

# Manjimup Heritage Park



## **Management and Development Plan 2022-2027**

**Adopted 20 January 2022**



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The Shire of Manjimup acknowledge and respect the Bibbulmun people as the Traditional Custodians of the land in which the Manjimup Heritage Park is located. We pay our respects to their Elders past, present and emerging.



# A. Executive Summary

The Manjimup Heritage Park ('the Park') is a public reserve that is located on the edge of the Manjimup CBD. The Park stretches across approximately 12 hectares and features museums, natural bushland, heritage displays, walk trails, playground and more.

The Park plays an essential role in the local and regional community offering high quality public open space, and is a gateway location for visitors to the region.

As a Crown reserve, the Shire of Manjimup have managed the Park since 1985, with a vision to maintain this important community asset and utilise the Park as a major tourist attraction.

In 2006 the Shire of Manjimup adopted the "Manjimup Timber & Heritage Park Management & Development Plan" ('the 2006 Plan'). This document (the Management and Development Plan 2021-2026) serves as a revision of the 2006 Plan, outlining revised and new strategies for managing and developing the Park into the future.

This document provides a comprehensive background to the Park and its development over time, the documents and strategies guiding the Park's evolution, the Shire and community's performance against the original 2006 Plan, the current situation and how that influences the Park, and a new direction forward.

This document identifies the substantial work done in the Park as part of the Manjimup Town Centre Revitalisation project (2013-2019) and builds upon this.

The new Plan provides strategies and actions against the four objectives of the Park. These objectives focus on community, tourism, asset management and heritage. Together they provide a holistic direction forward to ensure that the Shire and the community can maintain this high quality public asset, and ensure its ongoing benefit to the social, economic and environmental fabric of our community.

# B. Introduction

Over the past 15 years the Manjimup Heritage Park ('the Park') has gone from receiving approx. 30,000 visitors per annum to over 100,000 visitors per annum. The Park has received significant investment through the Manjimup Town Centre Revitalisation ('MTCR') project and has since become a regional icon.

The Manjimup Timber & Heritage Park Management & Development Plan, adopted by the Shire of Manjimup Council in 2006, was a significant driver of all activity in the Park, inclusive of the MTCR project. Now the 2006 Plan is 15 years old, the Shire seek to refresh the Plan to reflect the significant changes undertaken in the Park, as well as create a shared vision for the future of the Park. This direction is reflected in the Shire of Manjimup Corporate Business Plan 2021-2025.

This Management & Development Plan ('the Plan') is a result of an extensive consultation process as well as learnings and musings from the team who delivered the MTCR transformation works (and beyond).

The purpose of this document is to serve as:

- A record of the community's aspirations for the Park;
- A guide for the Shire's internal planning and project implementation; and
- A support document to be used when seeking government funding or corporate sponsorship.

# C. Background

Formal Shire management of the Manjimup Heritage Park, started in 1985 with the vision to continue to be a community maintained public park. The Park was originally known as the Manjimup Timber Park, followed by the Manjimup Timber & Heritage Park before the official name adopted as the Manjimup Heritage Park in 2017. Prior to 1985 the Park was known as the Alex Jones Wildlife Park.

Since then the Park has experienced significant developments including physical projects from small community led initiatives to larger Shire run projects such as the MTCR project, and activations such as small community functions to larger public events. These initiatives have led to a highly successful Park that is frequented daily by the local community and visitors from outside the region.

A brief history of the Park including a timeline listing some of the major developments of the Park can be found in Appendix 2.

The Literature Review in Appendix 4 provides some valuable insight into visitor numbers and feedback that informs this plan, as well as the consultation outcomes. For example 89% of TripAdvisor reviews (at the date of publishing) rated the Park as ‘Very Good’ or ‘Good’ and the average Google rating for the Park is 4.6 stars.

Though the Park is considered a success given the service it provides to our local and visiting communities, there are still areas where improvements can be made. Further, with the significant increase in use over the past 7 years, there is a substantial increase in maintenance needs and community expectations. The purpose of this document is to continue to identify the consequences of the Park’s success and highlight those gaps and opportunities.

## Management & Development Plan 2006 – Strategies and Actions Evaluation

In preparation for the 2021-2022 review of this Plan, a review of the key recommendations of the 2006 Manjimup Heritage Park Management & Development Plan was undertaken.

A comprehensive review is attached in Appendix 3: “Review of 2006 Strategies & Actions”.

The 2006 Plan outlined 3 core objectives, with strategies and actions allocated to each objective. The “Review of 2006 Strategies and Actions” provided each action with a rating. The list of ratings and total number of actions in which received that rating is as follows:

Rating	Number of Actions Rated
Achieved (unequivocally)	11
Partially Achieved – more work to be done	17
Goal changed / complete – intention delivered with variance in deliverable	10
Goal Changed / incomplete – original intent maintained by action/outcome evolved and has not been further pursued	8
Incomplete – still a potential strategy/action but outcome not yet achieved or action outdated and no longer suitable/preferred	18
Ongoing	2

Many of the actions outlined in the 2006 plan were achieved in the five years following the Plan’s adoption. After that, many of the actions yet to be delivered become outdated and/or superseded by new preferences or directions from the Shire of Manjimup Council.

Upon reflection of the 2006 Plan the following three key recommendations are made:

1. That the new Management & Development Plan has a five year cycle and is actioned to be renewed when the 5 years is due to be complete;
2. That the actions in the revised Management & Development Plan are deliverable but not so specific they quickly outdate. More specific actions that have been identified as part of the consultation are documented in a separate Annual Action Plan for the Park; and
3. That progress against the Management & Development Plan and its Annual Action Plan are monitored regularly by the Manjimup Heritage Park Advisory Committee and key operational staff meet annually to evaluate and update the Action Plan.

In summary the 2006 Plan is considered a great success. Not only did it directly drive the delivery of many projects and activities in the Park but was instrumental in the Shire of Manjimup obtaining funding for Component 2 of the Manjimup Town Centre Revitalisation Project.

# D. Governance

The Park in its current form comprises of 6 different lots, three of which form a reserve. All lots are crown land managed by the Shire of Manjimup either zoned *Parks & Recreation*, *Special Use* or *Recreation*. The Park also crosses the rail reserve owned by the Public Transport Authority of WA (leased to Arc Infrastructure), use of this land is conditional on a tripartite agreement in which the Shire of Manjimup has agreed to.

The Park is managed by the Shire of Manjimup, staff whose roles are dedicated to the Park include:

- Caretaker – Full Time
- Community Development Project Officer (CDPO) – Part Time
- Cleaners (3) – Part Time/Casual
- Contractor/Security – Part Time

All other operations are supported by the existing teams throughout the Shire (e.g. Parks & Gardens, Building Services etc.).

In late 2019 the Manjimup Visitor Centre relocated their business to the new Power Up complex (new Park entry facility). The Visitor Centre are responsible for managing the visitor servicing (e.g. entry) to the Power Up Electricity and State Timber Museums. The Visitor Centre also play an important role as the ‘eyes and ears’ of the Park often reporting visitor feedback, incidents, damage or other concerns to the CDPO.

The management, maintenance and promotion of the Park is supported by the Heritage Park Advisory Committee, a formal Advisory Committee of Council. The terms of reference for this Committee currently identify 12 members of which three are from the community with the balance being direct stakeholders of the Park.

Continued investment and operation of the Park is established in the Shire of Manjimup Strategic Community Plan.

The Park is home to a substantial museum collection. This collection was further enhanced when the Shire acquired the former World of Energy collection (as part of the MTCR project) which now forms part of the Power Up Electricity Museum display. As such the Shire are now in possession of hundreds of objects ranging in condition and significance.

Within the Park are also 6 leased buildings/areas. The leases at time of publication include:

- The Long Shed – leased to The Manjimup Woodturners;
- Visitor Centre (Power Up complex) – leased to the Manjimup Visitor Centre;
- Café (Power Up complex) – leased to Park Manjimup Café;
- History House – leased to Manjimup Historical Society;
- Community Garden – leased to the Manjimup Community Garden; and
- The old café building – currently vacant.

All facilities are on peppercorn leases with the exception of the café, which is a commercial lease arrangement. These leases as awarded by Council are managed by the Shire’s Senior Administration and Properties Officer.



# E. Current Situation

## Environmental Context

The approximately 12 hectare Park is located downhill from the Manjimup central business district (CBD) making it a natural water catchment area. A constructed wetland in the centre of the Park, developed in 2001, provides an effluent filtration system for a large portion of the CBD's stormwater. This wetland plays an important role in treating the stormwater of undesirable components of waste water before it re-enters the town drainage water network. The last major clean out of the wetland was 2012, and since then some major efforts have been made to manage the overwhelming growth of typha in the basins (approx. 2018). A second filtration pond system was installed in 2019 at the northern end of the Park.

Soils throughout the Park are predominately clay (moderately reactive) with approximately 100-150mm of sandy top soil and patches of gravel pockets.

Vegetation is dominated by jarrah and marri woodland with a range of banksia understory varieties. In low lying areas and around construction wetlands and drainage are a range of native reeds, sedges and rushes.

In recent years several threatened fauna have been spotted in the Park, which offers a refuge for fauna from the surrounding urban infrastructure. Identified species include Southern Brown Bandicoot (*Isodon obesulus fusciventer*), Western Ring-tailed Possum (*Pseudocheirus occidentalis*), Forest Red-tailed Black Cockatoo (*Calyptorhynchus banksii naso*), Baudins Cockatoo (*Calyptorhynchus baudinii*) and Carnaby's Cockatoo (*Calyptorhynchus latirostris*). The Park continues efforts to protect native fauna (threatened and non-threatened) such as providing valuable food sources in plantings, and infrastructure such as bat nesting boxes.

There continues to be invasive species in both flora and fauna present in the Park which are being managed on an ongoing basis. This includes management of feral (and domestic) cats, foxes and weeds (such as eastern states wattle varieties). Weed management has been particularly successful due to the exemplary efforts from volunteers in the Park who have mostly eradicated invasive species, which now only require annual checking.

Fire hazard reduction and weed control are managed with an integrated plan, currently in the process of being adopted by the Heritage Park Advisory Committee. This plan identifies how fire hazard reduction burning is an important component of weed control in the park. It also lists the problematic weeds and their status.

The Park provides a significant pocket of vegetation for the surrounding residents as well as providing important interpretation opportunities for visitors. Many of the native and planted vegetation represents various biodiversity areas throughout the region, providing a vital platform for education and interpretation.

## Socio-Cultural Context

The Park plays an important role for the local community; particularly families, in providing a public open space for play and recreation. It's also an essential spot for visitors to take a break while passing through, or making a day visit.

Visitor numbers have increased from around 25,000 visitors per annum in 2006, to over 100,000 people per annum. For visitors, primarily families and 'grey-nomads', the Park offers a gateway into the Southern

Forests region by providing a snapshot of the vegetation types of the region, engaging them with the culture and history of the region, and providing an important recreation space to breakaway. Anecdotally, the Park has become a key destination South West holiday planning.

For the local and regional community the Park also offers an important venue for community events such as Jazz in the Jarrah and Carols by Candlelight. The Sandra Donovan Sound Shell, completed in 2019, provides a multipurpose stage over 80m<sup>2</sup>, equipped with substantial backstage areas, exceptional acoustic properties and performing conditions and state of the art audio-visual equipment.

The Park plays an essential informal role of the central outdoor location for family gatherings, with countless birthday parties and celebrations held in the Park year round.

The Park is home to a significant collection of museum objects including the former World of Energy collection and the State Timber collection. These collections play an important role in capturing the local heritage and culture, and preserving the history for future generations.

Several community groups are based out of the Park, or frequent the Park in their regular activities. Located in the Park is the Manjimup Historical Society, Manjimup Woodturners, Manjimup Community Garden and the Manjimup Visitor Centre as well as the Shire coordinated volunteer team at the Community Volunteer Hub. The park is approximately home to over 30 volunteers who regularly contribute to the Park and/or its community groups.

Many education activities are also held in the Park with local environmental groups providing programs as well as the Park providing full education resources for school teachers and educators.

## **Economic Context**

The Shire of Manjimup manage the Park and it's expenses, with over 90% of the operational cost being funded by municipal funding and the remainder revenue made up of lease fees, facility hire and entry fees. The Park annual budget currently sits at nearly \$850,000.

The Heritage Park, whilst often not directly benefitting from money spent in town from visitors, plays an important role of attracting and retaining visitors to the town of Manjimup. The Park assists in increasing length of stay of visitors and plays a significant role in growing the visitor economy for the hospitality and business sector, and increasing direct spend into the region.

# F. Literature Review

To inform the consultation and plan development, a Literature Review was prepared which identifies a number of documents and sources that are relevant to the Manjimup Heritage Park. Each document is listed, with a brief description and where appropriate its relevance to the Management & Development Plan, key information from the source and/or relevant components extracted for reference.

The Literature Review covers:

- Strategic Documents
- Visitor Feedback
- Reports and Studies
- Advisory Committee Minutes
- Policies and Procedures
- Visitation Numbers
- Social Media Engagement

This document, as well as establishing the strategic context for the Park and this Plan, provides an interesting insight into visitor numbers and feedback.

# G. Consultation

## Forums

Substantial consultation was undertaken to inform the plan. This included a series of forums and a visitor survey.

The aim of the forums was to identify and discuss strategic priorities in the Park. The public forums were advertised publically and a number of identified stakeholders directly invited.

The private forums were invite only and directly targeted stakeholders.

Prior to the forums, attendees were provided a copy of the Literature Review (see Appendix 4), a list of discussion topics and (where relevant) a copy of an income and expenditure report for the 2020-2021 financial year. At the forums, group discussions were encouraged and moderated by two Shire officers. Many strategies and actions have been developed from these forums.

The forums received sufficient attendance to create meaningful dialogue. See Appendix 5 for a summary of the forums and their attendance.

A vote was not conducted to prioritise these actions but rather the draft list was provided to attendees of the final Plenary Forum.

The Plenary Forum provided the opportunity for attendees of the previous forums, or those who were unable to attend previous forums, to review the draft list of actions and discuss any elements missed, or further digest actions into practical steps for delivery.

The prioritisation of actions was not deemed suitable ongoing, particularly due to available resources. Actions are to be actioned when the resources are available and/or the need is evident (e.g. “Specify use requirements for any new leases” would only be relevant if and when a new lease is issued.)

Further, the prioritisation of actions is better informed by the Visitor Survey which provides substantiation and justification for actions (e.g. “Promote curriculum ready education resources to schools” is supported by the survey fact that 72% of respondents were unaware of the Park’s Education Resources.)

## Visitor Survey

The Visitor Survey was distributed online and paper copies were made available at key Shire locations. A total of 93 responses were received online and 1 physical response received. See Appendix 5 for a summary of the visitor responses.



## **Direct Consultation – Whiteman Park Case Study**

To gain insight into established operations of a public park with similar offerings, the Shire’s Community Development Project Officer (CDPO) visited Whiteman Park north of Perth, Western Australia. Whilst Whiteman Park is almost 400 times bigger than the Heritage Park in sheer size (Whiteman Park is almost 4,000 hectares), with approx. 12 million visitors per annum. Both Parks offer similar experiences to the public including exhibits, play, recreation and nature, as well as similar functions such as venue hire and community groups.

During their visit to Whiteman Park, the CDPO met with key operations staff relevant to the case study, including:

- Jessica Davies – Curator – Revolutions Museum;
- Debbie Cotton – Business and Marketing Team Leader; and
- Tracey Esam – Volunteer Coordinator.

The CDPO also had brief conversations with several staff including the Asset & Infrastructure Team Leader.

This case study (see Appendix 6 for the full document) provides an opportunity to learn from an established operator with similar offerings.

This case study provides relevant and constructive comparisons on how certain elements of Whiteman Park are managed in comparison to the Manjimup Heritage Park. Despite the difference in size and resources, there are many parallels to be drawn and lessons to be learnt from the Heritage Park’s ‘big cousin’. Many of these lessons, reinforced the ideas and desires reflected in the consultation taken early in the development of the Management and Development Plan, and provide inspiration on how to execute on these ideas. The case study also provides reasoning on what elements to prioritise and where perhaps less action is required (i.e. a way to prioritise the Action Plan).

# H. Management & Development Plan

The three objectives identified in the 2006 Plan will be carried over to this Plan as they are still relevant. One additional objective has also been detailed below to more accurately reflect the *Heritage* component of the Park, as well as objective 3 being expanded to better reflect revenue streams. The objectives are:

**Objective 1.** Increase local visitor rates and ensure greater enjoyment by the community of an existing social and cultural resource.

**Objective 2.** Increase external (tourist) visitor rates to encourage a greater contribution to the district's economy.

**Objective 3.** Increase financial inputs; including municipal funding, grant funds, museum ticket sales, event hire fees and other revenue opportunities, to recoup outlays on maintenance with the long-term aim of attaining financial sustainability.

**Objective 4.** To continue to preserve our local history through the telling of stories of our region, its industries and its people, through the display of a diverse but focused collection, whilst undertaking best practice collection management.

In this section each objective is broken down to include:

- The history, reasoning and background of that objective;
- Informing data from the Visitor Survey;
- The progress on the Strategies and Objectives directly relating to that objective from the 2006 Plan; and
- A list of the new 2021-2026 Strategies and Actions as part of revised Plan.

Note a separate Action Plan (2022-2023) has been developed, see Appendix 1. This Plan deals with the more direct, tangible and immediate actions for the Park, and has been separated so as to maintain the relevance of this Plan.



# Objective 1

**Increase local visitor rates and ensure greater enjoyment by the community of an existing social and cultural resource.**

The Park is well established as a key recreation space for the local community, particularly families with young children enjoying the playground and outdoor facilities.

The 2006 Plan identified that the Park plays an important role for the local community citing the most frequent visitors being those using the café or meeting venues and the second most common reason being the playground and barbeque area.

At the time of this document, based on anecdotal evidence and the Visitor Survey, the primary reason for visiting the Park is to bring children to the playground (43% of survey respondents), and the second most common reason being to attend the café (25% of respondents).

Areas identified needing improvements include: community participation in the Park; events and activation; and school engagement.

The strategies detailed this section address the gaps and opportunities identified above and in the consultation for the Plan.

*Well laid out with spaces that parents can watch the kids big and small while enjoying time to sit and relax. A great place for children of all ages also.*

*Jason Drury – Apr 2021*

*Park is beautiful and a credit to the community – Visitor Survey*



## Progress on 2006 Strategies and Actions

Strategy	Progress Notes
1.1 Develop a cultural and heritage 'precinct' in the vicinity of the Park incorporating Community Centre and adjacent parkland.	<ul style="list-style-type: none"> <li>- Machinery (Rail Relics) relocated to corner of Graphite Rd and SW Highway with some minor works still to do to complete display.</li> <li>-Jaycees Park reserved for accommodation development.</li> <li>-Additional parking construction including 87 regular bays, 10 motorcycle bays, 10 long vehicle bays and 5 disability bays. In addition there is a dedicated loading zone and coach drop off as well as dedicated parking and loading for the café.</li> <li>-Outdoor stage developed in lieu of community centre (based on feasibility study).</li> </ul>
1.2 Provide more family-oriented recreational facilities.	<ul style="list-style-type: none"> <li>-New accessible barbeque and picnic area constructed.</li> <li>-Construction of the Sandra Donovan Sound Shell.</li> <li>-6 additional picnic settings installed.</li> <li>-Approx. 15 new seats installed.</li> <li>-Intergenerational playground installed (early ages area not enclosed).</li> <li>-New fire tower lookout and slide installed.</li> </ul>
1.3 Offer the Park as a venue to host existing events.	<ul style="list-style-type: none"> <li>-Occasional events held in the Park. Increase capacity of regular events (e.g. Jazz in the Jarrah) due to new facilities and some new events occurred/proposed.</li> <li>-Cherry festival (and others) not held in the Park but started to host satellite events.</li> <li>-Two major events hosted by the Shire to showcase event potential in the Park.</li> </ul>
1.4 Encourage the community to conduct new events and activities in the Park.	<ul style="list-style-type: none"> <li>- Some level of events and encouragement of events ongoing. More promotion and encouragement required to get satisfactory level and scale of events, particularly with reference to the Sandra Donovan Sound Shell.</li> </ul>
1.5 Initiate and facilitate a proactive community-building program to encourage participation and enhance a stronger sense of community ownership in the Park.	<ul style="list-style-type: none"> <li>-Volunteer group established for collection management, coordinated by Shire staff.</li> <li>-Structured volunteer engagement across the Park still to be developed.</li> </ul>
1.6 Develop stronger relationships with local schools to expose young people to the educational and recreational opportunities in the Park.	<ul style="list-style-type: none"> <li>-Relationship somewhat established with schools.</li> <li>-Education Packages developed, promotion ongoing.</li> </ul>
1.7 Utilise the Park as a facility to educate the community about our heritage and environment.	<ul style="list-style-type: none"> <li>-Tours only offered on request presently.</li> <li>-Collection management processes adopted with database established.</li> </ul>

*\*for the full list of actions and evaluation refer to Appendix 3*

# 2021-2026 Strategies and Actions

## Strategy 1.1 Activate the Park through more events, community activities and private functions.

As shown in Appendix 5, there is a significant interest in more events and activities in the Park, the Visitor Survey had the top 5 (ranked in order) being: Live Music (free), Markets, Live Music (ticketed), Outdoor Movies (family friendly) and Festival's.

This strategy aims to capitalise on the existing infrastructure to attract events and activities in the Park, including raising the profile of venues (only 65% of survey respondents were aware the Roundhouse was available for hire).

Further in the consultation forums it was clear there was interest in the Shire of Manjimup and/or Park staff and volunteers in assisting community groups to realise their event or activation ideas in the Park.

<b>Actions</b>
Increased use of unused/underused assets such as the Round House and old Café building.
Focus Roundhouse as the key function space in Park and upgrade/improve facility to support events and functions.
Provide support and guidance to event organisers.
Encourage partnerships with community groups to conduct new events and activities in the Park.
Encourage the existing café to actively engage with and/or cater for events and activities in the Park.
Work towards making the Park more fit-for-purpose for night events e.g. more lighting on highly used paths.

