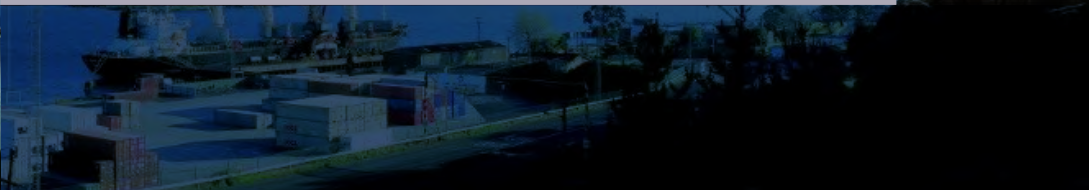




INTERPRETATION STRATEGY

STRATEGIC FRAMEWORK
& THEMES

2020



Executive Summary

Interpretation is about telling stories in a way that ensures they have meaning, both through the narrative and how it is internalised by people to stimulate understanding and consideration.

This strategy focuses on developing interpretation themes, high quality content and outlining the way they are discovered and accessed to add value to the George Town Municipality community.

Interpretation messages, infrastructure and collateral are not an end in themselves. The way the George Town Municipality story is developed, transformed into content, interpreted and how it is used by both the community and visitors is the key to creating this broad community value.

This community social and economic value is created through community participation in the whole interpretation value chain, from initial research, through content development and curation to active development and involvement in commercial experiences that integrate this interpretation.

The strategic focus of the strategy is on creating this value from interpretation and by also linking the strategy to other key Council initiatives, including by informing:

- Councils Strategic and Annual Plans
- The collective impact project;
- Community Pride; and
- the marketing strategy.

The strategy has also been developed with an eye to the community and economic development focus of Councils development partnership with both the Tasmanian Government and Housing Tasmania/CatholicCare and its complementary social impact focus.

Given this context, the core focus still remains on the interpretation themes and sub-themes and its job potential, together with the partner/advisors who could assist council to action the strategy.

The interpretation themes and sub-themes reflect the rich but largely invisible, diversity of the George Town Municipality. While others will emerge, the key elements identified and included in the strategy are summarised in the table below.

THEMES	Natural environment	Historical	Community, people and activity
SUB-THEMES	<p>Tamar Landform and key characteristics/causes</p> <p>Key Physical Features – River, coastline/beaches, wetlands & ridges</p> <p>Plant & animal communities – indigenous and migratory</p> <p>Specific features – Volcano coastline features</p> <p>How utilised – maritime, mining, agriculture, leisure and recreation</p>	<p>Aboriginal</p> <p>Dispossession and frontier conflict</p> <p>Patterson camp to Macquarie town</p> <p>Maritime & wreck sites</p> <p>Port, Pilotage, Telegraph & power connection</p> <p>Lefroy & mining</p> <p>Launceston's holiday town</p> <p>Grazing to fruit to vineyards, wineries & tourism</p> <p>Industrialisation</p> <p>Globalisation</p>	<p>Aboriginal Community continuity</p> <p>Convicts & Female Factory</p> <p>Connectors – pilots, telegraphers</p> <p>Miners</p> <p>The holiday/summer community</p> <p>Industrial immigrants</p> <p>The great sports town</p> <p>The heroes</p>

For each of these sub-themes, a summary of the approach and principle interpretation message has been developed and detailed in Part Three of the strategy.

A key focus is on the George Town Municipality community telling its own story. The George Town Municipality is fortunate in having both a well-qualified and respected group of researchers and writers, documented resources relating to its natural environment and the emergence of a new era of collective, community participation in re-imagining and re-thinking the future of the place. This strategy is designed to “fit” this approach by making interpretation and story telling a key element of this new future.

Interpretation content is the critical foundation but is of little value if it is not discoverable and used. The strategy outlines the range of mechanisms and channels necessary to get the message out and positively received so it motivates visitation and engagement with what the George Town Municipality has to offer.

This includes welcoming, alerting and interpretation signage and panels, digital access stations, maps, brochures and other collateral, extending or reformatting Councils existing web-site “visitor” tab, a mix of social media and importantly the potential for street art in the format of murals and sculpture.





The potential to develop guiding and other learning and recreational experiences based on and around the interpretation themes, in particular the natural environment, history and peoples associated with the place is significant. While this strategy identifies the supply side potential, the demand side and subsequent business cases need testing as outlined in the strategy.

From this demand side perspective the George Town Municipality is well placed in the diversity of its potential offer in close proximity to Launceston and the increased utilisation of the airport as a visitor entry point. The introduction of the new Bass Strait Ferries, with their increased carrying capacity makes this initiative timely.

The strategy positions Council as the key facilitator for this collective action. It is not considered a viable strategy without this role being appropriately organised and resourced.

What success will look like

Creating new forms of community value, opportunity and work throughout George Town Municipality through smarter interpretation and utilisation of tangible and Intangible cultural and natural heritage.

STRATEGIC OBJECTIVES

<p>Community partnerships promoting and facilitating interpretation themes and their utilisation to generate social and economic capital/value</p>	<p>Additional visitor economy jobs and social benefit through enhanced awareness and understanding of natural & cultural resources</p>	<p>A culture of inquiry, learning, knowledge development, creativity and entrepreneurship</p>	<p>Enhanced community identity, opportunity & wellbeing</p>
<p>Community & sector interest groups, agencies and schools researching and telling the story of George Town Municipality as the basis for interpretation.</p> <p>What was hidden becomes visible, understood and utilised/ enjoyed via great accessible interpretation</p> <p>People sharing the George Town story through their networks and peers</p> <p>Marketing is focused on key attributes and motivators</p> <p>Interpretation in multiple forms motivates increased visitation, length of stay and activity</p> <p>Precincts become engaging, used and vibrant place</p>	<p>Productive volunteer and commercial roles in content development, interpretation and discoverability</p> <p>Guiding and recreation experience jobs</p> <p>Indirect hospitality jobs</p> <p>Labour market agencies actively supporting the employment and business opportunities in the sector</p>	<p>People actively and positively engaged in activities that reflect their interest, demonstrating value of inquiry, learning and benefits</p> <p>A community mechanism that connects, develops and reinforces the value of the family, the school and community as the primary learning agencies</p>	<p>George Town Municipality can demonstrate and promote a positive image</p> <p>Broader, deeper & more resilient community networks</p> <p>Risk factors reduced through positive community engagement and supports</p> <p>A broad sense of connection to place and pride in being from or located in George Town</p> <p>Locals have much to show-off</p> <p>Considered as a place to live, set-up & work</p>



Priority Actions

The interpretation program is the foundation of the overall strategy. The flow-on social and economic benefits will not occur unless this is done well.

Implementation of this strategy is not just a technical exercise of gathering and distributing information. It is also a social and political exercise at the community, regional and state/federal levels around the re-positioning and development of George Town Municipality.

Council has to prove it is outcomes focused, capable and investment ready to the community and those external players.

The priorities focus on:

- Putting your initial investment where it is visible and where the people are;
- Building on the strengths you have; and
- Making sure you build the platform for viable expansion

The priorities below reflect these principles.

Putting your initial investment where it is visible and where the people are.

The development of Regent Square is a major project. It sits adjacent to the primary retail area of Macquarie St and in close proximity to much of the historical offer to the visitor market.

The world café experience indicated that this area was important, but also in need of revitalization and invigoration.

It is proposed that the initial focus for the interpretation occur within this precinct. This would be complemented by the establishment of the welcome and precinct signage at the entrances to the George Town Municipality and other internal locations.





The Macquarie St/Regent Square area, including side streets, the northern side of York Cove and the light are effectively the hub of George Town for the major proportion of the population and visitors. This becomes the location of the first, intensive application of interpretation, followed by its dispersal cross the municipality and its themes.

This area is ideal for a mix of interpretation techniques that work together to attract people, encourage them to stay longer and further engage with the place. The mix would include:

- Interpretation stations;
- Making attractors visible and recognisable;
- Public art, initially mural, later complemented by sculpture;
- Self-guided and guided tours; and
- Events

This highlights the need to consider whether the Visitor Information Centre should also be located within this hub.

In this priority phase, interpretation will occur within a retail precinct. This leads to consideration of how public art will combine within this to add value to both.

Sheffield is well recognized for its murals. Other places, such as Seymour in Victoria utilise interpretation panels as part of a specific focus on Vietnam Veterans.

It is important that George Town applies this approach in its own context. This may be a mix of building or, for example panel based art. This could also be used to provide an interim façade to unused sites.

It is considered important that this is integrated with the Regent Square project.

Building on the strengths

The precinct

From an interpretation perspective, George Town has a major strength in the research and publication capacity of its history group and key individuals within it. It also has a strength in the intact nature of the place from this perspective.

It is considered critical that this capacity is recruited into Councils Interpretation Strategy.

As an initial partner, the structure of the relationship and the way it works can inform how Council then works with other groups, such as those with an interest and capacity in the natural environment and the schools.

More widely across the municipality

The research into interpretation themes highlights the diversity of the George Town Municipality recreational and interest group offer.

The ability to experience and engage in this is premised on knowing where to go, how to get there and to ensure that the experience is both safe and provides value.

The world café discussions revealed many people who engaged in this mix of activity. It is considered that some of this capacity can be developed to support the dispersal of visitor experience and be enhanced by quality interpretation.

From a Council perspective this facilitation is relatively low cost but, requires careful management.

Making sure you build the platform for viable expansion

In its simplest form, this strategy is about creating a long-term initiative within which Council, other levels of government and their agencies, NGOs and community organisations and individuals will invest money and time to achieve broad community benefits.

At this commencement point there are 2 primary factors that are the enablers:

- Management & governance; and
- The digital platform.

Management & governance

In addition to the normal Council processes that apply to project management, it is recommended that Council form:

An “*interpretation working group*” (through an existing committee) for this role and resourced by:

- A council officer;
- A curation/interpretation professional
- Key Interpretation volunteers; and
- A recurrent and grants based budget.



Key actions included:

- Consolidation of researched information that forms the basis for interpretation across the themes;
- Commissioning of additional research;
- Combining the information of the themes to create engaging narratives;
- Analysing the way the narratives can fit to the mix of interpretation forms; and
- Overseeing the integration of content with the interpretation forms.

A ***recreation/adventure work-group*** that bridges Council's tourism and recreation mechanisms to ensure this strategy is an integral development within these strategies.

Key actions include:

- Consideration of the specific recreation/adventure opportunities and factors that support or constrain their development;
- Identification of the role of Council in enabling key opportunities;
- Council enabling the provision of access to key areas and locations in a form that reflects legal and best practice requirements.
- Raising the Council strategy and potential to the market through an Expression of Interest process;
- Collaborating with business and skill development agencies to support the development of business cases as necessary; and
- Collaborating with training organisations to support access to licensing and service quality training for both providers and complementary hospitality roles.

The digital platform

Digital platforms are a key resource and enabler to tourism and interpretation. Discoverability and accessibility to relevant and authentic content is a critical determinant of both visitation and quality of experience.

In parallel with the above physical and management priorities, the platform on which to store, organise and distribute this information is a key foundation function.

Council has already commenced this with their "visitor" tab on the Council web-site.

The central source of authentic information is supported by:

- Links to and through other sites;
- Social media channels; and
- Council digital stations and their QR codes or other access mechanisms.

This provides a global to local connection to the key attributes of the George Town Municipality and its community.

Table of Contents

Executive Summary 2

Part One – Interpretation
Introduction and Intent 11

Motivation and Context 12

Strategic Interpretation Framework 13

Part Two – Strategic Intent 15

OBJECTIVE ONE – Community partnerships promoting and facilitating interpretation themes and their utilisation to 15

Interpretation Themes 16

Interpretation Content
 Discoverability 17

Signage 17

Content 18

Integration 18

OBJECTIVE TWO – Additional visitor economy jobs and social benefit through enhanced awareness and understanding of natural & cultural resources 26

Potential Job Creation 26

Guiding & Story Telling 26

Adventure, Training and Education Experiences 26

OBJECTIVE THREE – A culture of inquiry, learning, knowledge development, creativity and entrepreneurship 28

OBJECTIVE FOUR – Enhanced community identity, opportunity & wellbeing 29

Part Three – Activating the strategy 30

Introduction 30

OBJECTIVE ONE – Community partnerships promoting and facilitating interpretation themes and their utilisation to generate social and economic capital/value 31

Natural Environment Theme 32

Historical Theme 35

Community, People & Activity Theme 41

Listed Heritage Sites 50

OBJECTIVE TWO – Additional visitor economy jobs and social benefit through enhanced awareness and understanding of natural & cultural resources 52

OBJECTIVE THREE – A culture of inquiry, learning, knowledge development, creativity & entrepreneurship 56

OBJECTIVE FOUR – Enhanced community identity, opportunity & wellbeing 61

Appendix A – Strategic Interpretation Framework 64

Appendix B – World Café Summary 65

Part One

Interpretation Introduction and Intent

Interpretation is a means of communicating the story of a place in a way that helps people make sense of what is around them. It enhances experience, increases knowledge and deepens understanding in a manner that increases relevance and connection.

An interpretation strategy guides how the significance of a place, its most important themes and stories are narrated. This strategy is activated through key plans/projects that:

- Apply the themes and stories to key locations, periods and events;
- Integrate tangible and intangible factors;
- Influence the manner in which visitors engage with the place;
- Use a mix of media to engage;
- Enhance, revitalise and rejuvenate association with place and heritage; and
- Encourage new awareness and understanding for the benefit of current and future generations.

This reinforces the role of interpretation in providing value for community members and visitors. Interpretation as an ongoing function, provides an “action research and learning” opportunity within the community as a means of developing insight and understanding of “who we are and where we’ve come from” as part of the reflection on “who we want to be”.

This project has followed the following process:

- Review of documentation;
- Gathering local information from people;
- Analysis of natural, cultural and historical heritage locations, drivers, activities and events;
- Develop key themes and narratives;
- Develop interpretation strategy; and
- Design specific initiative plans.

