Version 2 Draft	25 March 2014	Savagely Creative Two Feet & a Heartbeat Creative Spaces	Second draft
Version 3 Draft	30 October 2014	Savagely Creative Two Feet & a Heartbeat Creative Spaces	Approved by Council for Public Comment
Version 4 Final	16 April 2015	Shire of Manjimup M Sewell Senior Community Development Officer	Adopted by Council

## Photograph credits

	Manjimup Butter Factory c. 1939 (JS Battye Library of West Australian History)
	Snorting Lizzie, Manjimup Timber & Heritage Park (Shire of Manjimup)
	Yvonne Muir (now Yvonne Phillips) aged c. 3 on "Gay Spark" at <i>Woodgreen</i> , south end of Lake Muir (Yvonne Phillips)
	cattle driving (Ian Wilson, Manjimup Historical Society)
	Cattle Trails icon dedication, 13 March 2011 (Shire of Manjimup)

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## Overview

*“Interpretation attempts to communicate in a thought-provoking way to an audience that’s completely free to ignore it.”*

*Sam Ham*

The Shire of Manjimup Heritage Interpretation Plan 2015 is Council’s response to the strong interest shown by a diversity of stakeholders over many years in preserving and presenting the Shire’s heritage.

The purpose of this Plan is to give structure, guidance and direction to the rollout of the heritage interpretation project *Shire of Manjimup Heritage Connections*. It is important to view the Plan and the Project as separate things. The Plan guides the rollout of the Project and it is the Project that people – local and visiting – will see across the Shire in its physical (and electronic) forms. There are two broad outcomes to be delivered under this Project and its guiding Plan: *preserve heritage* and *build tourism*. For some people, preserving heritage will be their priority, for others it will be to build the local tourism industry. Under this Plan and through the delivery of this Project, both parties will be able to collaborate and indeed the efforts of each will ultimately benefit the other.

The Plan discusses the *pilot project*. This project, begun in about 2010, aims eventually to install eight “icons”, commissioned by the Shire and created by Northcliffe artist Tony Windberg, across the Shire. At April 2015 there are three icons installed, with others in various stages of development. Completion may take several more years, dependent on funding. Each icon (a large oxidised steel plate silhouette with stainless steel interpretation panel) depicts a separate heritage story which highlights topics across one or more of the Project’s sub-themes. The Windberg icons should not be confused with the term “trailhead”. The icons can be viewed either as a trail in their own right or as eight significant pieces of public art installed at strategic points which happen also to be along other, yet to be formed, heritage trails. The choice is for the individual. For clarity, though, the Plan refers to the pilot project as the *Windberg icon trail*.

This Plan also provides some guidance on the key aspects of both preserving heritage and building tourism. It introduces the need to develop both the heritage collection (the stories and artefacts, the content or the interpretive *resource*) and the way in which we present it (the signs and markers, the platforms and papers, or the interpretive *media*). It touches on audience, visitor experience and branding. It suggests an implementation strategy and it provides basic lists of resources.

The Plan introduces the project it is created to serve. *Shire of Manjimup Heritage Connections* will evolve as a result of following the Plan’s direction. The Project will not simply lay out a physical network of mapped and marked trails across the Shire. It may include such trails, but its key purpose will be to stimulate and support the community and stakeholders of every sort to capture and preserve, then interpret, share and promote our heritage stories. It will express *Resilience* as the central theme through iconic and engaging branding and through its invitations to explore the four sub-themes of People, Industry, Settlement and Life in the District. It will evolve as a living project, and it will maximise opportunities for growth through the promotion

of sustainable partnerships connecting individuals, community, business and government.

The Project encourages us all to participate, but it does so by placing the onus firmly on our own shoulders. It asks us “*How will you connect with your heritage?*” and it invites us to “*construct your own trail: time and space are yours to play with!*”

Our heritage has value as a commodity which locals and visitors are able to trade on. Tourism is already an industry of considerable value to the Shire and the heritage sector could add to this. The economic return to our Shire will be maximised if its heritage is presented in inviting and engaging ways and if we work collaboratively to offer a cohesive heritage tourism product to the market.

A structure for the Project is presented in section 7 of the Plan examining its central theme and sub-themes, the stories and their interpretive platforms. It models a trail example and it considers management matters.

The Plan provides recommendations for implementation of the Project. It calls for the establishment of two oversight committees: one for overseeing the heritage *content* we accumulate; the other for overseeing the *strategies* with which we make that content available. When convened, the content committee will also build up the story bank from its present embryonic stages, and will work through the register of heritage assets for inclusion in the Project. The strategy committee will develop lists of other associated tourism assets already present in the Shire of Manjimup and which would connect with the Project as it is rolled out.

Council, along with the Shire of Manjimup community, wishes to play its part in preserving and presenting our valuable heritage story. Our story has value in itself, it has value to those who are or were a part of it and it has value to those who seek to know it, whatever their reason. We are our story.

# SECTION 1: INTRODUCTION

## 1.1 Background

There is evidence to suggest the idea of a 'heritage trail' was discussed at the Shire of Manjimup as early as 1998.

In 2008 the concept was raised as a potential Shire of Manjimup centenary project. In 2009 and 2010 project proposals were created and in 2010 a 'pilot project' was initiated. The 'Cattle Trails' icon, created by Northcliffe artist Tony Windberg, was the first product of this pilot and on 13 March 2011 it was officially unveiled at the corner of Middleton Road and South West Highway, between Manjimup and Walpole.

In 2012 the Shire of Manjimup engaged consultants Savagely Creative to prepare a Shire of Manjimup Heritage Interpretation Plan. Savagely Creative worked with Creative Spaces and Two Feet & a Heartbeat to develop a draft Plan including a style guide and cost estimates for implementation. They also consulted with a number of stakeholders and industry leaders in the development of the draft Plan, including Hsien Harper (then Shire of Manjimup Senior Community Development Officer), Graeme and Toni Dearle (Pemberton Discovery Tours), Mark Hudson (Pemberton Camp School), Gary Muir (WOW Wilderness Tours, Walpole) and a project steering committee.

In October 2014 Council approved the draft Shire of Manjimup Heritage Trail Interpretation Plan for release to the public for community and stakeholder comment. Community feedback sessions were held at each town in the Shire and written submissions were subsequently received from eleven individuals, covering a total of 109 points of concern.

The feedback reflected the strong interest in heritage that exists across the Shire. Common areas of concern addressed content (both specific detail and broader themes), the pilot project (the Windberg icons) and the desire to ensure that such a heritage interpretation project extends into, and serves heritage needs for, all the towns of the Shire.

After consideration of all feedback this revised version of the Shire of Manjimup Heritage Interpretation Plan 2015 was submitted to Council in April 2015 for adoption.





## 1.2 Glossary of terms

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<b>Shire of Manjimup Heritage Interpretation Plan 2015 (The Plan)</b>	This document. The Shire of Manjimup Heritage Interpretation Plan 2015 provides strategic guidance to all stakeholders across the Shire as the Project rolls out, branded as <i>Shire of Manjimup Heritage Connections</i> .
<b>Shire of Manjimup Heritage Connections (The Project)</b>	An ongoing project, branded as <i>Shire of Manjimup Heritage Connections</i> , to provide physical and virtual connections between people, place and heritage across the Shire of Manjimup. The Project is guided by the <i>Shire of Manjimup Heritage Interpretation Plan 2015</i> .
<b>Pilot project</b>	See <i>Windberg icon trail</i> .
<b>Icon (Windberg icon)</b>	Large silhouette cut from oxidised steel plate and depicting an iconic story which highlights one or more sub-themes. At April 2015 there are eight icons envisaged (three installed, two in stages of fabrication and three as concepts). Each icon incorporates a stainless steel interpretation plate which provides a brief introduction to the story, inviting the reader to pursue that journey (or 'trail'). Further icons have been suggested (beyond eight). (refer section 2)
<b>Windberg icon trail</b>	A series of significant artistic icons that introduces key stories and represents all four sub-themes. At one time also referred to as a <i>pilot project</i> . The icons each have individual artistic value but follow a common design and style. The icons may as a collection in their own right be considered to form a trail across the Shire, or they may be viewed as individual icons of the sub-themes they each represent. (refer section 2)
<b>Central theme</b>	The central theme is the core message, communicating to the visitor why this place is important and why they should care. It is supported and reinforced by sub-themes and stories. The central theme of the Project is <i>Resilience</i> . (refer section 6)
<b>Sub-theme</b>	A small number of sub-themes help organise the mass of information in a relevant and accessible manner. Sub-themes support the central theme but focus on a particular aspect of heritage. A sub-theme statement assists in narrowing the number of stories that relate to each sub-theme. The four sub-themes of the Project are <i>People, Industry, Settlement</i> and <i>Life in the District</i> . (refer section 6)

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<b>Story</b>	The <i>story</i> is the actual interpretation material, delivered anecdotally and in a cohesive and engaging manner. Stories are absorbed by the visitor through a range of heritage interpretive resources. Stories are categorised under particular sub-themes and depict single people or groups, events or places; they add human interest to the sub-themes and illustrate significant aspects of them. (refer section 6)
<b>Trail</b>	A means of following a connected series of heritage interpretive materials and resources; a trail is simply a <i>route</i> to follow. It may be <i>physical</i> (real, on the ground) or it may be <i>virtual</i> (in the mind, electronic or paper). A trail may be marked by branded, consistent, recognisable signage (either physical or virtual) and will present the traveller with a logical, engaging and ultimately satisfying journey.
<b>Virtual trail</b>	Trails that are not laid out over the ground are <i>virtual</i> . They are envisaged in the mind of the traveller. Such a trail may exist wholly or partly as electronic media telling stories connected by particular sub-themes. Virtual trails may connect real places of heritage significance, augmenting physical relics with electronic or paper media.
<b>Trailhead</b>	Not a term used in this Plan and Project. Trailheads as a concept were presented in the draft Plan but in response to community feedback the idea has been abandoned as the term led to different interpretations and confusion. In their place, <i>heritage entry points</i> (see below) may be developed at strategic places (and in strategic forms including physical and virtual) for the purpose of informing, inviting and engaging participants as they follow trails or create their own.
<b>Heritage entry point</b>	Heritage entry points are the <i>key gateways</i> to the Project, <i>either real or virtual</i> . Similar to the concept of a 'trail head', heritage entry points may take a variety of forms. Their purpose is primarily to invite and engage people to embark on their own journey, following one or more sub-themes of heritage stories. While physical heritage entry points may be constructed at various appropriate places around the Shire, virtual entry points will also need to be developed to engage people with the vast array of electronic media available to them.

<b>Trail marker</b>	Branded, consistent and recognisable signage will be used to present the traveller with a logical, engaging and ultimately satisfying journey (either physical or virtual). Such signs are called trail markers. Trails markers will follow a hierarchy and will either be <i>directional</i> or <i>interpretive</i> .
<b>Interpretive media</b>	The platform upon which <i>interpretive resources</i> (the stories) are presented. Interpretive media includes electronic platforms, signage, written material (maps, brochures etc).
<b>Interpretive resources</b>	Interpretive resources are the stories themselves. While we know that heritage <i>exists</i> , we don't have a heritage resource until we collect our stories together, preserve and present them. They may be presented using billboards, brochures, maps, websites, photos, audio files or a vast array of other <i>interpretive media</i> .
<b>Oversight committee</b>	Oversight committees would provide <i>sounding boards</i> against which new developments could be tested as the Project is rolled out. There could be two: one to oversee development of <i>content</i> in the Project, the other to oversee development of <i>strategies</i> directing the Project.
<b>Content Committee (content oversight committee)</b>	The committee which would be used to monitor and assist in the development of the content (interpretive resources) of the Project. The content oversight committee may also have influence over the design of interpretive media employed to present the content to visitors.
<b>Strategy Committee (strategy oversight committee)</b>	The committee which would be used to monitor and assist in the development of the various strategies of the Project including layout, design, branding, and marketing.

## 1.3 Project Scope

### Purpose

The purpose of the Shire of Manjimup Heritage Interpretation Plan 2015 is to guide the actions and efforts of all heritage stakeholders by providing focussed direction for the pursuit of a collaborative, cohesive and complete heritage interpretation project across the Shire. The on-ground manifestation of the Plan is the *Shire of Manjimup Heritage Connections* project, the purpose of which is to provide ongoing connections between people, place and heritage.

### Vision

*Shire of Manjimup Heritage Connections* inspires a strong sense of heritage and place across the Shire and invites residents and visitors to engage in its stories.

### Goals

The goals of the Shire of Manjimup Heritage Interpretation Plan 2015 are to:

- **Guide** the actions of all heritage stakeholders to work in collaboration;
- **Provide focussed direction** for the pursuit of a complete heritage interpretation project across the Shire; and
- **Establish cohesive structures** for the various aspects of strategic planning under which the project will evolve.

The goals of *Shire of Manjimup Heritage Connections* are to:

- **Capture and preserve** heritage stories in order to provide a complete collection from across the Shire, across its people and their pursuits and across time;
- **Share and promote** these heritage stories and cultural experiences in their unique Shire of Manjimup setting;
- **Interpret** the stories that are significant and valuable to its communities;
- **Express** the central theme and sub-themes through iconic and engaging branding;
- **Maximise opportunities for growth** through the promotion of sustainable partnerships which connect individuals, community, business and government; and
- **Evolve** as a living project.

## 1.4 The Shire of Manjimup

The Shire of Manjimup is located deep within the heavily forested south western part of Western Australia and indeed its bio-geography has been and continues to be significant in shaping the districts fortunes. The Shire's district was first included as a part of the Plantagenet Wellington and Sussex Road Districts in 1871 and later in the Nelson Road Board District. The Warren Road District was formed on 3 July 1908 and changed to the Manjimup Road District in June 1925. With the enactment of the Local Government Act 1960, the Manjimup Road District name was changed to Shire of Manjimup on 1 July 1961. The Shire celebrated its Centenary in 2008 having provided over 100 years of service to the district.

Today the Shire covers around 7,000 km<sup>2</sup> and has an estimated population of around 10,000 (ABS 2011). There are four main towns in the Shire: Manjimup, Northcliffe, Pemberton and Walpole. The main administrative centre for the Shire is Manjimup, which is approximately 300km south from Perth. There are also a number of smaller settlements and localities that have an important role in telling the story of the region.

The Project aims to incorporate the whole Shire. A number of sites and virtual trail options are identified as well as possible locations for interpretive experiences, although final locations will be identified at implementation. The Shire is already well serviced with tourism and interpretation experiences, many of them linked to natural and cultural heritage. Where possible, the Project should be developed to incorporate and connect existing interpretive experiences so as to first capture the full value of these before adding (at a cost) new infrastructure.

There are 37 towns, settlements and localities recognised in the Shire of Manjimup today and these are each shown according to their reference number on the map at Figure 1 and listed (alphabetically and numerically) in Table 1.