## Strategy 1.2 Increase community involvement and participation in the Park.

In the consultation forums, the revitalisation of the 'Friends of the Park' was unanimously supported, however it was acknowledged the challenges of managing volunteer programs and the strain it presently put on existing resources.

A total of 18 respondents (21%) of the survey said they would be interested in volunteering in the Park, with the majority citing interest in the Community Garden or general garden/natural environment management.

<b>Actions</b>
Foster and support the Friends of the Park group.
Recruit a volunteer coordinator (volunteer) to manage all volunteer activity.

### Strategy 1.3 Actively engage schools and use the Park as an education resource.

In 2020, following the completion of the MTCR project a comprehensive Education Resource package was prepared to attract school groups to the Park and make visits to the Park easy for educators. Whilst the packages are ready for use, awareness is low, with 64% of survey respondents being unaware of these resources. Despite this, 85% of respondents thought that the Park played an important role in education.

Actions
Continue to provide and promote curriculum-ready education resources to schools.
Continue to support Warren Ribbons of Blue education programmes associated with the constructed wetland.

### Strategy 1.4 Maintain general facility and infrastructure standards established by the Manjimup Town Centre Revitalisation project including but not limited to delivering the balance of works as identified in the Manjimup Heritage Park Landscape Masterplan (Winfield & Associates).

The MTCR project was driven by a core group of planning and design documents including the Landscape Masterplan. Whilst many of the objectives of these planning documents were delivered, some were not, and as such there is a balance of works outstanding to complete the landscape. Further observation of visitor behaviour has proven contrary to assumptions made when planning the redevelopment, allowing for learnings and room for improvement.

Consultation forums supported the maintenance of the new standards of the facilities and, where budget allows, improve areas neglected or in need of maintenance and improvements. This is supported by the following statistics from the visitor survey which feed into the actions outlined:

- Accessibility – Over 80% of respondents rated Accessibility as being importance or very important in the Park, with 77% of respondents rating the accessibility of the park as *good* or *very good*. Comments directly relating to access included the need for more paths throughout the Park and to include more accessible friendly features in the playground.
- Toilets – Whilst ranking relatively high the ranking of the quality of the toilets ranged from *very good* to *very poor* – assumedly because of the range of toilet facilities in the Park i.e. Power Up vs. Edwards Street toilet block. Comments around the toilets in the survey mentioned the need for more cleaning checks and to upgrade the older facilities.
- Paths – Paths received a relatively high ranking in quality however comments focussed around not the quality but the extent of the path network (i.e. request for more).

Actions
Increase pedestrian ease-of-use through development of secondary path network i.e. more informal/unsealed paths.
Develop a full circuit perimeter path (or ensure allowed for in Town Centre path network planning).
Address and improve safety around open water bodies within the Park.
Renew the playground before facilities age.
Redevelop or replace the Edwards Street toilet block by 2026.
Shire internal Park operations team to meet annually to discuss Park upkeep and maintenance.
Continue to maintain and improve the accessible features of the Park to maximise the Park's inclusiveness.

Continue to develop the landscape in the North-East corner of the Park as the initial view point from new visitors from the North, particularly the Rail Relics display and drainage basins areas.

### **Strategy 1.5 Continue to develop the Park as a representation of the flora diversity in our region through varying well-presented planting areas and interpretation.**

The Manjimup Heritage Park Landscape Masterplan and Interpretation Plan both provide strategies for delivering on planting and interpretation opportunities throughout the Park as representations of the biodiversity of the greater region. These strategies include the growth and development of the Commonwealth Grove, Bush Tucker Garden, Constructed Wetlands and Cool Climate Garden, as well as maintenance of the natural flora diversity in the bushland.

To date, plantings in these areas have been sustained and experienced some growth.

In the consultation forums it was evident that flora and fauna identification is popular with tourists. In 2021 a revised edition of the “Significant Trees of the Park” brochure was released, proving to be popular with visitors. The benefits of this could be augmented with more plantings and interpretation.

#### **Actions**

Continue to deliver upon the greater Park planting plan that was prepared as part of the Manjimup Town Centre Revitalisation, particularly the Bush Garden around the State Timber Museum.

Develop and implement Park wide flora interpretation signage.

### **Strategy 1.6 Maintain a good standard of cleaning of facilities.**

Although only 10% of respondents rated the quality of the toilets as *Poor* or *Very Poor*, some comments were received regarding frequency of cleaning in peak visitation times.

Further during the forums it was established a unanimous preference for facilities to be maintained to a high standard across all town centre facilities, particularly provided its importance in tourist reviews and repeat visitation.

#### **Actions**

Increase cleaning schedules during peak visitation times such as school holidays and public holidays.

Where patronage increases and budget allows, increase cleaning hours.



# Objective 2

**Increase external (tourist) visitor rates to encourage a greater contribution to the district's economy.**

The 2006 Plan had identified the shift for the Park to become a key tourist site in Manjimup. Since publishing the 2006 Plan significant focus has been made on developing the Park as a tourist icon, as well as servicing the local community.

As the new entrance statement to town for visitors approaching from the north, the Park provides incentive for visitors to the region to stop in Manjimup. Further the Park provides more opportunities for tourist to fill their itinerary and increase their overnight stay (and subsequent increased spend) in Manjimup.



The MTCR project saw major developments that significantly improved tourist amenities, in particular the co-location of the Manjimup Visitor Centre and a new café in the entry statement building, as well as substantial upgrades to visitor infrastructure including toilets, car parking, paths and bins.

The Park has a symbiotic relationship with the broader business section and community. Increasing visitor numbers to the park will have a direct economic impact on the local economy.

The strategies that sit under this object focus on supporting entrepreneur activities in the Park and increasing visitors to the Park through increased attraction diversity and interest.



## Progress on 2006 Strategies and Actions

Strategy	Progress Notes
2.1 Draw attention of the passing traffic on SW Highway and Graphite Road with an iconic entry statement	<ul style="list-style-type: none"> <li>-Town centre entry re-configured as part of Revitalisation project.</li> <li>-Park statements including new signage and Rail Relic display.</li> </ul>
2.2 Improve signage on the highway and within the CBD.	<ul style="list-style-type: none"> <li>-New signage for Park has been installed along Highway and Park boundaries.</li> <li>-Potential for more directional signage throughout CBD.</li> </ul>
2.3 Develop and implement a professional promotion & marketing strategy.	<ul style="list-style-type: none"> <li>-New name and branding developed.</li> <li>-New website designed and launched.</li> <li>-Annual 'Spring in the Park' promo in paper.</li> <li>-New social media pages developed.</li> <li>-Features on Caravan &amp; Camping Show and Sunday Times pull-out.</li> <li>-Redesign of "Significant Trees of the Park" brochure for release in 2021.</li> <li>-No marketing strategy developed.</li> </ul>
2.4 Actively target the coach tour market.	<ul style="list-style-type: none"> <li>-Visitor Centre developing relationships with coach tour companies.</li> <li>-New proposed Motel adjacent to Park will assist in the provision of suitable accommodation for tour companies.</li> </ul>
2.5 Clearly identify a single entry point to the Park with an experience that makes a highly positive impact and sets the tone for the experience within.	<ul style="list-style-type: none"> <li>-New entry statement building built as main entry point.</li> <li>-Other informal entry points 'opened-up' to be more welcoming.</li> </ul>
2.7 Provide a higher level of interpretation experience utilising existing exhibits and resources.	<ul style="list-style-type: none"> <li>-Significant upgrades of existing exhibits.</li> <li>-Development of several new exhibits.</li> <li>-Park wide interpretation plan developed with some strategies yet to be implemented such as Flora and Fauna interpretation.</li> </ul>
2.8 Provide a higher level of visitor comfort.	<ul style="list-style-type: none"> <li>-Construction of approx. 2,075m of sealed, accessible pathways.</li> <li>-6 additional picnic settings installed.</li> <li>-Approx. 15 new seats installed.</li> <li>-One accessible barbeque installed.</li> <li>-Construction of 11 new toilets including two new accessible toilets and one baby change table.</li> <li>-5 new bins installed.</li> <li>-Ramps installed to five of the previously inaccessible Hamlet buildings.</li> <li>-Improved connectivity to CBD</li> </ul>
2.9 Increase the human element and provide a friendly welcome and high level of service.	<ul style="list-style-type: none"> <li>- Visitor Centre now 'front-of-house' for Park.</li> </ul>
2.10 Tap into niche and ecotourism tourist markets.	<ul style="list-style-type: none"> <li>-New interpretation links to greater tourist attractions where identified.</li> <li>-Ongoing opportunities for more natural interpretation including signage and print media.</li> </ul>

*\*for the full list of actions and evaluation refer to Appendix 3*

# 2021-2026 Strategies and Actions

## Strategy 2.1 Encourage entrepreneur activities in the Park e.g. tours, cultural experiences etc.

A segment of visitors to the Park may be interested in attending tours if made available. The visitor survey had 30% of respondents say tours would be an attractive activity in the Park, with some of these respondents being the small number of those who reside outside of the Shire's of Manjimup or Bridgetown.

Whilst tours can be a bespoke tourist attraction, they have proven to be a success in similar venues. As observed in the Whiteman Park Case Study, tours – particularly fauna tours – had a 100% booking uptake with demand exceeding supply.

During the forums it was acknowledged tours are difficult for the Shire to provide with limited resources however can support entrepreneurs or community groups interested in starting up the activity.

### Actions

Provide relevant information and tour packages to any interested parties (e.g. Visitor Centre) to help facilitate the running of tours in the Park and/or museum spaces.
--

## Strategy 2.2 Seek corporate funding/sponsorships/partnerships for any new developments in the Park (e.g. Age of Steam Museum redevelopment).

Since the COVID-19 pandemic there has been a surge in available philanthropic grants and donations as well as large corporations providing more grant opportunities through their corporate social responsibility programs. Key opportunities that present themselves to private investment include the redevelopment of the Age of Steam Museum, and temporary exhibition developments in Power Up Electricity Museum and the Agricultural Shed. Opportunities are to be pursued when made available.

## Strategy 2.3 Attract more visitor experiences, open 7 days per week.

90% of survey respondents thought that tourism and attracting visitors to the region is an *important* or *very important* purpose of the Park, this included all respondents who lived outside of the Shire's of Manjimup and Bridgetown.

This strategy is important in increasing visitation to the Park and extending stay in the Park and Manjimup town, by providing more points of interest on a more regular basis throughout the Park.

### Actions

Specify use requirements for any new leases on unused buildings (e.g. old café building).
Continue to ensure 7 day a week café presence onsite.

## Strategy 2.4 Address growing market of visitors interested in flora & fauna interpretation including a range of basic and detailed information.

Feedback from Visitors to the Manjimup Visitor Centre suggests there is a large interest from visitors in flora and fauna. This strategy would also capitalise on the biodiversity and representative flora and fauna the Park has to offer.

### Actions

Encourage the development of a local flora guide.
Increase flora interpretation (plant markers, brochures etc.) throughout the Park.

## Strategy 2.5 Develop a marketing plan that targets key market segments.

The Visitor Survey provides an insightful snapshot of the people who are visiting the Park. This data will directly inform the development of a marketing plan. Such data includes the following statistic:

- Those who consider themselves 'irregular visitors' (once or twice a year) to the Park are predominately made up on adult couples, large family groups or single adults;
- Those who consider themselves 'regular visitors' are made up of 38% family units (5 persons or less), 18% large family groups (over 5 persons) and then an equal spread across single adults with children, adult groups, adult couples with single adults being the least represented;
- Of all family units attending the Park, most are with parents/adults within working age;
- Large family groups attending the Park are mostly represented with adults under 45 years;
- Retirees/persons over 65 attend mostly in couples or adult groups;
- Family Units  $\leq 5$  are the most frequent visitors to the Park;
- The highest ranked primary purpose for visiting the Park was the bring children to the playground, representing 52% of family units, 68% of large groups and 80% of single adults with children;
- The second most frequent reason to attend the Park was to go to the café representing 44% of adult couples, 40% of adult groups and 31% of family units (less than 5 persons);
- The third most popular reason was to gather with family and friends being mostly represented by large family groups.

### Actions

Incorporate the Park Marketing Plan into the Shire of Manjimup Strategic Marketing Plan.
Investigate options for reaching existing potential markets, particularly coach tours.

# Objective 3

**Increase financial inputs; including municipal funding, grant funds, museum ticket sales, event hire fees and other revenue opportunities, to recoup outlays on maintenance with the long-term aim of attaining financial sustainability.**

The 2006 Plan introduced the concept of generating income in the Park to help offset the cost of maintaining the Park, with the primary focus being on income generated from tourism.

It was clear from the consultation for this revised Plan that the primary focus for the Park management was not necessarily to increase income but to simply maximise existing infrastructure and, where possible, increase the sustainability of the Park operations. Further Park operations will aim to not increase operational costs without being matched by revenue and visitation increases.

Many of the strategies identified under this objective also meet other objects such as increasing tourist visitation and servicing the local community, for example, increase the use of hireable facilities can both activate the Park for local communities, attract tourists for events and increase revenue through facility hire fees.

Further marketing strategies to attract visitors, particularly tourists, to the paid museum experiences, in turn provide incentives and opportunities for heritage initiatives meeting objective 4 (e.g. exhibition rotations, objects displays etc.)



## Progress on 2006 Strategies and Actions

Strategy	Progress Notes
3.1 Reintroduce entry fees collected through a single entry point.	-Change of direction with Park remaining as a free community asset with some paid experiences within (i.e. museums).
3.2 Run the Park professionally as a business.	-Manager not employed but 2 days a week dedicated by CDPO. -Visitor Centre manager provides management of front-of-house and provide retail space with museum merchandise.
3.3 Generate income from leases and hire fees.	-Establishment of new commercial lease facility (café). Lease income directly returned to Park operational budget. -Former café building still vacant with an active EOI published to attract a new lessee. -Spaces available to hire are listed in fees and charges schedule. Venues require more marketing and promotion.
3.4 Stage fundraising events and concerts in the Park.	-Some events hosted by the Shire to activate and promote the new space.

*\*for the full list of actions and evaluation refer to Appendix 3*

## 2021-2026 Strategies and Actions

### Strategy 3.1 Build up a Shire of Manjimup reserve fund for the maintenance and improvements to the Park.

To date the Manjimup Heritage Park has not had a dedicated reserve account in the Shire of Manjimup Annual Budget. Reserve accounts function by receiving an annual contribution. The accumulation of this reserve account would help manage any planned and unplanned major capital replacement costs or essential improvements in the Park.

#### Actions

Establish, and provide annual contributions to, a Shire of Manjimup reserve fund for the maintenance and improvements to the Park.
--

### Strategy 3.2 Focus on maximising existing infrastructure rather than developing further infrastructure.

Since the MTCR project feedback regarding the Park is generally positive and reflective of the high standards now established. This is reflected in the Visitor Survey with all amenities scoring over 70% with regards to quality ranking.

In the forums it was unanimously agreed that the Park has the potential to attract more income generating activities such a venue hire and events. This was reinforced by the Visitor Survey which many expressed interest in activations in the Park such as live museum, markets and outdoor movies.

#### Actions

Market and promote function and event options in the Park.
--

Collect data from events to help with the marketing and promotion of future events in the Park.
---

Define relationship between new accommodation site adjacent to Park to be developed (Jaycee's Park) and leverage to attract more regional conferences and conventions.
--

Target marketing for paid experiences towards identified existing market segments e.g. families and seniors.
--

Explore new options for attracting visitors to the paid museum experiences including ticketing structures and memberships.
--

### Strategy 3.3 Seek opportunities for introducing green technology in the Park to reduce operating expenses (e.g. batteries for solar power, energy efficient light bulbs etc.)

The MTCR project saw the introduction of a substantial photo-voltaic system on the new Power Up Electricity Museum building. Whilst major investment opportunities like this may not present themselves in the future it is important to capitalise on opportunities to 'green' the Park, particularly when looking at parts/infrastructure replacements.

### Strategy 3.4 Ensure all leased facilities are maintained to an acceptable standard.

#### Actions

Undertaking regular inspections of all leased buildings and action maintenance items as required.
---



# Objective 4

**To continue to preserve our local history through the telling of stories of our region, its industries and its people, through the display of a diverse but focused collection, whilst undertaking best practice collection management.**

This objective is a new addition to the Park objectives since the 2006 Plan. The intention behind this objective is to reflect the increasingly important role the Park plays in preserving local history and sharing the region's stories. The 2006 Plan identified many strategies that focussed on sharing the region's history and culture, however to adequately share the region's history the Park needs robust strategies to direct best practice decision making around collection management and interpretation.

The MTCR project saw major developments in the Park's volunteer and staff approach to managing and displaying collections. This learning and development was fast tracked through the acquisition of the former World of Energy collection, and the several exhibition components within the MTCR project. Early in the MTCR project, the project team determined that best practice was to be pursued in these areas. Many elements to collection management had been undertaken, primarily by previous volunteers, however the project saw significant training and research undertaken, as well as policy and procedure development. The MTCR project also commissioned a new Park wide interpretation strategy to guide the project and future developments, and helped establish a new standard for interpretation and exhibitions throughout the park.

*The Aboriginal entry statement is amazing but there needs to be much more Aboriginal heritage throughout the park. People are interested in seeing this.*  
- Visitor Survey

The strategies within this objective focus on improving and developing exhibition and collection management, increasing aboriginal interpretation and developing the flora and fauna information.



# 2021-2026 Strategies and Actions

## Strategy 4.1 Plan and manage the exhibitions (temporary and permanent) to ensure continuous improvement and constant new points of interest.

The paid museum experiences provide an option for an annual membership, which is particularly aimed at local visitors who may be interested in repeat visitation. Repeat visitation from local visitors is primarily driven by either:

- a) Frequent hosting of out-of-town visitors; and/or
- b) Interest in new exhibitions or displays in the museum; and/or
- c) A breakaway space for families, particularly in poor weather.

To make the museums attractive for repeat visitation, in both paid and unpaid exhibitions, it is important to provide constant points of interest. Further, the Shire are custodians to a substantial collection which, to honour the value of the collection, should be on a display rotation.

Note from the Visitor Survey that only 60% of respondents who consider themselves repeat visitors have attended one or both of the paid museums. And less than 50% of regular visitors were aware of the membership options in the museums.

Actions
Attract and participate in temporary exhibitions where the opportunity arises, particularly in the Agricultural Shed exhibition room and Power Up Electricity Museum foyer.
Change temporary object displays in the Power Up Electricity Museum every 3-6 months.
Establish an annual exhibition planning document that addresses exhibition graphic replacement, interactive management, temporary displays etc.

## Strategy 4.2 Maintain the exhibition standard established as part of the Manjimup Town Centre Revitalisation including but not limited to object treatment, exhibition maintenance, display robustness and general exhibition presentation.

During the development of several exhibitions as part of the MTCR project, some parameters and defining principles were established, these include but are not limited to:

- a) Allowing some of the more robust objects to be touched by visitors, granted they receive the appropriate ongoing treatment to maintain the integrity of that object; and
- b) Remove shelters over outdoor objects that are not of a friable or high risk material (e.g. timber) to improve interpretive capacity, granted they receive the appropriate ongoing treatment to maintain the integrity of that object.

Further the presentation standards were substantially improved and modernised.

Actions
Consider the relocation of the Slab Bush School to a location with greater passive surveillance to avoid continued anti-social behaviour and object damage.
Upgrade the Age of Steam Museum exhibition including all interpretation graphics.
Establish an annual object conservation plan.
Pursue permanent option for shelter over the large rail relics that are primarily constructed of timber.

### **Strategy 4.3 Improve existing, and establish new, processes and information around collection management.**

Key volunteers and staff in the Park have undertaken training in managing collections. To date some processes have been developed to streamline the collection management (including cataloguing and digitisation) however there is still room for improvement.

<b>Actions</b>
Digitise the Park Collection and publish on an online collections platform such as Collections WA.
Work towards a self-sustaining model for recruiting and coordinating Collections volunteers such as recruiting a volunteer coordinator.

### **Strategy 4.4 Improve and develop representation of local aboriginal heritage in the Park.**

A part of the MTCR and recent works, some aboriginal interpretation was introduced in the Park including a dual language entry statement, aboriginal stories in the State Timber Museum and the beginning of bush tucker plantings.

Although originally proposed as part of the MTCR project, a full bush tucker trail was delayed to be implemented due to lack of investment (non-financial) from the aboriginal community.

Over the last few years increasing interest has been expressed from local organisations and individuals for interpretation and planting projects in the Park.

Over 70% of respondents of the visitor survey believed the Park played an important role in providing cultural opportunities.

<b>Actions</b>
Encourage and facilitate the development of an aboriginal 'bush tucker trail' in the Park.
Encourage and facilitate aboriginal interpretation and cultural projects within the Park.
Pursue and deliver upon a dual-language (in Bibbulmun-Noongar) naming of the Park.
Integrate aboriginal interpretation and language in any new interpretation projects within the Park.

### **Strategy 4.5 Continue to deliver the strategies identified in the Timber and Heritage Park Precinct Interpretation Plan and Exhibition Design (2017)**

Of the visitor survey respondents, 87% believed the Park played an important role in education in heritage and environment, and 85% said it was important to contribute to conversation around local heritage and history. The Interpretation Plan highlights some key opportunities for augmenting the heritage and history experiences throughout the Park.

<b>Actions</b>
Deliver upon greater interpretation of flora and fauna in the Park including fauna information and plant markers for vegetation.
Explore option for oversized objects in Hamlet.
Partner with Manjimup Historical Society and Manjimup Rotary Club to investigate options for renewal of Hamlet building exhibitions.
Partner with local Macedonian community to develop a replica Tobacco Kiln inclusive of exhibit.
Investigate options for Wayfinding Portals concept.

**Strategy 4.6 Contribute to, and participate in, the regional, state and national museum networks to share experiences, lessons learnt and keep updated with industry best practice and trends.**

The Shire of Manjimup are active members of the Australian Museums and Galleries Association. Attending both state and national events (including presentations at the national conference), as well as being an active member of the South West chapter.

The Shire are also FACET members (Forum Advocating Cultural and Eco Tourism) and frequent professional development and networking events hosted by them.