The levels of content and interpretation adopted to approach the interpretation narrative is:

- Place
- Sites
- People, their activity profile
- Events
- Why connections
- Consequences
- Meaning for place

This structure is complemented by the means of access and opportunities for further development. The forms of information and access delivery have exploded over recent years. Digital forms are increasingly cost-effective and widely accessible, however are considered to work best in conjunction with locational and site infrastructure.

Motivation and Context

George Town, in conjunction with Low Head and York Cove, has and continues to be, a primary connector between Tasmania and the wider world.

It has played and maintains a key role in shipping and undersea cable connections with the Australian mainland. Its location on the mouth of the Tamar River has been the site where governments have seen opportunity to land their policies and plans. External policies and consequential actions have created a location in which the opening event commenced a dispossession that had devastating consequences for aboriginal society to other times where major government decisions resulted in plentiful, secure jobs and prosperity. Intervening periods have seen periods of relative stagnation and decline.

Until the 1950's it was the major gateway on the seaway to northern Tasmania, with a dependence on shipping and river transport. George Town provided the landing place for the telegraphic linkage from Tasmania to Victoria and now the site where the power cable makes the same connection, allowing trade in electricity.

Upon the establishment of Comalco, it became a centre of production for aluminium through joint agreement of the Tasmanian and Australian Governments. This decision saw George Town transform from a seasonal holiday destination to a typical Australian company town. As with others, it was characterised by company developed housing, a young population, intergenerational jobs aplenty, community activity and a prosperity that masked the transfer of the place's dependency transferring from government to companies.

This was reinforced with the establishment of TEMCO and manganese production. Again, TEMCO was established with a business model that linked employment and housing with workforce rewards and security.

The intergenerational nature of this tended to mask and dominated the cultural and heritage

foundations of the place, to the extent that when the George Town Municipality is now considered it is framed within the stressed perception of Australian manufacturing in regional locations and their dislocated communities.

While this interpretation is un-balanced, it has profound socio-economic effects.

This strategy focuses on transforming the natural, heritage and cultural value of the George Town Municipality from a relatively latent form into a component of the socio-economic development of the place.

Demonstrably the George Town Municipality has significant natural, cultural social and economic assets, much to be proud of; however, it is largely invisible and difficult to discover. This condition has significant consequences to the community.

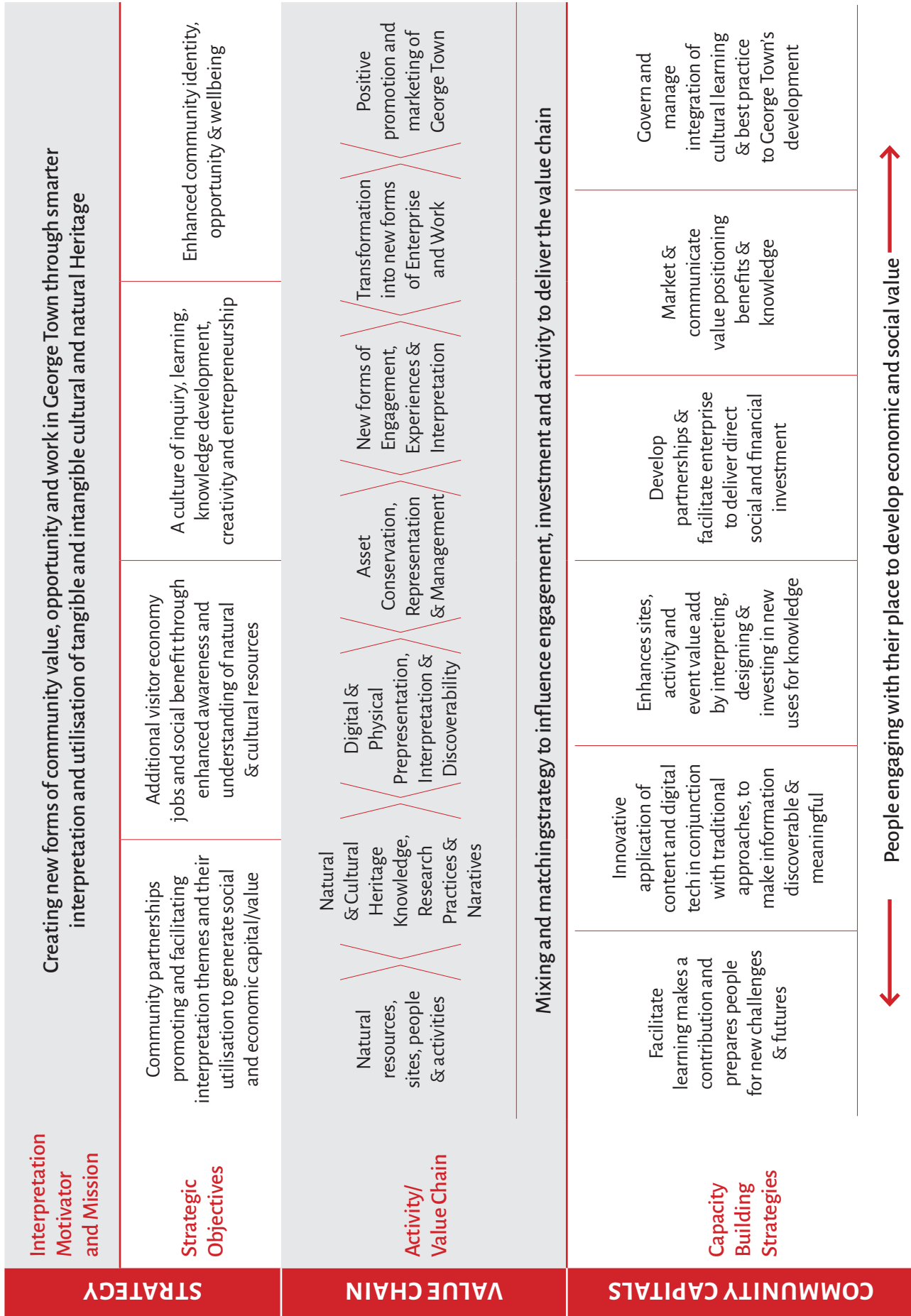
The current George Town Municipality socio-economic condition provides the context for the interpretation strategy, how it is resourced and focused and importantly what contribution it will make to the community, in conjunction with other elements of Council's strategies.

The following *Strategic Interpretation Framework* maps the objectives sought from interpretation, the "interpretation value chain" necessary to deliver these objectives and the community resources and approaches that can be applied to specific activities within the value chain to achieve the results sought.

Importantly, as reinforced in the framework, this is not just a technical exercise. It adopts socio-technical principles, engaging people in contributing to their own futures and in combination that of the community.

The framework is designed to be used as a participation, planning, management and explanatory tool to help people understand, engage and contribute to its aims.

Strategic Interpretation Framework



What success will look like

Creating new forms of community value, opportunity and work throughout George Town Municipality through smarter interpretation and utilisation of tangible and Intangible cultural and natural heritage

STRATEGIC OBJECTIVES			
<p>Community partnerships promoting and facilitating interpretation themes and their utilisation to generate social and economic capital/value</p>	<p>Additional visitor economy jobs and social benefit through enhanced awareness and understanding of natural & cultural resources</p>	<p>A culture of inquiry, learning, knowledge development, creativity and entrepreneurship</p>	<p>Enhanced community identity, opportunity & wellbeing</p>
<p>Community & sector interest groups, agencies and schools researching and telling the story of George Town Municipality as the basis for interpretation.</p> <p>What was hidden becomes visible, understood and utilised/ enjoyed via great accessible interpretation</p> <p>People sharing the George Town story through their networks and peers</p> <p>Marketing is focused on key attributes and motivators</p> <p>Interpretation in multiple forms motivates increased visitation, length of stay and activity</p> <p>Precincts become engaging, used and vibrant place</p>	<p>Productive volunteer and commercial roles in content development, interpretation and discoverability</p> <p>Guiding and recreation experience jobs</p> <p>Indirect hospitality jobs</p> <p>Labour market agencies actively supporting the employment and business opportunities in the sector</p>	<p>People actively and positively engaged in activities that reflect their interest, demonstrating value of inquiry, learning and benefits</p> <p>A community mechanism that connects, develops and reinforces the value of the family, the school and community as the primary learning agencies</p>	<p>George Town Municipality can demonstrate and promote a positive image</p> <p>Broader, deeper & more resilient community networks</p> <p>Risk factors reduced through positive community engagement and supports</p> <p>A broad sense of connection to place and pride in being from or located in George Town</p> <p>Locals have much to show-off</p> <p>Considered as a place to live, set-up & work</p>

Part Two – Strategic Intent

OBJECTIVE ONE

Community partnerships promoting and facilitating interpretation themes and their utilisation to generate social and economic capital/value.

While professional research and interpretation is important, the role of citizen research and story-telling is underutilised, this strategy is designed to integrate these approaches.

There are a number of reasons for this:

- The George Town Municipality has, for example, a very strong historical society that has demonstrated high quality research skills and publication;
- It has other informal interest groups and talented individuals able to engage in the process;
- There are important dimensions of the community's culture, natural environment, economy and their interdependence and evolution that go unrecorded, sometimes to be lost over generations and with it a loss of understanding of these diverse and interconnected backdrops to the place;
- The involvement of people, in particular students, in research, analysis and critical thinking, then transforming findings into digital content for distribution facilitates the development of useful and transferable “new economy” skills; and

- As a small Council, the George Town Municipality can off-set its limited resources by integrating them with those of the community.

Gathering, analysis and transforming information into forms that help people make decisions, in this case “interpretation content” that encourages visitors and potentially extends their stay has value. This process represents a typical “new economy” activity and is also transferrable to other activities and places.

Participation in the development of interpretation content is a meaningful development activity for interest groups, individuals and in particular students within the school environment. It provides a context for “action learning” in a way that connects people to their interests and place.

If well designed these make a positive contribution to both individual and collective identity.

This objective provides the foundation to making the positive attributes of the George Town Municipality visible and accessible, pre-requisites to a contemporary visitor economy but not enough in an increasingly experience focused visitor market.



Interpretation Themes

This is the core delivery component of the strategy. It includes the themes, and the distribution framework for the interpretation content developed in line with Objective One, above.

Desk research and consultation has identified a range of themes that represent the diversity of the George Town Municipality and in combination can create a strong visitor economy offer with a mix of contemporary interpretation, branding and marketing.

The key themes and sub-themes are identified as:

THEMES	Natural Environment	Historical	Community, people and activity
SUB-THEMES	<p>Tamar Landform and key characteristics/causes</p> <p>Key Physical Features – River, coastline/beaches, wetlands & ridges</p> <p>Plant & animal communities – indigenous and migratory</p> <p>Specific features – Volcano coastline features</p> <p>How utilised – maritime, mining, agriculture, leisure and recreation</p>	<p>Aboriginal</p> <p>Dispossession and frontier conflict</p> <p>Patterson camp to Macquarie town</p> <p>Maritime & wreck sites</p> <p>Port, Pilotage, Telegraph and power connection</p> <p>Lefroy and mining</p> <p>Launceston's holiday town</p> <p>Grazing to fruit to vineyards, wineries & tourism</p> <p>Industrialisation</p> <p>Globalisation</p>	<p>Aboriginal Community continuity</p> <p>Convicts & Female Factory</p> <p>Connectors – pilots, telegraphers</p> <p>Miners</p> <p>The holiday/summer community</p> <p>Industrial immigrants</p> <p>The great sports town</p> <p>The heroes</p>

It is important to note that these themes are complementary, the stories are intertwined. An entry point into one theme can lead to discoveries and relevance in others.

Interpretation Content Discoverability

The distribution framework is what makes the interpretation content accessible, discoverable and understandable. It combines and integrates elements of:

- Signage and interpretation cues and panels that link to digital content;
- Site based infrastructure;
- Public art;
- Hard copy material/collateral;
- Digital content;
- Guiding & Story-telling;
- Training/education; and
- Events.

The guiding, education and events components of the content delivery profile, provide the potential for direct jobs through increased levels and longer visitation, with further flow-on through hospitality and visitor consumption.

Signage

Signage and other digital mechanisms are effective when designed and located within *wayfinding principles*. Wayfinding guides strategies used to help people find their way in unfamiliar locations based on their perceptual and cognitive abilities.

Wayfinding:

- Provides signage at decision points;
- Uses and creates sight lines to show what is ahead;
- Creates well-structured routes;

- Helps create precincts and spaces which have differing characters; and
- Helps create an identity for different sites.

The connection between these characteristics and the interpretation layers outlined above is apparent. When integrated with digital information at specific sites it both delivers deeper information and connects people with specific interests to other sites, contributing to the creation of the route or journey of interest.

The principles to assist this include:

- **Legibility** – A recognisable system, format and branding which is both visible and clear;
- **Hierarchy** – A logical, systematic sequencing. This is based on
 - External approach and pre-warning (Entry to George Town Municipality, George Town, Low Head or Pipers River, for example),
 - Arrival at the location or site,
 - Specific intermediary destinations or final destination.

The site and potential intermediary/final destinations are those generally combined with digital information. Where signal is reliable, the QR code is a commonly used means of access to mobile phones.

As a complement, the existing the George Town Municipality website (Visitor tab) and the Visitor Information Centre (VIC) provide resources that can transform from information to interpretation and to providing a hub for the George Town Municipality experience, education and training programs. The potential for the VIC to provide a home for research, content development and digital transformation would allow a workable



cluster to be developed, providing a home for this component of identity development. This transformation could be considered as part of deliberation of the VIC location.

Content

This information partially detailed on signage or in some instances predominantly digital, is limited to key locations and activities. For example, at Windmill Point it may include historic interpretation, natural interpretation and sports diving information.