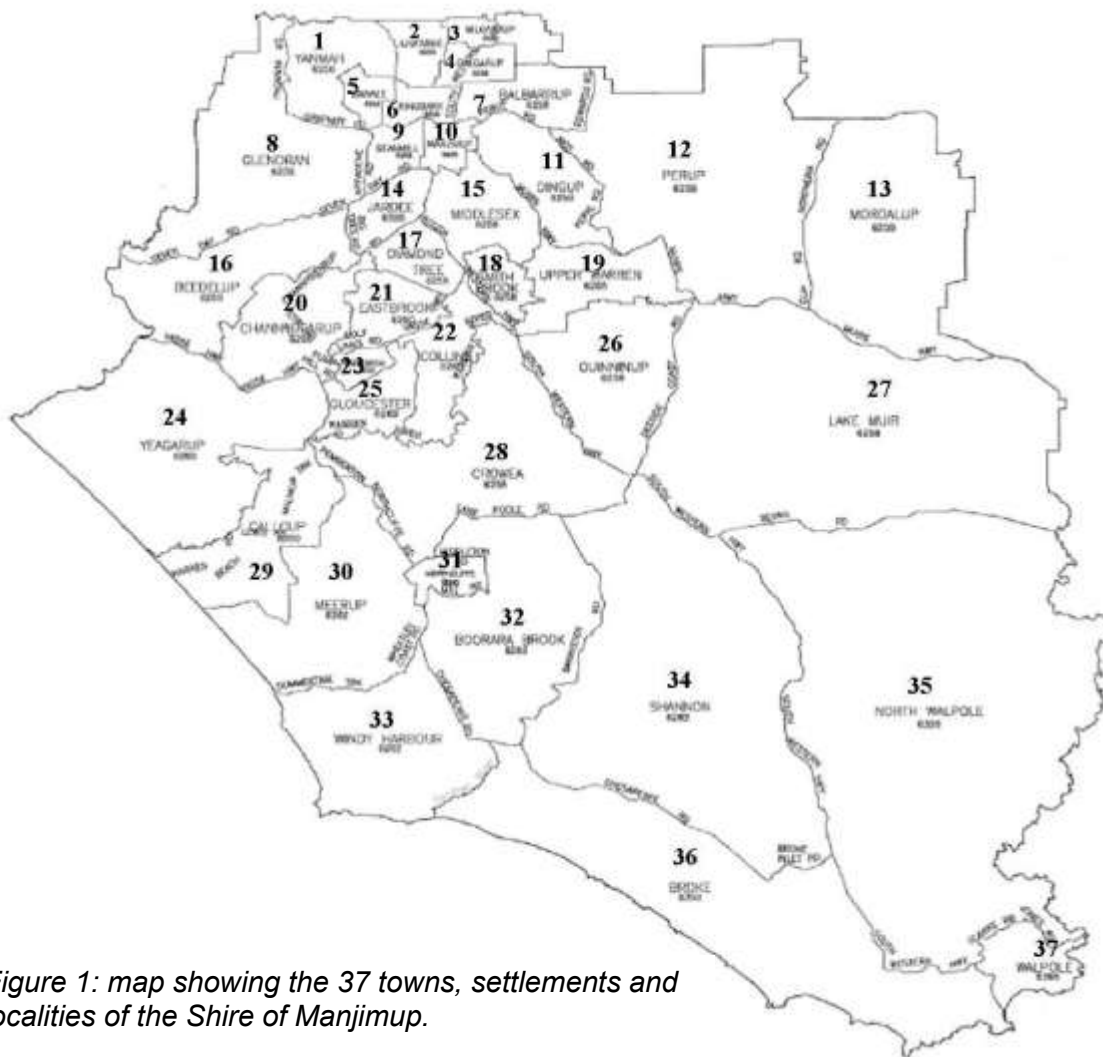


Figure 1: map showing the 37 towns, settlements and localities of the Shire of Manjimup.

Table 1: Alphabetical and numerical listings of the 37 towns, settlements and localities of the Shire of Manjimup.

Alphabetical list		Numerical list			
Balbarrup (7)	Meerup (30)	1	Yanmah	20	Channybearup
Beedelup (16)	Middlesex (15)	2	Linfarne	21	Eastbrook
Boorara Brook (32)	Mordalup (13)	3	Wilgarrup	22	Collins
Broke (36)	North Walpole (35)	4	Palgarup	23	Pemberton
Callcup (29)	Northcliffe (31)	5	Dixvale	24	Yeagarup
Channybearup (20)	Palgarup (4)	6	Ringbark	25	Gloucester
Collins (22)	Pemberton (23)	7	Balbarrup	26	Quinninup
Crowea (28)	Perup (12)	8	Glenoran	27	Lake Muir
Deanmill (9)	Quinninup (26)	9	Deanmill	28	Crowea
Diamond Tree (17)	Ringbark (6)	10	Manjimup	29	Callcup
Dingup (11)	Shannon (34)	11	Dingup	30	Meerup
Dixvale (5)	Smith Brook (18)	12	Perup	31	Northcliffe
Eastbrook (21)	Upper Warren (19)	13	Mordalup	32	Boorara Brook
Glenoran (8)	Walpole (37)	14	Jardee	33	Windy Harbour
Gloucester (25)	Wilgarrup (3)	15	Middlesex	34	Shannon
Jardee (14)	Windy Harbour (33)	16	Beedelup	35	North Walpole
Lake Muir (27)	Yanmah (1)	17	Diamond Tree	36	Broke
Linfarne (2)	Yeagarup (24)	18	Smith Brook	37	Walpole
Manjimup (10)		19	Upper Warren		

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## SECTION 2: PILOT PROJECT REVIEW

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### 2.1 Background

The pilot project emerged in 2008 from preparations for the Shire of Manjimup's Centenary and the need to preserve and share stories. A series of story-gathering workshops were held at which local community members were invited to share the stories that helped to create a strong sense of place and an understanding of the events that define the region. Some stories seemed to recur. These were taken to be the key *themes* arising from the consultation, becoming the guide for developing a heritage interpretive project.

Subsequently the Shire, in collaboration with Northcliffe artist Tony Windberg, developed a series of large-scale icons, all following a common artistic style and presentation. In 2011 the 'Cattle Trails' icon was unveiled at corner of Middleton Road and the South West Highway between Manjimup and Walpole. A second icon was installed in Walpole also in 2011 and depicts the 'Walpole Cream Truck'. A third icon depicting 'Doc Ryan', a local medical pioneer, was installed in Northcliffe through strong local community interest.

The icons can be viewed as individual artistic representations of aspects of Shire heritage in their own right, or they can form a *trail* across the Shire. Such a trail has been described as a 'spine' whereby the Shire would implement the core of the trail through the installation of the icons, and the local communities and businesses would further develop the trail by adding other interpretive experiences linked to them. The aim of this approach is to provide the community with the means of taking control of how, where and what stories are told.

At April 2015, three icons have been installed while others are in various stages of preparation, from design phase through to imminent installation. The completed and proposed icons are listed in Table 2.

Table 2: Windberg icons, the stories and sub-themes they depict and their status (Apr 2015).

<b>Windberg icon</b>	<b>Story depicted</b>	<b>Sub-themes represented</b>	<b>Status (Apr 2015)</b>
Cattle Trails	Driving cattle to the coast, on horseback	Industry Life in the District	installed
Walpole Cream Truck	Loading cream churns onto the truck bound for Manjimup	Industry	installed
Doc Ryan	Doc Ryan, a medical pioneer, supported life at Northcliffe	People Life in the District	installed
Apple Picker	Picking apples, a crop which reflects our string agricultural heritage	Industry	fabrication complete
Teacher with students	The district was home to many small schools providing isolated children with opportunities to learn	Settlement Life in the District	corten silhouette fabricated
Old Butter Factory	The Manjimup butter factory was the focal point for a growing dairy industry	Industry	art design underway
Woman and girl	Women played a critical role in the sustainability of families across the district	People Settlement Life in the District	concept only
Axeman	Felling a giant tree, the timber industry was pivotal to all aspects of early life	People Industry Life in the District	concept only



## 2.2 Evaluation of the pilot project

The consultant Savagely Creative undertook a SWOT analysis of the strengths, weaknesses, opportunities and threats associated with the pilot project. The names of participants are not recorded. The findings of this rapid analysis are summarised in Table 3.

Table 3: Results of the SWOT analysis of the pilot project

<b>Strengths</b>	<b>Weaknesses</b>
<p>Artistic merit of the icons created by Tony Windberg, a local artist;</p> <p>Community input to the interpretive panels;</p> <p>Inclusion of quotes from community members included on the icons' interpretive panels;</p> <p>Community support exists for Shire to develop heritage trails;</p> <p>Potential exists for the development of additional interpretive experiences linked to the icons.</p>	<p>Process: started with the identification of stories rather than the identification of a clear central theme to guide story identification and selection of significant sites;</p> <p>The 'themes' identified are in fact stories and are all very similar and low level and together fail to create a coherent sense of place;</p> <p>Placement of icons does not take into account site significance, access, safety or connection with other potential experiences;</p> <p>Further trail development relies on the community funding additional interpretation to connect to the icons;</p> <p>Using one artist to provide the icons over a long period of time is risky and could lead to high costs and difficulty in delivering more icons in the series;</p> <p>There is no orientation on the icons and no connection to the other locations of supporting collateral creating a sense of 'trail'.</p>
<b>Opportunities</b>	<b>Threats</b>
<p>The icons could be used to create a stand-alone artistic trail that could then be connected to other artistic experiences (Understory, Swarbrick);</p> <p>Develop additional collateral to create a trail that connects the icons and the stories identified;</p> <p>Icons could be used as the basis for the provision of additional information through applications and QR Codes;</p> <p>Incorporate the icons into other trails to assist in creating a series of heritage experiences.</p>	<p>Community members may not support funding additional icons and associated interpretive experiences;</p> <p>Cost of maintenance of the icons and their installation sites;</p> <p>Success for the artist could mean higher costs and less availability to make additional icons;</p> <p>The icons don't create a cohesive sense of place or encourage people to explore the region;</p> <p>Low-level topics may not entice visitors to stop and explore.</p>

## 2.3 Comments on further implementation

A number of points guiding further implementation of the pilot project emerged from the SWOT analysis (Table 3), from community feedback sessions and from written submissions from the public following release of the draft Plan. These are summarised as:

- The Windberg icons have genuine artistic merit.
- As a series the icons need careful, considered thought to integrate them into the coherent sense of place required across the Shire, and as a basis for connection to the central heritage theme of *Resilience*.
- The icons as a series do not fit within a single sub-theme. Rather, they provide an exceptional artistic representation of a series of individual stories, each of which illustrates one or more sub-themes. They could be considered as artistic highlights depicting various stories across all the heritage sub-themes of the Shire.
- It is reasonable to feel that the icons themselves are the destination in this trail (and not the sites where they are located). Viewers should make the journey to the sites to see the icons themselves rather than for any heritage significance associated with the actual site. For example, The 'Cattle Trails' icon is located at a road junction which probably has little significance or connection to cattle droving.
- Given that the icon sites are not closely tied to any specific heritage value of the particular location, consideration needs to be given to installing icons at places which are safe and properly accessible for viewers.
- The icons should not be considered trailheads. A trailhead is an inviting gateway that provides an orientation to the experience through provision of maps and guides, basic information about safety and access and how to use the trail;
- At present, other than the stainless steel interpretive panel which forms part of each icon, there is no supporting material or explanation as to what the icons are about and whether they connect to a larger experience.
- Additional connections will rely on community and commerce seeing an opportunity to develop further interpretation connected to the icons.

Noting these findings, a number of principles are suggested for the location of the Windberg icons:

- given the cost of each icon, ensure that they are located in high visitation locations where they will be seen e.g. at visitor information centres, in popular town parks or adjacent to car parks at existing visitor attractions;
- as much as possible, associate the icons with their subject matter i.e. Apple Picker near to agricultural enterprise, Axeman near to significant timber industry heritage infrastructure, or one of the fire lookout trees, Teacher with students near a school site;
- create supporting material (brochure, website links, smart-phone application) that creates a connection between icons or between an icon and other heritage

material of the same sub-theme; help visitors to make sense of the icons by creating a broader experience around them.

- The concept of a ninth or even more icons has already been mooted. The artistic depiction of iconic stories worthy of consideration include: *the natural environment*, *the coast and the sea*, *Indigenous people* and *the forestry industry* (distinct from the timber industry, which may be represented by the Axeman icon).
- The remaining icons could be completed to create an experience across the Shire and the trail could be promoted as the *Windberg icon trail* which connects with the heritage of the Shire, and indeed into the Project itself. A map (Figure 2) has been developed suggesting present and possible locations for each future icon.

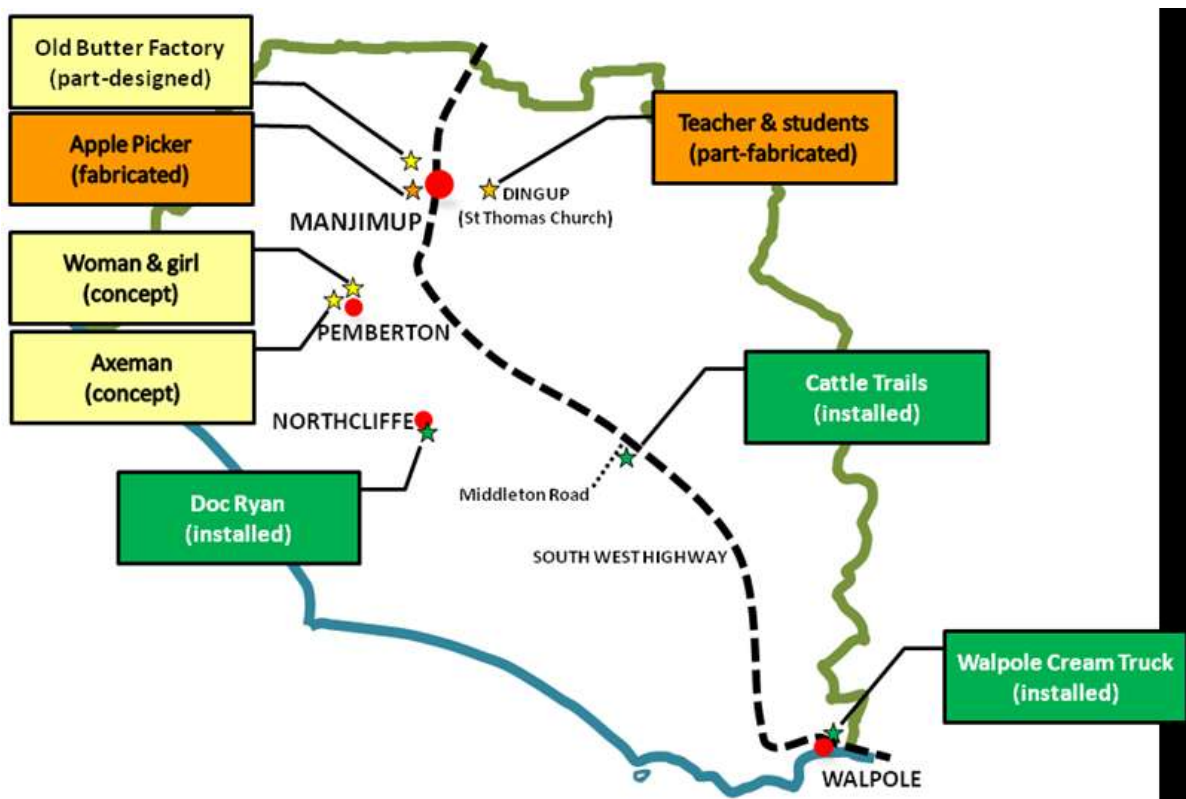


Figure 2: Concept map suggesting present and possible locations for icons.