The Shire experienced a steep development and learning curve around exhibition development and collections management as part of the MTCR project, as well as managing an iconic heritage destination which has long been the centre of heritage for the region. For this reason, many surrounding like-minded organisations have approached and continue to approach the Shire to seek advice on their own collections and projects. The Shire see this as an integral part of the continuous learning and sharing cycle.

# I. Appendices



**Manjimup  
Heritage Park**

## **Appendix 1**

### **Action Plan 2022-2023**

This 2022-2023 Action Plan should be read in conjunction with the Manjimup Heritage Park Management & Development Plan 2021-2026. This immediate action plan provides more descriptive and tangible goals for Park development and activation for the 2022 and 2023 years.

This Action Plan should guide the actions of the Shire of Manjimup and any active community groups with interest in the Manjimup Heritage Park.



#### **Document Control**

V1	Draft for Management and Development Plan	J.Winters	17 Aug 2021





**Objective One: Increase local visitor rates and ensure greater enjoyment by the community of an existing social and cultural resource.**

<b>Strategy</b>	<b>Actions</b>
<b>Strategy 1.1</b>	<b>Activate the Park through more events, community activities and private functions.</b>
	Prepare Venue Hire package to provide options for users and potential users of the Park of various hiring options.
	Promote Sandra Donovan Sound Shell as informal performance space.
	Introduce heating and cooling in the Roundhouse to increase functionality.
	Enable Shire of Manjimup Events Administration Officer to actively guide and support potential event organisers in the Park.
	Prepare Events package for the Park to provide potential event organisers easy-to-digest information on considerations for holding an event in the Park.
	Provide a direct contact person for managing any issues arising during an event.
	Establish a target number of events to be hosted in the Park per annum.
	Encourage the Manjimup Farmers Market to have once-off or seasonal markets in the Park e.g. summer twilight hawkers market.
	Provide lighting between Edwards Street toilets and Sandra Donovan Sound Shell to ensure safe pedestrian movement between buildings during events and/or evening activities.
<b>Strategy 1.2</b>	<b>Increase community involvement and participation in the Park.</b>
	Revive the Friends of the Park through recruitment and provision of activity options (e.g. planting days).
<b>Strategy 1.3</b>	<b>Actively engage schools and use the Park as an education resource.</b>
	Promote the education resources via the School Activities website.
	Run regular professional development days for local/regional teachers to familiarise them with the Park, its features and the education resources. Consider expanding to general young professional networking events.
	Promote Park to schools that frequent the region, or pass through the region. E.g. St Hilda's, Bunbury Grammar etc.
<b>Strategy 1.4</b>	<b>Maintain general facility and infrastructure standards established by the Manjimup Town Centre Revitalisation project including but not limited to delivering the balance of works as identified in the Manjimup Heritage Park Landscape Masterplan (Winfield &amp; Associates).</b>
	Address issue of pedestrian's crossing over Giblett Street in front of Visitor Centre, if possible.
	Install necessary signage, barriers and vegetation around water body edge where relevant.
	Develop a quick response sheet for Park lessee's in case of any issues or faults.
	Install more seats as rest stops between car parks and main activity area.
	Install additional signage at existing ACROD bays to inform users of drop-off bay at Power Up / Visitor Centre building entry.
	Cultivate compacted gravel, soften all areas between gravel, displays and infrastructure and establish grassed area.
	Install bollards around northern bend of car parking bay to restrict vehicle access in the Park.
	Landscape area surrounding cool climate garden and timber walkway between garden and pathway.
<b>Strategy 1.5</b>	<b>Continue to develop the Park as a representation of the flora diversity in our region through varying well-presented planting areas and interpretation.</b>
	Nil

<b>Strategy 1.6 Maintain a high standard of cleaning of facilities.</b>
Nil

**Objective Two: Increase external (tourist) visitor rates to encourage a greater contribution to the district's economy.**

<b>Strategy</b>	<b>Actions</b>
<b>Strategy 2.1 Encourage entrepreneur activities in the Park e.g. tours, cultural experiences etc.</b>	Nil – refer to Management & Development Plan
<b>Strategy 2.2 Seek corporate funding/sponsorships/partnerships for any new developments in the Park (e.g. Age of Steam Museum redevelopment).</b>	Nil – refer to Management & Development Plan
<b>Strategy 2.3 Attract more visitor experiences, open 7 days per week.</b>	Encourage the café to increase visibility through signage on the eastern elevation of the Park.
<b>Strategy 2.4 Address growing market of visitors interested in flora &amp; fauna interpretation including a range of basic and detailed information.</b>	Nil – refer to Management & Development Plan
<b>Strategy 2.5 Develop a marketing plan that targets key market segments.</b>	Nil – refer to Management & Development Plan

**Objective Three: Increase financial inputs; including municipal funding, grant funds, museum ticket sales, event hire fees and other revenue opportunities, to recoup outlays on maintenance with the long-term aim of attaining financial sustainability.**

<b>Strategy</b>	<b>Actions</b>
<b>Strategy 3.1 Establish, and provide annual contributions to, a Shire of Manjimup reserve fund for the maintenance and improvements to the Park.</b>	Nil – refer to Management & Development Plan
<b>Strategy 3.2 Focus on maximising existing infrastructure rather than developing further infrastructure.</b>	Consider introducing a family membership option. Increase entry fee to museums next financial year (2022-2023). Introduce 'portals' in frosting of main Power Up Electricity Museum entry to allow potential visitors to see part of the experience to entice them in. Introduce gift vouchers for museums. Include promotion of membership options in marketing plan.
<b>Strategy 3.3 Seek opportunities for introducing green technology in the Park to reduce operating expenses (e.g. batteries for solar power, energy efficient light bulbs etc.).</b>	Nil – refer to Management & Development Plan
<b>Strategy 3.4 Ensure all leased facilities are maintained to an acceptable standard.</b>	Nil – refer to Management & Development Plan

**Objective Four: To continue to preserve our local history through the telling of stories of our region, its industries and its people, through the display of a**

**diverse but focused collection, whilst undertaking best practice collection management.**

<b>Strategy</b>	<b>Actions</b>
<b>Strategy 4.1 Plan and manage the exhibitions (temporary and permanent) to ensure continuous improvement and constant new points of interest.</b>	Review and improve the State Timber Museum – Timber Workers Memorial to accurately reflect the impact of the industry and increase the visitor experience – particularly for family and friends of memorial listings. Timber Workers Memorial upgrade to include: new signage with QR code to external website with all timber workers deaths (not just limited to industry); install a physical (robust) catalogue in the memorial with more details and news articles on incidents featured on the memorial; prepare a publication for sale in the Visitor Centre with the full list of names in the memorial; and continue to deliver upon the strategies identified in the “Timber and Heritage Park Precinct Interpretation Plan and Exhibition Design (2017)”. Construct two shelters to house two large engines remaining from the World of Energy collection using funds raised from shipping container sales.
<b>Strategy 4.2 Maintain the exhibition standard established as part of the Manjimup Town Centre Revitalisation including but not limited to object treatment, exhibition maintenance, display ‘robustness’ and general exhibition presentation.</b>	Replace or implement permanent fix for Power Up Electricity Museum collective interaction station 1 (level station) which is regularly faulty.
<b>Strategy 4.3 Improve existing and establish new processes and information around collection management.</b>	Plan to include management of external displays i.e. cleaning of large steel objects outside (exposed to elements). Enable volunteers to readily participate and contribute to the digitisation of the Park Collections including an easy-to-use guide to entering objects into MOSAiC. Approach universities to see if a student(s) would be interested in managing the digitisation of the Park Collections. Partner with the Manjimup Photo Club to get high quality object photos for record keeping and publishing on an online collections platform.
<b>Strategy 4.4 Improve and develop representation of local aboriginal heritage in the Park.</b>	Seek partners and funding for a 6 seasons project in the bushland, including interpretation about bush tucker, artworks and language. Preferably including the employment of a contract aboriginal project officer to deliver the project.
<b>Strategy 4.5 Continue to deliver the strategies identified in the Timber and Heritage Park Precinct Interpretation Plan and Exhibition Design (2017)</b>	Develop plant marker option that provides a temporary sign with a permanent fixture to attach it to. Idea to install cameras for live feed to bat boxes and screen in foyer.
<b>Strategy 4.6 Contribute to, and participate in, the regional, state and national museum networks to share experiences, lessons learnt and keep updated with industry best practice and trends.</b>	



## **Appendix 2 History of the Park**

Below is a timeline listing some of the major developments in the Park:

- 1977                      Western Australia’s only Timber Museum opened on 8 October. Designed by notable Western Australian architect Marshall Clifton and built by the State Government. The exhibition displays and stores a significant range of objects donated by the Community.
  
- 1985                      Land gifted to the Commonwealth Government and given to the Shire of Manjimup on a management lease, Park known then as ‘The Timber Park’.
  
- 1986 - 1989            Bunnings Pty Ltd build the Age of Steam Museum as part of their centenary celebrations.  
  
Local businesses, individuals and organisations (such as Lions and Rotary) contribute to major development period including the installation of the original ‘Rail Relics’ display, and ‘Historic Hamlet’ featuring several relocated original settlement buildings. As well as construction of the Roundhouse, the Old Saw Mill shed, the Blacksmith and the Long Shed.
  
- 2002                      Name of the Park changed to the ‘Manjimup Timber & Heritage Park’ to reflect the evolving historical exhibits. With a new Mission Statement:  
  
*For the Manjimup Timber & Heritage Park to be a timber industry icon and a major tourist attraction for the region making a significant contribution to the commercial sustainability of Manjimup.*
  
- 2004                      Publication “Manjimup Timber & Heritage Park Interpretation Concept Plan” developed by Insight Communication and endorsed ‘in principle’ by the Shire of Manjimup Council.
  
- 2006                      Publication “Manjimup Timber & Heritage Park Management & Development Plan” developed by Kate Daniels after significant community consultation, endorsed by the Shire of Manjimup Council and subsequently built into the Integrated Planning Framework.
  
- 2013                      The Shire of Manjimup undertake Stage I of the Manjimup Town Centre Revitalisation project; funded by the State Government via Royalties for Regions, which included the installation of a large inter-generational playground, 17m high slide tower (replicating a fire lookout tower) and the construction of History House, a records storage facility and home of the Manjimup Historical Society.

**Document Control**

V1	Officer Draft for Review	J.Winters	Feb 2021
V2	Edits for Final plan	J.Winters	July 2021



## History of the Park cont'd

- 2016 The Shire of Manjimup commenced Stage II of the Manjimup Town Centre Revitalisation; funded by the Royalties for Regions, Lotterywest and the Federal Government (Building Better Regions Fund).
- Publication “Timber and Heritage Park Precinct: Interpretation Plan and Exhibition Design” is developed by Mulloway Studio and endorsed by the Shire of Manjimup Council.
- A new vision reflects the new direction:
- The vision of the Manjimup Timber & Heritage Park is to become a national-standard, open-air museum and one of the ‘must see’ places in Western Australia’s South West.*
- Based on notions about resource management and sustainability, the Park provides a unique, innovative experience that combines cultural and recreation activities in the same place for young and old, groups and individuals.*
- The State Government; via the South West Development Commission, gift the World of Energy Collection formerly owned by Western Power and displayed at their museum in Fremantle, Western Australia.
- 2017 The Park is renamed the ‘Manjimup Heritage Park’ to better reflect the changing nature of the Park and new vision.
- 2018-2019 The Shire facilitates the Collection Management Workshop Series, a series of workshops led by industry leaders in conservation, free for community members with the expressed interest in recruiting trained volunteers to conserve the identifiably large museum collection in the Park.
- 2019 Stage II of the Manjimup Town Centre Revitalisation is completed including a major landscaping component, refurbishment of the State Timber Museum, construction of two replica hamlet buildings, construction of an outdoor stage, redeveloped the Old Saw Mill shed into a collection management hub and development of a new gateway building - home to the new visitor centre, Power Up Electricity Museum and café.
- The State Timber Museum received a Museums and Galleries Australia National Award.
- 2020 Power Up Electricity Museum received a high commendation at the Museums and Galleries Australia National Awards.
- The COVID-19 pandemic forced the Park to shut down for approx. 3 months. Since re-opening the Park, border closures and no international travel has meant the Park, particularly the paid experiences, have received less visitors than forecasted.
- 2021 The Park received the 2020 WA Region Park of the Year Award in the Parks & Leisure Australia Awards of Excellence
- The name ‘Manjimup Heritage Park’ was officially approved by the WA Geographical Names Committee.

### Revitalisation of Manjimup’s Town Centre Project

The Transformation of the Manjimup Heritage Park was component 2, and the component with the largest budget, in the Revitalisation of Manjimup’s Town Centre Project. The project is based on the Manjimup SuperTown Townsite Growth Plan prepared as part of the Royalties for Regions SuperTowns concept to direct transformation economic and social outcomes in Manjimup and the greater region. The project was funded in two stages:

Stage I of the project was funded in 2012 and, for the Manjimup Heritage Park, included the delivery of:

- A new, large intergenerational playground;
- 17m high slide tower replicating a fire lookout tower; and

- The construction of History House – a records storage facility and home of the Manjimup Historical Society.

Stage II of the project was funded in 2016 and was completed in December 2019, and for the Manjimup Heritage Park, included the delivery of:

- The construction of the Power Up Electricity Museum complex including a new visitor centre, exhibition and café (for commercial lease);
- Construction of two new exhibits in the Hamlet addressing gaps identified in the interpretation plan, being an Agricultural Shed and Blacksmith Shop;
- Installation of new interpretation on the new slide tower telling the stories of fire lookout towers and trees;
- The refurbishment of the State Timber Museum including cleaning and painting the external building and clearing out the old exhibition and installing a whole new exhibition addressing gaps in the interpretation including aboriginal stories and the development of forestry technology and planning;
- Relocate and develop the rail relics display including treatment of the large engines, refurbishment of all timber displays and installation of new interpretation;
- Construction of the Sandra Donovan Sound Shell, a state of the art outdoor stage, with a stage design usable for all performing arts, and provision of AV equipment for small performances or movie screenings;
- Significant landscaping upgrades including sealed paths, seats, bins, security, lighting, car parking, drainage and signage; and
- Development of new branding for the Park, an individual website and social media pages.



## **Appendix 3**

### **Review of 2006 Strategies & Actions**

This document provides a review and evaluation of the Manjimup Heritage Park against the key recommendations of the 2006 Manjimup Heritage Park Management & Development Plan.

This evaluation also lists the areas in which the Park has not met this recommendations or where there are potential improvements to be made.

The following rating has been used throughout the evaluation.

- A Achieved (unequivocally)
- P Partially achieved – more work to be done
- GC Goal Changed / Complete – intention delivered with variance in deliverable
- GI Goal Changed / Incomplete – Original Intent maintained but action/outcome evolved and has not been further pursued
- I Incomplete – still a potential strategy/action but outcome not yet achieved
- O Ongoing

The original actions were rated as follows:

- P Priority (Low, Medium, High)
- T Timeframe (Short, Medium, Long)
- \$ Cost (Low, Medium, High)
- Og Ongoing

#### **Document Control**

V1	Officer Draft for Review	J.Winters	Feb 2021
V2	Review after Consultation	J.Winters	June 2021



**Objective 1. Increase local visitor rates and ensure greater participation in and enjoyment by the community of an existing social and cultural resource.**

**1.1 Develop a cultural and heritage ‘precinct’ in the vicinity of the Park incorporating Community Centre and adjacent parkland.**

Action (Original)		Evaluation
1.1.1	Introduce heritage relics into the play areas of the adjacent Apex1. Park to integrate this area into the heritage theme. MP / MT /L\$	P Machinery (Rail Relics) relocated to corner of Graphite Rd and SW Highway. Still awaiting relocation of refurbished whim and installation of new shelters for high risk objects. Apex Park had minor refurbishment as part of realignment works.
1.1.2	Explore opportunities for extending shaded parking areas and drive-thru parking for caravans in the parkland area known as the Peace Park between the Timber & Heritage Park and Library. MP /MT /H\$	GC Jaycees Park reserved for accommodation development. Long vehicle and regular parking developed within closed portion of Giblett Street - trees to shade (eventually). Parking numbers a potential issue ongoing.
1.1.3	Consider siting the proposed Performing Arts and Cultural Centre within the park in the area directly north of the Round Building. MP / LT /H\$	GC Centre not achieved but outdoor stage (after feasibility study did not determine centre as viable). Still achieved intended outcomes.

**1.2 Provide more family-oriented recreational facilities.**

Action (Original)		Evaluation
1.2.1	Install gas/electric BBQs. HP / ST /L\$	A New accessible barbeque installed with large bottles plumbed in. Ongoing issues with gas bottles running out over weekend. Need plumbed gas to larger gas reserve.
1.2.2	Construct a stage suitable for live performances and movie projection. HP / MT /M-H\$	A Sandra Donovan Sound Shell. Deviation from original intent being no enclosed fence for paid events – requiring temporary fencing.
1.2.3	Provide more shade & seating. MP / MT /M\$	A Four accessible picnic settings installed plus two standard picnic tables. Approx. 15 seats scattered throughout park along path and in Hamlet. Seats built within playground. Seating not provided in bush rotunda.



1.2.4	Create a small fenced playground area for tiny tots visible from the café. HP / ST /L-M\$	I An early age's playground included in larger playground development - not visible from café. New café veranda over-looks majority of playground but young children not recommended unsupervised - water bodies still pose hazard.
1.2.5	Extend existing playground. MP / LT /M\$	P New intergenerational playground built. Early ages area not enclosed.
1.2.6	Construct a climbing wall and flying fox utilising the Fire Tower for supervised adventure experiences for teens to twenties visitors. MP / LT /M-H\$	GC Small climbing structures and large rope pyramid, plus flying fox, installed within new playground. Incorporating fire tower was deemed unviable provided questionable structural integrity to support playground/play activity. Original intent of eco-adventure play area not fully realised and has failed (anecdotally) to attract young adults. This purpose however has been replaced by the new Manjin Rec Plaza (although this only attracts a particular demographic).

### 1.3 Offer the Park as a venue to host existing events.

Action (Original)		Evaluation
1.3.1	Farmers' and Ticketiboo Markets in the Park. MP / ST /L\$	I No presence of these markets in the Park - nor intention to permanently move. Fence removed so unable to do ticketed entries as originally intended.
1.3.2	Cherry Festival in the Park. MP / ST /L\$	I Only some activities for the Festival held in the Park - majority remains in CBD. Potentially for more activities though (with encouragement).
1.3.3	Promote the Park on Open Garden scheme. MP / ST /L\$	I Not pursued to date.

### 1.4 Encourage the community to conduct new events and activities in the Park.

Action (Original)		Evaluation
1.4.1	Hold a special event focused on the Park and recreating "A Step Back in Time". MP / MT / M\$	I Not pursued to date. As identified in the original plan - significant obstacles to achieve.

		Some minor events held as part of the Australian Heritage Festival – could be expanded upon.
1.4.2	Encourage and support groups wishing to stage live performances, films, exhibitions and other cultural events in the Park. MP / ST /L\$	I Some level of events and encouragement of events ongoing. Same position held with regards to minimal staff involvement to encourage activity of other groups. More promotion and encouragement required to get satisfactory level of events.

**1.5 Initiate and facilitate a proactive community-building program to encourage participation and enhance a stronger sense of community ownership in the Park.**

Action (Original)		Evaluation
1.5.1	Recruit, train and support a volunteer workforce for the Park. M-HP/ST/L\$	GI Paid coordinator not engaged to recruit volunteer guides. Visitor Centre volunteers recruited, some training undertaken.
1.5.2	Facilitate and support a machinery restoration group. M-HP/ST/L\$	GI Paid coordinator not engaged – Shire officer does basic volunteer management, some volunteers recruited by mainly for conservation work (not strictly machine restoration). Working on conservation plan, object cataloguing and digitisation. Lacking available ‘leader’ of group and is a draw on Shire resources.
1.5.3	Facilitate and support a Horticultural Heritage group. M-HP/ST/L\$	I Agricultural display complete and tobacco kiln project in progress. No Heritage Group established or planned.
1.5.4	Continue to support projects in the Park that expand awareness of Indigenous heritage. M-HP/ST/L\$	I Walgenup Aboriginal Group currently inactive. No community drivers for interpretation in rotunda.

**1.6 Develop stronger relationships with local schools to expose young people to the educational and recreational opportunities in the Park.**

Action (Original)		Evaluation
1.6.1	Encourage schools to use the Park as a venue for events or teaching activities. MP / ST /L\$	P Relationship somewhat established with local schools. Education Packages developed and recently shared with schools.

1.6.2	Develop education resources – designed to be child and teacher friendly. MP / ST /L\$	A Full curriculum based packages developed and available to all schools/educators online.
1.6.3	Students ‘adopt’ an area to maintain (e.g. gardens) or work on a project in the Park (e.g. machinery restoration). MP / S - MT /L\$	I Attempt to deliver machinery to MSHS to restore but challenges with communications/logistics. Nil other activity.

## 1.7 Utilise the Park as a facility to educate the community about our heritage and environment.

Action (Original)		Evaluation
1.7.1	Conduct a series of ‘awareness’ workshops or guided walks focusing on the aspects of our history and environment represented in the Park. HP/ST/L\$	I Some direct (non-public) training to volunteers. Tours provided on demand at present.
1.7.2	Provide safe storage for historic records and locate a publicly accessible database of the region’s history in the Park. MP/S-MT/?\$	P Cataloguing software purchase and data entry commenced, membership started for Collections WA (online collections database), purpose built storage for documents built in History House, purpose built object storage built in Power Up.

## Objective 2. Increase external (tourist) visitor rates to encourage a greater contribution to the district’s economy.

### 2.1 Draw the attention of passing traffic on SW Highway and Graphite Road with an iconic entry statement.

Action (Original)		Evaluation
2.1.1.	Erect a highly visual sculpture atop a de-limbed tree trunk at the north east corner of the park. (Dick Sprogue dancing concept). HP/ST/H\$	GC Town centre entry re-configured as part of Revitalisation project. Sculpture not installed but highly visual rail display established as an alternative.