An alternate to signs can be a series of “beacons”. These can vary in design, but the key is the inclusion of the QR code or other access mechanisms. These beacons can be colour coded to reflect the themes identified above. In this manner, new interpretation can be included as developed. Similarly, other sites or activities associated with the them can be included for information.

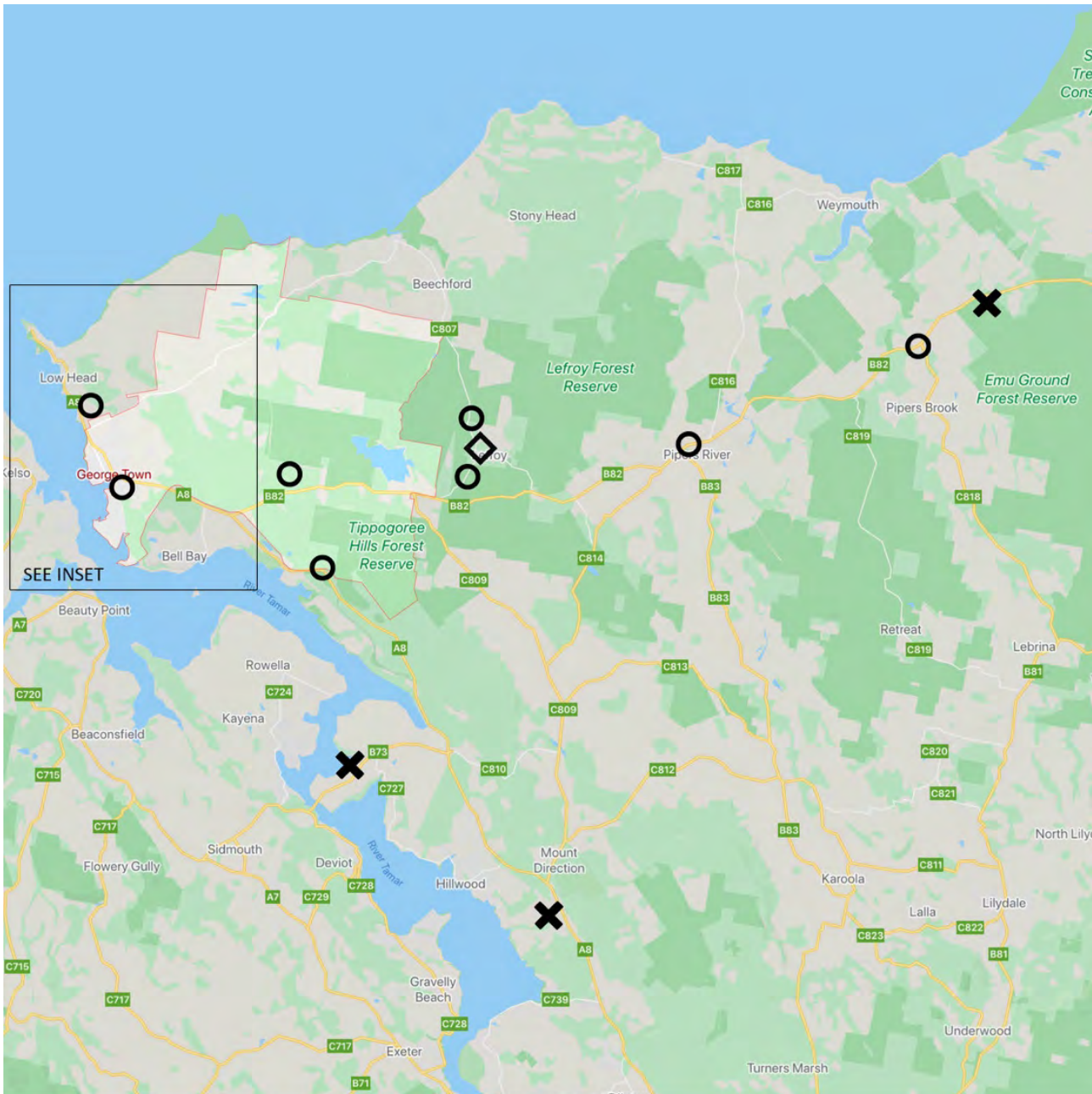
Not all sites have obvious connectors. In key locations augmented reality provides a means of representing what was there, in others this technology can show how it used to look. Such technologies are reducing in costs.

The concept of a beacon fits with George Town and the Low Head lead lights which may be interpreted in a contemporary manner.

Integration

In addition to the integration of signs with digital media, the signs clearly need to align with Department of State Growth regulations and also provide a consistency with Tourism Northern Tasmania strategies.

The following maps identify the priority locational recommendations by type. This does not discount further sites, in particular for digital interpretation as investment funds are available.



WELCOME
 PRECINCT
 INTERPRETATION STATION

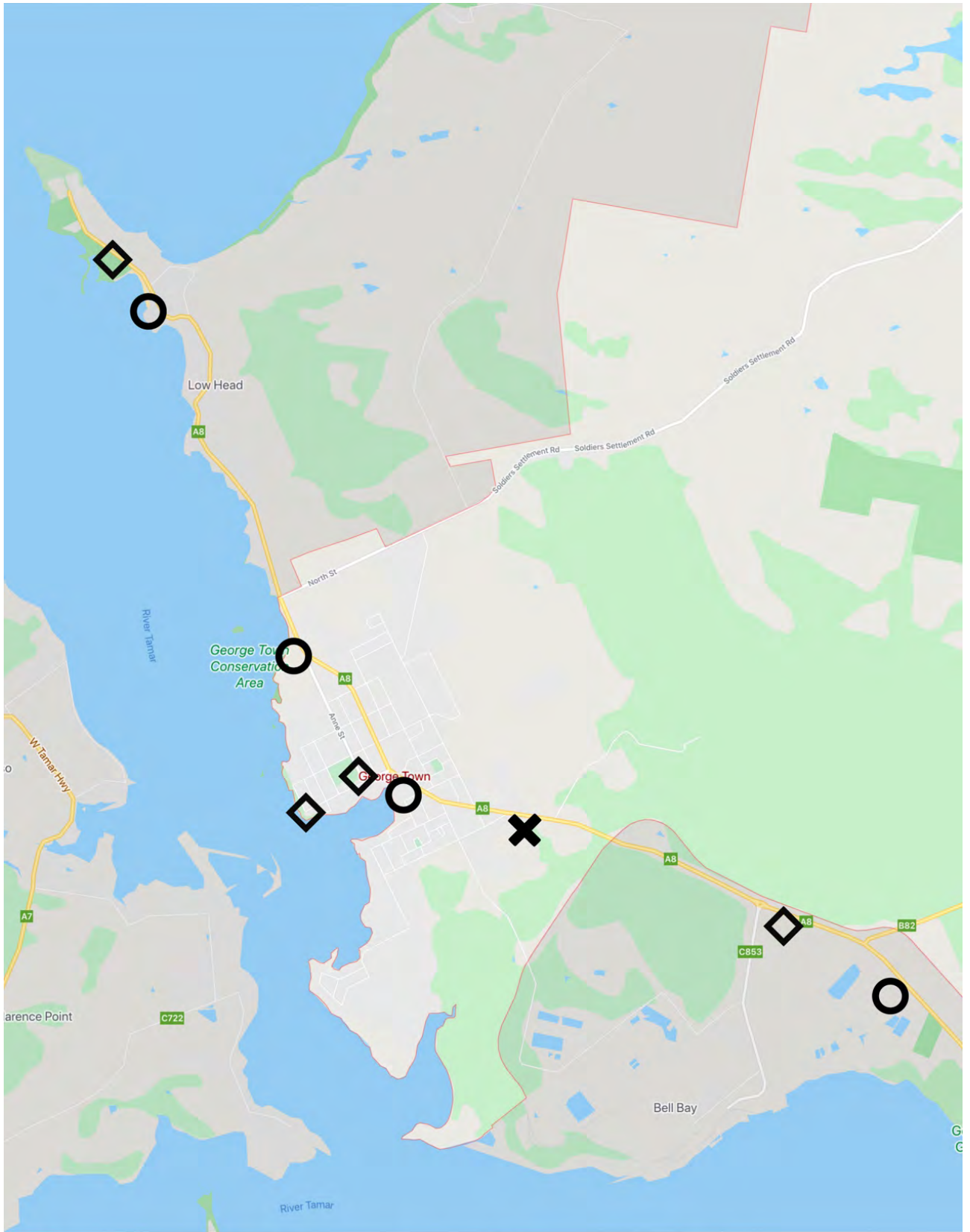
It is critical that both the signage and other infrastructure reflect the George Town Municipality market positioning and imagery.

Importantly, the welcoming and precinct signage provide a visual cue, not content. Ideally they contain only a “Welcome to George Town” and imagery drawn from Council’s marketing plan. The stopping points are the “interpretation stations”, these are safe spots

which include necessary signage, introductory interpretation text and visual, together with the QR code to provide additional content and further directions. The QR technology is already successfully utilised at the light house site.

This mix is designed to ensure that content can be easily modified at low cost and that Council does not incur significant infrastructure investment and recurrent maintenance cost.





GEORGE TOWN MUNICIPALITY

- X** WELCOME
- O** PRECINCT
- ◇** INTERPRETATION STATION



The signage and interpretation sites themselves need to be prepared and maintained to reinforce Council’s market positioning. Participants at the *world café* indicate, for example, that the Mt George Look-out provided a great vista, but the site itself let the visit down.

At a precinct level, the following drawing shows how the Southern Midland Council designed its precinct signage within Oatlands at the time of the restoration of the Callington Mill. The design reflects the “sandstone” which dominates the Oatlands built environment. Within the George Town context, these way-finders would include the QR codes or other geo-location to allow access to the digital information. Within Oatlands these signs are complemented with geo-located access to digital information at significant buildings.

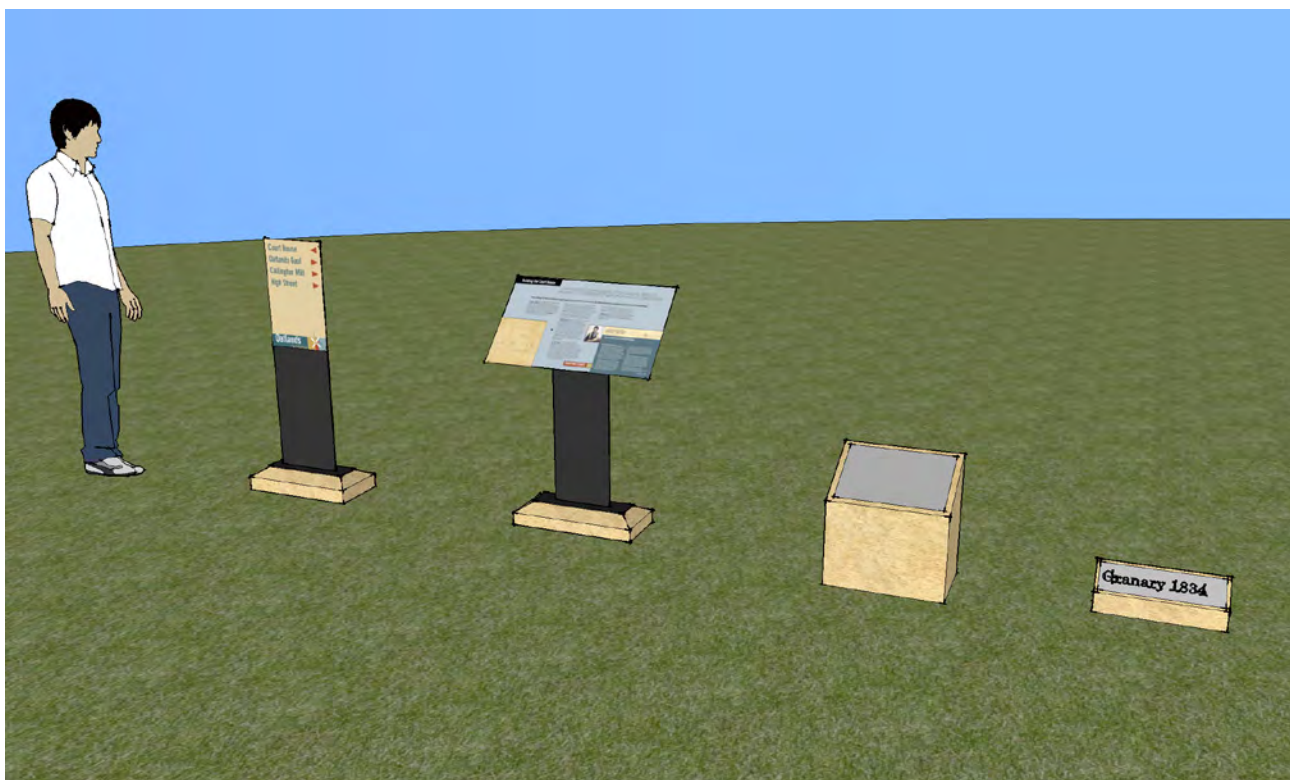
The precinct signage was complemented by the warning signs on the Midland Highway and High St signage. The self-guiding option was designed to work in conjunction with a mix of guided tours.

These tours were scripted and delivered by trained personnel who combined the scripts with other anecdotes drawn from research.

Similarly, the tours of the windmill followed scripts and demonstration with the ability to then purchase stone-ground flours.

These are included to demonstrate the principles of interpretation at the precinct level.

When following the “natural environment” theme which would be applied across the whole municipality, the distribution of the warning signage and the interpretation stations would utilise an easily seen and recognisable form that mirrors the standard George Town Municipality theming.



This objective is dependent upon Council actioning and integrating the following key activities and initiatives, as further detailed in Part Four of this report.