The rationale for the suggested placement of remaining icons is detailed in Table 4.

Table 4: Planned Windberg icons and the locations suggested for each.

Windberg icon	Rationale for suggested location
<b>Apple Picker</b> Manjin Park Manjimup	Locating this important icon at a central location where visitors and locals are likely to be able to see and interact with it will assist in raising the profile of the Shire as a major producer of apples and other fruit. The Manjin Park site is close to the present location of the Farmers' Market, which again would assist in reinforcing the produce of the region. Manjin Park is also adjacent to the proposed Manjimup Linear Park and its walking paths.
<b>Teacher with students</b> St Thomas Church Dingup	This is a State Heritage Register listed location and has some significance to a broad audience. There is B&B accommodation not far from the site, and this could also be incorporated into the heritage experience with broader heritage interpretive material being presented there. It should be noted that there are two other state registered school locations (at Jardee and St Mark's Anglican Church, Wheatley Coast Road) although neither of these show up on a Google maps search, (which would be useful). If it is decided to use one of these sites then development and circulation of 'orientation collateral' (i.e. maps and guides) will be vital.
<b>Old Butter Factory</b> Manjimup Woolworths site	The specific location for this icon is part of an agreement between the Woolworths site developer and the Shire. The Manjimup Butter Factory was originally on this site. (There is a strong connection between the Walpole Cream Truck icon and this icon and site: the Walpole Cream Truck undertook the arduous journey to Manjimup in order to supply cream to the butter factory there and this more firmly tied the town of Walpole to Manjimup and the Shire.)
<b>Woman and girl</b> Timber Mill Workers Cottages Pemberton	It is suggested that this icon be placed near the timber mill workers' cottages (a State Registered place) so that the domestic story of the early European settlers can be told. Other locations could be at the timber ghost-town in Shannon National Park although this is a DPaW site and would require approval from that authority. Deanmill could also be considered.
<b>Axeman</b> Visitor Centre Pemberton	Pemberton still has a working timber mill and has a strong connection to the timber industry. Placement of the icon at the Pemberton Visitor Centre allows visitors with the opportunity to find out more about the timber history of the region. There is good parking at the Visitor Centre and the beautiful Pemberton Streetscape artwork in the public park is close by. There is also a timber craft gallery in Pemberton where visitors can purchase wood products.

### Recommendations - Section 2: Pilot Project review

- |   |   |
|---|---|
| 1 | Complete the Windberg icon installations.   |
| 2 | Where appropriate the Windberg icons should also be included in any other trails being developed so as to provide further connections across the Project. |

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## SECTION 3: HERITAGE TOURISM

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The successful implementation of the *Shire of Manjimup Heritage Connections* project will depend upon a sound approach to both heritage interpretation and heritage tourism across the Shire. Therefore it is important to have at least a rudimentary understanding of each of these aspects of the project.

Heritage interpretation is discussed in Section 4. This section, then, provides a very basic overview of particular aspects of tourism. It considers the types of audience the Project can anticipate, visitation patterns in the district, target markets and the five A's of tourism. Finally, this section introduces the visitor experience.

### 3.1 Audience

Interpretation of heritage places has a wide variety of potential audiences. Broadly speaking there are three main audiences:

- Local residents and their visiting friends and relatives (VFR)
- School students, teachers or classes
- Visitors to the district

#### Local residents and VFR

The primary audience for interpretation is the local community. This is their story and the aim is to facilitate their better understanding of where they come from and what has made them who they are today. This is important both for longstanding members of the community who have pride in the roles they have played in developing the place and for new residents who seek to better understand their adopted home and community.

The predominant characteristic of the local audience is that they will be day trip visitors. They will tend not to spend money on accommodation but may include a meal as part of their day out or possibly a souvenir if they are visiting a site that has a visitor facility such as a shop or visitor centre. Local residents seek to explore and connect to their own place. This audience may also be showing visiting friends and relatives (VFR) around the region so may visit sites on multiple occasions.

Census information (ABS 2011) suggests that the local population is ageing. Accessibility of sites will be an increasingly important consideration and planning for this should begin early in the Project.

#### Schools

Schools will utilise heritage resources and media as teachers seek to prepare information and learning experiences for their students, who, in turn, may also embark on their own research. Schools may find virtual trails a time-efficient and cost-effective way to take their classes on heritage journeys. Certainly students, representing the younger part of the population, are likely to readily take to any hi-tech media the Project puts in place. Such media will be a useful tool for engaging this cohort with the study of their heritage.

The stories taken up and pursued by schools are likely to be drawn from all of the sub-themes of the Project. However, it seems reasonable to expect that students and teachers may find particular interest in the part that schools played in shaping the heritage of the district. The addition of a special focus trail for schools may be a useful response to such interest (refer section 6.7).

## Visitors

Visitors, coming from outside the district, may seek to experience the place more deeply by gaining an understanding of its heritage stories.

Visitor analysis can assist in understanding how this particular tourism market is characterised. The predominant market across Western Australia is the intrastate market (i.e. Western Australians exploring their own state). This includes people travelling to other places around their own region.

Tourism Western Australia's corporate website provides figures at a variety of levels, mainly extrapolated from the Tourism Australia figures gathered through the National and International Visitor Surveys (NVS and IVS). Given that the figures provided are based on relatively small samples at a national level, any business decisions made on the basis of these figures should be done with caution and the knowledge that the figures are estimates at best.

### 3.2 Visitor use patterns

Patterns of visitor use can be identified through analysis of tourism in the state, the region and the Shire.

#### **Western Australia**

The state has a heavy reliance on intrastate visitors with a particular emphasis on people living in Perth, the main population centre. Between 2008 and 2010 there was a marked decline in intrastate overnight visitation although this has since recovered and in 2012 showed a growth of 10%.

Between 2011 and 2012 there was a significant rise in Western Australians travelling out of the country with Asian destinations being the most popular. The high Australian dollar and economic woes in WA's traditional international markets in Europe have created significant challenges for many tourism destinations in the state.

Western Australia is showing greater intrastate growth than the national averages in visitor spend and also growth in the holiday/leisure and business markets. There has also been growth in the day trip market. There has been some growth in interstate visitation but not at the same level as intrastate numbers.

There has been growth across Australia in the international market with WA growing but slightly behind the national average. There has been a concerted effort to grow the Chinese market, which is up by 50% on 2011.

#### **Australia's South West<sup>1</sup>**

The Shire of Manjimup is located within the Australia's South West Regional Tourism Organisation area. This region includes highly visited locations like Augusta-Margaret River, Albany, Busselton, Dunsborough and Bunbury. The proximity to Perth and some of the state's most populated regional towns and cities and the high level of international promotion for key destinations means that this is one of Western Australia's most visited regions.

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<sup>1</sup> Tourism WA (2013) Australia's South West Overnight Visitor Fact Sheet Years Ending December 2010/11/12

The region is heavily reliant on intrastate visitors, which make up 86% of visitation with interstate accounting for 8% and international 6%. It should be noted however, that intrastate visitors only spend 3.2 days in the region whilst international visitors spend on average 13.6 days.

The majority of visitors are in the region for holiday or leisure purposes although there are a significant percentage of both domestic and international visitors that are visiting friends and relatives. For both domestic and international markets the visitors are concentrated in the 25-44 and 45-64 age groups with many travelling as adult couples or alone. The domestic market also has a significant proportion of families visiting and this is due to the existence of a number of traditional summer holiday destinations within the region.

### **Shire of Manjimup (Southern Forests tourism area)<sup>2</sup>**

The figures available for the Shire of Manjimup should be treated with some caution as they are based on a relatively small sample. The majority of visitors are domestic (81%) with around 8% being international. The vast majority of visitors are in the area for the purpose of holiday and leisure with the next highest category being there to visit friends and relatives.

Visitor age categories and group size are similar to those visiting the broader Australia's South West region. International visitors are more likely to be travelling as adult couples (45%) or alone (32%).

As with many South West destinations visitor numbers peak in December and January during the traditional Christmas holiday break and again in March and April around the time of the Easter holidays; this is the time that most Western Australians are travelling around their own state.

There is a market decline during the winter season between May and August (except for a slight recovery in July due to school holidays) when the region can be cold and damp. This is a recognised slow period for tourism operators and a dedicated Winter Breaks campaign is undertaken by Australia's South West (ASW) to encourage visitation during this time with offers linked to food and wine and accommodation and presenting images encouraging indulgence with log fires and cosy winter retreats. June coincides with the peak of the truffle season and the Truffle Kerfuffle in Manjimup also encourages winter visitation.

The autumn and spring seasons show a rise in visitation and these are particularly popular with people using the major long distance trails that pass through the region: the Bibbulmun Track walking trail and the Munda Biddi Trail mountain bike trail. It also coincides with harvest for the autumn season and wildflowers during spring. The weather at this time of year is pleasant and fire danger is lower; an important consideration in a region that has so much forest.

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<sup>2</sup> Tourism WA (2013) Australia's Southern Forests Overnight Visitor Fact Sheet Years Ending December 2010/11/12

### 3.3 Target markets

Four key markets have been identified from our understanding of audience and visitor usage patterns. These four markets are *target markets* because they are the most likely to have an interest in cultural experiences in the Shire and will also have the time and inclination to explore and find them. A fundamental knowledge of these target groups is useful in planning for heritage tourism.

#### **Local Residents (Couples, families & VFR)**

The local resident population is always the primary market for heritage interpretation. Local residents already have a personal connection with the heritage stories and also act as ambassadors for the attractions and trails around the local area. This audience can experience the interpretation at any time and is a primary driver for the VFR market as they will be showing visitors around their place and sharing the stories that establish a strong sense of place. The challenge with this market is that they can experience the interpretation at any time and so there is no sense of urgency. Therefore a *buzz* needs to be created to encourage visitation and the experience needs to be engaging enough to encourage repeat visitation (refer section 3.4).

#### **Intrastate Perth (Couples and families)**

By far the largest market for the region comes out of Perth and is made up of families and couples. Some of these visitors will come to the region for traditional holidays but many will be touring through the region and will often link with towns to the south west such as Bridgetown, Nannup and Margaret River or to the South East such as Denmark and Albany.

#### **Interstate Grand Tourers (Couples)**

This group is the mainstay of regional tourism across Australia. Many of these travellers undertake long trips taking in many locations. These travellers are generally older, well educated, interested in the culture and stories of the places they visit and generally Australian. These factors make them a very good audience for the heritage experiences across the Shire of Manjimup.

#### **International Experience Seekers (Couples and individuals)**

This is perhaps the most sought-after international market and is made up of people that are educated, interested and have disposable time and income allowing them to spend longer and explore more in their chosen destinations. This market is also interested in food and wine experiences and tends to stay in commercial accommodation, which adds to their value to a region. This is also the major international market targeted by Tourism Australia and Tourism Western Australia which means that products and experiences developed and linked to the cultural experience can be marketed in partnership with the major tourism marketing bodies saving time and money for the Shire of Manjimup.

#### **Other markets**

There are, however, other markets which may also be attracted to the region such as backpackers, younger people travelling and other international visitors. These visitors may still be interested in cultural experiences but may not be the best market to invest limited marketing dollars in trying to attract. Nevertheless, development of the experiences these visitors seek will provide additional reasons for visitors to stay longer and spend more once they have arrived.



### 3.4 The five A's of tourism

Although the Shire of Manjimup Heritage interpretation Plan 2015 is not a tourism plan, it is important to understand that there are a number of elements required to create a robust and sustainable visitor destination. These are sometimes known as the five\* A's of tourism: *Access, Attractions & Activities, Amenities, Awareness, and Accommodation*, and are represented in Figure 3 below. When a location has a good supply of each of these elements it is easier to attract visitors from outside the region as well as encouraging local residents to explore their place.



Figure 3: The five A's of tourism

Actual place names and facilities mentioned in this Plan are included only to illustrate what is possible and not in any way to limit the extent of the project or to infer that such places and facilities are recommended above others not mentioned. A more detailed analysis of the status of the five A's at each of the Shire's four major towns should be undertaken by the Project Strategy Committee.

#### Access

Access refers to getting to the location and moving around it. The majority of visitors arrive in this region in their own car and so have the ability to circulate around the Shire and explore locations which are to some degree 'off the beaten track'. There are also a number of local tour operators providing access to the more difficult-to-reach locations. Some public transport buses from Perth service towns of the Shire.

There are two significant long distance trails through the region, the Bibbulmun Track walking trail and the Munda Biddi Trail mountain bike trail. Both of these trails provide opportunities to access locations off the beaten track as well as infrastructure that could be incorporated into aspects of the Project.

In addition to the physical infrastructure which offers appropriate levels of access, visitor information, maps and pre-visit information are also important aspects of

*\*Because Attractions and Activities are treated together, the number of A's is accepted as being five rather than six.*

access to a heritage site or story. There is already considerable information about the Shire at a macro level, with maps at Shire-wide and townsite level available on a range of platforms, both paper and electronic. At a site level it is important that locations where visitation is encouraged are properly accessible to visitors. This means that consideration must be given to:

- Directional signage to sites from main routes;
- Safe driving and parking;
- Visitor safety on site;
- Universal access; and
- Maps and information at other locations (websites, billboards and brochures).

## Accommodation

The Shire has significant accommodation ranging from hotels and motels in the main towns through to smaller self-contained accommodation in locations away from the towns. There is a good spread of accommodation types across the region and a number of locations that would provide an excellent base to explore the region over a number of days. Much of the accommodation has been developed for the tourism market and is of a good standard and quality.

Manjimup townsite has limited tourism-focussed accommodation; its motels cater more for the business market. However, there are a number of other excellent options in the area surrounding the town including Bed & Breakfasts and self-contained accommodation.

Northcliffe, Walpole and particularly Pemberton all have a range of accommodation options including many of an excellent standard.

## Attractions & Activities

The major attractive focus for activities across the Shire is the *natural heritage* and more specifically the beautiful forest locations throughout the Shire. Within this forest context there are a significant number of *cultural heritage* locations linked to the development of the region and the major industries that contributed to its growth and sustainability. A brief introduction to the natural and cultural attractions includes:

### Natural

The Shire is fortunate to have a significant range of excellent natural attractions including a number of national parks and state forests. There are a number of significant Aboriginal heritage sites within these lands. Particular forests also provide appropriate space for nature-based experiences such as walk and cycle trails and heritage experiences linked to settlement, timber and other industries. Some of the highlights are:

- National Parks: Warren, Shannon, Walpole-Nornalup, D'Entrecasteaux etc;
- Coastal dunes;
- Fire lookout trees: Bicentennial, Gloucester, Diamond and Borarra;
- Waterfalls including Beedalup Falls and Fernhook Falls;
- Long distance trails: Bibbulmun Track and Munda Bididi Trail; and
- Natural or semi-natural swimming pools including Big Brook Dam and Fonty's

## Cultural

There are rich Aboriginal and European histories throughout the Shire of Manjimup. At present there are limited opportunities for visitors to undertake Aboriginal cultural experiences; these could be developed over time with participation by appropriate Nyoongar people and groups. The Shire has numerous sites linked to European settlement and various industrial processes that were important to the development of the district.