### 2.2 Improve signage on the highway and within the CBD.

Action (Original)		Evaluation
2.2.1	Install signs on South West Highway. HP/ST/L\$	A Significant increase in signage along Park boundaries and on highway.
2.2.2	Replace log signs on Giblett & Rose Streets and in front of entry building. MP/ST/L\$	I Planned to be removed over time.

2.2.3	Erect a sign at the Visitor Centre directing tourists to the Park. MP/ST/L\$	GC Visitor Centre now located in the Park with associated signage to attract.
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### 2.3 Develop and implement a professional promotion & marketing strategy.

Action (Original)		Evaluation
2.3.1	Develop a package of promotional materials. HP/Og/L-M\$	A Commissioned designer to redesign brochure post-revitalisation and budget retained for printing.
2.3.2	Upgrade the Timber & Heritage Park's presence on the Internet. HP/ST/- \$	A New website designed and launched.
2.3.3	Ensure current listings in all tourist trade magazines and web directories. M-HP/Og/- \$	O Needs to be reviewed 6 monthly. Major review done with website development (including SEO development).
2.3.4	Explore opportunities for feature articles in tourist glossies and other publications. M-HP/Og/- \$	O Features in last 2 years include on TV (Caravan & Camping Show) and in Sunday Times pull-out.
2.3.5	Consider changing the name of the Park to reflect the evolving content and target market. VHP/ST/L\$	A Renamed during Revitalisation project to Manjimup Heritage Park.

### 2.4 Actively target the coach tour market.

Action (Original)		Evaluation
2.4.1	Provide promotion/information packages to coach companies including commentary notes for tour drivers/guides. VHP/ST/- \$	I To be considered as part of Marketing Plan.
2.4.2	Invest in improving and promoting the wildflower gardens. VHP/ST/L\$	P Bush Garden developed as part of new landscaping however all plantings yet to be fulfilled and interpretation not developed.
2.4.3	Re-explore options for providing sewerage-dumping facilities for coaches. MP/ST/?\$	GC Dumping facilities provided at Manjin Park where more convenient for drivers and also infrastructure more readily available.
2.4.4	Professionally promote Park to travel agencies and tour booking companies. HP/M-OG/M\$	I To be considered as part of Marketing Plan.

2.4.5	Negotiate packages and deals with travel agents, coach companies and other compatible tourist operations. MP/M-OG/-/\$	I To be considered as part of Marketing Plan.
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**2.5 Clearly identify a single entry point to the Park with an experience that makes a highly positive impact and sets the tone for the experience within.**

Action (Original)		Evaluation
2.5.1	The Round Building should be the main focal point and entry to the Park – open daily all year. HP/ST/?/\$	GC New entry statement building built as main entry point. Other informal entry points ‘opened-up’ to be more welcoming.
2.5.2	Utilise the Round Building for purposes compatible with its primary function as Entry Building for the Park. HP/ST-Og/\$H	GI Round House no longer focal building with new entry statement building (PUP) developed. Future purpose of Round House to be determined.
2.5.3	Construct a covered veranda between the Café and the Round Building. MP/MT/\$M-H	GI No longer determined as a priority.
2.5.4	Provide access to toilets from within the Park when multiple entries are closed. MP/MT/\$M-H	A More toilets provided in History House and PUP. Park no longer fully gated. One toilet (near coach drop-off) now opened 24/7.

**2.6 Develop a unique experience on the tourist map with a definite ‘point of difference’ from other tourist venues.**

Action (Original)		Evaluation
2.6.1	Reconstruct a Tobacco Shed to house the story of the district’s unique horticulture history and reinforce the theme of this community’s ‘resilience’ in adapting to change. HP/S+MT/H/\$	I Plans in place for development with local builder and Macedonian community.

**2.7 Provide a higher level of interpretation experience utilising existing exhibits and resources.**

Action (Original)		Evaluation
2.7.1	Upgrade the WA Timber Museum to include a chronological history of forest management and reflect changes in forestry during the past 30 years. HP/MT/H/\$	A Refurbishment complete and re-opened 2018.
2.7.2	Convert the Machinery Shed into a meaningful exhibition area. M-HP/S+MT/?/\$	GC Green Corps no longer engaged in the Park, nor is the “number of retired

		employees who have indicated a willingness to be involved.” Redevelopment into exhibition area no longer ideal as area focus of anti-social behaviour and theft. Shed developed into the “Volunteer Hub” a space dedicated to conserving the Parks collections – a well-used space.
2.7.3	Use new technology to develop a ‘whole park’ audio interpretation. MP/MT/?\$	I Audio tours not developed or planned to date. Some audio interpretation built into new exhibitions.

## 2.8 Provide a higher level of visitor comfort.

Action (Original)		Evaluation
2.8.1	Improve disabled access – pedestrian networks. MP/OG/H\$	A All major pathways and all buildings have disability access (in accordance with AS 1428) via sealed pathways exc Old Blacksmith and Vehicle Shed. Some buildings have access to the door but older buildings not made to access standards e.g. Settlers House. Improved connectivity to CBD
2.8.2	Identify innovative solutions to visitor comfort issues. MP/MT/?\$	P Transport within Park excluded from developments given high cost of provision and high risk of operation. Some increase in shelter and weather protection.

## 2.9 Increase the human element and provide a friendly welcome and high level of service.

Action (Original)		Evaluation
2.9.1	Introduce mandatory “Aussie Host” or similar in-house short course training to all personnel having interaction with the public in the Park. HP/Og/M\$	GI Visitor Centre now ‘front-of-house’ for Park.
2.9.2	Provide guided tours. M-HP/MT/L\$	P One guide script developed. Continued development in partnership with Manjimup Visitor Centre.
2.9.3	Explore the possibility of obtaining more timber cottages to house more human activities. MP/MT/?\$	GI Relocation of heritage buildings no longer endorsed from a conservation point-of-view. Possibility of some places in the Park being available for more ‘human activities’ such as Top Notch.

		Possibility of more blacksmithing activity in new Blacksmith Shed.
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## 2.10 Tap into niche and ecotourism tourist markets.

Action (Original)		Evaluation
2.10.1	Promote the Indigenous Heritage Trail when completed. MP/MT/L\$	I Walgenup Aboriginal Group currently inactive – no evident aboriginal stakeholders available to drive project.
2.10.2	Increase the Park's capacity to serve as an interpretive centre for the region's natural attractions. HP/Og/?\$	P New interpretation links to greater tourist attractions where identified. More opportunities for interpretation available and to be reflective in revised interpretation plan.
2.10.3	Reintroduce some native fauna into the Park for Ecotourism. MP/MT/?\$	I Not identified as an ongoing strategy provided restrictions and ongoing cost of managing wildlife.

## Objective 3. Increase financial inputs to recoup outlays on maintenance with the long-term aim of attaining financial sustainability.

### 3.1 Reintroduce entry fees collected through a single entry point.

Action (Original)		Evaluation
3.1.1	Establish the Round Building as the sole entry point. HP/ST/+\$	GC Goal changed with new entry statement building (Power Up). Entry point a collection point for entry fees (for museums) and POS but not a controlled point of all entry.
3.1.2	Collect entry fees from adult tourist visitors only. VHP/ST/+\$	P Entry Fees imposed on museum experiences only.
3.1.3	Negotiate a resolution of entry issues with Café to ensure single entry point through the Round Building. HP/ST/+\$	GC Goal changed with new entry statement building (Power Up) for main entry however no longer single entry thus no issues with café patrons etc.

### 3.2 Run the Park professionally as a business.

Action (Original)		Evaluation
3.2.1	Employ a manager. VHP/ST/H-nil\$	P Visitor Centre manager provides management of front-of-house. Promotions, marketing, funding, community engagement, volunteer management and day-to-day management sits with CDPO 2 days a week with oversight from Director Community Services.
3.2.2	Employ staff and/or train and engage volunteers. MP/MT/?\$	P Volunteers and staff run front-of-house via visitor centre.
3.2.3	Charge a fee for services. HP/MT/+\$	I Additional services not yet provided in the Park.
3.2.4	Establish a small retail outlet and produce items for sale. HP/MT/+\$	P Visitor Centre runs retail outlet (so do café and woodturners). And developing Power Up specific souvenirs. Significant Trees Brochure being updated. No other site specific publications or souvenirs planned.
3.2.5	Administer a mail order catalogue of locally produced items. MP/MT/+\$	P Other businesses have role in stocking local produce including the visitor centre and café within the Park. Mail order catalogue not feasible or in interest of Shire.

### 3.3 Generate income from leases and hire fees.

Action (Original)		Evaluation
3.3.1	Lease buildings. HP/Og/+\$	P Most buildings able to be have been leased and income cycle into Park overarching operation budget. Former Top Notch building still vacant and requires determination as to preferred lessee.
3.3.2	Lease/hire venue and display areas. HP/Og/+\$	P Spaces available to lease and listed in fees and charges schedule. Requires



		more consideration into marketing and promoting these venues.
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### 3.4 Stage fundraising events and concerts in the Park.

Action (Original)		Evaluation
3.4.1	Organise concerts, movies and outdoor entertainments. MP/ST-Og/+\$	P Some events hosted by the Shire to activate and promote the new space. Shire resources to directly host events minimal. Annual cultural event – a ticketed event – along with other private events – not proven to make a return (i.e. not feasible fund raiser). Smaller activations ideal but resources to host directly is minimal.
3.4.2	Conduct a Heritage/Vintage Day event as a fund-raiser. MP/MT/+\$	I Not feasible.



# Appendix 4 Literature Review

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### Document Control

V1	Draft for Review	J.Winters	April 2021
V2	Final	J.Winters	12.05.21
V3	Update Table of Contents	J.Winters	25.05.21



## Introduction

The following document identifies a number of documents and sources that are relevant to the Manjimup Heritage Park and in considering its future. Each document is listed, with a brief description and where appropriate its relevance to the Management & Development Plan, key information from the source and/or relevant components extracted for reference.

Each source has been reviewed with the Manjimup Heritage Park Management & Development Plan's purpose in mind. This document is to become a reference document for stakeholders engaged in the 2021 review of the Management & Development Plan, and help inform discussion and development of the new Plan.

## Strategic Documents

This section covers strategic documents from the Shire itself as well as regional and state-wide bodies that directly impact or influence the Manjimup Heritage Park and/or general tourism and community infrastructure.

### Shire of Manjimup Strategic Community Plan 2019-2029

The Strategic Community Plan identifies the community's goals and priorities. The Plan sets out strategies for the Shire, other government and commercial providers and the community to contribute and move towards a shared community vision.

The following strategies (by theme) govern the management and development of the Park.

Our Natural Environment: A1, A2, A3, A4, A5, A6 and A16.

Our Prosperity: B14

Our Community: C1, C2, C11, C19, C20, C21, C22, C23 and C24.

Our Infrastructure: D6, D9, D11, D12, D13, D17, D18.

The ongoing management of the Park directly impacts the following community goal:

*3.7 Our community is vibrant, dynamic and fun because we have access to a broad range of art, cultural, social and recreational opportunities.*

### South West Development Commission 2021-2023 Strategic Plan

This three-year plan outlines the Commission's objectives and priority initiatives.

Priority 5 of the Strategic Plan is:

*A region that has thriving, diverse and creative communities.*

This priority includes partnering with local governments to promote assets and support their visions to enhance their communities. However, their focus is on Bunbury and Busselton development as part of this Plan.

### Tourism WA Two-Year Action Plan for Tourism Western Australia – 2018-2019

This Two-Year Action Plan details specific actions to deliver on Tourism WA's objective to *Drive increased share of leisure and business events markets in Western Australia*. Strategies relevant to the Park including:

- *We will actively market regional destinations and regional events.*
- *We will facilitate new tourism experiences in regional Western Australia.*

Other than that general marketing campaigns listed, this document will have an overall effect on the tourism in Western Australia including the Southern Forests.

## **Tourism WA Corporate Plan 2020-2021**

This plan is an overview of Tourism WA's strategic direction and operation for 2020-21, and adds to the Two-Year Action Plan (above). This plan focusses on industry recovery from COVID-19 and sustainability of the market. The objectives include promoting key attractions, prioritising interstate travel and event development.

The plan outlines the global changes and implications for tourism in WA.

## **Australia's South West Strategic Plan 2020-2023**

The ASW Strategic Plan provides useful insights into visitation statistics for the South West region between 2014 and 2019, including a breakdown of total spend, total nights visited and general demographics. Important for consideration of promoting and marketing the Park.

Initiatives listed are not directly impacting but work toward market development that will have an overall effect on tourism in the South West.

## **Shire of Manjimup Access & Inclusion Plan 2018-2023**

This plan provides the priorities in the areas of access and inclusion and an associated Action Plan.

The plan provides general guidance ensuring all facilities and activities are inclusive to our whole community, the below particular strategies are directly impacting on the Park:

*2.1 Work towards improving the accessibility of existing Shire owned buildings and facilities.*

*2.2 Ensure all new Shire infrastructure developments and redevelopments provide access to people with access and inclusion needs within legislative parameters and best practice.*

*2.6 Where feasible the Shire will incorporate design features that improve accessibility and inclusion to children in playground redevelopments.*

## **Manjimup SuperTowns Townsite Growth Plan**

This document was published in 2012 in response to the State Government's SuperTowns initiative. The Growth Plan sets out a 20 implementation plan and associated frameworks to support the development.

This document provides an excellent summary of the town and provides a snapshot of the condition of all infrastructure (e.g. housing, transport etc.) and its development needs to support a growing population. The document sets out development goals and objectives including a population trajectory. It further details strategies and plans to support the detailed growth.

This document was pivotal in informing the Manjimup Town Centre Revitalisation project and continues to be an important guiding document for any development in Manjimup.

Most of the proposals pertaining to the Park have been implemented however there are still a number of strategies that link with the Park which are yet to be implemented such as interpretative planning across the town centre linking to Park themes and integration with the adjacent accommodation facility.

## **Southern Forests and Valleys Strategic Plan 2020-2022**

This document was prepared by the Southern Forests and Valleys Tourism Association as a guiding document to drive their development of the regions tourism industry.

The document provides a succinct summary of the tourism industry in the region and a direction forward as to how the association will support the industry.

As a key tourism attraction in Manjimup, the Park is an important component of the Associations works, particularly around product development and marketing.

## **National Standards for Australian Museums and Galleries**

This document, prepared and published in 2016 by a collaboration of museums and associations across Australia, is an integral document pertaining to museum and gallery development and operation.

This standards cover three parts: 'Managing the Museum', 'Involving People' and 'Developing a Significant Collection'. The standards are a comprehensive resource for museums to develop policies, plans and procedures that help them achieve their goals.

This document is an important reference point when developing any programs or policies for the museums ongoing.

## **Museums and Sustainability, Australian Museum and Galleries Association (formerly Museums Australia)**

This document is an important guideline for policy and practice in museums and galleries in Australia. Note it is due for an update at the time of this review.

This document provides readers an understanding of the ways in which museums can contribute to all aspects of sustainability, focusing on three key areas of education, operations and collections.

Areas which should consider this report include program development and any future interpretation.

## **ICOM Code of Ethics for Museums**

This document provides minimum professional standards internationally. It addresses diverse museum-related topics such as acquisition procedures, compliance with legislation, management of resources, security, returns and restitutions.

This document informs our recently adopted Collections Policy and will continue to inform any policy development associated with museums and exhibitions.

## **Visitor Feedback**

This section provides a brief review of the formal and informal methods in which visitors to the Park can provide feedback. The majority of these sources are uncontrolled. To date, none of the online feedback methods have been promoted or encouraged but have happened organically.

### **Manjimup Visitor Centre Guest Book**

The Manjimup Visitor Centre have a physical guest book that often receive reviews from visitors for the Park and its exhibitions. As entries into this Guest Book are generally from individuals who are motivated and inclined to provide feedback they are all of a positive nature. Most comments are brief and congratulatory of the Park, the exhibition displays and/or the helpful staff.

Very few negative comments were recorded mostly regarding parking, access from the highway.

Some comments highlighted in Appendix A.

### **TripAdvisor Reviews**

As at 21 April 2021 there were 135 reviews on [www.tripadvisor.com.au](http://www.tripadvisor.com.au)

The traveller ratings were as follows:

<b>Traveller Rating</b>	<b>Number</b>
Excellent	84
Very Good	37
Average	10
Poor	2
Terrible	2

Reviews with ratings 'Terrible', 'Poor' and 'Average' written prior to the Manjimup Town Centre Revitalisation Stage II, cited the following criticisms:

- Museum/exhibits being closed;
- Poor signage;
- Exhibits in poor condition;
- Lack of retail facilities; and
- Playground being less accessible for babies and toddlers.

And the following praises:

- Good picnic facilities;
- Entertainment for kids / keep kids busy;
- Good history;
- Interesting displays; and
- Free of charge.

Reviews written after the Manjimup Town Centre Revitalisation Stage II, were dominated by positive reviews, reflecting the following praises:

- Well kept;
- Good shaded areas;
- Entertainment for kids / keep kids busy;
- Good for all ages;
- Interactive / well done museum;
- Good café;
- Good parking;
- Vegetation / birds / flowers / bushland;
- Playground - all ages / expansive;
- Good break point on long distance drives; and
- General history interpretation / displays.

Some comments highlighted in Appendix A.

### **Google Reviews**

As at 11 May 2021 there were 381 reviews on Google with an average rating of 4.6 stars.

Many of the praises similar to those on TripAdvisor, with many of them focussed on the playground. Some comments highlighted in Attachment A.

### **Facebook Reviews**

To date only 2 reviews have been made on Facebook, both with 5 star ratings.

### **Reports and Studies**

This section focuses on reports and studies that have been commissioned by the Shire for particular purposes.

#### **2020 Public Liability Risk Assessment, Manjimup Heritage Park, LGIS**

The Shire commissioned LGIS to prepare this risk report for the Manjimup Heritage Park in 2020. The report provides an expansive list of observations identifying general hazards and potential risks, and a list of recommendations of treatment options to help mitigate liability risk.

Many of the risks were minor, and have been dealt with since the issuing of the report. The most significant risk identified requiring further discussion and action is the procedures around the slide tower

access, particularly after hours and during events. As well as the open water bodies, which will continue to be managed by signage and a potential new fence in the most high risk area(s).

The report was useful in identifying risks which majority of were mitigated.

A consolidated version of the full risk register is provided in Attachment B.

### **Manjimup Timber & Heritage Park Landscape Design (Masterplan) (2013)**

This Landscape Design was a concept masterplan that guided the grant seeking for the Manjimup Town Centre Revitalisation project (component II).

This document provides designs with annotations and guided the overall development of the Park, along with designs on specific elements such as signage, planting etc.

This document was integral to securing funding for the project and providing an overall guide to the redevelopment. Many, if not all, of the proposed design features in this document have either been delivered or are redundant.

### **Manjimup Heritage Park Landscape Masterplan (Winfield & Associates)**

This Masterplan was prepared early in the Manjimup Town Centre Revitalisation project (component II) and has several variations in response to changes and developments throughout the project. The Masterplan integrated the new location of the South West Energy Experience (now Power Up), car parks and other minor developments onto a plan that overlapped onto the aerial imagery and/or land survey.

This masterplan guided all development in the Park during the project although some areas required more detailed designs prepared such as the landscaping directly around Power Up.

Majority of the proposed elements on this plan were delivered however some plantings and paths were not delivered due to availability or lack of funding. This plan should be considered when any future planting or path developments are considered, and the secondary path network is a potential future development goal for the Park.

### **South West Energy Experience Precinct – Landscape & Irrigation Works Drawings**

The final iteration of this document is a certified construction issue set of drawings that cover the final works of the area named the South West energy Experience Precinct, which extended from the Rose Street pedestrian entry and carpark, down to the pedestrian entry from the Giblett Street car park. These drawings covered all sealed accessible pathways, soft landscaping works and irrigation.

Majority of the proposed elements on this plan were delivered however some plantings and paths were not delivered due to availability or lack of funding. This plan should be consulted particularly when looking to augment the existing plantings; the Bush Garden which has specific plants identified to cover several flora groups in the region.

### **Business Case (2015-16) Revitalisation of Manjimup's Town Centre Stage II**

This Business Case was a high level document that was integral to the securing of Royalties for Regions funding for the Manjimup Town Centre Revitalisation Project (Stage II). All feasible elements of this Business Case were delivered on during Stage II of the project. This document is no longer relevant to any future planning or development of the Park.

### **Timber and Heritage Park Precinct Interpretation Plan and Exhibition Design (2017)**

This plan and design was commissioned in 2017 after funding was secured for the Manjimup Town Centre Revitalisation Project (Stage II). The plan's objective was to bring together all of the heritage and interpretation elements of the Park into a cohesive overarching vision.

This document provides an analysis of the Park (at the time of authoring), audience profiling, a vision for the future of the Park, key themes for the Park and subsequent interpretation policies and strategies.



The plan provides a new vision that reflects a new direction in the Park:

*The vision of the Manjimup Timber & Heritage Park is to become a national-standard, open-air museum and one of the 'must see' places in Western Australia's South West.*

*Based on notions about resource management and sustainability, the Park provides a unique, innovative experience that combines cultural and recreation activities in the same place for young and old, groups and individuals.*

Whilst some elements of the document are redundant, such as the South West Energy Experience and State Timber Museum interpretation strategies, some elements are yet to be delivered and this document provides an excellent guide to what can/should be delivered. Strategies yet to be implemented are:

- Age of Steam museum redevelopment.
- Historic Hamlet Concepts
  - Oversized objects;
  - Individual building refurbishment ideas; and
  - New building display in the Tobacco Kiln.
- Wayfinding Portals concept.

Further the overarching vision and themes should be included in any discussions around any future interpretation initiatives in the Park.

### **South West Energy Experience Business Case**

This document was prepared by a consultant in 2017 to support the funding application for the development of the Power Up Electricity Museum complex (formerly South West Energy Experience).

The report covers a needs analysis, economic impact assessment, cost benefit analysis and assessment of the financial viability of the project, and capacity for the Shire to afford and deliver the project ongoing.

The assessment included demand modelling on visitation numbers to the museum, anticipated revenue and anticipated operational costs.

Anticipated revenue and costs have been incorporated into a separate Income and Expenditure Review.