ACTIVITY	Developing Knowledge, Content & Narratives	Discoverability
INITIATIVES	<p>Community developed content – working with community and specific purpose groups to identify, collate and develop “the story” from their specific perspective</p> <p>Curating and connecting themes – curator facilitated co-design process with groups</p>	<p>Digital thematic and drill-down – utilising information hierarchy for each theme</p> <p>Wayfinding</p> <ul style="list-style-type: none"> – Signage – as per map included in this report – Hard copy – development of publishing standard map for digital and on-ground distribution throughout tourism, VIC and local sites <p>Locational</p> <ul style="list-style-type: none"> – Signage – Overview interpretation signs – Digital stations – As per mapped significant sites – Landscape – location specific murals, sculpture, future augmented reality representations and interpretation

Priority Actions

The above program is the foundation of the overall strategy. The flow-on social and economic benefits will not occur unless this is done well.

Implementation of this strategy is not just a technical exercise of gathering and distributing information. It is also a social and political exercise at the community, regional and state/federal levels around the re-positioning and development of George Town Municipality.

Council has to prove it is outcomes focused, capable and investment ready to the community and those external players.

The priorities focus on:

- Putting your initial investment where it is visible and where the people are;
- Building on the strengths you have; and
- Making sure you build the platform for viable expansion

The priorities below reflect these principles.

Putting your initial investment where it is visible and where the people are

The development of Regent Square is a major project. It sits adjacent to the primary retail area of Macquarie St and in close proximity to much of the historical offer to the visitor market.

The world café experience indicated that this area was important, but also in need of revitalization and invigoration.

It is proposed that the initial focus for the interpretation occur within this precinct. This would be complemented by the establishment of the welcome and precinct signage at the entrances to the George Town Municipality and other internal locations.

The Macquarie St/Regent Square area, including side streets, the northern side of York Cove and the light are effectively the hub of George Town for the major proportion of the population and visitors. This becomes the location of the first,

intensive application of interpretation, followed by its dispersal cross the municipality and its themes.

This area is ideal for a mix of interpretation techniques that work together to attract people, encourage them to stay longer and further engage with the place.

The mix would include:

- Interpretation stations;
- Making attractors visible and recognisable;
- Public art, initially mural, later complemented by sculpture;
- Self-guided and guided tours; and
- Events

This highlights the need to consider whether the Visitor Information Centre should also be located within this hub.

It further highlights that interpretation will occur within a retail precinct. This leads to consideration of how public art will combine within this to add value to both.

Sheffield is well recognized for its murals.





Other places, such as Seymour in Victoria utilise interpretation panels as part of a specific focus on Vietnam Veterans.

It is important that George Town applies this approach in its own context. This may be a mix of building or, for example panel-based art. This could also be used to provide an interim façade to unused sites.

It is considered important that this is integrated with the Regent Square project.

Building on the strengths

The precinct

From an interpretation perspective, George Town has a major strength in the research and publication capacity of its history group and key individuals within it. It also has a strength in the intact nature of the place from this perspective.

It is considered critical that this capacity is recruited into Councils Interpretation Strategy.

As an initial partner, the structure of the relationship and the way it works can inform how Council then works with other groups, such as those with an interest and capacity in the natural environment and the schools.

More widely across the municipality

The research into interpretation themes highlights the diversity of the George Town Municipality recreational and interest group offer.

The ability to experience and engage in this is premised on knowing where to go, how to get there and to ensure that the experience is both safe and provides value.

The world café discussions revealed many people who engaged in this mix of activity. It is considered that some of this capacity can be developed to support the dispersal of visitor experience and be enhanced by quality interpretation.

From a Council perspective this facilitation is relatively low cost but, requires careful management.

Making sure you build the platform for viable expansion

In its simplest form, this strategy is about creating a long-term initiative within which Council, other levels of government and their agencies, NGOs and community organisations and individuals will invest money and time to achieve broad community benefits.

At this commencement point there are 2 primary factors that are the enablers:

- Management & governance; and
- The digital platform.

Management & governance

In addition to the normal Council processes that apply to project management, it is recommended that Council form:

An “*interpretation working group*” (through an existing committee) for this role and resourced by:

- A council officer;
- A curation/interpretation professional
- Key Interpretation volunteers; and
- A recurrent and grants based budget.

Key actions included:

- Consolidation of researched information that forms the basis for interpretation across the themes;
- Commissioning of additional research;
- Combining the information of the themes to create engaging narratives;
- Analysing the way the narratives can fit to the mix of interpretation forms; and
- Overseeing the integration of content with the interpretation forms.

A *recreation/adventure work-group* that bridges Council’s tourism and recreation mechanisms to ensure this strategy is an integral development within these strategies.

Key actions include:

- Consideration of the specific recreation/adventure opportunities and factors that support or constrain their development;
- Identification of the role of Council in enabling key opportunities;

- Council enabling the provision of access to key areas and locations in a form that reflects legal and best practice requirements.
- Raising the Council strategy and potential to the market through an Expression of Interest process;
- Collaborating with business and skill development agencies to support the development of business cases as necessary; and
- Collaborating with training organisations to support access to licensing and service quality training for both providers and complementary hospitality roles.

The digital platform

Digital platforms are a key resource and enabler to tourism and interpretation. Discoverability and accessibility to relevant and authentic content is a critical determinant of both visitation and quality of experience.

In parallel with the above physical and management priorities, the platform on which to store, organise and distribute this information is a key foundation function.

Council has already commenced this with their “visitor” tab on the Council web-site.

The central source of authentic information is supported by:

- Links to and through other sites;
- Social media channels; and
- Council digital stations and their QR codes or other access mechanisms.

This provides a global to local connection to the key attributes of the George Town Municipality and its community.



OBJECTIVE TWO

Additional visitor economy jobs and social benefit through enhanced awareness and understanding of natural & cultural resources.

It is stressed that this section is strongly supply side focused. The potential identified requires rigorous demand side testing upon which to test feasibility in-line with normal business plan standards. Nevertheless, it reinforces the importance of considering initiatives such as an interpretation strategy with a strong community outcome as the end game.

Potential Job Creation

Experiences, learning and skill development are emerging motivators in tourism. The benefit of these trends is that the visitor extends their stay and deepens their connection with the place.

This longer and more connected stay translates into increased expenditure.

Interpretation, in conjunction with branding and marketing, provides a base for people to further extend this approach into education and training on a fee for service basis.

These opportunities are bundled in 2 main themes:

- Guiding & Story-telling; and
- Training/education.

Guiding & Story Telling

Guiding and story-telling is already part of the George Town Municipality visitor landscape. The Penguin Tours and the historic walk in George Town is complemented by other specific interest activities periodically offered within the community by local specialists, for example coastal walk or natural resource based weekend events.

Other themes such as aboriginal heritage, mining, maritime heritage, wider bird and animal species provide opportunities for regular offers and mini-events.

Soft adventure offers based on the River, walking and mountain biking can be combined with the story-telling.

Adventure, Training and Education Experiences

The content and location provide the potential for both formal and informal education and training.

Well interpreted locations and themes assist to make it easier to choose the George Town Municipality over other locations for schools groups. While not necessarily a significant money spinner, they can increase awareness and positive discussion in families across the region in relation to the place.

The informal learning and for example industry based accreditation such as the dive industry do provide opportunity.

George Town Municipality host significant built and natural resources that can be attractive to both beginner and more advanced adventure seekers. These are:

- The new mountain bike trail;
- The Hillwood Volcano (rock climbing);
- Coastal environment and State Forests; and
- The Tamar Sponge Gardens.

These provide opportunities for families with an interest in these activities to introduce youth into the sports and also to host and professionally train beginners.

It is recognised that access to the volcano site is currently denied, however it is a potentially valuable community asset if some form of agreement for access and use can be made.

The opportunity profile is not exhaustive, as with the content, these will work best as local initiatives.

This objective is dependent upon Council actioning the following key activities and initiatives, as further detailed in Part Three of this report.

ACTIVITY	Guiding	Experiences	Entry level adventure	Training & Education
INITIATIVES	Story telling & Interpretation Theme based expert to: <ul style="list-style-type: none"> – Regional visitor market – Regional schools, aged and disability supports groups 	Wild-life, eco-system – wetlands, coastal, River-mouth Off-road – mountain bikes, 4WD & Motor-bike Maritime – wrecks, history Wine & Food Jet Ski Joy flights and sky-diving	Mountain biking Climbing Diving Off-road	Curriculum



OBJECTIVE THREE

A culture of inquiry, learning, knowledge development, creativity and entrepreneurship

Part Three of this strategy focuses on activating Objectives (1) & (2) in particular. While the achievements of this objective will contribute to Objective (3), achievement of this outcome focus should not be left to chance.

The approach to this is both informal and also for pursuit by critical elements of the George Town Municipality’s social capital:

- The community organisations involved in this strategy;
- Council;
- The Schools; and
- Labour market providers.

The consistent theme is that interpretation, while interesting, is not an end in itself. In this

context it is about researching, consolidating and developing a knowledge base to provide understanding. Subsequently to explain, engage and to utilise this capacity base to enable people to transfer skills gained in its development or to use the knowledge, often in conjunction with prior knowledge and experience, to create new opportunities for the George Town Municipality.

A co-designed, joint approach to achieve this objective between the above groups is considered important to provide a consistent stance and to potentially create a focus on achievement and excellence in this space.

This objective is dependent upon Council actioning the following key activities and initiatives, as further detailed in Part Three of this report.

ACTIVITY	Council Foundations	Community organisation engagement	Schools	Labour Market Supports Organisations
INITIATIVES	Strategy Partnerships and Program Development project grant applications George Town Municipality marketing & promotion	Partnerships Capacity Building Events engagement	Engagement & action learning in 4 th industrial revolution skill sets associated with themes, interpretation and digital discoverability content & technology	Joint ventures to promote and support entrepreneurship founded on interpretation, guiding and experiences

OBJECTIVE FOUR

Enhanced community identity, opportunity & wellbeing

The concept of who we are, what has shaped us and where we want to be, as part of a preferred future, underpins this strategy.

As with Objective (3) it will flow to some extent from the achievement of the previous objectives, however it will be enhanced through the engagement of local organisations and marketing to both community and external audiences.

This is considered a core role for Council, how do they apply and leverage off Council and community resources and interest, for example, cultural, arts, sporting and sector based organisations players, to work together to achieve community progress.

A community’s social capital is important to its resilience and liveability. This strategy provides a catalyst to support their wider engagement,

identify their fit and contribution to the community and to combine their resources with Council’s in structured community progress.

The branding and marketing strategies are complements to this strategy. If the offer made is aligned to the interpretation themes, the George Town Municipality will have an authentic and recognisable identity to which people can connect.

The development of a George Town Municipality promotional program, with local, regional and visitor markets as its focus, is enhanced through the use of interpretation content and in the achievement of the 3 preceding objectives.

This objective is dependent upon Council actioning the following key activities and initiatives, as further detailed in Part Three of this report.

ACTIVITY	Promotion	Visibility	Events	Engagement
INITIATIVES	Place based marketing Interest/Theme Marketing	Signage Interpretation stations and ease of access Murals & Street Art	Integration of themes with existing events New event/ experience calendar	Increasing active participation across different community organisations from research through to enterprise and supporting roles in events





Part Three – Activating the Strategy

Introduction

This part of the strategy focuses on applying broader community, Council and other partner/ advisor resources to the activities in the value chain to achieve the above objectives. As outlined in the objectives discussion it is also about building new community capital and capacity through an engagement approach.

The focus is on the bottom half of the *Strategic Interpretation Framework* performing the work with an eye on our strategic objectives/outcomes, while simultaneously building community capital.

A critical part of councils role is balancing the focus between managing/facilitating the projects and ensuring they contribute to our objectives.

This is the key ‘what and how’ part of the strategy. It provides the basis for bringing together key partners and advisors along with their resources and combining them into a coherent George Town Municipality narrative that can be discovered and utilised by the community and visitors alike to enhance their livelihoods and wellbeing.

OBJECTIVE ONE

Community partnerships promoting and facilitating interpretation themes and their utilisation to generate social and economic capital/value

Activity – Developing Knowledge, Content & Narratives

Actioning – Each of the key themes and sub-themes following has an overview provided.

Initiative – Community developed content – working with community and specific purpose groups to identify, collate and develop “the story” from their specific perspective

The key themes and sub-themes are identified as:

THEMES	Natural Environment	Historical	Community, people and activity
SUB-THEMES	<p>Tamar Landform and key characteristics/causes</p> <p>Key Physical Features – River, coastline/beaches, wetlands & ridges</p> <p>Plant & animal communities – indigenous and migratory</p> <p>Specific features – Volcano coastline features</p> <p>How utilised – maritime, mining, agriculture, leisure and recreation</p>	<p>Aboriginal</p> <p>Dispossession and frontier conflict</p> <p>Patterson camp to Macquarie town</p> <p>Maritime & wreck sites</p> <p>Port, Pilotage, Telegraph and power connection</p> <p>Lefroy and mining</p> <p>Launceston’s holiday town</p> <p>Grazing to fruit to vineyards, wineries & tourism</p> <p>Industrialisation</p> <p>Globalisation</p>	<p>Aboriginal Community continuity</p> <p>Convicts & Female Factory</p> <p>Connectors – pilots, telegraphers</p> <p>Miners</p> <p>The holiday/summer community</p> <p>Industrial immigrants</p> <p>The great sports town</p> <p>The heroes</p>



The following action overview identifies the recommended mix of interpretation approaches & media to enhance discoverability and understanding, partners and pre-requisites for success.

Performance measures

- Engaged, supportive, long term partners;
- Validated content;
- Easy of discoverability;
- Access to layers of information, inquiry and ease of understanding.

Pre-existing requirements

Groups and individuals view Council’s objectives and approach as appropriate and

willing to contribute and further develop their capability in interpreting and telling the George Town Municipality story.

The following theme based content is designed to provide a picture of both the themes and what have been identified as factors and characteristics that could be utilised and further developed as specific content for directional and precinct signs, interpretation panels, digital and hard copy content.