There are around 270 sites listed for the Shire on the State Heritage Office database (inHerit). This list combines the State Register of Heritage Places (SRHP) for sites of state significance and the Municipal Heritage Inventory (MHI) for sites of local significance. The majority of the listed sites are of local significance but there are a number that are of state significance. Some of these are listed in Table 5 below.

*Table 5: Sample of Shire of Manjimup sites of state significance*

<b>Sample of Shire of Manjimup sites of state significance</b>	
Dingup	St Thomas Anglican Church
Manjimup	Infant Health Centre (former)
Northcliffe	Watermark (tobacco) Kilns Giblett and Johnston's Northcliffe Trading Co (store)
Pemberton	Mill Workers' Hall Timber mill workers' cottages precinct Railway & railway station (Pemberton-Northcliffe line) State school & school house Uniting Church (formerly Methodist)
Quinninup	St Erney's Homestead
Upper Warren	St. Mark's Anglican Church

There are other locations, attractions and activities which do not feature on the SRHP database but still have significance and hold interest for locals and visitors. These include:

- The abandoned timber settlement of Shannon, in the Shannon National Park;
- The wreck of the Mandalay near Walpole;
- Fonty's Pool near Manjimup;
- Understory Arts Trail at Northcliffe;
- Swarbrick Forest Arts Trail near Walpole;
- Cherry Harmony Festival at Manjimup;
- Truffle Kerfuffle near Manjimup;
- Founders Forest (aka 100 Year Forest) near Pemberton; and
- Moons Crossing.

## Department of Parks & Wildlife

The Department of Parks and Wildlife (DPaW) is a significant landholder with over three-quarters of the land area in the Shire of Manjimup falling under their management. DPaW also has responsibility for interpreting the lands it manages. The DPaW approach to this is through a central theme and three sub-themes which guide the development of interpretive experiences. Such a model is useful both as an example of a focus on natural (and Indigenous) values and as a point of comparison of its thematic structure with that of this Project.

The central theme for interpretation of land in the Warren Region as defined by DPaW is:

*“Experience a diversity of places and experiences within the Warren Region in the deep south from river catchments and tall forests to the coast.”*

The DPaW central interpretation theme goes on to say that:

*“The Warren Region covers the forested south coast of WA from jarrah and marri in the drier areas to karri and tingle in the wet forests near the coast. Granite outcrops demarcate the edge of the ancient Yilgarn Block that underlies much of WA. Coastal heath and wetlands occupy the swales between granite and coastal limestone that demarcates a more recent changing coastline. A rich variety of plants and animals have evolved to occupy this diversity of natural environments. From the time of the Noongar Dreaming to today, Indigenous and non-Indigenous people have adapted to life within this rich and complex mosaic of natural and cultural landscapes.*

*“There are three sub-themes that are used to further develop the stories embraced by the central theme of the region:*

- 1. Discover the dynamic processes that shape this diverse region.*
- 2. Explore the relationships within a variety of natural communities.*
- 3. Contemplate the diversity of people who share connection with this country.”*

## **Amenities**

Amenities are those things that *enhance* the experience and generally make a destination more *broadly attractive* to visitors and local residents. The availability of amenities makes it possible for visitors and local people to create their own day trip itineraries and explore the Shire. Each of the towns in the Shire provides a good level of amenity with access to restaurants and cafes, retail outlets, petrol stations, cash machines, public toilets and open spaces.

Manjimup is seen as the major service town for the Shire and has an excellent range of amenities available. It should be noted that although there is a good level of amenity, limitations to trading hours can have a detrimental impact on tourism.

Placement of heritage interpretation in locations close to amenities can make them more attractive to prospective audiences. For example, putting signage in close proximity to places where visitors can undertake a number of activities but also cater for their other needs (e.g. food, drink and physical comfort) will make them more attractive. It is also quite possible that placing interpretation in out of the way, hard to find places may create a sense of a journey of discovery for the traveller. While this will satisfy hardier enthusiasts, for many people the effort does not match the rewards they require, so they will simply not bother to search for the locations.

## **Awareness**

Awareness equates to the promotional efforts that are undertaken to attract visitors to the location and to encourage local residents to explore their place. The Shire of Manjimup is already developing a strong reputation as a food and wine destination, as well as providing opportunities for insight into rural life and culture. Events such as the Manjimup Cherry Harmony Festival, Truffle Kerfuffle and regular farmers markets

assist in raising the profile of the region and building local pride. These events are also excellent backdrops for the promotion of the heritage of the place and can encourage further exploration. The development of the *Genuinely Southern Forests* branding provides an excellent opportunity to raise the profile of the region and encourage more visitation and exploration (refer Section 4.1).

The development of *Heritage Connections* throughout the Shire of Manjimup will require additional promotional efforts both to raise awareness among the local population and to encourage visitors travelling through the region to explore the story of the Shire. Installing interpretation and expecting people to search for it or come across it without adequate invitation, engagement and guidance is not an effective approach and leads to significant investment without the benefit of generating visitation.

Using a range of methods will assist in building awareness. Many of these methods are low-cost or free and help to build a *buzz* about the place. Some examples are:

- **Geo Caching** is a treasure hunt on a global scale. People hide a *cache* in a location and the GPS coordinates are then loaded onto the international geocache website ([www.geocaching.com](http://www.geocaching.com)). A cache is some kind of ‘treasure’, which can be buried or just hidden at a location. This can include objects and information about a place. It is an excellent way to invite people to explore a location or present them with a deeper level of information through the hidden objects. People build their experiences around searching for the caches and then post their thoughts on the website.

A fairly local example linked to a heritage site is the heritage building site at West Arthur on Albany Highway near Williams. While cache hunters are there they may use the interpretive signage to learn more about the location. This is providing excellent feedback to the local government authority on the interpretation and its reach. The site can be found at:

[www.geocaching.com/geocache/GC2PC4T\\_slow-coach-mount-pleasant](http://www.geocaching.com/geocache/GC2PC4T_slow-coach-mount-pleasant).

- **Social Media** provides a range of excellent tools that can be used to raise profile and create engagement. Facebook is a particularly good tool for heritage interpretation because images will engage people in the stories of a place. There are some excellent examples of facebook pages that have been used to engage people in heritage such as Lost Perth, Ancient Faces and Manjimup Old Photos.
- **Websites and Blogs** provide opportunity to engage people in a more in-depth way in the stories of a place. Blogs can be used to regularly update information and content as well as to increase traffic to a website. Images and stories can be shared through a website and this is a good way to engage people in more detailed aspects of the heritage such as a focus on a particular topic. Creating a website that is regularly updated and contains in depth information can then be used in the development of applications and other high-tech interpretive approaches such as QR codes.
- **Marketing and Promotion** The most effective partnership in the region is with Australia’s South West (ASW) the regional tourism organisation. ASW is a membership organisation with additional funding from Tourism Western Australia. It has a remit to promote the South West of the state to national and international visitors. This organisation travels to trade shows across the world and promotes the region to prospective buyers and visitors. ASW is able to

access markets that the Shire would be unlikely to have the funds to access. This is one of the best uses of marketing funds when trying to attract visitors from outside the region.

### 3.5 Creating a heritage experience

Well-designed heritage trails, signs and sites can assist the visitor to create a strong connection with a place's natural and cultural heritage.

The word *trail* in this Plan does not necessarily imply a clearly demarked path or road which prescribes the way forward. In fact much of the *Heritage Connections* network of 'trails' will be far less apparent than this. They may indeed, in some cases, be marked with identifiable signage or they may be defined only by descriptions in a leaflet or lines on a map. Trails may be *virtual*, formed only as a series of links to internet sites connected by a common theme. Or trails may be the routes devised by those who pursue a particular story.

On most occasions in this Plan, any trail referred to should be considered simply a concept, or a *route* to follow, one way or another.

#### Trails

The concept of a *trail* fills a fundamental need in people to explore and discover their environment. A well-designed trail is a process of exposing the mystery, variety and beauty of a place and helps the visitor to create meaningful connections with the sites, landscape and stories. A good trail should invite the visitor to explore beyond the next bend, pause for contemplation and engage their minds and imaginations. A good trail will help the visitor to understand not only the place but also how they fit into the place. Each trail should be a unique and fresh adventure.

This Plan provides guidance for the development of *Heritage Connections*, a series of heritage experience opportunities that will encourage visitors to explore a whole Shire.

Trails, physical or virtual, need to lead the visitor along a journey that presents *Resilience* as the central theme of *Heritage Connections*. This will come through exposure to significant locations (or sites) which present stories, provide opportunities for immersion and offer a deeper engagement with what makes this place unique. When developing physical trails or routes, thought will need to be given to the safety and comfort of the visitor and to keeping them engaged in the story enough to pursue it to its desired end.

#### Signs

It should be remembered that interpretive *signs* are not the end in themselves but a part of a larger whole which provides a range of ways to experience the site and learn its stories. By their very nature signs cannot provide detailed or in-depth information but aim to provoke the visitor into wanting to find out more. Signs can be supported by other interpretive tools such as audiovisual programs, interpreter-led presentations, books, brochures and technological solutions where conditions and budgets allow.

## Sites

A *site* must have some significance in its own right. It must be linked to the story being told, have physical evidence of heritage or be a site of natural beauty. Not all sites are equal in their ability to engage the visitor. It is important to remember that the majority of potential audiences will have little or no existing knowledge of the importance of particular sites.

The development and maintenance of trail infrastructure can be costly and it is important to be able to attract the largest audience possible to justify the investment. The largest and most diverse audiences are likely to be attracted by places that have the following characteristics:

- **High level of recognised significance**  
Visitors are more likely to be attracted to places which are recognised to have a high level of significance, including World Heritage listing, National Parks or National or State Heritage listing.
- **High level of authenticity**  
While authenticity can be a subjective criterion, people who do not have a full understanding of a place or topic generally will be attracted to it by the presence of original structures and objects in their original locations.
- **Orientation**  
Clear orientation through a *heritage entry point* will encourage visitors to explore further. If developing a drive trail or route it is important to ensure that visitors can see where sites are and make quick decisions about stopping and engaging with the site. Signage on roadsides therefore needs to be large and simple. Directional signage along the way must be quickly recognisable as identifying the trail being followed.
- **Safety**  
Visitors need to feel safe when exploring a site and interacting with interpretive experiences. Sites need to be away from main roads with safe parking and clear paths to the final destination.
- **Comfort**  
Visitors need to feel comfortable in the location. The provision of clearly marked and unobstructed paths, seating and toilets can all increase the attractiveness of a site.
- **Senses**  
Engaging the senses of sight, sound, smell and touch is relatively easy in a natural setting and the visitor must be provided with the ability to stop and engage with the location. The more senses that can be engaged the better as these assist in creating a lasting impression of a place long after the visit. The Shire of Manjimup has a particular advantage because of the significant number of wine and food producers in the region so the additional sense of taste can also be engaged and should be considered when identifying locations for inclusion in *Heritage Connections*.

### 3.6 Significance

Whilst it is understood that it is important to conserve and promote cultural heritage that has local significance, it must also be recognised that this is likely to have a lower level of attraction for people who do not have a personal connection or professional interest in a particular topic.

Figure 4 illustrates the relationship between recognised significance (i.e. inclusion on a heritage list) and the likely audiences attracted. The model shows that there is an inverse relationship between significance and potential audience size, i.e. sites that are highly authentic and recognised as significant are fewer than sites with personal significance and artefacts; however, the rarer and more authentic a heritage place is the more interesting it is going to be to a broader audience.

This is not to say that state, national and international visitors will not be interested in local history and heritage but they are less likely to seek it out for its own sake.



Figure 4: the relationship between recognised significance and the likely audiences attracted

Recommendations - Section 3: Heritage Tourism	
3	Consider undertaking some simple primary research through the Shire’s Visitor Centres to identify key information about visitors.
4	When sites are promoted to visitors for their heritage value, safe and universal access criteria (including driving access) should be taken into consideration.
5	Sites that have higher levels of significance (i.e. State Registered Heritage Places or Municipal Heritage Inventory or have existing heritage structures) should be the first choice for the location of any physical interpretation placed in the Project.
6	Where possible create cluster locations that allow visitors to take advantage of amenities such as shops, restaurants, toilets and picnic areas. (This may also assist in attracting additional funding from commercial sources.)
7	Investigate a range of marketing and promotional strategies including social media and other online hi-tech tools to raise the profile of heritage experiences across the Shire.



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## SECTION 4: BRANDING

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### 4.1 Branding the project

The Project will be branded as *Shire of Manjimup Heritage Connections*.

*Shire of Manjimup Heritage Connections* will not simply lay out a physical network of mapped and marked trails across the Shire. It may include such trails, but its key purpose will be to stimulate and support the community and visitors to become engaged with our heritage stories. It will do so by placing the onus firmly on the shoulders of those who participate. It will ask users “How will you connect with your heritage?” and will invite them to “construct your own trail: time and space are yours to play with!” *Shire of Manjimup Heritage Connections* will require slogans such as these (and better) to be developed through the engagement of suitable consultants or through the agency of the Strategy Committee.

The brand will be based on the concept of *connections*. Examples illustrating the diversity of connections include an individual’s own connections with the heritage of the Shire of Manjimup, the idea of connecting up heritage sites across the Shire to form a route of one’s own design or the notion of using the internet to connect with an almost unlimited array of heritage stories, images, audio files, other people and more.

The Strategy Committee should work closely with marketing and branding consultants to ensure that this aspect of the Project is implemented at best practice standards and that the Shire of Manjimup heritage project has a competitive edge over similar experiences available in the region. To do so it will require a cohesive style guide and a striking and iconic logo.

While it will evolve as a living project, *Shire of Manjimup Heritage Connections* will require a marketing sub-plan to be developed. This sub-plan will identify partnership-marketing opportunities and create relationships with potential partners. The marketing sub-plan should also put in place a program of information and familiarisation sessions for local and state tourism businesses. This will help position the project to best be able to maximise opportunities for growth by promoting sustainable partnerships connecting individuals, community, business and government. The Southern Forest Food Council’s *Genuinely Southern Forests* brand has already had an excellent reception across the Shire and far beyond. Alignment or partnership with such brands would be a productive strategic move. Further work can be done to build strategic relationships with other local and regional organisations including Australia’s South West and Tourism Australia.

The brand can also be reinforced and promoted through the supply of souvenirs and printed promotional material which would be distributed through Visitor Centres and local businesses throughout the Shire.

Recommendations - Section 4: Branding	
8	Develop a cohesive style guide and logo for the Project.
9	Investigate partnership-marketing opportunities with the Southern Forest Food Council, Australia's South West and other local and regional organisations.
10	Work with regional partners to promote the experience to potential visitors and leverage membership of Australia's South West to promote the experiences.
11	Develop a marketing sub-plan to guide promotion of. <i>Shire of Manjimup Heritage Connections</i> . and link in to the Tourism Western Australia familiarisation program.
12	The strategy oversight committee work closely with a marketing and branding consultant to ensure that this aspect of the Project is implemented at best practice standards and that the Shire of Manjimup heritage project has a competitive edge over similar experiences available in the region.
13	Develop souvenir and promotional print materials to be distributed through Visitor Centres and local businesses throughout the Shire. (Develop a distribution strategy and set aside funding for amendment and printing.)