The Demand & Usage analysis projected a total attendance of 15,300 (low scenario) to 35,600 (high scenario), using the medium scenario for the modelling (25,365), with a growth rate of 2.1% in the medium scenario.

### **Advisory Committee**

#### **Meeting Minutes and Action Table**

The Manjimup Heritage Park Advisory Committee meet quarterly and have a key role in providing advice to Council for the development, promotion and activation of the Park.

The Committee have a running Action Table that identifies key actions in the Park that the committee monitor and update every meeting. The most up to date Action Table should be a key reference point in any discussions around the potential future development goals for the Park.

### **Policies and Procedures**

#### **Council Policy 3.1.7 Manjimup Heritage Park Collections**

This policy, adopted in 2021, guides...

*"...the management and development of the collections within the Park. It outlines why, what, how and when the Park collects objects, and how and why items may be deaccessioned."*

This document not only provides a framework for the collecting function of the Park but also provides a frameworks and thematic structure to the collections in the Park. The *Key Themes* and *History of the Park* sections of this policy provide essential insight into collecting and general heritage component of the Park.

This policy has some implications for how the Park collections are managed, including but limited to:

- A temporary hold on any collecting activity while the Park manages the backlog of collections management;
- Limitations on the types of items the Park can collect (e.g. no indigenous artefacts, buildings etc.);
- A formal process for accessioning and deaccessioning items; and
- Development of an annual work plan for collection management activities.

This policy is an integral document when considering the cultural and heritage elements of the Park, and the management implications should be incorporated into any management and development planning.

### **Power Up User Guides**

There are two 'user guides' for the Power Up Electricity Museum complex.

Building Manual - is a manual detailing all elements of the building covering topics such as: maintenance, responsive faults, general troubleshooting, building specifications and instructions on use.

Venue Hire Manual – provides a minimised version of the Building Manual focussed on temporary/one-off users.

These documents don't necessarily influence any considerations in the management and development of the Park however should inform any budget development for the management of the building (i.e. detail on maintenance needs of equipment).

### **Sandra Donovan Sound Shell Audio Visual Guide**

This document is a step-by-step guide on how to set up the audio and/or projection equipment for the Sandra Donovan Sound Shell.

This document doesn't have any implications for the management or development of the Park, however the level of involvement required for set-up/set-down of this equipment should be a consideration when discussing the viability of events in using this equipment.

### **Shire of Manjimup Fees & Charges Schedule**

The Fees & Charges Schedule has a list of (mostly new) charges pertaining to the Park including venue hire fees, ground hire fees, bonds and entry fees (museums). These fees and charges are an essential component of the Park becoming a sustainable and should be considered when discussing Park operations, hiring venues, events and activation.

### **Visitation Numbers**

#### **Roller Ticketing – Attendance Reports**

The Roller ticketing system manages all paid entry to the Power Up Electricity Museum and State Timber Museum. A more detailed analysis of income can be found in the separate document "*Income and Expenditure Review*". A monthly report is generated which show

The following figures are from the 1 July 2020 to 5 May 2021. The attendance figures show the following key trends:

- The most popular ticket option is the Power Up Family Pass, making over 40% of total ticket sales.
- Only 4% of visitors purchased State Timber Museum tickets only.

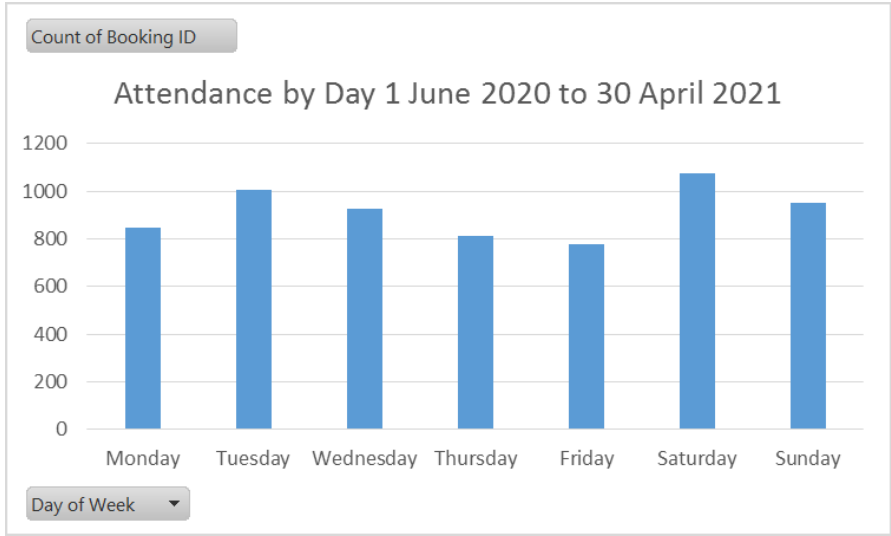
- There are no particular days which are busiest however note this fluctuates month-to-month, particularly during school holidays and long weekends.
- There is a strong 'peak period' from 10:00am to 1:00pm daily.
- To date January 2021 has been our busiest month.

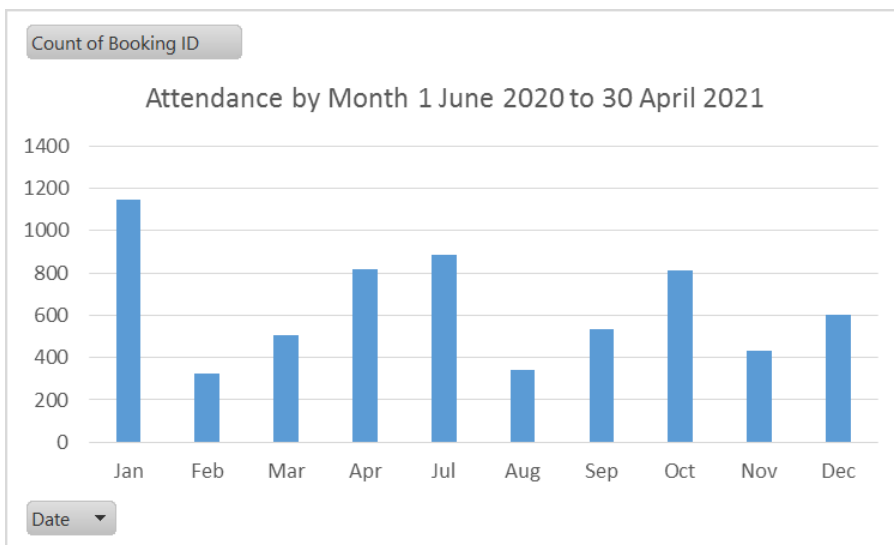
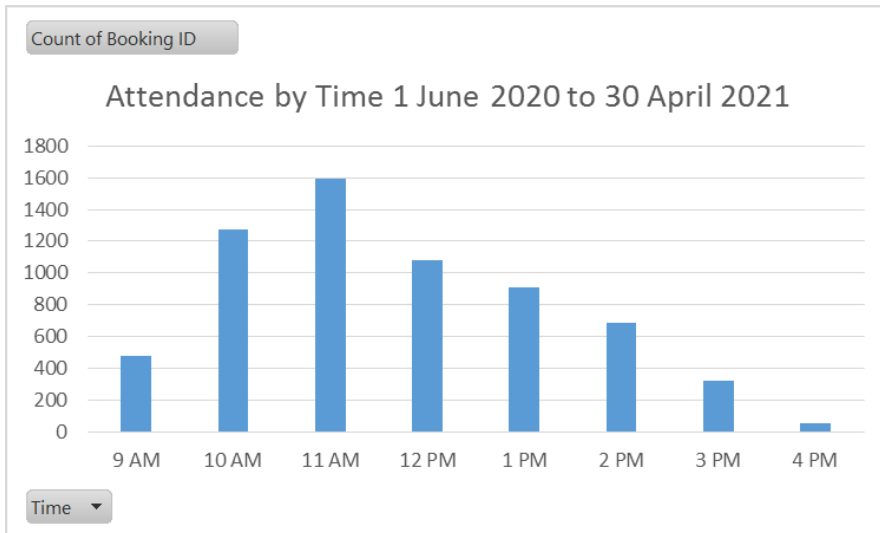
It must be noted that all attendance figures are during a COVID-19 period. Whilst there was only 1 strict lockdown during this period, there was significant impact from general restrictions and minimal intrastate and international tourism.

*Ticket Sales Report*

Ticket Type	Opening 13 Dec 2019 to 30 June 2020	1 July 2020 to 5 May 2021
Power Up Entry - Adult	659	1257
Power Up Entry - Child (0-4 years)	71	157
Power Up Entry - Child (5-18 years)	145	390
Power Up Entry - Companion Card Holder	22	16
Power Up Entry - Concession	695	1418
Power Up Entry - Family (2Ad+ 3Ch or 1Ad + 4Ch)	379	2628
Power Up Entry - Teacher / Support Worker	8	30
Power Up Membership (12 Months) - Adult	97	79
Power Up Membership (12 Months) - Child (5-18 years)	52	94
Power Up Membership (12 Months) - Concession	41	40
State Timber Museum Entry - Adult	52	183
State Timber Museum Entry - Child (0-4 years)	0	8
State Timber Museum Entry - Child (5-18 years)	15	36
State Timber Museum Entry - Concession	52	145
<b>Grand Total</b>	<b>2288</b>	<b>6481</b>

The following figures are from 1 July 2020 to 30 April 2021.





## Visitation and COVID-19

As detailed earlier the SWEE Business Case projected a total attendance of 15,300 (low scenario) to 35,600 (high scenario), using the medium scenario for the modelling (25,365), with a growth rate of 2.1% in the medium scenario.

As demonstrated in the Ticket Sales Report above there were 2288 visitors since opening in December 2019 to the end of financial year (30 June 2020) and 6481 to date since 1 July 2020. In the 2019-2020 financial year the museum was closed for approximately 3 months during the mandatory COVID-19 pandemic lockdown. Since the museum re-opened it continues to be significantly impacted by COVID-19 restrictions, particularly travel restrictions (interstate and international) and intermittent Perth lockdowns.

Provided the impacts of COVID-19 it is unsurprising the museums have underperformed when compared against the demand projections from the Business Case (i.e. not met the low scenario).

## Social Media Engagement

### Facebook

As of the 11 May 2021 the Manjimup Heritage Park Facebook page has 704 likes. The average posts reach 100-300 people however there is the occasional (unexplained) anomaly that reaches over 2,000 people.

The following statements are relating to the audience profile:

- 30.3% of likes are women between 35 and 44;
- 21.4% of likes are women between 25 and 34;
- Total likes are comprised of 86.74% women;
- Majority of likes are from the following locations:
  - Manjimup – 50.7%
  - Perth - 19.6%
  - Pemberton – 5%
  - Bridgetown – 3.4%
  - Bunbury – 2.7%

## **Instagram**

As of the 11 May 2021 the Manjimup Heritage Park Instagram page has 475 followers. The average posts reach 100-200 people.

The following statements are relating to the audience profile:

- 28.9% of likes are women between 35 and 44;
- 22.5% of likes are women between 25 and 34;
- Total likes are comprised of 87.6% women;
- Majority of likes are from the following locations:
  - Manjimup – 35.8%
  - Perth - 22.3%
  - Pemberton – 4.4%
  - Bridgetown – 4.2%
  - Bunbury – 3.4%

## **Attachment A: Comments and Reviews**

### **Visitor Centre Guest Book Entries**

A credit to the Shire of Manjimup & staff for the Timber & Heritage Park & the new museums, it made our trip worthwhile. – Joyce & David (Kelmescott) – Mar 2020

An awesome display, will definitely recommend it to friends & family. – Ken & Maggie (Rockingham) – Mar 2020

Most enjoyable for an old 'sparky' to see. – Peter (NSW) – Mar 2020

Excellent, worth seeing. – Lyn (Perth) – June 2020

Great place to stop & visit. Good playground for the kids. – Koos & Deb – June 2020

Flabbergasting! It was wonderful and my brother and parents learnt a lot. <3. –Eva (Perth) – July 2020

Excellent! Informative! – Maxene (Port Kennedy) – July 2020

Interesting stats on what technology has been introduced over the years. – P.Sheldon (Warnbro) – Aug 2020

Just went to the State Timber Museum – a fascinating and educational journey through time. And a lesson in how industry and environment can, and should, live in balance. – Chris – Sept 2020

A fantastic place. Electricity & timber. Information terrific – café superb. What more can I say – oh yes! Visitor Centre staff. Lynette – Lovely. Full of info. – Lynda (Denmark) – Oct 2020

The Heritage Park is fabulous. What an asset to Manjimup! – Lindsay (Guildford) – Oct 2020

Great museums – please could you consider installing a Tesla EV charger. It would bring more tourists. Sandie & Peter – Oct 2020

The historic town was cool & the playground was great. Also loved the gift shop ☺ - Abigail (Mt Nasura) – Jan 2021

Great interactive electricity museum – kids & us loved it all – (as a geek I loved the snap electronic circuits too!). – The Peatlings (Mandurah) – Jan 2021

Very impressive & educational. Well done. – Ray (Waroona) – May 2021

### **Google Reviews**

Best park around. So much fun. The slide is amazing and flying foxes awesome. Park itself is cool as hell with a museum attached. Worth going out of your way for. – Gary Asbridge – Feb 2021

Well laid out with spaces that parents can watch the kids big and small while enjoying time to sit and relax. A great place for children of all ages also. – Jason Drury – Apr 2021

Lovely place. Plenty of interest and activities for all, including walking your dog on a leash. Worth a look if you're passing through or staying overnight. You might even catch one the free concerts in the park. Andrew McCandlish – Mar 2021

Great park my son loved the slide and the museum is great too a place where kids are allowed to touch everything!! – Julie Bradley – Feb 2021

SUCH an awesome park. Be prepared to stay all day! Great for all ages. – Chantal Brindley – Feb 2021

Very educative and interesting for young children and adults who like to know history of Manjimup – Dec 2021

### **TripAdvisor Comments**

### *Beautifully constructed*

Even though we have kids in their 20s, this is still a wonderful place to visit. We explore around this place and also visited the nearby museum. Will be good to set aside a few hours for both park and museum visit. Manjimup has come a long way and the council has invested well in these tourist attractions. We did learn a thing or two by visiting the museum. So glad to stop for two to three hours there before we head for Perth. – Michelle T – Dec 2020

### *Well worth a visit*

The new Power-up Museum is well done and very interactive- sure to be a winner for the school holidays. However for us the State Timber Museum was the highlight - a must see on a forest holiday. Lovely grounds and a great cafe - worth stopping by. - PerthSquirrel – Aug 2020

### *A lovely park*

Too old to sample the huge slide! Lovely flowers and birds and historical room settings. A pleasant and interesting hour spent here. – travellinghornsea – May 2018

### *Kids love it*

This is a brilliant initiative of Manjimup to provide support for their local businesses by having a genuine attraction for families in the centre of town. The playground equipment is better than the usual park stuff and the zip line and huge slide are highlights. There are also picnic tables close to the action. – lamadad – July 2017

### *For a small town this has to be a WOW!*

We were staying overnight in town and had a real surprise when we visited the Heritage Park. There is something for everyone here. The whole area is modern, well laid out and full of fun things to do. There are three museums (Timber, Steam and Electricity) with a charge in some. There are activities such as a zip-wire, a lookout tower with slide, playpark along with heritage buildings and a large stage. There are BBQ area with picnic tables. In the Tourist Information building there is a lovely modern café. We had coffee in there and the cups that came were so lovely and on wooden plates. The service in there was quick and extremely friendly. To put the icing on the cake there was a 7.9Km walking track running past the park that runs through town following the old railway line. – Nigel S – April 2020

### *So Impressed*

My husband and I had the best time in this playground, playing like big kids. The huge slide was so much fun. The flying fox was incredible. There was play equipment to suit every taste and age group. Congratulations Manjimup. – Jane I - January 2019

### *WOWSERS.*

What a fabulous park. That slide though. It was a bit of a mission for this old girl to get up, but wow was it worth it.

I screamed the whole way down!

Beautifully maintained gardens. Lots of shade and tables. Clean toilets.

Fantastic nature play and things to explore. We took 5 boys from 9-13 yrs old and spent hours there.

Loads of things for all ages to do and see. Highly recommend a stop there. – Alicia B – Feb 2018



## Attachment B: Risk Register

The following is a consolidated version of the full risk register (internal operations document).

Risk Identified	Contingency/Action
Insufficient signage to alert attention to open water bodies and steep/slippery banks.	New signage to be located on primary entry points, including secondary entries. Review of water body signs on boundary and fill gaps. Will investigate option for decorative screen / post and rail sections alongside water body and visual indicator of depth in water.
Emergency Vehicle Access – emergency vehicles and firebreak access.	Shire have liaised with emergency services and confirmed and/or provided sufficient access.
Pathway to Edwards Street accessible toilet not accessible.	Will be covered by routine path maintenance program.
Uneven surfaces around Sound Shell (between path and building).	Vegetation to be planted in garden beds to discourage access.
Path trip hazards including pine cones, tree roots and pea gravel.	Daily path inspections on main path network (high traffic areas). Regular (annual) tree inspections. Multiple access points from path to grassed area.
BBQ Equipment No warning of hot surface (signage) and risk of scrapers can fall and cause injury.	File/shave off sharp edge of scrapers on BBQ. Hot surface signs on BBQs.
Trees – dying branches and fall risks where people walking/sitting.	Annual tree inspection by qualified arborist and inspections after storm events.
Electrical hazards: -unlocked outlets -cabling out of conduits -exposed lighting tubes/globes -Exposed pump equipment	All electrical inspected and deemed compliant. Faulty or damaged items replaced/fixed.
Bridge crossings not level (trip hazards)	Maintenance program to upkeep.
Several machinery displays with sharps edges and finger traps.	All new interpretation signage to include warnings. Relic 'rubbish' to be disposed of. Finger traps to be filled.
Lion's memorial – slope to from main path steep and moss covering (seasonal) causing slip hazard.	Risk considered low-negligible. Maintenance program to upkeep.
Building materials stored in open areas.	Managed by temporary fencing and future plans for compound.
Remnants of anti-social behaviour in Bush School.	To explore conservation options with curator.
Slide tower. -Pool gate insufficient -Risk of access at night, particularly during events Gaps in platform (head entrapment)	-Risk to be considered, particularly around night access and events. -Slide signage to state no use at night. -Event organisers to provide risk mitigation of slide access in planning. Slide built to BCA standards.
Playground -frog springs -insufficient soft fall -partially covered rocks	Regular playground inspections - every 8 weeks. Daily inspections. External audit every 2 years.
Fire tower - cable provides option to climb and bolts pose injury risk.	Cable to be cut shorter and deal with exposed bolts.
Gantry - suitability uncertain - risk of collapsing.	Risk dealt with series of bracing and suspension of block and tackle.
Path behind History House - steps lack handrail and present trip hazards.	Handrail to be installed.



## **Appendix 5 Consultation Summary**

Substantial consultation was undertaken to inform the plan, as detailed below.

### **Public Forums**

#### **The Park as Community Resources**

*530pm Wednesday 26 May 2021 @ Power Up Electricity Museum*

This forum was attended by 24 members of the public plus two facilitators.

#### **The Park as Our Cultural Heritage**

*530pm Monday 31 May 2021 @ Power Up Electricity Museum*

This forum was attended by 9 members of the public plus two facilitators.

### **Private Forums**

#### **The Park as a Tourist Destination**

*930am Tuesday 15 June 2021 @ the Round House*

This forum was attended by 4 invited stakeholders and two facilitators.

#### **Maintenance and Upkeep**

*930am Thursday 24 June 2021 @ the Round House*

This forum was attended by 7 staff members, a Visitor Centre representative plus two facilitators (Shire officers).

### **Visitor Survey**

The Visitor Survey was available to the public from 17 May to 25 June 2021 via Survey Monkey (online) and paper copies were available from the Shire administration office and the Manjimup Visitor Centre.

A total of 93 responses were received online and 1 physical response received.