They further help identify those specific attributes that could be value added in terms of:

- Interpreted as street art;
- Provide potential guiding; and
- Could be developed as experiences.

Natural Environment Theme

This theme has available a significant store of base material in State Government reports, NRM reports and those commissioned for Council. For example, the George Town Municipality Coastal Management Plan, while focused on another purpose, can be successfully re-purposed to support interpretation. Similarly, “Beneath the Tamar” an NRM North publication is a valuable interpretive resource.

Theme – Natural Environment

Sub-theme – Tamar Landform and key characteristics/causes

Narrative Overview

The George Town Municipality spans two major physical regions of Tasmania:

- The Tamar Graben; and
- The North East Coastal Platforms.

The boundary of these two regions parallels the Tamar River to its East and is formed by the ridges that extend from Mt Direction through to Mt George.

The Tamar Graben is a valley formed by major faulting which left a low lying area through where the Tamar River then flowed, bounded by a parallel *horst* or ridge. The coastal platforms that extend from the Tamar Estuary, eastwards have been formed from extensive wind-blown dunes and sand plains.

There are various geological forms created by sedimentation and significant faulting, folding and

volcanic intrusions. This makes for a highly varied range of soil capability and therefore vegetation and agricultural productivity. This geological activity has provided the eco-system foundations for the varied habitats dispersed across the municipality and the way people have interacted with and utilised the attributes of the place.

The most capable soils are located in pockets at Pipers River and Pipers Brook in the East of the municipality and others in pockets along the Tamar River from Hillwood northwards. These areas support the vineyards, apples and soft fruits that provided the higher value output, complementing grazing on lower quality soils.

Theme – Natural Environment

Sub-theme – Key Physical Features – River, coastline/ beaches, wetlands & ridges

Narrative Overview

The George Town Municipality has, as a result of its physical form, a diverse range of livelihood environments and recreation activities for the community and, with promotion, potentially for visitors, particularly with Launceston in such close proximity.

The key features are the Tamar River and Estuary and coastline, with the backdrop of the Mt Direction to Mt George ridge-line and the hill country towards Pipers Brook.

The associated river and coastal action provide bends and twist, headlands and beaches provide a diverse mix of terrestrial and marine habitats, including highly productive inter-tidal zones and wetlands.

These are also visually appealing providing a mix of attractive vistas and “micro locations” that provide differing eco-systems, habitats and harbour permanent resident and visiting wildlife.

The ridges, and specific locations such as Mt George and Mt Direction provide an almost birds eye view of the landform, its natural vegetation and land use. It helps bring some understanding of how the place links and works.

Theme – Natural Environment

Sub-theme – Habitats, plant & animal Communities

Narrative Overview

Marine

The Tamar, in particular from Long Reach to its mouth, features a rich and diverse marine eco-system. The marine habitat includes sandy bottoms, sea grasses, rocky reefs, kelp forests and sponge gardens. The mix of habitat types support a wide range of fish species and rays which attract fishers and divers.

Divers can enjoy in relatively close proximity:

- Sea horses & Sea Dragons;
- Crabs and molluscs;
- Many forms of sponge;
- Anemones and soft corals, including recently discovered new varieties;
- Sea Slugs; and
- Sea Stars and Urchins.



Prime dive locations include Garden Island, Monument Point, Low Head, Fish Beacon and other reefs.

The Tamar exhibits at least 110 fin fish species, dispersed along the river based on their salinity tolerance and habitat availability. Some spend their lives within the river, while others such as flathead enter as juveniles, others such as whitebait perform seasonal runs between marine and freshwater. The estuary provides spawning habitat for over 40 resident fish species. School Shark and Gummy Shark use the lower reaches for breeding and as a nursery habitat.

Marine mammals such as seals, dolphins and humpback, southern right and blue whales which tend to visit on migratory journeys are evident. Over the past couple of years, a number of Orca have visited for brief periods.

Intertidal, foreshore and wetlands

These include foreshore and areas that are neither fully terrestrial or aquatic and include saltmarshes or closed swamps and mudflats. These wetland areas are located adjacent to George Town, Low Head, the part of the Tamar River Conservation Area adjacent to George Town's SE boundary and other scattered locations such as the succulent saltmarsh communities.

These areas provide roosting, breeding and feeding grounds for birds. These include sea birds, penguins, waders, waterfowl and raptors.

The fairy penguin colony at Low Head includes several thousand birds nesting from the estuary around to East Beach.

Waders include white-faced heron, pied oystercatcher and sandpipers as key resident

species. Migratory wading birds include the curlew sandpiper and crested tern.

Waterfowl include black swan, the Australian Pelican and the rare crested grebe. These are supplemented by seabirds such as resident seagulls and less common gull species.

The raptors operate over both the coastal/ estuarine habitat and the bushland. They include various hawk species such as the brown falcon and both wedge-tailed and white-bellied sea eagles.

From the coast, inland

The George Town Municipality has a significant coastline characterised by a coastal strip that hosts urban, cleared agricultural land and native vegetation providing habitat for animal and birdlife.

As with the Estuary, this provides the habitat for shorebirds, wetland and woodland birdlife. In addition, it is rich with mammal, bats, reptiles and amphibians.

The habitat and its seasonal flowering supports populations of honeyeater and thornbills, while the associated abundance of litter supports insects which in turn enable significant numbers of small reptiles, echidna, quolls and bandicoots to flourish.

Denser cover along this strip enables populations of marsupials, pademelons, wallaby and wombats to co-exist with the carnivorous mammals, including the Tasmanian Devil.

From the coastline and coastal platforms, the terrain, its vegetation and fauna transition to the hills and ranges that include State Forest, the Lefroy Regional Reserve and the higher altitude Den Ranges Regional Reserve and Tippogoree Hills Conservation Area.



Historical Theme

Within this theme, there is a very strong, well researched and validated suite of books and articles relating to the establishment of British based control and subsequent development. In relation to Aboriginal History and Aboriginal dispossession and frontier conflict, a structure and process has been proposed as a means of integrating these themes and as a potential contributor to reconciliation.

Theme – Historical

Sub-theme – Aboriginal History

Narrative Overview

The focus of this overview would capture elements and put words to knowledge which the Aboriginal Community wish to make public in relation, for example to:

- The place and places of significance;
- How society was structured in this place;
- Key cultural and livelihood principles and activities.

In accordance with the community generated nature of the interpretation strategy, any content and the manner it is interpreted and integrated with the strategy is subject to the agreed integration of community and council **and Aboriginal** protocols and process.

This theme provides a potential mechanism to support the reconciliation process. It is an explicit acknowledgement of prior ownership and use of the place. Subject to established protocols this could support the re-introduction of “*palawa kani* language”, for example through place names as a commencement point.

Partners/Advisors

- Tasmanian Aboriginal Centre;
- Tasmanian Aboriginal Elders Council;
- Tasmanian Aboriginal Land Council;
- George Town Council; and
- Local Community members.

Theme – Historical

Sub-theme – European dispossession and frontier conflict

Narrative Overview

The focus of this overview would reflect factors which the Aboriginal Community and Council’s Interpretation Working Group wish to interpret, raise awareness of and to put words to them.

In accordance with the community generated nature of the interpretation strategy, any content and the manner it is interpreted and integrated with the strategy is subject to the agreed integration of community, **Aboriginal** and council protocols and process and delivered by Partners/Advisors representative of indigenous and non-indigenous historians and community groups to reflect the shared heritage of conflict.

Partners/Advisors

- Tasmanian Aboriginal Centre;
- Tasmanian Aboriginal Elders Council;
- Local Community members;
- George Town Council;
- University of Tasmania; and
- Interpretation Working Group/
Historical researchers.

Theme – Historical

Sub-theme – Patterson camp to Macquarie town

Narrative Overview

Rightly or wrongly, George Town is commonly described as ‘Australia’s oldest town’. This belief reflects the very early settlement history, beginning in November 1804 with the arrival of Colonel William Paterson who established a camp at Outer Cove. By March 1805, Paterson had moved the camp to York Town. Although Paterson abandoned York Town for Launceston, a small camp was left at Outer Cove, giving George Town its claim to fame – continuous occupation from 1804 until the present day, although the ‘continuous’ occupation had a lot of ups and downs.

George Town’s second claim to fame is its association with Lachlan Macquarie and his 1811 tour of Van Diemen’s Land. In December 1811, Macquarie ordered Outer Cove be renamed York Cove, and that a town be laid out adjacent and named George Town. He conferred with Surveyor James Meehan and directed the grid pattern of the town be laid out “according to a well digested regular plan”. elements of this Georgian streetscape such as Regent Square remain to this day.

Macquarie’s intentions in placing a town here were to provide an alternative to Launceston, which he considered a poor location for a city. For this reason, George Town was the headquarters of northern Tasmania from May 1819 to January 1825. However, it never grew to outpace Launceston, and with Macquarie’s retirement in 1822, the town lost its main supporter, leading to one of the many cycles – this one a downturn – in the George Town Municipality’s history.

Theme – Historical

Sub-theme – Maritime & wreck sites

Narrative Overview

The George Town Municipality plays a major role in connecting Tasmania to the world, most notably, maritime connections through the Tamar River. From the time of first settlement, the rich agricultural and mining produce of northern Tasmania has moved via shipping to and from Launceston, passing through the dangerous waters of the Tamar mouth and the risks of current and Hebe Reef (which itself takes its name from a shipwreck).

The *Hebe* was the first major shipwreck, a fully rigged ship, she ran onto the reef in rough weather in June 1808. The area was already known for navigational difficulty, with the first pilot station being located at Low Head in 1805 as a response to the risk and the importance of the port in establishing settlement throughout Northern Tasmania.

The Low Head Pilot Station consists of a range of structures dating from the early 1830s through to the late 20th century, as well as significant

archaeological deposits. The buildings that form Pilot's Row were constructed around 1835. Although since altered, the row originally consisted of four conjoined single storey dwellings as designed by Colonial Architect John Lee Archer.

Having been built in 1835 by the colonial government, they would have utilised convicts under sentence as the primary labour source. The same could also be said for the Coxswain's Cottage, built 1847; the Chart Room, built mid-1830s; and the former store, built circa 1825 (the earliest extant pilot's accommodation).

Construction was not the only convict contribution to the Pilot Station. The majority of the boatmen (of whom there were more than twenty in 1835) were convicts under sentence. These small boats also provided local transport.

Famous shipwrecks include the *Phillip Oakden* (1851), the *Asterope* (1883), the *SS Esk* (1886), the *Eden Holme* (1906) and the *Iron Barron* (1995). With the exception of the *Iron Baron* (which was scuttled at sea), all of the above ships sank in the vicinity of the reef.

The relatively recent timeframe of the *Iron Baron* was a reminder that navigational hazards remain a threat to shipping, which nowadays brings with it the risk of environmental contamination through oil spillage. This tragic event brought the community together, in particular its attempts to save penguins and other sea-birds.

In addition to the coastal and international trading ships, the Tamar provided the primary connector between George Town and Launceston and all places in between. This route and need for passenger and product, in particular apples, movement was serviced by locally owned steamships from 1832. Small vessels continued to be a crucial part of the connections between

George Town and Launceston until the 1950's when road transport commenced its ascendancy.

The many vessels, the people involved with them, events tragic and unusual provide rich content for interpretation.

Theme – Historical

Sub-theme – Port, pilotage, Telegraph and power connection

Narrative Overview

George Town Municipality's role in connecting Tasmania to the world is important. The nexus of those connections is the Low Head precinct, essential to the maritime, communications and energy connection between northern Tasmania and the rest of the world. George Town was always the first and last port for ships entering or leaving the Tamar River.

As early as 1805, the navigational hazards of the Tamar mouth and Hebe Reef were recognised with the establishment of a pilots station at Low Head, the home to the oldest group of pilot buildings in Australia. In addition to pilotage, there has been a lighthouse here since 1804. This comprised the construction of a flagstaff near which fires were lit at night. The first lighthouse was built in 1833, replaced by the present structure in 1888. The precinct was further enhanced with the addition of a substantial foghorn in 1929.

Having already been established as a shipping centre, the Low Head precinct was a natural choice for the development of a semaphore system between George Town and Launceston, first established in 1835. The system utilised stations at Low Head, Mount George, Mount

Direction and Windmill Hill (Launceston), with a signal post at George Town.

The semaphore was soon rendered obsolete by new technology. As early as 1853, plans were underway for a submarine cable between Tasmania and Victoria to carry telegraph communications. The cable was laid from East Beach at Low Head to Cape Otway in Victoria. Initially a costly failure, a new cable was eventually laid, with the first telegraph message from Tasmania to England being sent in 1872.

From 1869 to 1900, this technology saw the location of a significant number of management, technical and telegraphers located at George Town. When telegraphy operations were relocated to Launceston, this “industry” and its people were also relocated.

In the early years of the 21st century, history repeated itself with the construction of Basslink, a 370 km cable connecting George Town Municipality to the Loy Yang power station in Victoria. Instead of carrying telegraphs, the new cable connected Tasmania’s energy grid to the mainland, allowing power to flow in either direction as demand required.

Theme – Historical

Sub-theme – Lefroy and mining

Narrative Overview

Other than the array of empty streets, there is not much left today to indicate that Lefroy was once the fourth biggest town in Tasmania. Gold was first discovered here in 1870, at what would become known as Specimen Hill. By 1871 there were about 800 people in Lefroy, as well as a post office, shops and three public houses. Like most mining towns, Lefroy endured numerous booms and bust cycles. The pinnacle of this cycle was the opening of the New Pinafore Mine, which by 1895 had crushed over 28,000 tons of ore. In its relatively short lifetime, the New Pinafore proved to be hugely profitable.

One of the notable aspects of Lefroy was the presence of substantial numbers of Chinese miners, usually working on alluvial claims or on previously abandoned mine tailings, deriving wealth through incredibly hard work. Amongst the Catholic, Anglican and Salvation Army establishments, Lefroy also boasted a joss house.