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## SECTION 5: INTERPRETATION

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This section of the Plan introduces the need to treat interpretation of heritage as a two-part concept: the material (the story) which is presented is the interpretive *resource*, while the platform through which it is provided (be it physical, printed or electronic) is the interpretive *media*.

It is important to plan thoroughly for the collection and preservation of interpretive resources. Similarly, proper planning for the inclusion of various interpretive media will be required in order to present the stories in an engaging and cohesive manner.

Noting the importance of thorough planning for both resources and media, and recognising the very large volume of work which each of these tasks represents, the Plan recommends convening two committees early in the Project.

The *Content Committee* would have oversight of the scope of stories required for each sub-theme, for determining in what forms these stories might be collected (e.g. recorded voices, electronic images and videos, written texts, artefacts etc) and for collecting and preserving this interpretive resource.

The *Strategy Committee* would have oversight of the design of interpretive media, the branding, marketing and distribution of the Project and its material and for prioritising the steps required to implement the Project.

### 5.1 Interpretive resources

#### Collecting resources

There are various methods for collecting interpretive resources available to the Project. These include:

##### **Community story gathering workshops**

Some work has already been undertaken to capture stories through community story gathering workshops. It is recognised there is potential for such workshops to fall into the trap of having only a certain kind of story told by a specific section of the community. It is therefore important that a range of stories be gathered and specific sections of the community that might not ordinarily come to this kind of event could be specifically targeted to gather stories.

It may be possible to use more targeted story gathering to capture stories that are often not told and can sometimes be more challenging for the audience. A range of stories should be gathered which present the authentic account of the district's inhabitants before European arrival. Similarly, accurate histories must be collected of the experiences of the Nyoongar people who were here when Europeans arrived and who endeavoured to continue with their lives, whether unaltered or drastically changed, after this time. For Europeans who arrived or were born in the district there are stories of industry collapses, the various waves of immigration and the ethnic groups represented. If story gathering is carried out in a complete and inclusive fashion it will be possible for the more challenging issues to be addressed through their proper interpretation.

The district's modern history is connected to its early pioneering days through the innovations and changes in the various industries that have at different times been the economic focus and instrumental in creating the character of the Shire.

### **Community memory days**

One method that has been successful in the capture of personal stories related to a specific issue is a *community memory day*. This is a one-off event where the authority (museum, Shire, etc) creates an event focused on a specific part of the district's story (e.g. a day focused on tobacco, dairy or timber) and could be held in any of the towns. Some base material could be provided to jog memories such as images, temporary panels, film etc. Participants are then asked to share their thoughts and recollections whether through recorded comments (audio or video) or written down on memory cards. These can then be shared. This might also be a useful method for sharing artefacts related to a specific topic. A system of recording provenance and stories should be created to document anything collected.

### **Published sources**

A number of stories are available in the public domain through published works from professional, amateur and family historians. Many of these works provide a guide to the kinds of stories that are available and give both general overview material and specific family stories. Some families have been prolific in the charting of their families and information is easily accessible. There is also additional research material available through the Battye Library and Trove, both having online catalogues, images and resources.

### **Societies**

The Manjimup Historical Society, based at History House in the Manjimup Timber & Heritage Park, has a considerable archive and is already a useful repository for information and stories relating to history across the Shire. However, the other towns and many localities across the Shire also have much to contribute and indeed some visitors will use these places as their access to the heritage project. These include the Walpole Nornalup and District Historical Society and the Northcliffe Pioneer Museum. Pemberton has the Karri Forest room at its Visitor Centre.

### **Locations**

History House and the Manjimup Timber & Heritage Park already play and will continue to play a critical part in informing, inviting and engaging visitors to the Shire to participate in the Project. However, the other towns and many localities across the Shire also have much to contribute and indeed some visitors will use these places as their access to heritage experiences.

### **Oral history projects**

The Oral History Association of Australia (WA Branch) Inc. ([www.ohaa-wa.com.au](http://www.ohaa-wa.com.au)) provides advice and guidance on the collection of oral histories as well as access to experts and grant funding to undertake oral history projects. It is important when gathering oral histories that some thought is given to collection and storage as well as a structured approach to the gathering of stories. Seeking advice from a professional organisation is critical to ensure that the information collected is useful and useable.

## **Social media**

A recent phenomenon is the appetite shown across the broader community for sharing history through social media, particularly facebook. For example a group called *Lost Perth* was created in May 2013 and within less than a month had over 56,000 likes. This group shares images, film clips and stories, also allowing other people to post images ([www.facebook.com/LostPerth](http://www.facebook.com/LostPerth)). Another site is *Memories of Bunbury*, which started at about the same time and has over 6,500 likes. The *Manjimup Old Photos* facebook group also provides members with the opportunity to browse old photographs of local people, places and events very conveniently.

The benefit of this kind of site is that one can source information, images and stories from a very broad audience without having to store those resources on site. This information also provides the ability to gather digital content for smart phone and tablet applications (as well as multimedia content if these are to be developed).

## **Collection management**

There may be some additional capacity to collect and store material within the expanded facilities of History House at Manjimup but this should be carefully managed to ensure that the organisation does not become a collection point for people's unwanted possessions and material.

All collections across the Shire need to be managed to the best possible standards. National museum standards may not be attainable, but where knowledge and experience are not in place, professional development opportunities through Museum Australia and other peak bodies could be sought for staff and volunteers.

Efficiencies would be maximised if a policy was developed for the Project clearly defining the criteria for acquiring and de-accessioning artefacts and other materials. A significance assessment should be undertaken for the Shire's collections to identify and document important items.

Documentation, images and artefacts should be catalogued and where possible recorded digitally. This will assist in the management and maintenance of the collections as well as providing a safe means of making items available to the public. Creating digital copies of the information and items also makes it easier to create the content for high-tech interpretive solutions such as smart-phone applications. It may be possible to have some artefacts on loan for specific exhibitions and themed visitor experiences that may temporarily focus on particular events or topics.

## **5.2 Interpretive media**

There are a number of methods that can be used to deliver interpretive experiences ranging from signage to high-tech approaches. It is suggested that given the size of the Shire and the potential costs associated with the development, installation and maintenance of a large number of interpretive signs, where possible existing interpretive resources are taken into consideration and incorporated into the interpretive experience. In addition there are a number of locations that are not, strictly speaking, heritage locations but that will assist in enriching the interpretive story and visitor experience. These locations could also be included as the Project

develops. They include various parks and places where people gather, both public and privately owned.

### Overview booklet

A single *Shire of Manjimup Heritage Connections* overview booklet would provide participants with a 'potted' history of the Shire. Such a publication would be low-cost to produce and reasonably easily updated as time went by. It would not aim to include all the detail of the Shire's heritage stories but simply be a quick and easy guide to set enthusiasts off along their chosen route.

### Route development

The cost of developing extensive new infrastructure can be prohibitive and it is suggested that in the short term the development of any physical (real) routes should be linked to existing attractions and heritage locations to ensure visitors and locals are encouraged to seek out a number of destinations.

### Town heritage walks

A series of short town walks could be developed to guide visitors through the major town sites. These would normally start from the town Visitor Centre and could include a short twenty-minute option (for those travellers who require a simple stretch break) and also a longer option for people with more time. The exact route would be determined at the time of implementation however the route should provide the walker with a strong sense of connection to the central theme (*Resilience*) and to as many of the four sub-themes (refer section 7) as is possible along its route. Where possible the walk would include significant heritage locations.

### Brochures and leaflets

Having some written information is important for visitors who do not have access (or the inclination) to use technological solutions. When developing any kind of printed material it is important to ensure that there is a sound distribution strategy in place so that visitors can find and use it and that there is not an excess of outdated printed material in storage. A number of approaches could be taken depending on budget and available material:

- A simple folded map with an identification mark and a small amount of information about each place. This would allow the visitors to create their own trail and itinerary.
- A DL brochure with itineraries linked to the central and sub-themes. This could include maps, information about locations, images and suggested routes.
- A5 Brochure – this could contain more information and itineraries and could also be linked to food and wine and to various appropriate natural attractions.

### Signage



Signage for the *Shire of Manjimup Heritage Connections* project will need to be branded so that it is striking, distinctive and attractive and so that every signpost is immediately recognisable as being a part of the Project. While fabrication and installation require a significant budget, the benefits of well-designed signage will repay that investment. Further, the careful selection of appropriate materials and fabrication methods will allow maintenance costs to be kept to a minimum. Colour-

coding has been suggested to delineate sub-themes; this and other design elements would be useful in providing additional visual cues.

Figure 5 below, provides an example of signage style designed by Creative Spaces. This multi-faceted sign concept has been designed as a means of telling a range of stories. The system includes a family of signage with a hierarchical application also providing a smaller sign that could be used for way-marking town walking trails.

(This Plan makes no recommendation regarding which designers or fabricators are engaged to supply signage.)

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	<p><b>Interpretive Marker</b> Each trail would have a number of site markers corresponding to sites that assist in telling the story of the theme. The markers would contain information about the site, images, stories and information about the other sites close by linked to this trail.</p> <p>Additional information could be included in QR Codes or applications that would provide media rich content including images, audio and video where it exists relating to the theme.</p>
	<p><b>Directional Marker</b> Used to direct visitors around a site or where there is an existing walking trail that can be used to tell a story related to a theme.</p> <p>The markers could also have additional information embedded using QR codes and application.</p>

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Figure 5: Creative Spaces suggested style for signage

## Smart-phone applications

The development of signage provides a physical piece of interpretation that can tell a story *in situ*. One of the main challenges with this kind of interpretation is that once it is developed it is difficult to change and also creates a management liability for the developing organisation. Whilst it is important to have some physical interpretation on the ground, new technology provides the ability to create rich content using audio, video and images and text that provides an enhanced experience for the user before, during and after their visit. The outdoor location of most of the sites of interest within the Shire makes it difficult to develop applications that can be placed in the environment.

However, the development of smart-phone technology (applications or *apps*) means that the large number of potential visitors carrying a device can enhance their visit via this method.

Another issue is that there are a number of locations within the Shire that do not have mobile telephone coverage and as such will not be capable of downloading content at the site. It is likely that within a few years there will be technology in place that will enable access to phone signals in the most remote locations. However, in the meantime there are some solutions that can be used to enable rich content to be developed in association with heritage interpretation within the Shire:

- Create a native application (an application that can be downloaded onto the device and then used without a phone signal);
- Create wireless hotspots linked to the interpretation at selected sites;
- Create the content for download by visitors at the Visitor Centres and other visitor attractions throughout the Shire;
- Develop the content over a period of time providing ongoing updates to ensure continued connection with the audience and providing the ability to update content as technology develops.

Some examples of apps already being used in other places are:

- Aurasma – an augmented reality application similar to a QR Code that allows content to be retrieved by linking it to a particular image or object. This kind of application allows images of buildings that have long ago been demolished to be seen again. A demonstration of the application can be found at [www.aurasma.com/event/3243/](http://www.aurasma.com/event/3243/)
- The dinosaur exhibition at the WA Museum has a specially developed application that allows the visitor to access additional information and clever graphics. There are also a number of exhibits that have augmented reality associated with them so the visitor can see dinosaurs moving and fighting.
- Streets of London – The Museum of London has developed a relatively simple application that sits on the phone or tablet and uses a map, images and limited text to explain an aspect of a particular location. This might involve the use of a photograph or a painting linked to a particular location. Once the application has been downloaded it can be used anywhere.

## Online Interpretation

Many visitors will begin their experience long before they arrive at a destination through online research and canvassing the opinions of friends and relatives. Websites and social media pages are important for setting the scene and creating connections that can be built on once the visitor has arrived.

Social media sites such as Manjimup Old Photos, Lost Perth and Memories of Bunbury can create a connection between locals and visitors. They can also help develop an understanding of the intricacies of the stories that signage panels cannot achieve with their severely limited words and images. Connecting such pages to photographic, audio and film resources provides an ability to give more people an experience of the Shire's heritage and to create an ongoing connection between the visitor and the community.



## Recommendations - Section 5: Interpretation

14	Heritage content (i.e. the interpretive resource) should be further researched. Input could be sought from professional historians, local historical societies and individuals. A content oversight committee (the <i>Content Committee</i> ) would be convened to ensure accuracy, relevance and completeness.
15	Where possible the Project should be developed and rolled out in conjunction with regional stakeholders that already have interpretive experiences to create a broader heritage interpretation experience for the Shire. A strategic oversight committee (the <i>Strategy Committee</i> ) would be convened to ensure that branding and marketing strategies are adhered to and that the Project is delivered with consistency and cohesion.
16	Undertake regular story gathering workshops with different sections of the community so as to develop banks of stories and ideas which can later be used to expand the interpretive experience.
17	Additional research and appropriate consultation should be undertaken to uncover the Aboriginal stories and histories associated with the region before and since European arrival.
18	Investigate a range of innovative events to be held from time to time and which would be used to gather stories and other resources from (and with) the community.
19	Investigate the development of online platforms that can be used to promote the history of the Shire and provide an additional interpretive opportunity.
20	Develop a policy to guide the acquisition and de-accessioning of items and artefacts in the collections across the Shire.
21	Undertake a significance assessment of the various collections in the Shire.
22	Manage the Shire's museums to the best standards possible and where the skills and experience are not in place seek professional development opportunities for staff and volunteers through peak bodies such as Museums Australia.
23	Develop a Shire of Manjimup heritage overview booklet as a low-cost and easily updated introduction for enthusiasts. The booklet should be made available at as many outlets as possible.
24	Use a range of interpretive media to create connections with a range of visitors.
25	Develop a design for striking, distinctive and attractive trail markers, branded in such a way that every signpost is immediately recognisable. Aim for durable materials and fabrications in order to minimise maintenance costs.
26	Begin developing a range of digital resources that can be used in the development of high-tech interpretive media such as QR codes, websites and smart-phone applications.
27	Develop further collateral materials that can be used to promote the trail to local residents and visitors and which can be provided through the Shire, the Visitor Information Centres in the major towns and other businesses.