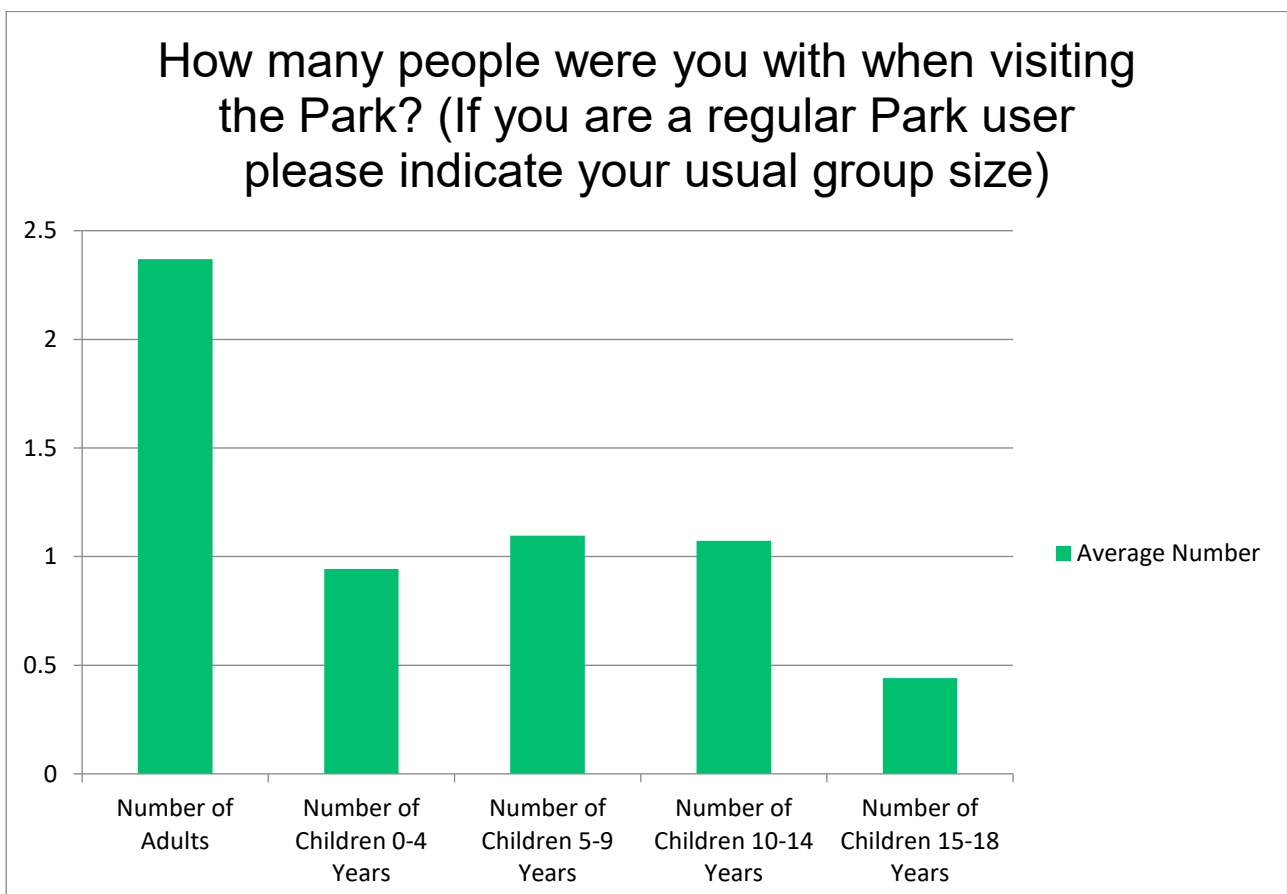
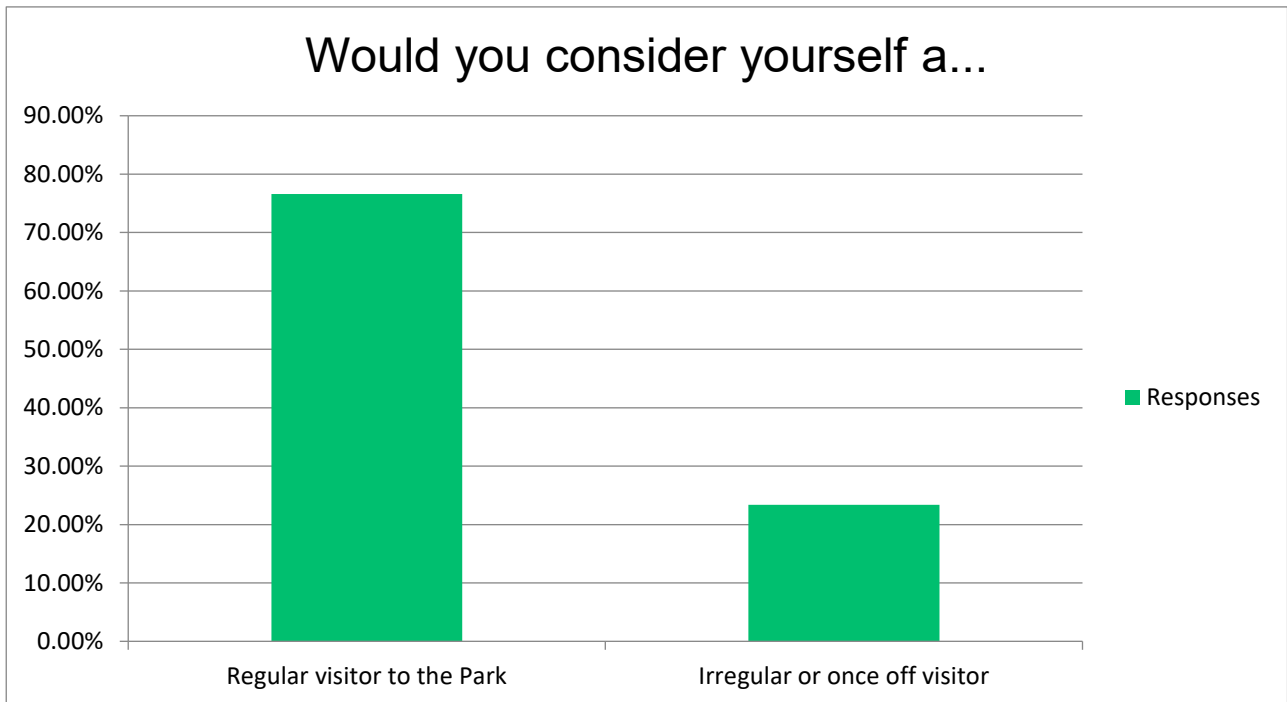
A summary of the questions and the responses is provided in this Appendix as well as the full list of the responses received in the open comments section.

#### **Document Control**

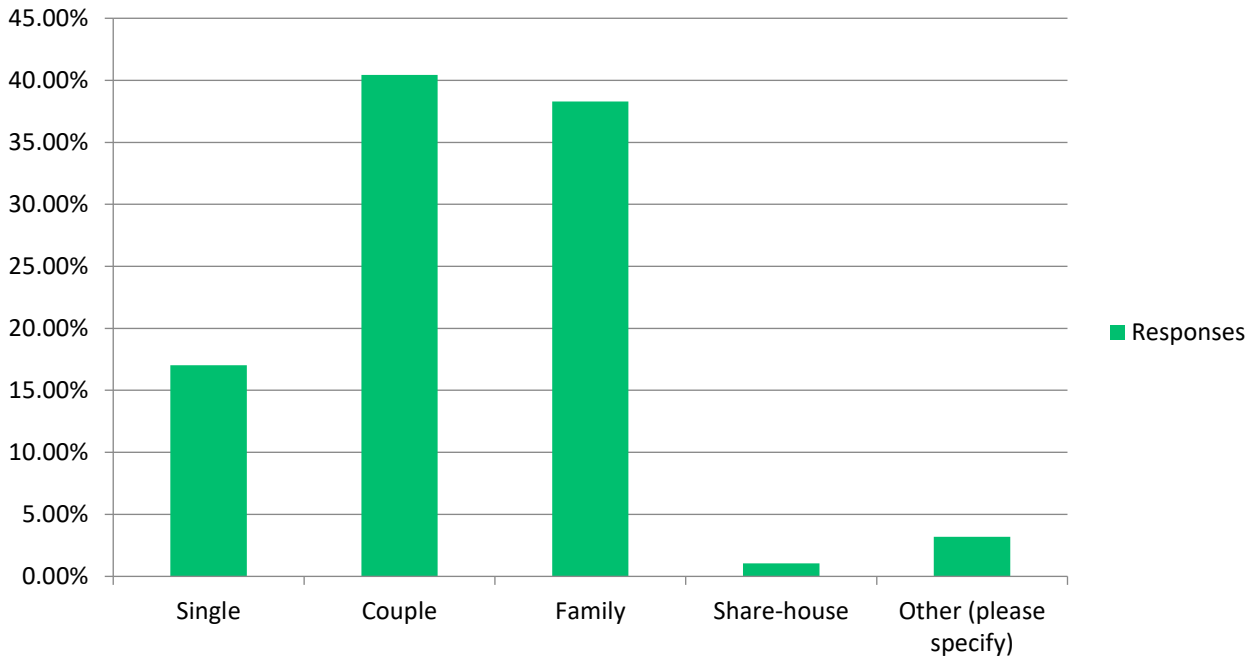
V1	Draft for Plenary Forum	J.Winters	8 July 2021



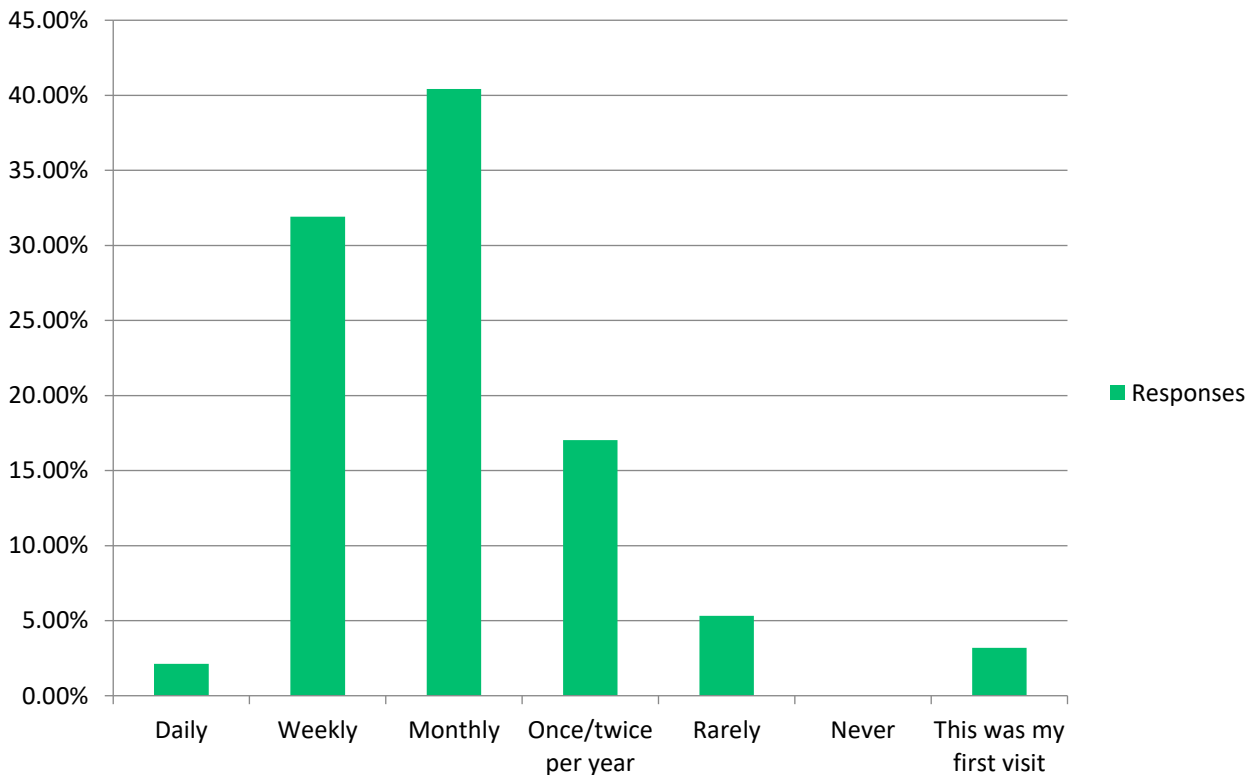
## Survey Responses: Summary



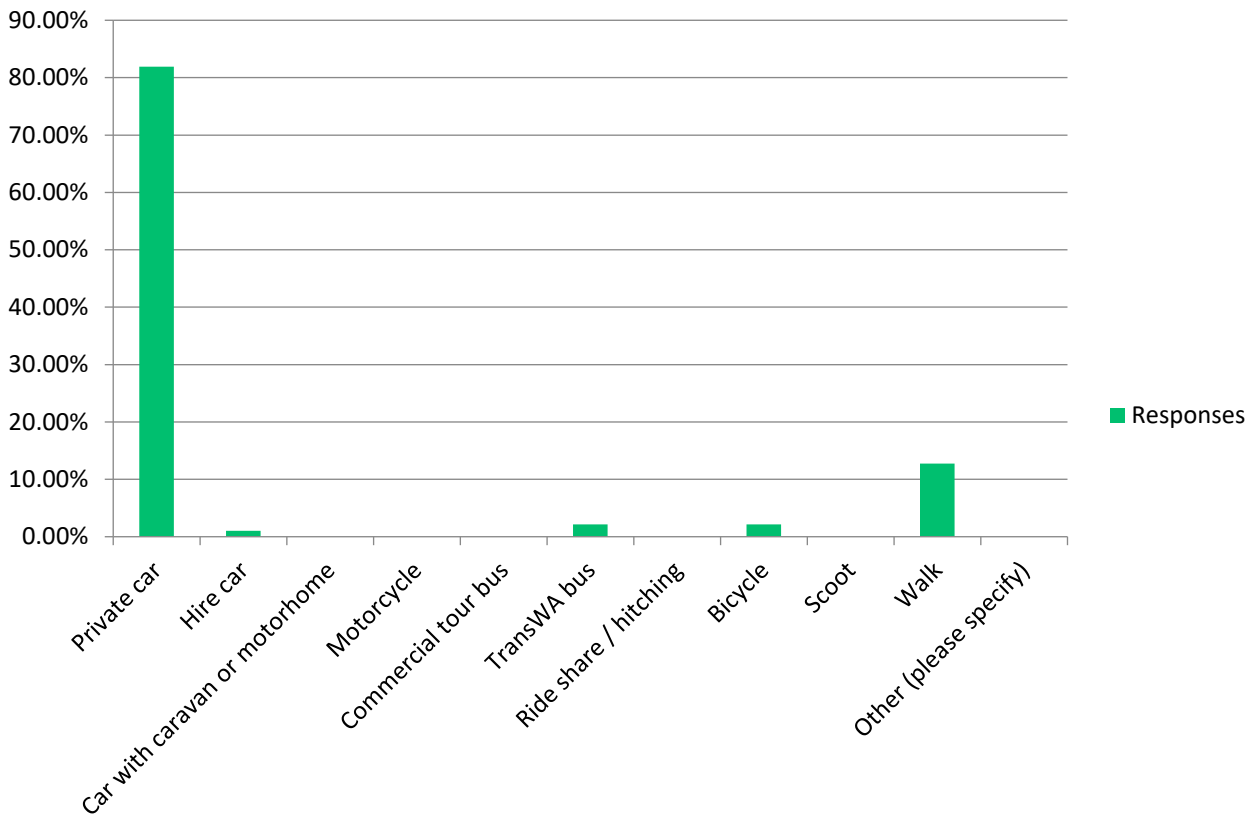
## Which of the below options best reflects your household?



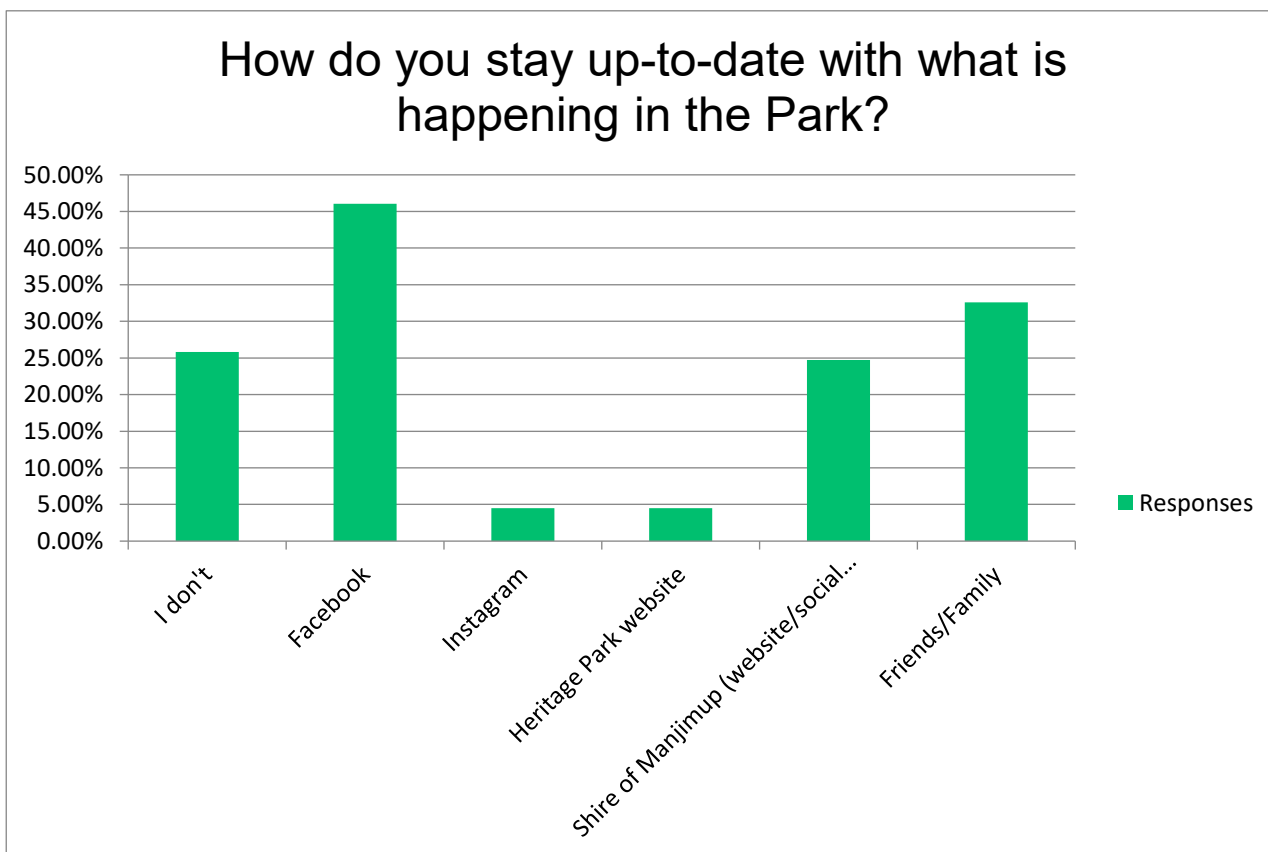
## How often do you visit the Park?



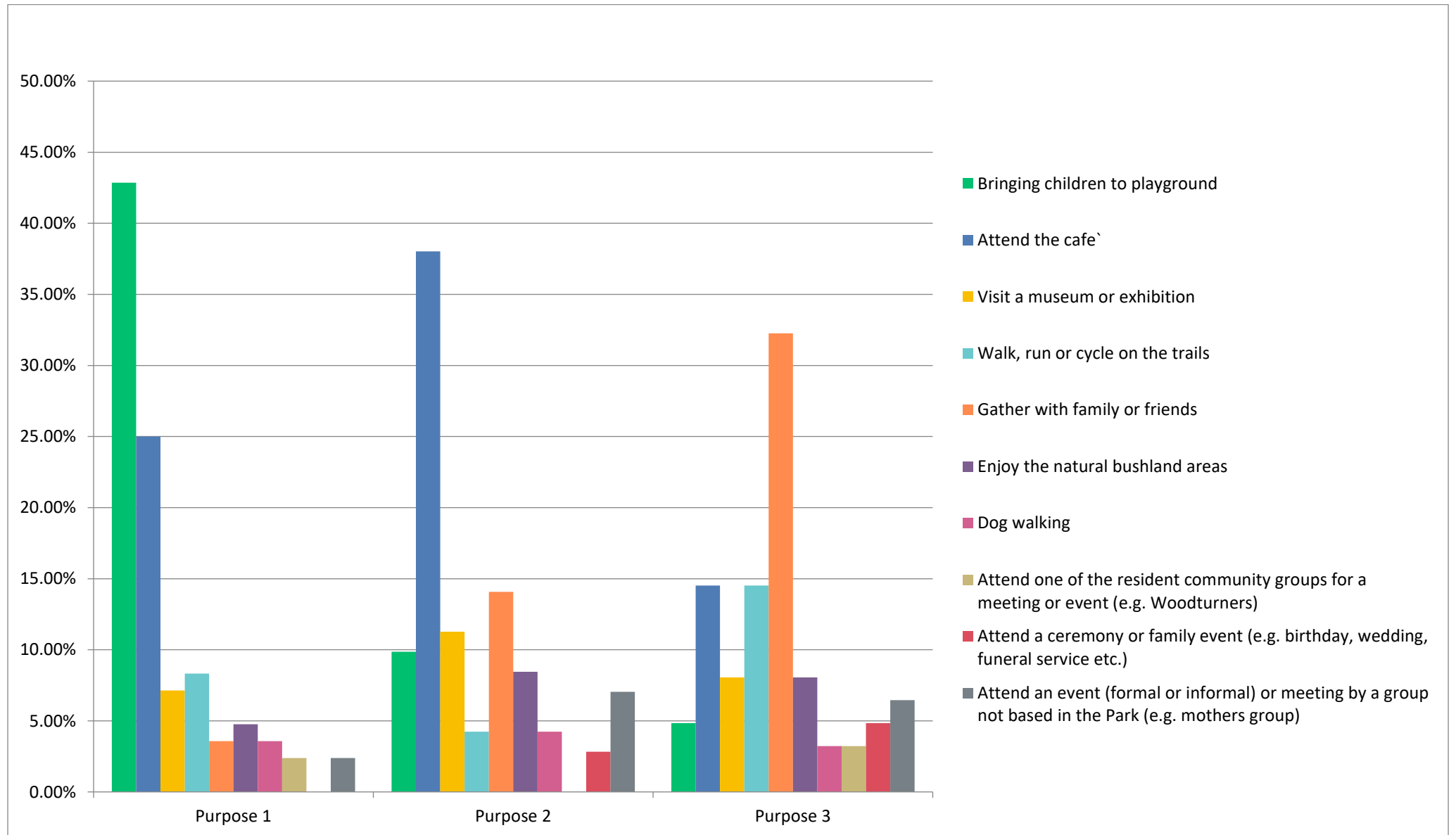
## How did you get to the Park today (or your most recent visit)?