Around 1905 the last boom cycle came to an end and a permanent decline set in. Over the following years, many of the buildings were pulled down and rebuilt elsewhere; others were simply abandoned.

Theme – Historical

Sub-theme – Launceston’s holiday town

Narrative Overview

George Town, and especially the area around Low Head, was adopted in the mid 19th century as a place of rest and seaside holidays for the well-to-do folk of Launceston. The first to invest heavily in this regard was James Cox, builder of the *Clarendon* estate near Evandale. In 1839, Cox built *Marion Villa* on Low Head Road, in a location calculated to take advantage of the picturesque sea views. *Marion Villa* also represented a high point in colonial architecture. Another wealthy northerner to take advantage of the area was Henry Reed, who built his holiday cottage at Low Head in the 1870s.

The use of the area as a holiday town became more popular with the arrival of the telegraph cable station, which also provided some of the buildings which would later be converted to holiday homes (such as the old Cable Station Headquarters at Low Head, which later became a holiday retreat for Roman Catholic nuns).

The East Beach locality has been a popular destination for holiday makers since the late 19th century. During the 1950s and 60s, surf lifesaving carnivals attracted crowds of up to 5000 people. The beaches of George Town Municipality and Low Head remain to this day a major attractor of visitors, and are universally recognised for their cleanliness, amenity and natural values.

The municipality continues its role as a “holiday home” location at long established locations such as Low Head and eastwards along the coast to Lulworth and Weymouth.

Theme – Historical

Sub-theme – Grazing to fruit to vineyards, wineries and tourism

Narrative Overview

The first European settlers to farm in the area were operating under two very substantial advantages. Firstly, they were granted land at no cost, with a near free labour supply in the form of assigned convict servants. Secondly, the indigenous land management practices which had been in place for millennia provided a fertile land ideal for crop production.

The soils within the area are generally of low capability and with use, as the new arrivals failed to understand the indigenous practices which had created the fertility in the first place the fertility of the soil soon dwindled. Near the beginning of the nineteenth century, farmers both cropped and grazed the land, but by the end of the nineteenth century, pastoralists were in the ascendancy.

Despite the general low soil capability, pockets of more productive soils existed and were discovered along the Tamar and along Pipers Brook and Pipers River. These areas continue to provide both crops and value add production that meets contemporary local and visitor demand as landowners have looked to new sources of income, experimenting with what were initially ‘boutique’ crops.

The result today is crops such as vineyards and, for example, the berry farm. In both cases, owners have successfully combined production with tourism in order to diversify. The result is particularly prominent in the Pipers River and Pipers Brook area, where a number of wineries offer the potential to articulate into a wider cellar-door touring route.

Theme – Historical

Sub-theme - Industrialisation

Narrative Overview

In the nineteenth century, the George Town Municipality was a largely rural district, with the notable exception of Lefroy and related mining activities. By the mid 20th century, the district was in a slow decline with a permanent population of around 300 people. This was rapidly turned around with the opening of the Bell Bay aluminium smelter in 1955.

Planning for the new smelter had begun in the 1940s following wartime shortages of aluminium. The plant took six years to build and smelted 1200 tonnes in its first year; today, the figure is closer to 190,000 tonnes per annum. Initially a joint venture of the Tasmanian and Australian government, the operation was acquired by Comalco Industries Pty Ltd in 1960, and later renamed Rio Tinto Alcan.

The suitability of the location as a result of its access to a deep water port, stable ground foundations and access to energy saw BHP develop The Tasmanian Electro Metallurgical Company (TEMCO) as Australia's only manganese alloy smelter in the early 1960s. TEMCO's employment figures peaked at 475 in the early 1980s. The company produces more than 250,000 tonnes of manganese alloys annually, eighty percent of which is exported. BHP sold the plant to Billiton PLC subsidiary, Samancor Pty Ltd, in 1998, but re-established its association with TEMCO a few years later in a merger which created BHP Billiton Pty Ltd.

Both plants continue to operate in a competitive global market through their ongoing

commitment to innovation in production technology and product characteristics.

Bell Bay was also the location of the construction of the Bell Bay power station, an oil fired electricity generator (later gas) intended as a fall-back in case of drought affecting Tasmania's water reserves. The station was decommissioned in 2009, rendered obsolete by Basslink.

The Basslink Interconnector is a submarine electricity cable connecting the George Town Municipality power substation to the Loy Yang power plant in Victoria. The 370 km cable allows for electricity to flow in either direction, potentially making Tasmania a 'battery' of stored energy for the national energy grid.

Although all of these industries are tied to the global economy (and therefore subject to volatility), their presence at Bell Bay has provided much of the employment and economic backbone of the area, with George Town itself becoming in part a dormitory town for these industries.

These resulted in new populations bringing different cultures, practices and requirements for housing, commercial and public infrastructure. These flowed through into the creation of a complementary social and recreational fabric of clubs and facilities around which people followed their interests, trained and competed with great success.

The impact of this development and investment on George Town Municipality is hard to underestimate. It reinforces that George Town has developed as a result of external "shocks". Firstly, the British policy to settle Australia, secondly to locate the telegraphic link and thirdly State and Feral Government industrialisation policy, further changes in global markets require further local adaptation.

Theme – Historical

Sub-theme – Globalisation

Narrative Overview

George Town has always been a player in globalisation. It was a connecting point to the British empire policy to what is now Northern Tasmania, it provided a port for coastal and international trade and an early telegraphic connection.

The fruit trade and its market were ended through the UK joining the European Union changed Tasmania's and the shipping through the Tamar Estuary.

The industrialisation through Comalco and the TEMCO were made viable through the post WW2 emerging industrial global demand system. This same system of trade and competition has also created significant challenges. The first in the 1990s as global productivity and price competition became an irresistible reality.

As with most industries, globalisation had its winners and losers. Globalisation meant that heavy industries were much more vulnerable to the volatility of international markets and supply chains. These led to significant changes to the firms business models and the use of technology to improve quality, safety and productivity and associated changes to the industrial relations framework, in particular the shift work structures.

For the George Town Municipality this was an ominous development, as much of the town's economy was directly or indirectly linked to the industrial operations at nearby Bell Bay. The effects of responses to globalisation on the community was observed in both levels of employment, traditional job opportunities for young people and the ability for people to easily participate in their community and sporting interests.

The richness of the historical narrative is demonstrated by the following table of listed sites drawn from the Tasmanian Heritage Register. These fit within the context of the signage strategy and potential for vehicle, cycling and foot trails for each major theme.

Community, People & Activity Theme

Again, within this theme, there is a very strong, well researched and validated suite of books and articles relating to the establishment of British based control and subsequent development. In relation to the Aboriginal history and continuing Aboriginal presence, a structure and process has been proposed as a means of integrating these themes and as a potential contributor to reconciliation.

There is also a lack of well researched documentation in relation to the George Town Municipality’s strong sporting heritage, to people who have progressed to make major contributions across a range of fields and to other dimensions of the community fabric that have contributed to its positive reputation.

These are viewed as specific purpose projects that can occur in parallel with interpretation that can occur from existing knowledge.

Theme – Community, people & activity

Sub-theme – Continuing Aboriginal Presence

Narrative Overview

The focus of this overview would reflect the continuity and contribution of the Aboriginal community as part of George Town Municipality, its development and potential.

In accordance with the community generated nature of the interpretation strategy, any content and the manner it is interpreted and integrated with the strategy is subject to the agreed integration of community and council protocols and process.

Partners/Advisors

- Tasmanian Aboriginal Centre;
- Tasmanian Aboriginal Elders Council;
- Local Community members;
- George Town Municipality Schools;
- George Town Council; and
- Interpretation Working Group/ Historical researchers.

Theme – Community, people and activity

Sub-theme – Convicts and female factory

Narrative Overview

George Town Municipality has had a convict presence ever since Paterson first stepped ashore, but it is the Female Factory (1822-1834) that to this day people associate with the convict past.

George Town was the administrative headquarters of northern Tasmania from 1819-1825, and thus a natural choice for a female factory when the decision was made to establish one in 1822. The George Town female factory had two basic functions. The first was to house female convicts awaiting assignment as domestic servants to free settlers. The second was as a place of punishment for female convicts who had infringed convict discipline, which could include offences from absconding to being pregnant with ‘illegitimate’ children. To keep inmates occupied, and to offer some means of reform, many of the female convicts were set to work spinning yarn from locally grown fleeces. The Female Factory was at times a harsh and brutal place, but it could also be an improvement on assigned service; luck played a large part.

The location of the Female Factory is now an empty paddock looking towards Regent Square.

Theme – Community, people and activity

Sub-theme – Connectors – pilots, telegraphers

Narrative Overview

The need for pilotage through the tricky entrance to the Tamar is a large part of the reason why George Town survived as a town during many lean years.

The first permanent pilot was one John Thomas, known as ‘Long Tom’. Thomas was a colourful character, working as a constable at Port Dalrymple and later taking up as a sealer at Preservation Island. ‘Long Tom’ is said to have had two Aboriginal wives, although it is unclear how willing these two Aboriginal women were.

In the mid 1830s the port experienced boom times, with the departure of many colonists for Port Phillip. Around this time there were five pilots at Low Head, each having two assigned convicts as boatmen.

The year 1869 saw the opening of the Bass Strait telegraph cable, which provided an economic boost for George Town and Low Head. A number of homes were built around George Town and Low Head for the Eastern Extension Cable Company staff such as the telegraphers. The first manager of the Low Head Cable Station was Robert Henry, who later became Superintendent of Telegraphs for the whole of Tasmania.

Theme – Community, people and activity

Sub-theme - Miners

Narrative Overview

In the late 19th century, the George Town Municipality benefitted greatly from the wealth flowing out of nearby mining ventures at Lefroy and surrounds.

The first gold miners could best be described as entrepreneurs, people such as John Barrett, a Launceston timber merchant found gold at the Devil’s Den. He prospected the Den Ranges but by April 1863, reports arose that his mine was abandoned. Nonetheless, the initial news had already sparked a rush, and Barrett showed his acumen by running a store for the men prospecting there. Barrett never gave up on prospecting, and in the next few years employed up to 10 men to prospect for him.

In the early days, miners usually fell into one of two categories – either employed by local businessman (such as William Peran, who prospected on behalf of flour miller William Ritchie), or self-employed, prospecting until they struck gold and then racing to stake a claim. One such was Larry Quinn, who was prospecting at Nine Mile Springs as part of a three-man co-operative. All three worked tirelessly in locations such as Slaty Creek and Fereday’s Gully until eventually their money ran out. By the 1870s, a plethora of new companies had sprung up to enable industrial scale mining. Many of these companies failed, but some paid off spectacularly.

At Lefroy, there were a number of Chinese miners, who tended to prospect for alluvial gold and would often make abandoned tailings pay. Although long since gone, there once stood in Lefroy a Chinese Joss-House.

Theme – Community, people and activity

Sub-theme – Industrial immigrants

Narrative Overview

By the 1930s, the George Town Municipality was entering another stagnant period. That was soon to change, with the end of World War Two and the industrial boom that followed as Australia strived to become self-sufficient in materials like aluminium.

Construction of the Bell Bay aluminium smelter brought a wave of newcomers to the George Town Municipality. Many of those who came to build the smelter stayed on to work there, thus boosting the population. Before the smelter (about 1940) the population of the George Town Municipality was about 300.

The workforce to build the plant were mostly housed in an encampment of two-man huts at Bell Bay; by 1952, a construction force of 585 men was working, and accommodation was continually expanded. From the beginning, it was expected that the workers building the plant would live on site, whilst the operational workforce would have more permanent houses built for them in George Town.

By the end of 1953, some 250 houses had been built in George Town for the permanent plant operators. The vast majority of construction workers were immigrants from war-torn Europe, with limited English but a seemingly unlimited capacity for hard work.

The influx of people into George Town generated enthusiasm for municipal government (the town had formerly been run by government appointed

commission, thanks to its small population). Thus, it is due to the wave of new industrial workers that George Town Council was first elected in 1955.

The British and European workforce was keen to exploit the opportunities available to them. This ranged from helping each other to build new houses to the introduction of soccer, making a strong contribution to the development of sports facilities and the success of teams and individuals.

With this desire to participate as a community, the George Town Municipality developed a strong reputation for sport. This was due to the influx of families, desire to create a future and willingness to do what was necessary to achieve it. Sports clubs, grounds and facilities were developed through a mix of volunteering, government and industry input.

These created a sense of vibrancy, pride & participation.

Theme – Community, people and activity

Sub-theme – The great sports town

Narrative Overview

Organised competition occurred soon after settlement, with soldiers from George Town and Launceston competing. This was an activity that took some organising and time when the Tamar River was the connector.

The gradual increase in the number of cars and road improvement saw organised sport, particularly between towns start to increase in the 1930s.

George Town has been a company town since the 1950s, when the Bell Bay aluminium smelter began pumping money into the infrastructure of the town, which along with volunteer community effort, ensured that coaches, trainers and facilities all combined to create a sporting powerhouse.

These factors giving the George Town Municipality a boost in the sporting field and allowing the area to 'punch above its weight' in a diverse range of sports, from cycling to football, cricket and mountain bike riding. In recent times. Some, for example Danny Clark, became major national and world figures in their sport.

The profile of sport has been extensive, including Yachting, Boxing, Billiards, Basketball, Athletics, Tennis, Golf in addition to those identified above.

The George Town Municipality has been an early adopter in female participation in sports such as women's football. Some sports (such as cycling) have waned, but even these sports provide a cadre of sporting heroes which contribute greatly to community pride.

To explore content for the sporting history of the George Town Municipality would be a very large undertaking, but one for which the infrastructure already exists – specifically, the sporting clubs themselves. All of the sporting enthusiasts interviewed during the consultation phase of this strategy either knew of, or were themselves, people with vast knowledge of the sports concerned.