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## SECTION 6: HERITAGE CONNECTIONS

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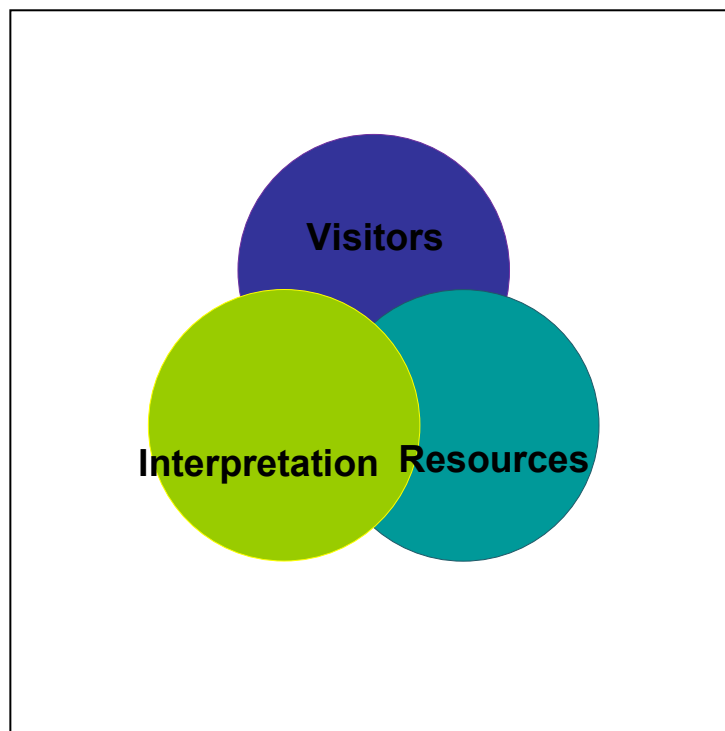
*“Successful interpretation has a strong theme, is easy to follow, matters to the audience and is enjoyable to process.”*

*Sam Ham*

In order to make the heritage of the Shire accessible to people, the Project requires a structure within which it can deliver meaningful experiences, assisted by careful planning, design, branding and marketing. *Shire of Manjimup Heritage Connections* has a thematic structure which if clearly articulated will assist deliver of a strong and cohesive product. This section addresses the *Shire of Manjimup Heritage Connections* central theme, its sub-themes and its myriad stories with which people can connect to give their experience life and meaning.

### 6.1 Interpretation and experience

The role of interpretation is to assist visitors to create a meaningful experience. Visitors are autonomous and are free to choose to interact with the trail and the interpretation or not. Interpretation must have a tangible resource around which the experience can be built. This can be a heritage building or site or a natural feature. Care must be taken in the development of interpretation because while it can enhance visitor experience, poorly placed and executed interpretation can detract from the experience. Figure 6 depicts the relationship between interpretation (the interpretive media), resources (interpretive resources) and the visitor. The most meaningful experiences exist at the point of three-way intersection: where there is a relationship or synergy between all three elements.



*Figure 6: Meaningful experience derives from the relationship between Interpretation, Resources and Visitors*

## Resources

- Have tangible qualities that can be perceived by the senses;
- Shape the meanings that visitors develop.

## Interpretation

- Can connect visitors to the resource & guide the development of meanings;
- Can detract from the experience if not well planned and designed.

## Visitors

- Are autonomous; they can choose to read signs or experience trails;
- Search for and developing meanings, with or without interpretation.

## Meanings

- Are more important than information;
- Are ascribed through social norms & cultural values;
- Are intangible & unfixed; no two people experience exactly the same meaning.

As a note of caution, it is very easy to get bogged down in the detail of a place; there are always many stories that can be told. Sometimes there are too many and the audience simply cannot take it all in. Further, telling stories that have no connection to the audience may well fail to engage the visitor or leave them without any lasting impression about the significance of a place.

## 6.2 Central theme and sub-themes

One of the best ways of helping visitors to understand a place and get the most out of the interpretation is to develop a central theme around which the interpretation can be built. The central theme identifies the key message that the interpreter wants the visitor to leave with and provides guidance for the development of a small number of sub-themes that will reinforce the central theme.

Memorable interpretation is developed with the audiences in mind and creates linkages between the audience and the place through the central and sub-themes and their supporting stories. People connect with places and things that have relevance to them and the challenge with interpretation is making sure that the visitor can understand the place in the context of their own experience.

The analogy of the vertebrae is an excellent one for creating an understanding of thematic interpretation as developed by Sam Ham<sup>3</sup>. The concept behind thematic interpretation is that visitors may have a passing interest in the facts that are presented to them through tours and interpretive signage but they are highly likely to forget the details of what they have learned very quickly after the experience.

The idea behind creating a central theme is to provide a means of ensuring that the visitor leaves with an understanding of a why the place is so important, the “so what” factor as it is sometimes called. This central theme may never be communicated overtly to the public but it is used to provide a framework for the development of interpretive experiences. This provides flexibility but also a means of creating a

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<sup>3</sup> Ham, Sam (1992) Environmental Interpretation – A Practical Guide for People with Big Ideas and Small Budgets, Fulcrum Publishing, Golden, Colorado

coherent experience over a range of sites and using a range of sub themes, stories and media that all reinforce the central theme.

This approach can also be viewed using vertebrae as an analogy, where the spine represents the central theme that runs through the whole experience, the individual vertebra are the sub-themes, and the stories form the links between the vertebrae, as illustrated in Figure 7 below.

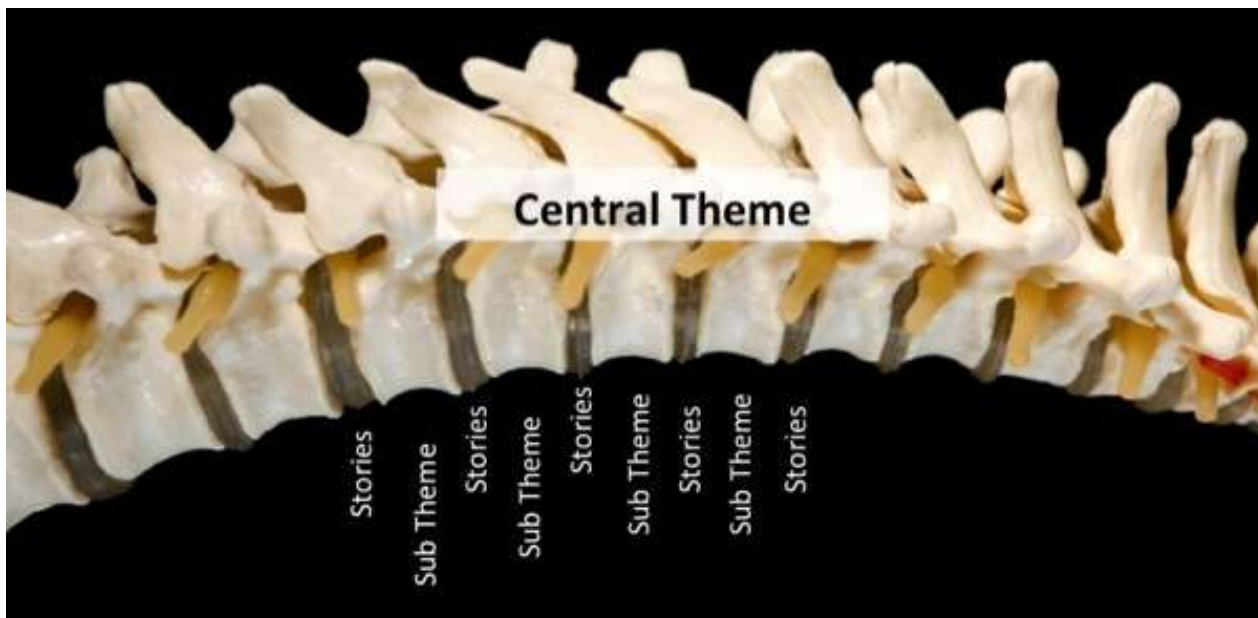


Figure 7: The relationship between themes and stories

## Central Theme

The central theme can be developed a number of ways including through community and stakeholder workshops or by reviewing historical documentation. The central theme is more than just a topic such as schools, agriculture or pioneers. The central theme answers the question “So what?” It allows the audience to gain a deeper understanding of why something is important. The central theme usually relates to a universal concept such as love, resilience, communication, relationship and so on.

To identify the central theme for *Shire of Manjimup Heritage Connections* a review of a range of historical sources was undertaken. Some of the major recurring ideas, topics and stories were identified. These stories do not represent an exhaustive list and the advantage of this approach is that new sub-themes and stories can be developed as the community becomes more involved and new events and anniversaries occur. It is also possible to include new stories as more information becomes available, such as the Aboriginal stories that may take some time to gather and get agreement on. Using this method it is possible to ensure that interpretation is a living thing rather than just a moment in time.

There were a number of concepts which recurred during the consultant’s 2013/14 review of a range of historical materials including *experimentation*, *hard work*, *perseverance* and *constant change*. A concept that came through strongly was *resilience* and the ability of the settlers of the district to adapt to change and hardship and thrive. Further, resilience was and is still a quality which the district’s first inhabitants, the Nyoongar people, demonstrate. Modern day residents have also had to deal with a number of challenges including the decline of the tobacco, forestry and

dairy industries. The central theme statement below was developed to guide the development of sub-themes and the choice of stories:

*“The Shire of Manjimup district has survived many challenges because of the resilience of its people, characterised in their diversity, adaptability, creativity & willingness to experiment.”*

### **Sub-themes**

A number of topics were identified as part of the pilot project. However, it can be argued that there was not always a clear distinction between the different themes identified by the pilot project with many of them being too broad and low level and not providing clear direction to assist in the choice of appropriate locations and stories. A small number of higher-level sub-themes could be adopted and the themes identified in the pilot project could then be incorporated into the sub-themes as stories.

There are a number of key topics that were not included in the pilot project including Aboriginal history (pre- and post-European arrival), the natural environment, group settlement, railways, transport, forestry and the coast and the sea. These can be incorporated into the plan as areas to explore in the delivery of the trails.

Four sub-themes have been identified to guide the development of the stories and the overall interpretive experience. These sub-themes are presented in Table 6.

Table 6: The four sub-themes which provide structure to the project.

<b>Sub-theme: People</b>	<b>Sub-theme: Industry</b>
Focus on groups and individuals that had a major role in the development of the district.	Explore the industries that were developed over time to support the local population and help the region survive and thrive
<b>Sub-theme statement</b>	<b>Sub-theme statement</b>
<i>Despite many challenges and often being ill equipped to deal with life in the bush, the people of the district made the best of it and in many cases thrived.</i>	<i>The development of the district has been characterised by a willingness to experiment and an ability to adapt to changes in fortune.</i>
<b>Story suggestions</b>	<b>Story suggestions</b>
<ul style="list-style-type: none"> <li>• Aboriginal people and their country</li> <li>• Pioneer women</li> <li>• Settlers, drovers, farmers, timber men</li> <li>• Hawkers and travellers</li> <li>• Civic leaders</li> <li>• Teachers</li> <li>• Medical pioneers</li> <li>• Individuals of note</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal technology, working their land</li> <li>• Cattle droving</li> <li>• Bull and horse power in the forest</li> <li>• Orchards and agriculture</li> <li>• Adapting to changing industries</li> <li>• Dairy</li> <li>• Food and beverage</li> </ul>
<b>Sub-theme: Settlement</b>	<b>Sub-theme: Life in the District</b>
Comprehend both the huge impact European settlement had on the landscape during the 1850s and the difficulties the land presented for these families.	Examine the way that people lived in the region from pre-European days to the present.
<b>Sub-theme statement</b>	<b>Sub-theme statement</b>
<i>From clearings in the bush to thriving communities, settlers brought their families, customs and hopes and carved out new lives for themselves.</i>	<i>Living in a remote location has always presented challenges but a creative approach to life has helped people make the best of the situation</i>
<b>Story suggestions</b>	<b>Story suggestions</b>
<ul style="list-style-type: none"> <li>• Pre-settlement life: living on the land</li> <li>• Early settler families</li> <li>• Group settlement, a culture shock</li> <li>• the Depression and walking off the farms</li> <li>• Returned service men</li> <li>• Post war migration, new Aussies</li> <li>• Continuing to adapt</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal heritage before contact</li> <li>• Schooling</li> <li>• Clearing the land</li> <li>• Heading to the coast</li> <li>• Sport &amp; recreation, creating community</li> <li>• Living in a biodiversity hotspot</li> </ul>

Creating this kind of structure assists in making the interpretive experience more understandable and accessible for the audience and allows the interpreter to be more focused in the way they choose sites and tell the stories.

Table 7 illustrates how the thematic model works and how a range of disparate topics can be brought together to reinforce the central and sub-themes. Note that the pilot project stories also align with the tier three stories in this model.

Table 7: The thematic model includes a central theme, four sub-themes and many stories.

Tier 1 Central Theme	<b>Resilience</b> <i>The Shire district has survived many challenges because of the diversity, adaptability, experimentation and creativity of its people.</i>			
Tier 2 Sub-themes	People	Industry	Settlement	Life in the District
Tier 3 Stories (examples)	<ul style="list-style-type: none"> <li>• Aboriginal people</li> <li>• Pioneer women</li> <li>• Medical pioneers</li> <li>• Early settlers</li> </ul>	<ul style="list-style-type: none"> <li>• Timber</li> <li>• Agriculture</li> <li>• Cattle droving</li> <li>• Dairy industry</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-settlement life</li> <li>• Early settlers</li> <li>• Group settlement</li> <li>• Post-war migration</li> </ul>	<ul style="list-style-type: none"> <li>• Schooling</li> <li>• Clearing the land</li> <li>• Entertainment &amp; recreation</li> <li>• Getting supplies</li> <li>• Unique flora, fauna and natural features</li> </ul>

### Story Identification

In developing central and sub-themes it is important to examine a range of key stories and identify recurring concepts that will often point to a central theme and give clues as to the messages that can be explored through the interpretation.

## 6.3 Management considerations

Estimated costs for interpretation development have been provided in the Implementation Plan (Section 7). These costs are subject to change depending on final decisions about the inclusion of heritage entry points, the form and design of interpretive resources, and the amounts of on-ground and virtual interpretation that are chosen to be a part of the Project.

### Management Requirements

There are a number of management matters that need to be considered when developing interpretation. There are no staffing costs suggested with this interpretive approach however there is some scope for volunteer guides to be briefed on the content of the trail and to be used at specific locations such as the town centres or Timber Park at specific times of the year – such as when there are more visitors in the Shire or during specific events such as the Manjimup Cherry Harmony Festival, the regular farmer’s markets or the Truffle Kerfuffle. This information could also be provided to existing tour operators to supplement their existing tours.

Following are two of the issues that need to be taken into consideration by the Shire in the development of the interpretation nodes.

## **Maintenance**

The location of the signage in the open air means that there will be a need to have them constructed of robust materials of exterior use quality. The use of Corten steel and other such materials will assist in ensuring the longevity of the interpretation. The trailheads should be checked regularly to ensure that there is no undue wear and tear or vandalism. There may also be a need for the upgrade of content although this is likely to be taken care of through the other media.

The ongoing monitoring and maintenance of signs at locations throughout the Shire is likely to have a significant impact on the financial and human resources of the Shire. One solution could be to encourage community members to adopt locations to keep them clean and tidy and to monitor any damage to trail infrastructure. This would be similar to the way that DPaW manages the Bibbulmun Track where huts and sections of trail are adopted by the local community and managed and maintained.

## **Promotions & monitoring interest**

The distribution of printed material is one way of monitoring the interest in the trail and the use of the interpretation. A system of monitoring should be established from the beginning to ensure that Visitor Information Centres and other outlets are providing information about the trail users and how they are interacting with the information. A brochure is a good place to provide additional material and information as they are easier to change and upgrade than physical signage.