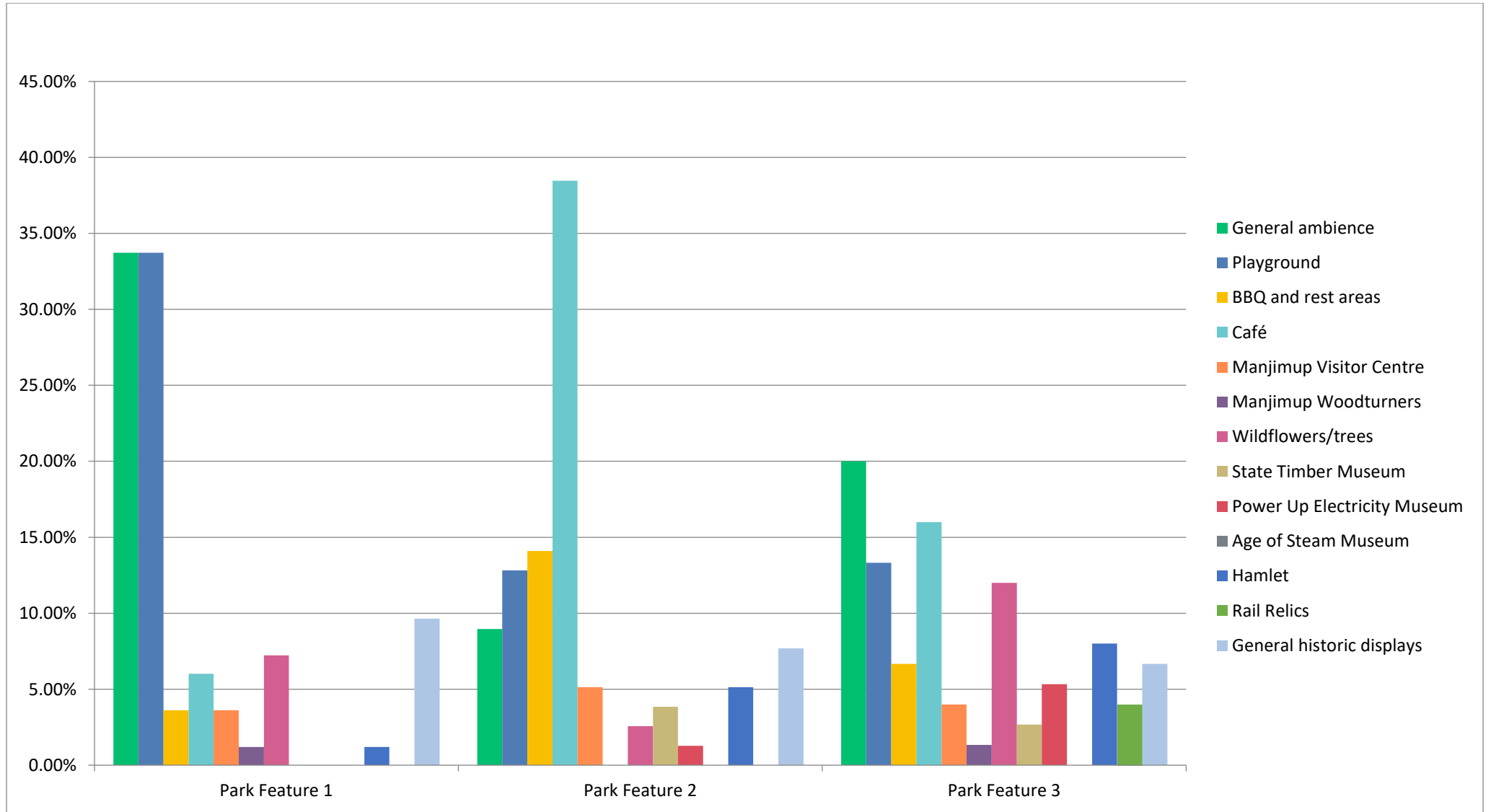
How did you hear about the Manjimup Heritage Park? (complete the relevant fields)		
Answer Choices	Responses	
Visitor Centre (which one)	15.73%	14
Tourist brochure or promotion (which one)	0.00%	0
Word of mouth (specify: other travelers / family / friends)	69.66%	62
Online (specify: Wikicamps / TripAdvisor / Google / Other)	1.12%	1
Social Media (specify: Instagram / Facebook)	8.99%	8
Manjimup Heritage Park Website (tick if relevant)	2.25%	2
Shire of Manjimup Website (tick if relevant)	13.48%	12
	<b>Answered</b>	<b>89</b>
	<b>Skipped</b>	<b>5</b>



Please select, in order of frequency, your main purpose for visiting the Park. If today was your first visit please select the primary reason for your visit

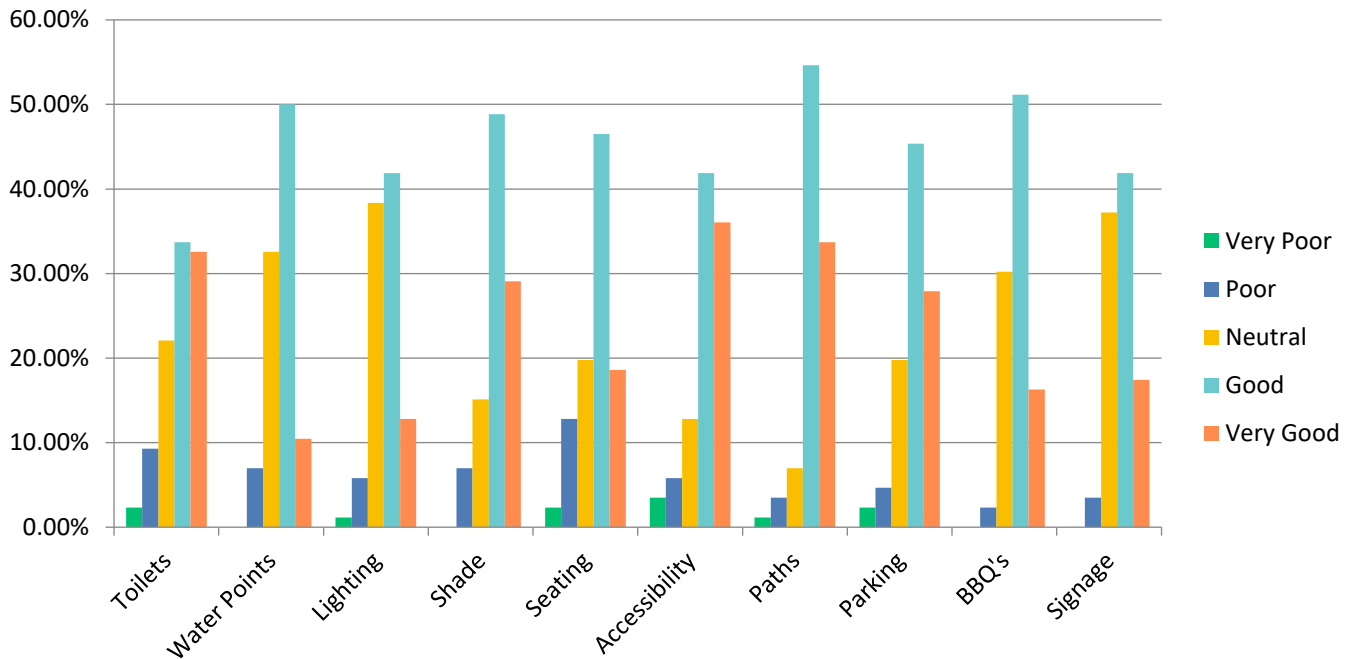


What feature of the Park do you most enjoy? (select top three)

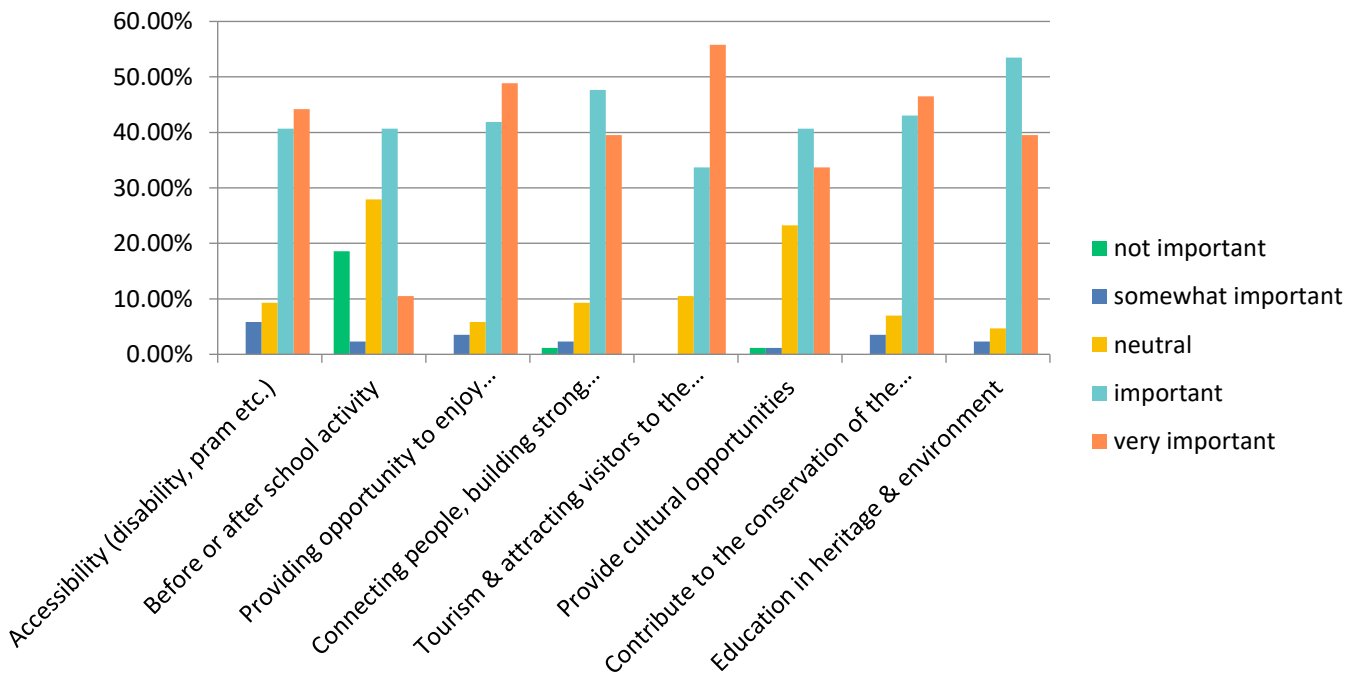




## Please rank the quality of the following amenities in the Park.



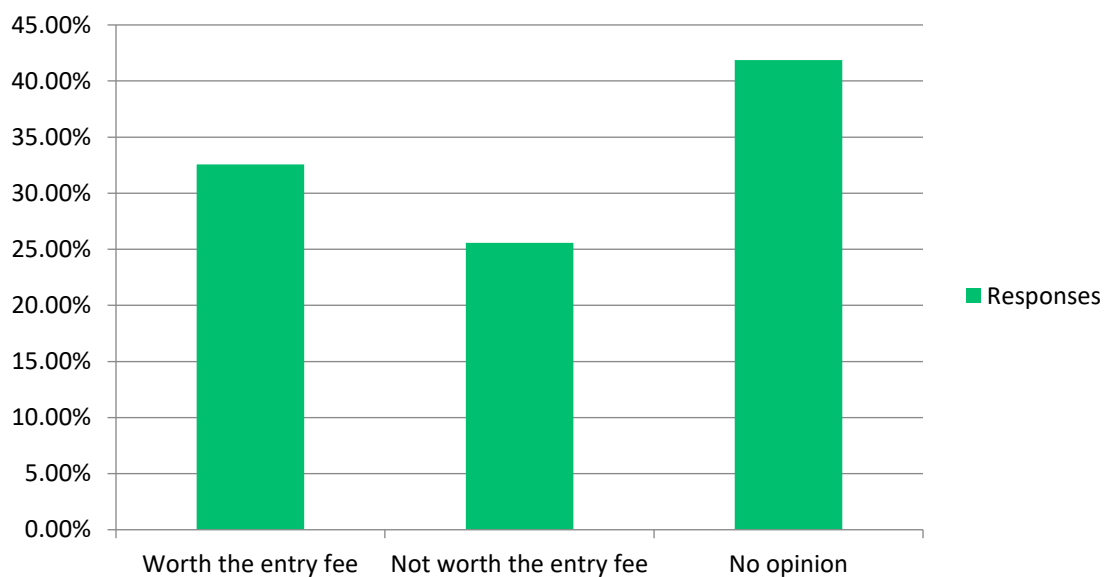
## Please rank the following purposes/benefits of the Park.



**Have you visited any of the paid museum experiences (Power Up Electricity Museum and/or State Timber Museum)?**

Answer Choices	Responses	
Yes	55.81%	48
State Timber Museum	0.00%	0
No	44.19%	38
	<b>Answered</b>	<b>86</b>
	<b>Skipped</b>	<b>8</b>

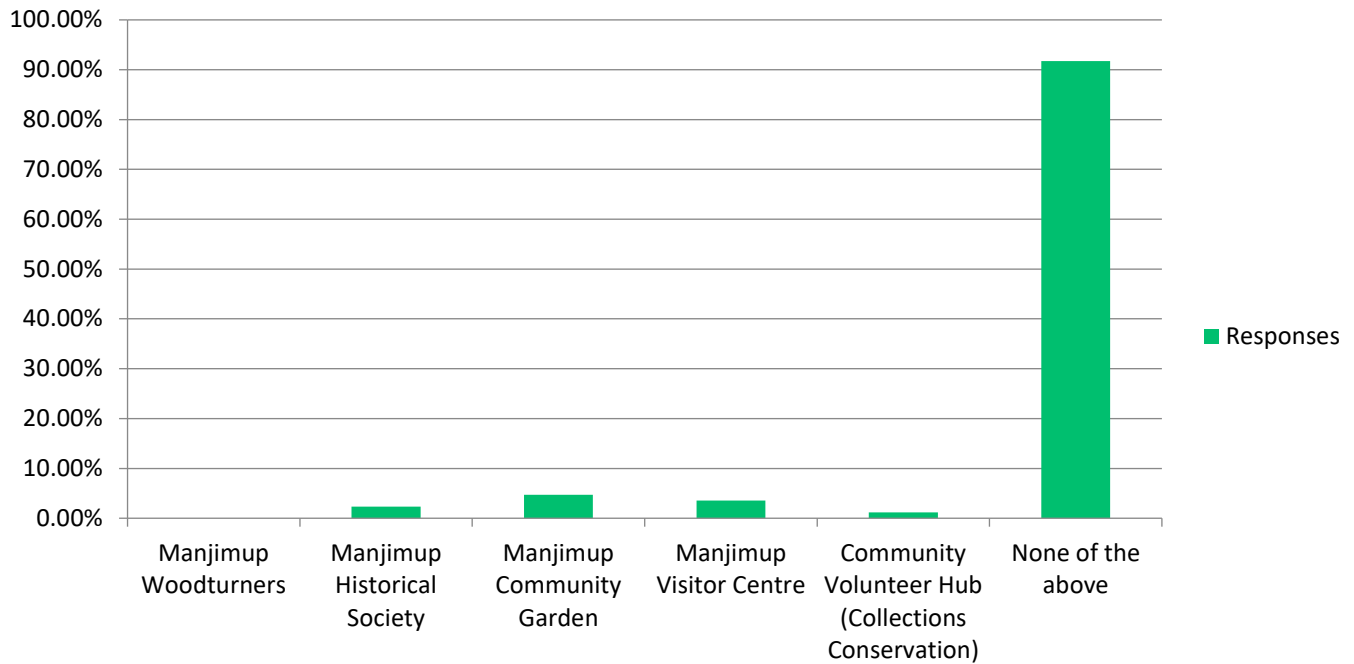
**In your opinion, was the Museum entry...**



**Do you currently, or have you in the past, held a museum membership?**

Answer Choices	Responses	
Yes	16.28%	14
No	83.72%	72
	<b>Answered</b>	<b>86</b>
	<b>Skipped</b>	<b>8</b>

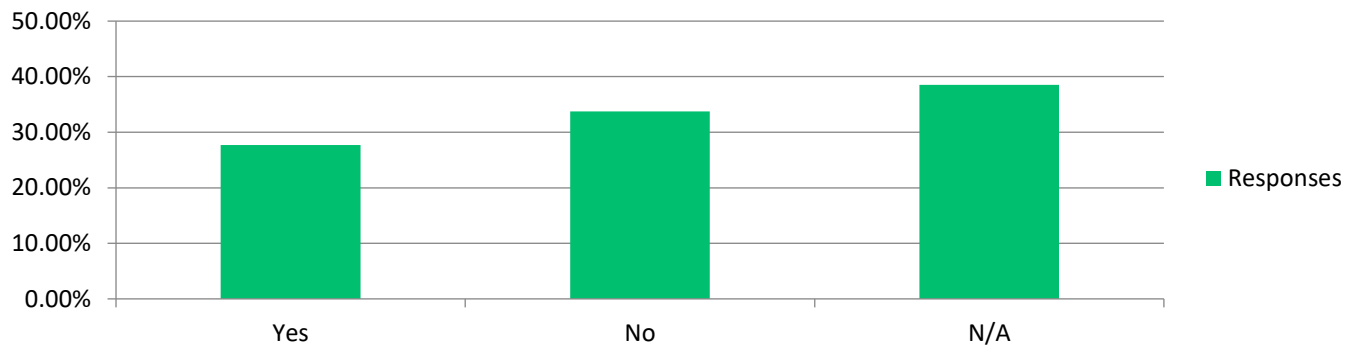
## Are you an active member or volunteer for any of the organisations in the Heritage Park?



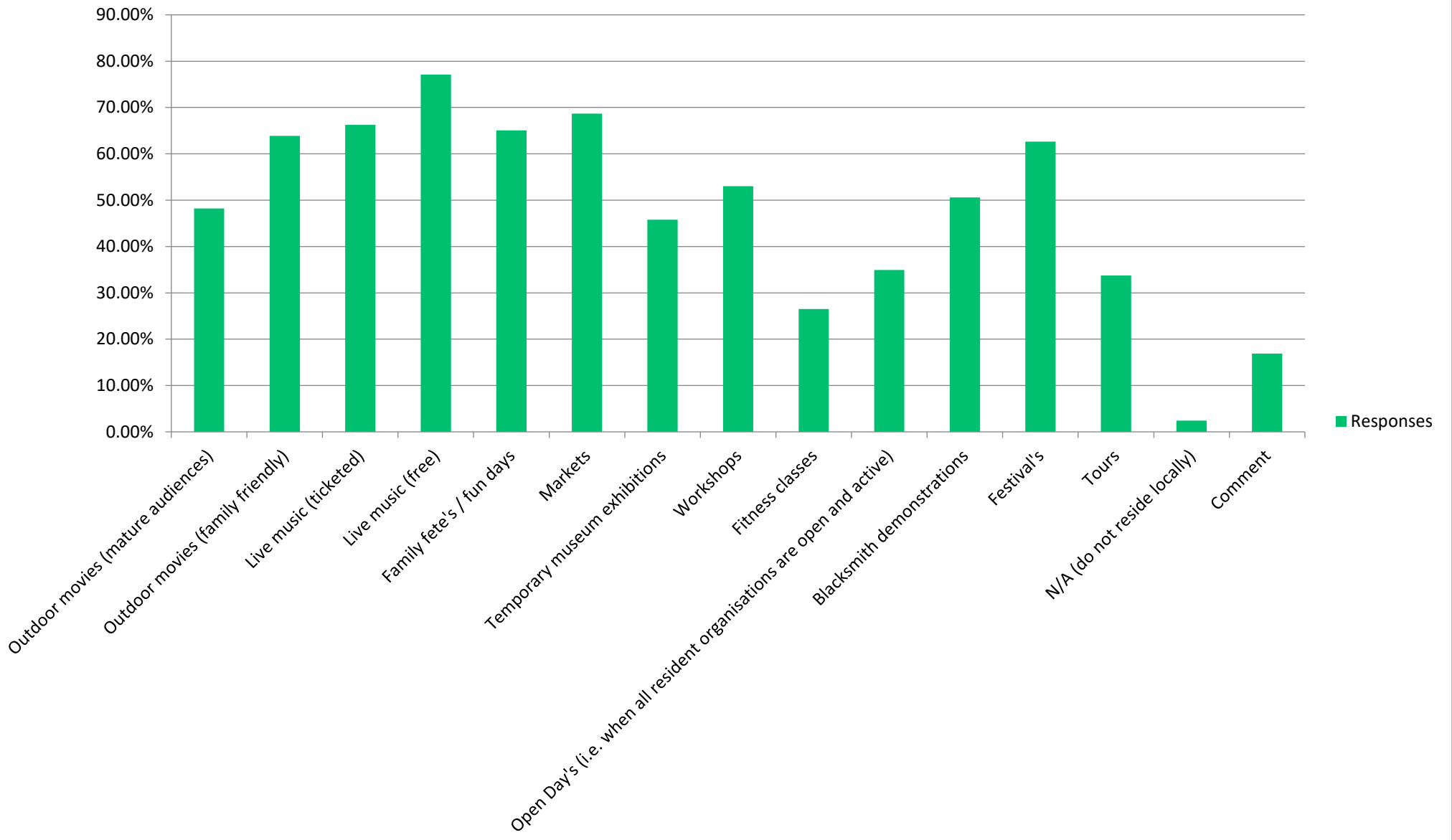
Would you be interested in volunteer in the Park?		
Answer Choices	Responses	
No	78.82%	67
Yes, if so where...	21.18%	18
	<b>Answered</b>	<b>85</b>
	<b>Skipped</b>	<b>9</b>

Are you aware that the Park has education resources linked to the WA Curriculum, which schools can use to plan their Park visits?		
Answer Choices	Responses	
Yes	27.71%	23
No	72.29%	60
	<b>Answered</b>	<b>83</b>
	<b>Skipped</b>	<b>11</b>

## Have any children in your household attended the Park in the last 12 months as part of their school's activities?



# What kind of events and activities would you like to see in the Park?



Did you know the following spaces are available to hire?					
	Yes		No		Total
Round House	65.06%	54	34.94%	29	83
Power Up (exhibition space / meeting room / foyer)	26.51%	22	73.49%	61	83
Sound Shell (stage / meeting room)	63.86%	53	36.14%	30	83
Blacksmith Shop	10.84%	9	89.16%	74	83
Agricultural Shed Exhibition Space	9.64%	8	90.36%	75	83
				<b>Answered</b>	<b>83</b>
				<b>Skipped</b>	<b>11</b>

Would you recommend the Park to others?		
Answer Choices	Responses	
Yes	98.80%	82
No	1.20%	1
	<b>Answered</b>	<b>83</b>
	<b>Skipped</b>	<b>11</b>