Sport and other success for people of the George Town Municipality is one area where there is a lack of well researched information. Development of this content should follow along two important sub-themes. The first would be the history of organised sports and development of the clubs, with the second being the stories of individual sporting heroes who provide so much in terms of community pride.

As the original site for football, Regent Square and Macquarie's St provide potential locations for murals, other street art and digital content to support and celebrate this.

Theme – Community, people and activity

Sub-theme – The Heroes

Narrative Overview

Australia has a great bias to celebrating sporting heroes, this, while justified, sometimes undervalues the contributions other have made.

While the above sub-theme will help identify those who have excelled in sport and those who have supported them. The George Town Municipality has produced many others.

The RSL in Macquarie St hosts the memories of those who served, the Maritime Museum crystallises those who may not be from the George Town Municipality but are celebrated because of their connection to the place. Interpretation has the potential to draw these memories into the public arena.

Other fields such as natural science, commerce, industry and community service have also produced outstanding characters whose efforts and contributions are important in both celebratory and aspirational senses.

These can be interpreted in conjunction with the above themes and also as a consolidated sub-theme in high profile locations.



OBJECTIVE ONE

Community partnerships promoting and facilitating interpretation themes and their utilisation to generate social and economic capital/value

Activity – Developing Knowledge, Content & Narratives

Initiative – Curating and connecting themes – curator facilitated co-design process with groups

Actioning

Places work as systems, that in the face of significant events and over time, adapt and change. The interpretation strategy is designed to generate community capital and to utilise this to create a sense of place and new opportunity.

The George Town Municipality story is long and diverse, this provides both a rich story and potentially a source of tension. Different groups may want their particular story to have a particular weight relative to others and specific emphasis. This initiative builds on George Town Municipality’s rich culture of citizen based historical inquiry and publishing.

At its most basic, curating focuses on how you select, organise and present visual art, objects and information. In this instance, the George Town Municipality interpretation is a combination of these focused on and across the place. It is about content, location and medium of presentation, with a dual focus:

- Community engagement, sense of belonging and value; and

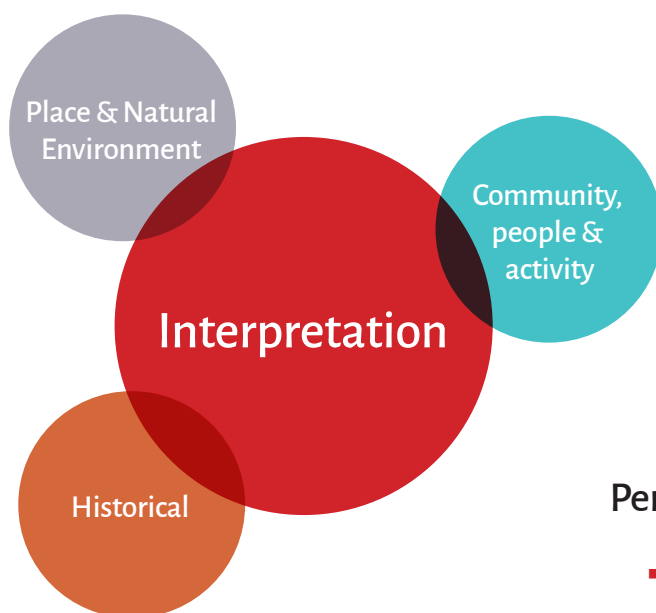
- Visitor engagement and “value from visit” based on understanding the place, its attributes, contribution and meaning.

This creates the context for the curation of the interpretation stories summarised above. It frames:

- The community conversation around “our story, where we have come from, who we are and want to be viewed as”;
- The interaction and interdependency of the themes, their interpretation and connections across locations;
- The fit to interpretation principles; and
- The balance of leadership and listening.

While the strategy identifies key themes, the richness of the interpretation and the connection people make, also depends on how these themes blend and reflect human conditions and experiences that are relevant to audiences. The following diagram represents this concept of a particular narrative being influenced by multiple themes.

This key role of the content developer, artist and curator brings the narrative alive for people, combining the motivation, emotion intangible elements with the “factual” tangible to create the human dimension and connection to the contemporary.



The connection between interpretation content, the arts and events, occurs through this overlapping principle. Through arts and events, the distant and recent past is placed in a contemporary setting.

This plays an important part in:

- Connecting past and present to provide knowledge, understanding and guidance to our future;
- Demonstrating the interconnectedness of people, their cultures and behaviours; positive and negative consequences; and
- Connecting people, places and how/why they developed in the manner they did.

These perspectives provide a richness and relevance to interpretation, one designed achieve community buy-in and engage visitors in both development and exploration of meaning and ideas.

It is recommended that Council form an “interpretation working group” (through an existing committee) for this role and resourced by:

- A council officer;
- A curation/interpretation professional; and
- A recurrent and grants based budget.

Performance measures

- An engaging and location appropriate mix of themes and mediums (signage, hard copy, digital, public visual art & sculpture) as stand alone, connected through theme based trails and events;
- Key groups and people are engaged and actively contributing to the development of the narrative and associated accessible, discoverable and validated interpretation;
- Private and public investment is applied to interpretation; and
- The perception of the George Town Municipality is enhanced.

Partners

It is proposed that the working group comprise:

- Council officer;
- A design/curator resource;
- A small number of community reps drawn from both the organisations involved in providing content for the themes and, for example, from the “collective impact group”; and
- A local and regional tourism representative.

Pre-existing requirements

- Council budget;
- An annual plan drawn from priorities within this strategy.

OBJECTIVE ONE

Community partnerships promoting and facilitating interpretation themes and their utilisation to generate social and economic capital/value

Activity – Discoverability

Initiatives – Digital thematic and drill-down – utilising information hierarchy for each theme

Actioning

The interpretation information is organised in hierarchical levels:

- Awareness;
- Overview and key points;
- Depth & meaning.

The principles of wayfinding that underpin the signage component of the strategy can be applied to “discoverability” of other information that helps engage people and provide knowledge, understanding & meaning within the George Town Municipality landscape.

This activity is the intersection of curating with the medium and technology used to access and display the interpretation information.

Within the municipality this can be applied in multiple ways:

- As with the light-house a QR code at key locations and points of interest. These can be included as part of display panels, at signage or, for example in murals that depict aspects as diverse as the “female factory” and sporting or other achievements;
- Discoverability is based on gaining attention. As identified within the early part of this report, signage is important, providing a visual cue to what is ahead or here. A range of these cues are proposed:
 - Road and trail signs on entry, to identify precincts (Low Head, Pipers River etc);
 - Directional signs and specific points of interest;
 - Digital maps;
 - Display panels;
 - Murals; and
 - Sculpture which can take a repeated form that provides awareness of a point of interest or be reflective of the place and key interpretation at that site.

As indicated above, these can incorporate QR codes to enable access to further information and suggestions arounds complementary routes or other near points of interest. These are arranged in order of priority. However, there is the opportunity to trial the art based options early in the interpretation program.

For external audiences, the George Town Municipal website can provide access to the content, with links to local, sector based, regional and Tasmanian visitor marketing sites.

The sites and social media platforms attached to the George Town Municipality's mix of community groups, business and industry can provide links to interpretation content.

Performance measures

- People's attention is gained at key locations;
- People are able to and do, find their way to and around the George Town Municipality; and
- People are able to access information.

Partners

- Tourism Northern Tasmania and Tourism Tasmania;
- Transport Tasmania;
- Telstra;
- Arts Tasmania;
- Local Schools

Pre-existing requirements

Content curated to enable key information to be provided to reflect the levels and forms of discoverability identified above.

Key initial interpretation infrastructure placement is identified in the maps below. These are considered priority sites to be complemented by others as investment funds are available.

The Bell Bay to Low Head transit has the most intensive signage and interpretation development need.

The colour/design of interpretation stations can vary to reflect their themes. This again provides a visual cue to aid reference.

Extension of interpretation dispersal can occur through geo-located alerts and content based on the interests and themes people identify with.

Within these "wayfinding" supports lie the specific sites and trails designed for cars, cyclists and pedestrians to reflect each of the interpretation themes. The following list of "listed" heritage sites provides an example of the richness of the offer.



Listed Heritage Sites

ID – TAS HERITAGE REGISTER	PLACE	ADDRESS	SUMMARY	THEMES
1141	Mount Direction Signal Station	Dalrymple Rd Mt Direction 7252	Standing ruins - cairn and station cottage	connectedness; technology; early settlement
1445	House	40 Anne St GT	Colonial house	Criterion (d); early settlement; George Hyrons
1446	House	57 Anne St GT	Colonial house	Criterion (d), early settlement
1447	Georgetown Cemetery	Cemetery Rd GT	colonial cemetery	early settlement; family history
1449	The Grove	25 Cimitiere St GT	colonial house	early settlement; Matthew Curling Friend
1451	House	53 Cimitiere St GT	colonial house	early settlement
1452	House (cable station)	2 Elizabeth St GT	Victorian House built by Cable Co	Cable Company; connectedness
1453	House (cable station)	4 Elizabeth St GT	Victorian House built by Cable Co	Cable Company; connectedness
1454	Whitestones	6 Elizabeth St GT	Colonial house / inn	early settlement; inns
1455	House	33 Elizabeth St GT	Victorian House built by Cable Co	crit (d)
1456	Pier Hotel	5 Elizabeth St GT	Federation style hotel	inns; connectedness; shipping
1457	Paterson Memorial	Esplanade, GT	Obelisk memorial to Paterson	first settlement; first contact; William Paterson
1458	House	9-10 Esplanade North, GT	Victorian House built by Cable Co	criterion (d); Widdowson family
1459	Fasifern	1 Barrack St GT	Victorian house built by Cable Co for William Warren, first phone call	criterion (d); William Warren; connectedness; communications
1460	House	75 Goulbourn St GT	stone colonial house	criterion (d)
1461	Watchhouse	84-86 Macquarie St GT	colonial watch house	convicts; penal settlement; early settlement; police
1462	house	11 Elizabeth St GT	house and bakehouse	early settlement; Henry Widdowson
1463	house	27 Macquarie St	Cable Co house	Cable Company; connectedness
1465	house	4 Main Rd GT	Victorian house	criterion (d)
1466	Tara Hall	27 Sorell St GT	Substantial colonial house	early settlement; Robert Quayle Kermode; Mona Vale
1467	Laura Villa	15-17 Wellington St GT	Victorian house	criterion (d)
1468	House	20-22 Wellington St GT	Victorian house	criterion (d)

ID – TAS HERITAGE REGISTER	PLACE	ADDRESS	SUMMARY	THEMES
1469	Christ Church	414 Low Head Rd Low Head	Weatherboard church	Carpenter Gothic; religion
1470	Beachside	2 Lagoon Rd Low Head	Victorian vernacular cottage / shack	criterion (d); GT beachside holidays; Canon Brownrigg
1471	Bermondsey Cottage	422 Low Head Rd Low Head	mid Victorian cottage built by J Cordell, pilot	criterion (d); connectedness; J Cordell; shipping
1473	Crimea Lodge	22, 24-28 Gunn Parade, Low Head	mid Victorian conjoined ? Cottages	criterion (d) check if assoc with pilot station
1474	Braeside	456 Low Head Rd	mid Victorian house	criterion (d); Gunn family
1475	Kuranui	444 Low Head Rd	mid Victorian house	criterion (d); Gunn family
1478	She Oak and Leading Light towers	165-225 Low Head Rd, 351 Low Head Rd	Complex includes leading light tower and two associated cottages	criterion (d); shipping; shipwrecks; early settlement; connectedness;
1479	Belfont	176,178,180 Low Head Rd	Part of leading light complex; conjoined cottages	criterion (d); shipping; shipwrecks; early settlement; connectedness;
1480	Low Head Light Station	Low Head	21m brick light house ca 1888; first light house 1833	criterion (d); shipping; shipwrecks; early settlement; connectedness;
1483	Barrenger	Low Head Rd	Federation bungalow set below light house	criterion (d); shipping; shipwrecks; early settlement; connectedness;
1484	Marion Villa	81-99 Low Head Rd	Georgian villa built by James Cox (Clarendon) as holiday home	criterion (d); architectural rarity; James Cox; seaside holidays
1485	Low Head Pilot Station	Low Head Rd	Captures multiple structures - entire pilot's station precinct	criterion (d); shipping; shipwrecks; early settlement; connectedness;
1486	Stella Maris / Cable Telegraph Headquarters	463 Low Head Rd	Built 1859 to house cable station staff	criterion (d); shipping; shipwrecks; early settlement; connectedness; communications; religion
1487	St Alban's Anglican Church	72 School Rd Pipers River	Carpenter Gothic church	religion; early settlement
10611	House	1 Lagoon Beach Rd	Mid Victorian house built by EEA&CT cable co	criterion (d); communications; early settlement
11833	Regents Square	29-67 Macquarie St GT	See datasheet	early settlement, Macquarie, convicts, female convicts
11931	GT female factory	31, 31A Cimitierre Rd GT	archaeology, nu extant remains	early settlement, female factories, female convicts, early industry

OBJECTIVE TWO

Additional visitor economy jobs and social benefit through enhanced awareness and understanding of natural & cultural resources

Activity – Guiding

Initiative – Story-telling & interpretation

Actioning

Storytelling and guiding are already present within the George Town Municipality. Two examples are the history tours and periodic NRM events that provide a deeper level of engagement than exposure to information only.

These offers provide a way of connecting with the place, its natural, historic and cultural characteristics and attributes through locals who have a deep knowledge and interest in the field of interest.

These activities have tended to emerge through specific individuals who have a passion for the topic and a willingness to share their knowledge. Consequently, these offers are often single person dependent.

In some instances, this guiding occurs in locations where it is in concert with other interpretation material, in others it's in locations where the guide is the principal source of all information.

The *Interpretation Working Group* is a mechanism that could enable:

- Provision of training to individuals and groups;
- Provision of material to ensure the authenticity of information provided; and
- Extension of guiding to a wider range of topics and interests.