A strategy should be developed for the distribution of the brochures that takes in the Visitor information Centres throughout the region as well as tourism accommodation and tour businesses. Creating familiarisation experiences for local businesses (not just tourism businesses) may assist in developing a more visitor focused ethos in the main towns in the Shire.

The development of a Facebook page to engage people in the story of the Shire would be a good starting point and will assist in establishing the region's visitor focus. This could be used as a means of promoting the food and wine of the region as well as the heritage using images and short engaging stories. This will have human resource implications, as it will require regular updating. This can be undertaken by the Shire or contracted be something they contract out to a marketing organisation.

Creating advocates through local businesses will also assist in creating a buzz and linking the heritage experience to the identity of the region. Developing a partnership approach to promoting the Heritage Trail will assist in building advocacy for the trail and spreading the costs of undertaking promotional activities. An up to date and engaging website will also be important to ensure that visitors want to come and explore the region. In addition to what is currently provided there could be a range of itineraries that include nature, culture and food and wine experiences while telling the stories along the way.



## 6.4 Shire of Manjimup Heritage Connections

A range of experiences could be developed across the Shire using the four sub-themes to guide the identification of sites and locations for inclusion. Where practical, some trails should be developed to take advantage of existing interpretive experiences. Sites included in these trails, particularly those with physical interpretive infrastructure, should have a high level of significance and authenticity. Where possible sites should be chosen that have an existing heritage structure to provide a focus for the site interpretation.

Routes could be developed and each would be introduced to the traveller through any one of the heritage entry points in order to engage those visitors who do not arrive on or engage with the experience via Manjimup. It is anticipated that one heritage entry point would be at the Manjimup Timber and Heritage Park, with others in different towns or localities, dependent on the heritage resources available at those particular places and on demand and resources available. It is important that each entry point also provide strong impetus to explore the Shire, perhaps focusing on a particular sub-theme and connecting the drive to a range of sites.

Each entry point would include an introduction to a sub-theme, a map identifying other locations and presentations of significant stories connected to the sub-theme. It is suggested that high-tech interpretive elements be incorporated into the entry point such as QR codes linking to additional information or a smart-phone application that could connect to maps, directions and additional multimedia content. Each entry point could have its own application to allow for staged development.

The Manjimup Timber and Heritage Park is positioned to become the major hub for history and heritage in the broader Warren Blackwood region. The Park has a number of heritage structures located within it and the heritage entry point could be located near to some of the relevant buildings. Within the Park a walk trail could act as a physical trail experience in its own right, guiding visitors around the story of the Shire in a single location.

Substantial financial commitment and planning has already been invested to upgrade facilities in the Manjimup Timber and Heritage Park. There is a comprehensive and readily-accessed layer of experience for visitors. The development of History House creates an additional heritage focus. There is also the Shire's present pursuit of the World of Energy Museum State energy collection which would reinforce the importance of the site as a heritage hub. It makes sense for this location to play a major role in the development and presentation of the *Heritage Connections* project. Attracting visitors to the region through the Manjimup Timber and Heritage Park will lead to increased heritage-focused visitation of the other towns and localities in the Shire if they are clearly identified as an integral part of the *Heritage Connections* project.

In addition to any longer routes, it is suggested that each of the four towns develop its own walking trail starting from its Visitor Centre. The walking trails would highlight the sites and stories of the town and their connections to the four sub-themes. The walking trails would take advantage of existing interpretive experiences and where none exist then new site markers should be installed. Each of the towns has different levels of resources so an assessment should be made of the significant sites and engaging stories that could be included in a walking trail. This information could then be matched against one of the four sub-themes when the trail content is being developed. These town walking trails could be delivered using smart-phone

applications to reduce the need for excessive trail infrastructure and signage to be put in place.

It remains an objective of the Shire of Manjimup Heritage Trail Plan that the Project's visible presence, as well as its benefits, extends to all the towns of the Shire. Local interest groups could be engaged and supported to provide trail maintenance and input to further trail development, management and marketing through the oversight committees and the Shire.

## 6.5 Trails

The Project aims to share and promote its heritage stories. One popular means of doing so is through the creation of trails. Trails take several forms. They may be laid out over the ground with markers and signs dotted along the way to guide the traveller to heritage sites or other places where interpretive resources are presented. Or a trail may be marked on a map, leaving it to the travellers to navigate for themselves. Or it may be simply a package of information, connected by a common sub-theme or topic, which the interested person sifts through and develops their own sense of trail. Finally, a trail may be entirely *virtual*, simply a collection of heritage stories which are in some way branded and signposted, so that the user can travel through a virtual world in pursuit of the information they seek.

At the same time, the aims of this Plan are to:

- Guide the actions of all heritage stakeholders to work in collaboration;
- Provide focussed direction for the pursuit of a complete heritage interpretation project across the Shire; and
- Establish cohesive structures for the various aspects of strategic planning under which the project will evolve.

With these aims in mind, it is reasonable to leave decisions regarding whether or not trails should be real or virtual (or a combination) to the Project strategy oversight committee.

This said it must be understood that while a local resident might feel they have a lifetime to pursue the trails and sub-trails of a virtual world, those visiting the Shire are likely to have limited time and will seek guidance to make the most of their visit. Some attention to real, physical trails will assist these users, and generally these are the users who will contribute something extra to the local tourism economy.

The development of trail routes and stories should be undertaken in close consultation with the local community so as to properly identify appropriate sites and to pick the most significant stories. An example of how this might be created using a range of interpretive media can be found in section 6.7.

## 6.6 Example trail: Industry

As an example, a heritage route which highlights the stories of the development of industry across the district could be built around the structure and details in Table 8.

Table 8: Example details for an Industry heritage route across the Shire.

<b>Central Theme</b>	
<i>Resilience:</i> The Shire district has survived many challenges because of the diversity, adaptability, experimentation and creativity of its people.	
<b>Sub-theme</b>	
<i>Industry:</i> The development of the district has been characterised by a willingness to experiment and an ability to adapt to changes in fortune.	
<b>Suggested topics and stories include:</b>	
<b>Timber &amp; Forestry</b>	<b>Food Production</b>
Bunnings Brothers Forestry <ul style="list-style-type: none"> <li>• early days;</li> <li>• regional forest agreement;</li> <li>• today.</li> </ul> Mills Log chop championships Sleeper cutters Founders' Forest Tramways	Manjimup Butter Factory Walpole cream truck Wine industry
<b>Agriculture</b>	<b>Other Industries</b>
Cattle drive trails Coastal disease Droving Early farmers Dairy Farming Clearing the land Truffles Apples Avocados Strawberries	Graphite mining Manjimup Trading Company Tobacco Trout hatcheries Forest fresh marron
<b>Suggested key locations include:</b>	
<b>Manjimup Timber &amp; Heritage Park</b>	MT&HP would have a heritage entry point which would provide an orientation to the route and an overview for the rest of the trail. The MT&HP gives an in-depth experience including heritage buildings and machinery. It facilitates for a good basic understanding of the timber industry and the role it played in the development of the region.
<b>Manjin Park (Manjimup)</b>	The Windberg Apple Picker icon would provide an inspiring but brief invitation to learn more about the heritage of the district's agricultural industries, particularly fruit growing.

<b>Deanmill</b>	Saw Mill No. 1: A range of stories could be told here using a large billboard. This would encourage exploration of the settlement and links to other stories such as the group settlement story, settling in the forests and what the wood was used for.
<b>Pemberton Visitor Centre</b>	The Windberg Axeman icon would provide another inspiring invitation to learn more about the timber industry and the stories of felling the giant karris there. A directional marker adjacent would direct visitors to other sites of interest in and around the town connected to the timber industry including cottages, the Pemberton Swimming Pool etc.
<b>Pemberton</b>	Saw Mills No.2 & No.3: Provide an understanding of how Pemberton fits into the timber story and the development of this timber town.
<b>Northcliffe Pioneer Museum</b>	Has displays of artefacts and glimpses of life in settlement days.
<b>Northcliffe</b>	The Windberg Doc Ryan icon also highlights the arduous nature of the journey from Pemberton to Northcliffe during earlier settlement days. ( <i>Signage at Northcliffe could also link to operating dairies, an example of a local industry which thrives to the present day</i> )
<b>Middleton Road (cnr SW Hwy)</b>	The Windberg Cattle Trails icon introduces the story of the family cattle drives to the coast.
<b>Walpole</b>	The Windberg Walpole Cream Truck icon draws the traveller back into the story of the dairy industry before following the same arduous journey the cream truck took back to Manjimup.
<b>Woolworths site (Manjimup)</b>	The Windberg Old Butter Factory icon would serve to close the journey.

There are many more sites – and countless side branches and sub-trails along this example trail which could be incorporated under proper strategic direction. A consistent, cohesive and recognisable (branded) hierarchy of signage deserves careful consideration as such trails are created.

The size of the Shire (Manjimup is the largest Shire in the region) means that visitors with one day to invest in heritage pursuits may not be able to undertake a trail which reaches too far across the Shire. However, many users may be local or being shown around by locals. This often means that there is opportunity for future explorations. Creating a trail that incorporates amenity such as places to eat, public toilets and retail opportunities will also encourage visitors to undertake the experience and ensures they are comfortable when undertaking the trail.

### **Interpretation**

The development of other media such as smart-phone applications provides the ability to create a more interactive experience. Visitors can be encouraged to dig deeper into the stories being presented using applications which provide media-rich content such as images, additional text and audio (e.g. local ‘old timers’ telling their stories). This ‘story bank’ can be added to later and can be developed over time to encourage repeat visitation. A small charge can be made for downloading the application. It would also be possible to create a book for sale to visitors to provide a more permanent memento of the experience.

## 6.7 Additional trails with a special focus

An example of a special focus additional trail is a Schools Trail. Such a trail would sit under the Life in the District sub-theme, but could connect to the People and Settlement sub-themes too.

Such a trail would need to include sites which have existing buildings and heritage significance so as to engage the trail follower as actively as possible in 'real' heritage resources.

A schools trail may have interest for local people who have a specific connection to a site or for professionals who have a particular focus on schools and education. A project has previously been undertaken across the Shire to mark a number of sites which were school sites. A series of brass plaques fixed to large rocks have been established at each site with some information about the school and people associated with them.

However, a trail specifically linking the school sites across the Shire may be of limited interest to a broad audience and is therefore recommended that such a trail be created as a side branch of another trail following a theme with broader appeal. Any physical interpretation should be limited to sites that have heritage significance such as sites on the State Register of Heritage Place, the Municipal Inventory or sites with existing heritage structures.

An option for a 'trail' with this level of specificity is to design it as a virtual trail, whereby all the available heritage information (maps, school records, anecdotes, photos etc) are presented via the internet in a cohesive way. Enthusiasts would build their own trails, exploring on the ground if they wished. A smart-phone application could provide visitors with additional information that cannot be included on a small plaque. This could include oral history content from former pupils telling what going to school was like in the early days and anecdotes about remote schooling. Many of the sites no longer have evidence of the school buildings so images can be incorporated into the application as well as more in-depth information about the particular school and its history.

There are, though, three school locations that are on the State Register of Heritage Places and one of these sites could be chosen for the installation of the Tony Windberg *Teacher with students* icon (and therefore subsequent inclusion in a Windberg icons trail). The St Thomas Church (1894/95) site at Dingup is the preferred site because of the presence of the church as a significant heritage structure and for its location, being not too far from Manjimup, near to good accommodation (Dingup House) and located on Balbarrup Road which reasonably could become part of a longer trail, connecting Palgarup to Quinninup.

Recommendations - Section 6: Heritage Connections	
28	Resilience should be the central focus for heritage interpretation and the theme statement should be used to guide the development of sub-themes and their stories.
29	The four sub-themes of People, Industry, Settlement and Life in the District should be adopted as a way of organising the interpretive experience across the Shire.
30	Develop a 'story bank' that can be added to and used over time.
31	Develop a partnership approach to the development, management, maintenance and marketing of the heritage trails. Work with public and private sector partners to create memorable tourism experiences.
32	Use robust, exterior grade materials for the fabrication of external trail signage to reduce the need for maintenance and replacement.
33	Ensure trail locations are monitored regularly to ensure any interactive or high-tech elements are working and to undertake site and signage maintenance. To reduce the financial and human resource burden on the Shire, local volunteers could be encouraged and supported to adopt a location and monitor and maintain it. Set aside funding to cover the costs associated with maintenance and replacement of signs and locations.
34	Develop at least one drive trail across the Shire with its own heritage entry point in order to provide strong impetus to explore the region, focusing on one particular sub-theme and linking the drive to a range of sites. The trail should incorporate existing interpretive experiences where possible.
35	Develop a walking trail in each of the four towns to encourage visitors to explore the towns and to highlight important heritage sites and stories. Where existing interpretation is in place this should be incorporated into the trails.
36	Heritage entry points should include high-tech elements such as QR codes and smart-phone applications that allow visitors to download additional information including maps, audio, images and additional stories related to the sub-theme.
37	Sites included should generally have some actual heritage significance as a place, and preferably still retain some heritage structure.
38	Where a site does not have an existing structure but is deemed too important not to be included, the development of high-tech or other suitably dynamic interpretation should be investigated to provide a more engaging experience
39	Local interest groups could be engaged and supported to provide trail maintenance and input to further trail development, management and marketing through the oversight committees and the Shire.
40	Position the Manjimup Heritage & Timber Park as a major heritage entry point and develop suitable interpretive media there.
41	It is recommended that heritage interpretive information (and routes) be developed only under the four sub-themes of People, Industry, Settlement and Life in the District, and that specialist routes (such as schools, timber, orchards etc) be incorporated into one or more of the four major sub-themes.)

42 Where there is a strong interest in a specialist topic and existing interpretive resources are in place, a virtual trail could be established through high-tech solutions such as smart-phone applications to minimise costs associated with the development and maintenance of interpretive infrastructure. An example could be to map all of the locations included in the school sites plaque project and incorporate them into an application so that people with a particular interest in schools can find the information with minimal cost and management imposts for the Shire. For enthusiasts who wish to follow such a trail on the ground, the map would provide a sufficient guide and interpretive information can be derived from the application and from the plaques at each site. The Teacher with students Windberg icon would provide an artistic interpretation at one point along this trail.

## SECTION 7: IMPLEMENTATION

### 7.1 Funding

Delivery of an 'on-the-ground' (and in-the-ether) heritage experience will require significant time and, of course, significant funds. Significant financial support will be required to implement many of the components of the Project. Such support will be sought from various appropriate funding bodies. In addition, any state or federal government funding streams available for such an endeavour will be pursued. However, under the Plan Council will also be approached to provide budget allocations to support the rollout of the Project, in particular the completion of the Windberg icon trail.

#### Recommendations - Section 7: Implementation

- |    |  |
|----|--|
| 43 | Develop a funding sub-plan, then source and seek major funding, possibly as staged support over a number of years.                           |
| 44 | That Council allocate funds to support the ongoing rollout of the heritage project, in particular the completion of the Windberg icon trail. |

### 7.2 Summary of Recommendations

All of the 44 recommendations previously mentioned in this Plan are listed in Table 9.