## Open Comments Section

Keep heading in the same direction and collect data that helps the Shire and broader community recognise the collateral benefits that the Park delivers to the broader economy and cultural identity of the community
The parking area is huge but not good enough for anyone with disability - eg assisted walker/wheelchair - as it is so far from where you need to go. Also some more shaded parking would be good for summer months.
Don't wipe out as many trees in future developments. Maybe try and attract local wildlife. Extend opening hours of cafe
Extremely unhappy with the name change, should still be named the Manjimup TIMBER AND Heritage Park..... Timber is and was the formation of Manjimup.....
Love the park and the improvements over the years. Cafe is relaxing, playground fun, nature walks quiet and relaxing and historical buildings interesting. Would love the museum to be cheaper so can attend often without worrying about costs
The water pumps are quite hard for children to use. The sand needs topping up. While the dry river bed is attractive to look at, its not great for when kids are running around (twisted ankles and busted heads) Apart from that, the timber park is amazing, beautiful and we are lucky to have it. I often think the cherry festival could be held down there
Utilise the vacant buildings. Such a waste of space resource. Could be hosting conferences etc. Beautiful buildings that should be used. Perhaps having options of a guide to talk thru areas of the park.
The parking for those with disabilities is Absolutely terrible. If you are going to the cafe it is too far for an elderly person with a walker to get from Car park to cafe. Would suggest that the cafe staff parking area be made for disabled parking with an access path available. Also there is no shade for the parking area & people with heat intolerance have no protection walking so far from car park to their destination. Have had to use an umbrella when it was too hot. Have dropped off elderly disabled parent in the bus bay as one visitors centre staff said it can be used for that & recently when did this again a visitors centre staff member asked if we were ok as we were standing in the foyer waiting for a car to pick us up as it was torrential rain outside - the staff member then said " you can do that but don't let me know" so now we are unsure if allowed to do this or not & maybe all staff should be saying the same statement.We will continue to do it as there is no other option.
Seating needs to be under shade. Most seats are in the sun. Please plant a tree beside the seats. Also needs to be an Indigenous garden within the park and more emphasis on multicultural history/engagement. Manjimup is culturally very diverse and this can have a unified platform within the Heritage Park.
Please just give the local history group a space within the park that will allow it to work with History House to showcase not only what made Manjimup but the families that built it. Most other Shire provide these spaces as they recognise the importance. Manjimup Shire refuse to.
Park is beautiful and a credit to the community..
More public toilets
No mention of the constructed wetland . This biological filter of the towns stormwater is a major asset and at present the major attraction at in the park for me unless i attend an event
More activities to attend
Cafe isn't run well. Only lunch and alcohol is served. Not a good look for a kids playground
We visited the Power Museum in 2019 (before Covid). All the display was interesting but it was very difficult to understand when other people were listening to things too. I think something has to be done with the acoustic.
More toilets around the trail would be good
Quiet environment to study
Please fence the water near the big slide. Also a fenced toddler play area would be beneficial
Better parking spaces for people with disabilities. Restaurant should be open longer and open for dinner at least Friday and/or Saturday nights.
Comment about rail line should have been placed here sorry
Sandra Donovan Sound Shell used in summer months with paid live music

Great Facilities
For myself, as well as talking to friends, the Heritage Park isn't our first choice for playground parks for our children. The open water ways are a real concern, as too are the open paths & unrestricted access to the park. Whilst understanding it is a park & acknowledging the fabulous amenities, having the playground fenced off would make it easier for parents to see their children and give a sense of security that they 'haven't done a runner' especially when the park is busy & you're trying to spot your independent child who 'doesn't need mum' to join them. The open water ways are just unsafe. We can't have unfenced pools in backyards & the main water area is not only unfenced, the bank is quite steep. The rubber matting around the playground is a great idea but in summer, it is burning hot & unsafe for little feet. The main structure with 2 slides either end, has unsafe open ends. My children have fallen out and I've seen other children fall out. While I'm happy for my kids to learn from the experience, it also makes me nervous. There could be a barrier/rail put across to make it somewhat safer. Because of the above reasons, we do not frequent this park as much as what we could and use the Annanuka park where visibility is better, there's no water way & the kids feet aren't going to be burnt on rubber in summer. Nor are they going to fall out of high rise structures.
A train to go around the park and bush
Would be great to see more events integrate their activities to include the Heritage Park, more summer time kids activities - movies, water slides, fun days etc. and autumn festival to make the most of the beautiful trees.
It would be great if there was a fence around the playground, as my only concern is the water especially with the little kids
Not sure if the old wooden toilets in the hamlet are still in commission? If so, replacing them or upgrading (keeping design in sympathy with the surrounds) would be beneficial. Maybe a block on the West side of the village green? Having to walk up to the top block on Edwards St or toilets inside the Visitor Centre is not always practical and the historical shed is limited. Per previous comment, many more power points are required around the grounds to be able to consider holding a festival there (for Stallholders) and more lighting. Is the existing power supply geared up for festival size events? Having walked around the whole park recently, the West side (from edge of the green to Ward St ) & waterways need cleaning up, have noticed rubbish in Bush & water. The Bush itself could do with a slow burn cleanup. Move the Farmers Market (including their marquee) to the Heritage Park, but situate in a spot that will not impinge on potential festival space requirements. In the warmer months, encourage local fitness instructors to utilise the sound shell, free of charge, to hold pop up classes, eg. Yoga on the Green, Konga, Pilates. Set up a volleyball net somewhere on the green, anyone can join in, borrowing a ball from the visitor centre if necessary. The round house & old top notch cafe are great spaces for cooking workshops (eg. Indigenous Bush tucker) if the kitchens were visible & space for participants. Hold a Diner En Blanc event on the Green, once a year, in the original style of BYO everything, no fuss or work for the Shire, will put the Park on the map. Invite Junior sporting clubs (hockey, soccer, footy etc) to hold 'Have a go' fun days on the green (no fee), to encourage young kids into sport; Manji has a lot of ethnic families - international food market days/nights? Whilst there is a cafe on site, there should not be a monopoly, as you restrict opportunities like this & the park will become stagnant. Trial a bike/scooter hire service, extend/increase the pathways around the park to encourage this activity. Would like to see Doreen Owens' botanical garden reinvigorated, increased a little & improved (I would volunteer). That site is perfect for the azaleas, camellias, rhododendrons (stunning in color) & leafy ferns. Cut in single width dirt paths for kids to explore within. Hold school holiday activities in the park for visitors to town during that period - a Park Passport walk & learn style App ? The Heritage Park is a wonderful space, needs to keep evolving so Donnybrook's new park doesn't overshadow it !!
The play ground it's self is not the best it's not iverally suitable for little kids it looks great but yeah not the best in terms of equipment
We all enjoy visiting your park and recommend it to friends and family
Park great but the cafe is shit wait time crap serve crap and they mix up orders have done review on the cafe Facebook page but no response 😊
Museum- better maintenance/ simplify the hands on circuit building kits. These are great, but mostly don't work any more because the batteries are damaged/missing and some of the more complex components don't work (or at least it's very difficult to work out how to use them). Museum- arrange kids events in the museum for after school/ school holidays (e.g. circuit building workshop/ make a battery out of vegetables/ Van der Graaf generator demo/ robotics/ visit from Sci Tech). Entry fees- annual membership is great value. Consider discounted rate for local school visits. Can you get a gift voucher for the museum? That would make a great birthday gift.
The Park is wonderful and my visitors from Mandurah love it
Is the aboriginal bush foods section still going ahead? Walking trails through bush better maintained. Apply for more funding for free events and activities. More teenager based activities like laser gun.



Cafe needs to cater for kids with icecreams and lollies, decent lunches instead of burgers, and restaurant service at night. Would love to see the old whistle stop train working through the park as another tourist initiative.
- More hotmix paths through the bush to make a large full loop available for those with walking frames/wheelchairs. i have recently discovered the lovely walk though there with my dog & its not really accessible for all. For me its fine but not really considering access & inclusion. King Jarrah is great for this – where I also go. We are just so lacking in beautiful bush walk trails/loops around town. Often I go to Big Brook Dam for the larger walk loop - would be great to have one closer to Manji. - the carpark is terrible for ACROD parking. I often have to drop my elderly parent at the bus stop section so they dont have to walk so far from the main carpark. Terribly planned. The parking near the cafe that the owners use should be turned into ACROD parking for the patrons of the park to use. not just cafe staff! -Dog poo bags available. - Fix the toilets next to the round house ( the old bus stop ones) went to them recently & the sewerage smelt bad wafting into the park :-( - there is an entry path on the north side near Perup rd close to residences that needs some upgrade/ gravel to make it less boggy & accessible. - more plants & trees named with signs - maybe some art/sculpture & culture mixed into the bush setting -indicate some respect to the traditional custodians of the local land
Every good
I am so proud to live in manjimup and love our park Abe museums and recommend them always.
I would like to see more random seating and shade/sheltered areas
General grass areas still a bit soggy near play grounds
Better lighting at night, More accessible ( wheel chair)paths through out the park Museum of local history Accessible swing for wheelchairs Utilizle the whole park, more attractions in the nature section Upgrade ringbark school have another story to go with the building
Better acrod parking to get to cafe
Cleaning of the fallen limbs and branches through the bush area to make the trails more visually appealing, the bush half looks unloved.
Please have a toddler fenced area at the playground. A basketball hoop for older children. Perhaps some new equipment for local children who have grown up with the park and now find it under-stimulating. Coffee shop open till 5 on weekdays for after school play dates. All just a wish list - overall, the park is amazing.
Public toilets need to be checked more often as every time we need to use them they are filthy/blocked up ones on the outside in the park area. Cafe ones are spotless.
Nothing
The Aboriginal entry statement is amazing but there needs to be much more Aboriginal heritage throughout the park. People are interested in seeing this
Get rid of Power museum! This is a farming & timber area...
Hide and find educational things to promote looking and finding things
Better signage to the car park for people not so familiar with Manjimup
An addition of a baby swing
The building. That used to be cafe, used for arts and crafts, small areas allocated to each artist, does not have to be open every day, and they can sell their products, eg art, jewellery, pottery. Otherwise use area for arts and crafts occasion open day. The area has a lot of skilled people and especially in winter it will be dry and somewhere extra for people to visit. The building has many potentials.
Fence around the young children’s play area. With open waterways and in general, a little fence around the small area would be appreciated. Improve older toilets Have more cultural events
Please try keep it as environmentally friendly as you can. Sustainable, natural resources. Also more indigenous recognition
Possible youth hub in one of the disused building (round house or old Top Notch cafe)



**Manjimup  
Heritage Park**

## Appendix 6

### Whiteman Park Case Study

The following Case Study was developed after the Shire's Community Development Project Officer (CDPO) met with key operations staff at Whiteman Park, including:

- Jessica Davies – Curator – Revolutions Museum;
- Debbie Cotton – Business and Marketing Team Leader; and
- Tracey Esam – Volunteer Coordinator.

The CDPO also had brief conversations with several other staff including the Asset & Infrastructure Team Leader.



#### Document Control

V1	Draft for Mgmt & Dvlp Plan	J.Winters	10 Aug 2021



## **Executive Summary**

The Manjimup Heritage Park ('the Heritage Park') has undergone substantial upgrades since the last Management & Development Plan. Subsequently the Park has experienced exponential growth in visitation. With the increased burden of more assets and infrastructure, and increased opportunity of more visitors, it is essential the Park management and operations must reflect the size of this attraction.

This case study provides an opportunity to learn from an established operator with similar offerings, despite Whiteman Park being almost 400 times bigger than the Heritage Park in sheer size (Whiteman Park is almost 4,000 hectares) with approx. 12 million visitors per annum. Both Parks offer similar experiences to the public including exhibits, play, recreation and nature, as well as similar functions such as venue hire and community groups.

This case study provides relevant and constructive comparisons on how certain elements of Whiteman Park are managed in comparison to the Manjimup Heritage Park. Despite the difference in size and resources, there are many parallels to be drawn and lessons to be learnt from the Heritage Park's 'big cousin'. Many of these lessons, reinforced the ideas and desires reflected in the consultation taken early in the development of the 2021 Management and Development Plan ('the Plan'), and provide inspiration on how to execute on these ideas. The Case Study also provides reasoning on what elements to prioritise and where perhaps less action is required (i.e. a way to prioritise the Action Plan).

## **Background**

Whiteman Park was officially opened in 1986 from a gift of land from Lew Whiteman (to the now Western Australian Planning Commission), who later bequest a large collection of objects. It is now operated by the State Government Department of Planning, Lands and Heritage. Whiteman Park manages an environmental conservation program, a transport museum and a large expanse of recreation facilities. Within the Park there are several leased attractions from shops, café/kiosk, tram and train operators, museums and the Caversham Wildlife Park. Whiteman Park have approximately 35 paid staff and over 40 volunteers.

The CDPO focussed on discussions with Whiteman Park officers on matters that concern the Heritage Park. After the consultation to develop this Plan (see Appendix 5) the following key matters were identified to address in this case study:

- Events and Venue Hire options e.g. utilisation of underused assets, potential for revenue creation, attracting more events, encouraging entrepreneur activities in the Park.
- Volunteer Attraction and Management.
- Education & School Programmes e.g. attracting school groups, activation of spaces during school holidays.
- General Visitor Attraction e.g. marketing strategy, exhibition management.
- Collection Management, particularly pertaining to collections with large objects.

## **Case Evaluation**

### **Events and Venue Hire options**

Whiteman Park is limited in attracting events provided its isolation (only accessible by private vehicle) however it does attract significant amount of private functions and corporate events (e.g. Christmas parties). Private functions create a substantial revenue through gazebo hire (at the time of visit was \$95 per gazebo per day with many weekends all 30 gazebos fully booked). All bookings are managed online through Rezdy.

Note that whilst Whiteman Park has a Key Performance Indicator (KPI) of 2% revenue increase, increasing revenue is not a primary task of the staff (similar to the Heritage Park). Rather their priority is meeting their vision: *“We are dedicated to the education and conservation of environmental, transport and cultural heritage”*.

### **Volunteer Attraction and Management**

Whiteman Park have a full time paid volunteer coordinator who recruits and coordinates volunteers. Majority of the volunteers (approx. 30-40) work in visitor servicing however there are some regular and quite a few seasonal volunteers in environment and conservation (e.g. during planting season). Whiteman Park do an annual recruit during National Volunteer week in May and often use recruiting opportunities to also support recruitment for other groups within the Park. Volunteers express interest in a registration and interview process, and then if the volunteer is suitable, the coordinator will match the volunteer’s skills and interest to different volunteer roles throughout the Park.

The coordinator uses a number of methods to reward volunteers, in particular providing café vouchers to those who do longer hours, and putting on an annual breakfast (on 5 Dec – International Volunteer Day) prepared by staff for volunteers.

A key element that has helped operational staff manage visitor complaints and maintain a high service level is introducing a Code of Conduct that applies to all attractions in Whiteman Park. Attractions within Whiteman Park are responsible for ensuring all their staff and volunteers adhere to the Code of Conduct.

Currently the Heritage Park have only 4-5 regular volunteers who directly volunteer for the Park in collection conservation work. Numbers of volunteers in non-Park managed attractions is unknown but can be estimated to be approx. 30 people.

The Revolutions museum is very similar in size to the Power Up Electricity Museum and other exhibitions within the Park, particularly with regards to managing a collection with many heavy, bulky and large objects, primarily made of metals and timber.

The Revolutions Museum is the only museum managed by Whiteman Park. At the time of visit the museum had two full time and five part time staff. These staff focus primarily on daily cleaning of exhibition (COVID), visitor servicing, school holiday program development, temporary exhibitions, and collection auditing and digitisation. The museum has only one volunteer who provides visitor services. The museum, whilst providing regular exhibition and school programmes, aspire to having more regular collection management activity, potentially with the support of (new) volunteers.

### **Education & School Programmes**

Whiteman Park have an annual school holiday program with their general park and the Revolutions Museum. Each school holiday there is activities for families, some paid and many free of charge. Recent activities including night time Kids Woylie Walk (\$18ea) or themed activities in the Museum such as “Journey’s” where kids could document journeys through sand tracks, writing and drawing (free).

Visitation number suggest some of the biggest attraction were when a third party group operated the activities e.g. Bricks4kidz.

Holiday programmes functioned best when they were scheduled a year in advance and planning for each holiday begun 2 months prior.

Whiteman Park also offer year-round free activity sheets free to collect at the visitor centre, similar to the Heritage Parks “Hunt in the Heritage Park” booklet (but more to cover more Park space/attractions).

As experienced in the Heritage Park, school programmes proved to be more challenging to promote. Whiteman Park are working on approaching finance managers at schools and offering vouchers to support their incentives for school fee payments. In return they build a relationship with the school and use that relationship to promote education packages. Note they charge \$6 per school for the package. Whiteman Park have learnt the best time to promote to schools was in November for planning for the following year.

### **General Visitor Attraction**

Whiteman Park has a team of staff that focus on visitor attraction from marketing officers, to exhibition development, school programme development and more. Currently a KPI for Whiteman Park is a 3% annual increase in visitation, which is a target always met, even during the COVID-19 pandemic.

The Revolutions Museum has an annual exhibition plan which looks to bring in temporary exhibitions; from other museums or from internal resources/collections.

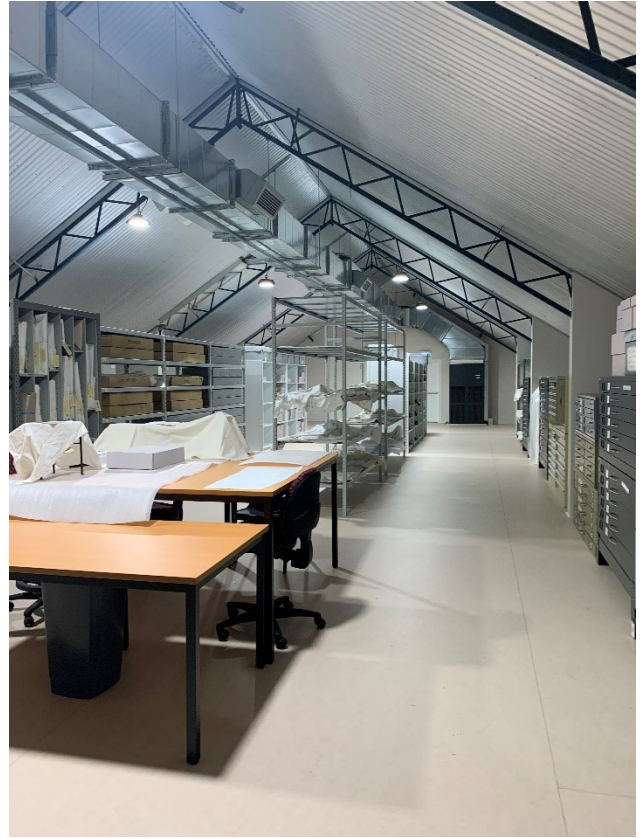
Whiteman Park are increasing bookable activities in the Park as a revenue generator, which thus far has been successful. Recent bookable events include “Still Life Drawings at Revolutions” (\$5pp) and “Nocturnal Woylie Walks” (\$15pp). The Still Life session is attended by a museum staff who talks to the object(s) being drawn and guests bring their own art supplies. Woylie walks are led by a volunteer tour guide and supported by one conservation staff member.

The annual marketing plan has adjusted recently to reflect the changes in the tourism marketing due to the COVID-19 pandemic. Prior to the pandemic 30-40% of visitors were international and much of the marketing involved strategies such as airport advertising. All marketing is now focussing on the domestic (WA) visitor market with strategies more focussed on advertising in shopping centres and buses (difficult to track their success), and cinema advertising (currently valuable packages offered by Val Morgan that target multiple cinemas).

### **Collection Management**

Provided the available paid staff employment, Revolutions Museum have a substantial amount of their collections stored and catalogued however, like the Heritage Park, also have a fair amount of objects poorly stored and/or not catalogued. Further, Revolutions do not have a conservation plan, or regular scheduled conservation activity. Revolutions are aiming towards development of a conservation plan with a weekly cleaning schedule. Observations on the storage management at Revolutions provide ample inspiration for the collection storage goals for the Heritage Park (see images below).





Whiteman Park Collection Storage

## General Management

Whiteman Park only directly manage a portion of the attractions with the remainder being lease facilities (e.g. tramway, shops, café etc.) Whilst the leases with each operator (some commercial and many non-profit) do not stipulate specific requirements of the facility like the Heritage Park leases are increasingly doing (e.g. requiring to be open a certain number of days), all lessee's sign off on a Code of Conduct and many operators pay reduced lease fee with an attraction fee on top (percentage of profits). In return for the lease arrangements the Park assist with any development (although all physical assets remain ownership of the Park). Those not wishing to pay an attraction fee have the option of a fixed (higher) lease fee.

Whilst this lease arrangement is clearly successful for Whiteman Park, it is difficult to draw parallels to the Heritage Park provided many of the leaseholders are non-profit organisations without any commercial activity. It does however set a precedent for cost recovery for utilities i.e. if Whiteman Park have nil peppercorn leases, it would be reasonable to start introducing some lease fees for Park facilities to, at a minimum, recover costs.

During the site visit, the CDPO also enquired about Occupational Health and Safety procedures, particularly around volunteers. It was noted no particular safety inductions were required of volunteers, event for those driving their buggies (side-by-side vehicles).

## Proposed solutions

Strategy 1.1 in the revised Plan seeks more activation in the Park. Whiteman Park's recent experimentation with bookable events proves that small, low resource, events such as still life drawing, can be easily achieved. Essential in delivering this type of program in the Park is reaching the right target audience. Ideas for achieving this is by partnering with local creatives to facilitate.

An action under strategy 4.3 identified the need for a Volunteer Coordinator. The visit to Whiteman Park not only highlighted this need but also identified effective and simple ways of engaging and retaining valuable volunteers. A way of achieving this goal could be preparing a 'road-map' to recruiting and retaining volunteers and providing this road-map to a key volunteer or organisation willing to take on this role.

Although the Case Study highlighted the opportunities for bringing in revenue through leased buildings, a clear direction was provided in the Plan consultation that all community groups were to continue on peppercorn leases with no utility costs recovered. Despite this, the precedent is made here, as well as in other Shire of Manjimup managed facilities, to change this overtime, if the Shire decided to consider.

An action under strategy 4.3 in the plan identified the need for an annual object conservation plan. Observations and discussions around the Whiteman Park conservation in the Revolutions Museum provides examples of key methods of managing the collections, as well as encouragement that the Heritage Park are well advanced in their collection management provided the available resources.

School holiday programming in advance is a clear benefit to Whiteman Park and can be a simple way of promoting domestic visitation. Lessons learnt from the Case Study can be implemented into an annual marketing plan and an annual holiday plan considered as part of the Action Plan. This has been incorporated into strategy 1.1.