*Table 9: List of recommendations mentioned in the Plan.*

#### Recommendations - Section 2: Pilot Project review

- |   |   |
|---|---|
| 1 | Complete the Windberg icon installations.   |
| 2 | Where appropriate the Windberg icons should also be included in any other trails being developed so as to provide further connections across the Project. |

#### Recommendations - Section 3: Heritage Tourism

- |   |  |
|---|--|
| 3 | Consider undertaking some simple primary research through the Shire's Visitor Centres to identify key information about visitors.  |
| 4 | When sites are promoted to visitors for their heritage value, safe and universal access criteria (including driving access) should be taken into consideration.  |
| 5 | Sites that have higher levels of significance (i.e. State Registered Heritage Places or Municipal Heritage Inventory or have existing heritage structures) should be the first choice for the location of any physical interpretation placed in the Project. |
| 6 | Where possible create cluster locations that allow visitors to take advantage of amenities such as shops, restaurants, toilets and picnic areas. (This may also assist in attracting additional funding from commercial sources.)                            |
| 7 | Investigate a range of marketing and promotional strategies including social media and other online hi-tech tools to raise the profile of heritage experiences across the Shire.   |

#### Recommendations - Section 4: Branding

- |   |  |
|---|--|
| 8 | Develop a cohesive style guide and logo for the Project. |
|---|--|



9	Investigate partnership-marketing opportunities with the Southern Forest Food Council, Australia's South West and other local and regional organisations.
10	Work with regional partners to promote the experience to potential visitors and leverage membership of Australia's South West to promote the experiences.
11	Develop a marketing sub-plan to guide promotion of. <i>Shire of Manjimup Heritage Connections</i> . and link in to the Tourism Western Australia familiarisation program.
12	The strategy oversight committee should work closely with a marketing and branding consultant to ensure that this aspect of the Project is implemented at best practice standards and that the Shire of Manjimup heritage project has a competitive edge over similar experiences available in the region.
13	Develop souvenir and promotional print materials to be distributed through Visitor Centres and local businesses throughout the Shire. (Develop a distribution strategy and set aside funding for amendment and printing.)
<b>Recommendations - Section 5: Interpretation</b>	
14	Heritage content (i.e. the interpretive resource) should be further researched. Input could be sought from professional historians, local historical societies and individuals. A content oversight committee (the <i>Content Committee</i> ) would be convened to ensure accuracy, relevance and completeness.
15	Where possible the Project should be developed and rolled out in conjunction with regional stakeholders that already have interpretive experiences to create a broader heritage interpretation experience for the Shire. A strategic oversight committee (the <i>Strategy Committee</i> ) would be convened to ensure that branding and marketing strategies are adhered to and that the Project is delivered with consistency and cohesion.
16	Undertake regular story gathering workshops with different sections of the community so as to develop banks of stories and ideas which can later be used to expand the interpretive experience.
17	Additional research and appropriate consultation should be undertaken to uncover the Aboriginal stories and histories associated with the region before and since European arrival.
18	Investigate a range of innovative events to be held from time to time and which would be used to gather stories and other resources from (and with) the community.
19	Investigate the development of online platforms that can be used to promote the history of the Shire and provide an additional interpretive opportunity.
20	Develop a policy to guide the acquisition and de-accessioning of items and artefacts in the collections across the Shire.
21	Undertake a significance assessment of the various collections in the Shire.
22	Manage the Shire's museums to the best standards possible and where the skills and experience are not in place seek professional development opportunities for staff and volunteers through peak bodies such as Museums Australia.
23	Develop a Shire of Manjimup heritage overview booklet as a low-cost and easily updated introduction for enthusiasts. The booklet should be made available at as many outlets as possible.
24	Use a range of interpretive media to create connections with a range of visitors.

25	Develop a design for striking, distinctive and attractive trail markers, branded in such a way that every signpost is immediately recognisable. Aim for durable materials and fabrications in order to minimise maintenance costs.
26	Begin developing a range of digital resources that can be used in the development of high-tech interpretive media such as QR codes, websites and smart-phone applications.
27	Develop further collateral materials that can be used to promote the trail to local residents and visitors and which can be provided through the Shire, the Visitor Information Centres in the major towns and other businesses.
<b>Recommendations - Section 6: Heritage Connections</b>	
28	Resilience should be the central focus for heritage interpretation and the theme statement should be used to guide the development of sub-themes and their stories.
29	The four sub-themes of People, Industry, Settlement and Life in the District should be adopted as a way of organising the interpretive experience across the Shire.
30	Develop a 'story bank' that can be added to and used over time.
31	Develop a partnership approach to the development, management, maintenance and marketing of the heritage trails. Work with public and private sector partners to create memorable tourism experiences.
32	Use robust, exterior grade materials for the fabrication of external trail signage to reduce the need for maintenance and replacement.
33	Ensure trail locations are monitored regularly to ensure any interactive or high-tech elements are working and to undertake site and signage maintenance. To reduce the financial and human resource burden on the Shire, local volunteers could be encouraged and supported to adopt a location and monitor and maintain it. Set aside funding to cover the costs associated with maintenance and replacement of signs and locations.
34	Develop at least one drive trail across the Shire with its own heritage entry point in order to provide strong impetus to explore the region, focusing on one particular sub-theme and linking the drive to a range of sites. The trail should incorporate existing interpretive experiences where possible.
35	Develop a walking trail in each of the four towns to encourage visitors to explore the towns and to highlight important heritage sites and stories. Where existing interpretation is in place this should be incorporated into the trails.
36	Heritage entry points should include high-tech elements such as QR codes and smart-phone applications that allow visitors to download additional information including maps, audio, images and additional stories related to the sub-theme.
37	Sites included should generally have some actual heritage significance as a place, and preferably still retain some heritage structure.
38	Where a site does not have an existing structure but is deemed too important not to be included, the development of high-tech or other suitably dynamic interpretation should be investigated to provide a more engaging experience

39	Local interest groups could be engaged and supported to provide trail maintenance and input to further trail development, management and marketing through the oversight committees and the Shire.
40	Position the Manjimup Heritage & Timber Park as a major heritage entry point and develop suitable interpretive media there.
41	It is recommended that heritage interpretive information (and routes) be developed only under the four sub-themes of People, Industry, Settlement and Life in the District, and that specialist routes (such as schools, timber, orchards etc) be incorporated into one or more of the four major sub-themes.)
42	Where there is a strong interest in a specialist topic and existing interpretive resources are in place, a virtual trail could be established through high-tech solutions such as smart-phone applications to minimise costs associated with the development and maintenance of interpretive infrastructure. An example could be to map all of the locations included in the school sites plaque project and incorporate them into an application so that people with a particular interest in schools can find the information with minimal cost and management imposts for the Shire. For enthusiasts who wish to follow such a trail on the ground, the map would provide a sufficient guide and interpretive information can be derived from the application and from the plaques at each site. The Teacher with students Windberg icon would provide an artistic interpretation at one point along this trail.
<b>Recommendations - Section 7: Implementation</b>	
43	Develop a funding sub-plan, then source and seek major funding, possibly as staged support over a number of years.
44	That Council allocate funds to support the ongoing rollout of the heritage project, in particular the completion of the Windberg icon trail.

## 7.3 Action plan

The Project will be large, complex and drawn out. To maintain momentum and efficiency, it can be subdivided into nine key *components*:

- |                            |                         |                        |
|----------------------------|-------------------------|------------------------|
| 1. Council & officer tasks | 4. Content development  | 7. Digitised resources |
| 2. Windberg icon trail     | 5. Strategy development | 8. Distribution        |
| 3. Funding                 | 6. Branding & marketing | 9. Town walk trails    |

Within each individual component of the Project are *tasks*, and these are shown in Table 10. While there is a logical order in which to complete most of the tasks, many of them will overlap in time. An indicative development and completion sequence for implementation of the Project components and tasks follows in Table 11.

Note that achievement of these timeframes will inevitably depend upon the securing of adequate funding support and on the coordinated delivery of individual component outcomes.

Development of interpretive media (i.e. content, the stories) could be carried out as one component of the Project or it could be split into a number of stages implemented over time. While breaking this component down into manageable stages would make it more efficiently achievable, there is a risk that this may also result in an incomplete, non-cohesive heritage experience. Therefore this work should be carried out with appropriate reference to the Content Committee. It follows then, that the Strategy Committee should work to ensure that the content is delivered through interpretive media that has a consistent brand, is complete and is cohesive.

*Table 10: The tasks to be completed under each project component*

Project Component	Task	Summary description	*Rec #
1	a	Council allocates funding to the development, delivery & marketing of the <u>Project</u> and to the completion of the Windberg icon trail.	43, 44
1	b	Develop, publish and distribute a low-cost Shire of Manjimup heritage overview booklet.	23
1	c	Identify which locations should be site-marked to provide on-ground visibility for the Project.	5
1	d	Convert developed interpretive media (stories) into guides, brochures and other resources.	

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*\*Recommendation number*

Project Component	Task	Summary description	Rec #
2	a	Install the <i>Apple Picker</i> icon.	1
2	b	Complete interpretation material for the <i>Teacher and students</i> icon.	1
2	c	Complete fabrication and installation of the <i>Teacher and students</i> icon.	1
2	d	Complete the design and interpretation, then fabricate and install the <i>Old Butter Factory</i> icon.	1
2	e	Design, develop interpretation, fabricate and install the <i>Woman and child</i> and <i>Axeman</i> icons.	1
2	f	Develop collateral material (further interpretive resources, branded guide booklet) to complement the Windberg icon trail.	2
3	a	Develop a funding sub-plan, then source and seek major funding.	43
4	a	Form and convene a Project content oversight committee (the Content Committee).	14
4	b	Work with the content oversight committee to identify stories, develop content and source images for heritage entry points and site markers.	18
5	a	Form and convene a Project strategy oversight committee (the Strategy Committee).	15
5	b	Work with the strategy oversight committee to develop detailed design specifications for all physical and published (electronic and printed) aspects of the Project based on the adopted brand image.	25
5	c	Work with the strategy oversight committee to decide a priority order for development of physical installations of signage or interpretation.	5
5	d	Work with the strategy oversight committee to decide a priority order for development of town walk trails.	35
6	a	Develop consistent, identifiable brand image which can be applied to all physical and electronic manifestations of the Project.	8
6	b	Develop a marketing sub-plan.	12

Project Component	Task	Summary description	Rec #
7	a	Develop digital resources for use in preserving stories and information and also as the basis for the development of high-tech interpretation.	16
7	b	Develop high-tech interpretive experiences.	36
8	a	Develop a materials distribution sub-plan.	13
9	a	Develop town walking trail 1	35
9	b	Develop town walking trail 2	35
9	c	Develop town walking trail 3	35
9	d	Develop town walking trail 4	35

Table 11: Indicative development and completion sequence for project components and their respective tasks

YEAR project component	14/15	15/16		16/17		17/18		18/19	
	Q3, Q4	Q1, Q2	Q3, Q4	Q1, Q2	Q3, Q4	Q1, Q2	Q3, Q4	Q1, Q2	Q3, Q4
1 Council & officers	a	b		c		d			
2 Windberg icon trail	a	b		c	d	e		f	
3 Funding	a								
4 Content		a		b					
5 Strategy		a		b	c	d			
6 Branding & marketing			a	b					
7 Digitised resources				a		b			
8 Distribution				a					
9 Town walk trails						a	b	c	d

## 7.4 Stakeholders

There is a range of stakeholders with an interest in either development or delivery of interpretive experiences across the Shire of Manjimup. They are located within and outside the Shire and cover a spectrum of heritage interests. They include, but are by no means limited to the organisations listed in Table 12 below.

*Table 12: List of stakeholders with an interest in development or delivery of interpretive experiences across the Shire of Manjimup.*

Stakeholder	Interest	Level
Manjimup Historical Society	History & heritage of Manjimup & district	Local
Walpole Nornalup & District Historical Society	History & heritage of Walpole, Nornalup & district	Local
Northcliffe Pioneer Museum	History & heritage of Northcliffe & district	Local
Pemberton Pioneer Museum	History & heritage of Pemberton & district	Local
Shire of Manjimup	Management and delivery of visitor experiences across the Shire, History House	Shire
Southern Forest Food Council	Promotion of locally produced food & wine through development of recognisable brand	Shire
Warren Blackwood Alliance of Councils	Bridle trail planning; pass near Cattle Trails icon; possible linkages across the region.	Regional
Australia's South West	Marketing organisation; regional tourism organisation for the South West – could provide promotional support	Regional
Heritage Council of Western Australia & State Heritage Office	Built heritage & locations listed on the State Register of Heritage Places – protection and conservation of locations and possibly funding the maintenance of heritage places.	State
Lotterywest	Heritage Grants for maintenance of properties and Heritage Interpretation Grants for the interpretation of stories	State
Department of Parks and Wildlife (DPaW)	Particular focus on National Parks and reserves; already the location of a number of heritage experiences	State
Australian Railway Historical Society (WA)	Railways and rolling stock	National, state focus
Dept of Environment (incorporates Heritage Australia)	Has in the past had funding available to protect and promote heritage sites	National
Institute of Foresters of Australia	Forest management & industry	National

## 7.5 Costs

Commissioning and installing three Windberg icons has already incurred significant cost; however, these have been incorporated into Council's adopted budgets over a period of a few years. The remaining costs (all shown excluding GST) are estimated in Table 13. The estimated project total of \$351,600 does not take into account officer costs nor other incidental costs to be incurred by the Shire.

Table 13: Estimated remaining project costs (excluding GST).

Windberg icon trail (completion)	FY	cost for	cost estimate	total estimate
Apple Picker	14/15	fabrication, transport	\$6,600	
Old Butter Factory	15/16	part-design, fabrication, transport	\$8,400	
Teacher & students	15/16	fabrication, transport, installation	\$7,600	
Woman & girl	16/17	all costs	\$13,200	
Axeman	17/18	all costs	\$13,200	
<b>Windberg sub-total</b>			<b>\$43,000</b>	
Interpretive resources & media	#	price	cost estimate	total estimate
Consultancy: detailed design specifications and branding	1	\$20,000	\$20,000	
Heritage entry points (physical)	4	\$10,500	\$42,000	
Interpretive markers	20	\$3,680	\$73,600	
Directional markers	40	\$1,450	\$58,000	
Consultancy: smart-phone app development (including content management system)	1	\$60,000	\$60,000	
Consultancy: media design and development (including design of brochures, maps & signage and branding of all collateral material including smart-phone app)	1	\$35,000	\$35,000	
Consultancy: interpretive content development (material for entry points, markers, brochures, maps & other printed material and app)	1	\$20,000	\$20,000	
<b>Interpretive materials sub-total</b>			<b>\$308,600</b>	
<b>Estimated Project total</b>			<b>\$351,600</b>	

icon costs based on:

design \$3,600; silhouette fabrication \$2,000; interp panel fabrication \$4,000; transport \$600; installation \$3,000; total = \$13,200.



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## SECTION 8: RESOURCES

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### 8.1 Bibliography

There is a vast number of books, booklets, pamphlets, websites and more available. It lies well beyond the scope of this Plan to even try to list them all. Here, however, is a sample including some written by local people.

#### Publications include:

**Steward, J (2008)** *Manjimup and the Warren District Past & Present*, self-published

**Brearley, JT (2012)** *My Beloved Horses – History of the Brearley Family*

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