This offer can occur in multiple forms such as a regularly scheduled “tours and with events throughout the municipality.

Performance measures

- Authentic content, engagingly presented;
- Integration with interpretation and event infrastructure.

Partners

- Special topic/interest groups;
- Integration with tourism and marketing mechanisms.

Pre-existing requirements

- Validation of demand and business case to identify viability on mix of volunteer and commercial models.

OBJECTIVE TWO

Additional visitor economy jobs and social benefit through enhanced awareness and understanding of natural & cultural resources

Activity – Guiding

Initiative – Experiences

Actioning

Experiences offer a higher level of engagement, a degree of participation by “doing”. The George Town Municipality provides a unique and diverse set of opportunities within 30 minutes of Launceston.

Within the Tasmanian experience market, the George Town Municipality has the potential to create a relatively unique position. This is derived from the diversity of potential offer within relatively close proximity to each other, the Launceston population centre and airport.

While other locations have some higher profile attractors, for example Port Arthur an offer that attract large numbers, few have the diversity demonstrated in the table below.

The Tasman Municipality is identified as a regional municipality that also offers heritage, wilderness experiences through Pennicot Wilderness Journeys and the 3 Capes Walk while also providing access to significant coastline and public forests. The George Town offer is more modest, however by also exhibiting a larger local population, it has the potential to provide the offer form local, rather than corporate sources.

This localised and disparate range of service providers also carries a potential risk to service quality and consistency.

The world café event in December of 2019 identified a wide range of activities that the participants indicated as opportunities to provide high quality experiences to residents and visitors.

These ranged from entry level to those requiring more advanced capabilities to ensure safe participation.

The scope of experiences includes:

ACTIVITY	Experiences	Entry Level Adventure	Training & Education
INITIATIVES	Wild-life, eco-system – wetlands, coastal, River-mouth Off -road – mountain bikes, 4WD & Motor-bike Maritime – wrecks, history Wine & Food Jet Ski Joy flights and sky-diving	Mountain biking Climbing Diving Off-road	Curriculum

These experiences can be complemented with access to interpretation material relating to the natural, cultural and developed environment within which the experience occurs.

The development of these experiences supports higher value tourism through extended stay, increased per person expenditure and strong word of mouth promotion from high quality offers.

These experiences require considerable structure around them. They are enterprises that require:

- Formal access arrangements;
- Permits;
- Equipment that conforms to “fit for purpose” standards and regulations;
- Codes of practice and risk management and associated business process; and
- Strong business capability.

Council’s role is that of indicating interest and support for such opportunities and as appropriate considering its role in facilitating access to areas where experiences will add community value from both local recreational participation and attracting visitors.

This activity area provides the opportunity for local business development ranging from part to full time operations.

Complementary Infrastructure

Activities that are attractive to visitors are also often attractive to residents and vice versa. This complementarity is important to ensure public infrastructure (and associated investment) provides best value.

The major investment in the mountain bike trail is an example of this multiple benefit principle. Other suggestions raised through the World Café and individual input include:

- A mountain bike “pump track” and other facilities to act as a “trail head” for the mountain bike trails and be a primary town link to the Mt George Section;
- The use of State Forest and other appropriate public land for off-road vehicles based on trails with varying technicality, including free-camping areas; and
- A range of drives or trails, similar to the “wine route” approach with supportive interpretation in line with themes identified in this report.

These reinforce the value of combining tangible physical infrastructure with the intangible social and interpretation content across all themes.

It is important that potential operators identify their own opportunities, rather than adopt the ideas of others. So, while the above list is indicative of what, based on broad analysis appear to have potential, they need to be tested. Individuals and existing organisations who operate in this arena will have market offers and business models that can be applied within the George Town Municipality, particularly if they recognise that they could be part of a strategic approach to the development of the sector.

It is recommended that Council form a recreation/adventure work-group based on the above services and opportunities that bridges Council’s tourism and recreation mechanisms to ensure this strategy is an integral development within these strategies.

Key actions include:

- Consideration of the specific opportunities and the factors that support or constrain their development;
- Identification of the role of Council in enabling key opportunities;

- Council enables the provision of access to key areas and locations in a form that reflects legal and best practice requirements.
- Raising the Council strategy and potential to the market through an Expression of Interest process;
- Collaborating with business and skill development agencies to support the development of business cases as necessary; and
- Collaborating with training organisations to support access to licensing and service quality training for both providers and complementary hospitality roles..

Performance measures

- Levels of participation
- Local employment and income

Partners

- Current and potential providers and interests in these activity areas
- Department of State Growth
- NEIS providers
- Public & private landholders

Pre-existing requirements

- Validation of demand and business case to identify viability on mix of club volunteer and commercial models
- Access
- Support infrastructure & facilities
- Operations permits
- Insurances



OBJECTIVE THREE

A culture of inquiry, learning, knowledge development, creativity & entrepreneurship

Activity – Council Foundations

Initiatives

- Strategic partnerships and programs
- Development project grant applications
- George Town Municipality marketing & promotion

Actioning

The interpretation strategy is proposed as a partnership between Council and the community, along with other organisations and agencies that are involved with or impacting the community. It is designed to build individuals and groups capability and to help identify opportunities that will deliver broader economic and social outcomes.

The model requires productive relationships with key individuals, community groups, sector support organisations and municipality businesses and government agencies.

This also means that interpretation cannot work in a silo, it has links (as identified in the *Interpretation framework*) with a range of existing Council activities. The interpretation narratives provide a stock of material for both visitor marketing and the promotion of the George Town Municipality, its people and attributes.

Broader marketing & promotion also provides preparatory ground and reinforcement for grant programs.

Inclusive approaches are important. While the interpretation working group is the primary recommended mechanism, interaction with other technical and community development professionals is important to ensure cohesion and best value from investment.

Key actions include:

- Consideration and integration of the interpretation strategy with both local, Tamar Valley and Tourism Northern Tasmania marketing and promotion;
- Integrating the George Town Brand with the “way-finding” signage and digital content identified above; and
- Identifying grant funding opportunities consistent with the strategy.

Performance measures

- The scope of partnerships reflects the mix of interpretation content, infrastructure and its community engagement and business development approach;
- The partnerships are productive and beneficial to all partners in improving capability and achieving results; and
- Council has a foundation which it has confidence in and basis to facilitate investment in the strategy.

Partners

- Special topic/interest groups and key individuals across social, education, cultural and industry sectors
- Industry support groups – Tourism, Agriculture, Hospitality, Natural Resource Management, Marine Science, Labour Market
- Agencies – Tourism, State Growth, Skills, Transport, DPIPWE

OBJECTIVE THREE

A culture of inquiry, learning, knowledge development, creativity & entrepreneurship

Activity – Community organisation engagement

Initiatives

- Partnerships
- Capacity Building
- Events engagement

Actioning

Local community organisations are a critical part of the George Town Municipality's stock of community capital. They contribute to social and economic wellbeing; helping to create a sense of identity and a support network for both people and activities that positively impact liveability.

This strategy provides an opportunity for such organisations to further contribute to the George Town Municipality story and its interpretation and for them and their members to gain value as well.

The principle partnership lies between the *interpretation working group* and the specific interest groups and local organisations that have interest in the interpretation themes and sub-themes, including those proposed for the experiential components above.

For some specific groups, for example sports clubs, the process of participation in documenting their history, community contribution and story as part of the George Town Municipality narrative, highlights the challenge of the future. As a community this goes to the points of community participation, identity, pride and liveability.

The ability for sporting and cultural organisations to continue and adapt traditions and business models to generate these positive outcomes in a contemporary context is challenging. The facilitation of participation and business model development & entrepreneurship programs for community organisations is considered important in relation to the future of the George Town Municipality as a place to live, work and visit.

Scheduled activity, specific interest and place based events provide a “living & dynamic” mode of interpretation that complements the traditional forms of information provision.

Performance measures

- Groups and key individuals actively contributing to interpretation content and discoverability;
- Organised groups accessing support to consider; and
- A strong profile of scheduled and specific interest activities and events that support liveability, a sense of pride/identity and visitation.

Partners

- Communities, Sport & Recreation Tasmania
- Events Tasmania

OBJECTIVE THREE

A culture of inquiry, learning, knowledge development, creativity & entrepreneurship

Activity – School Partnerships

Initiative – Engagement & action learning in 4th industrial revolution skill sets associated with themes, interpretation and digital discoverability content & technology.

Actioning

The participation of young people from George Town Municipality’s schools in the “world café” exercise facilitated by Council in December 2019 highlighted a strong connection to place, pride in specific attributes and strong views on what would improve the place.

The interpretation strategy, in particular participation in the development of content across the themes identified (& other which will emerge) provides an opportunity to provide a contemporary learning experience across multiple themes that coincide with students specific interests - areas that are highly relevant to them.

From a technical sense, accessing and developing employment and enterprise opportunities requires a “new economy” learning mix that combines:

- Traditional foundation knowledge and skills;
- Critical thinking and reasoning;
- Digital technology capability; and increasingly including
- Sociability perspectives.

The above balance of knowledge, skills and abilities is reflective of views that technological innovation is seen as an engine for sustainable economic development and a driver of productivity growth, and which are amplified by their interaction with each other in the so-called ‘Fourth Industrial Revolution’ (Seet, et al., 2018).

A key finding of Seet’s report relates to the consequential changes to traditional jobs and blurring of their boundaries, reinforcing the evolution, enlargement and enrichment of jobs as a complement to the creation of new jobs and employment pathways.

Participation in these “new and evolving jobs” within regional areas, or in the learning necessary to participate is challenging from both institutional/technical and cultural perspectives.

Participation in the interpretation strategy has the potential to be a useful adjunct to the learning framework delivered within the schools. The foundations for this have been established through the “collective impact” and other Council facilitated projects.

This introduces the social dimension of this initiative. The initiative supports the use of vertical learning relationships between, younger students, older students and the community. Learning in this form, in areas relevant to the student and their family potentially integrates the primary learning agencies, the family, the school and the specialist learning environment of school and the community. This facilitates a connection between family and community interests and learning.

Actions

Engage key school executives and specialist staff in the principles and activities associated with the interpretation strategy.

Performance measures

- Schools engaged to participate;
- Meaningful focus on interpretation themes;
- Interpretation content to standard; and
- Engaged students.

Partners

- George Town Municipality Schools

Pre-existing requirements

The foundations already established in Councils strategic consultation and research projects



OBJECTIVE THREE

A culture of inquiry, learning, knowledge development, creativity & entrepreneurship

Activity – Community entrepreneurship

Initiative – Support to community organisations that initiate and conduct natural environment, cultural, sporting and industry development activities and events and their integration into the interpretation and promotion of the place.

Actioning

Community activity has been a foundation for the success of George Town as a municipality. The interpretation themes demonstrate how these have been well supported and delivered success.

Objective Two, above has a strong focus on commercial opportunity, this is important. However, the role of community activities, arts and events as both social and commercial opportunities is equally an important contributor to community liveability and resilience.

The challenges of continuity or transformation to different approaches, structures and “business” models to support activities and events are significant. This form of social capital is important to communities, generating networks that allow people to engage with each other in areas of common interest and as appropriate provide collective and individual support.

This community entrepreneurship is an important part of the social capital and culture of a place. Effective community organisations have a significant social and economic impact.

Form an interpretation perspective events are a contemporary demonstration of the evolution of the themes identified, the emerging George Town Municipality narrative.

Performance measures

- Local cultural activity and event opportunities identified;
- Support to organise and deliver is in place;
- Access to skill development programs.

Partners

- Arts Tasmania
- Community, Sports & Recreation Tasmania
- Skills Tasmania

Pre-existing requirements

The interpretation strategy in place and projects planned.

Government and community agencies aligned to the opportunities and supportive.

OBJECTIVE FOUR

Enhanced community identity, opportunity & wellbeing

The activities and initiatives identified below are inherent in and enabled by the preceding actions. They are considered important to include to reinforce the linkages between the tangible and intangible aspects of interpretation and its impact on the community and visitation.

Activity – Promotion

Initiative – Place based marketing

Actioning

It is considered important that the interpretation strategy themes, output and process is included within the marketing strategy and as a linkage between the marketing and promotion of the George Town Municipality and what is on the ground.

Performance measures

- Strong link between the marketing content, the on-ground interpretation and experience.

Activity – Creating discoverability and visibility

Initiative

- Signage
- Digital platform, content, links and channels in place
- Interpretation stations and ease of access
- Murals and public art

Actioning

Much of what the George Town Municipality has to offer is invisible to strangers and from community consultation often to residents.

While digital information is prominent in this strategy, it is balanced with the need for visual cues to attract people's attention and interest to then seek further information through digital technology.

Performance measures

- The visual, physical and digital content media work together to provide a richness of narrative and experience.

Activity – Events

Initiative

- Integration of themes with existing events
- New event/experience calendar

Actioning

Events are a combination of celebration, engagement, transacting and increasing length of stay as part of the creation of enjoyment.

The event experience can be expanded by including a focus on complementary themes drawn from the interpretation profile.

Supporting community, sporting and industry sector organisations to be involved in the development of events and activities. This support includes helping them develop the organisational capacity to deliver these.

Performance measures

- George Town Municipality can demonstrate and promote a positive image
- Broader and deeper community organisations and networks
- Risk factors reduced through positive community engagement and supports
- A broad sense of connection to place and pride in being from or located in George Town
- Locals have much to show-off
- George Town is considered as a place to live, set-up & work

Activit – Community organisation support

Initiative

- Integration of their interests and knowledge into interpretation content;
- Supporting their capacity to operate as a viable entity and contribute to existing events
- Engage in new activity New event/experience calendar

Actioning

The George Town Municipality has a wide range of community, specific interest, sporting and other organisations. These are important in maintaining and further developing the resilience and liveability of the place. This strategy is premised on including them in telling the “George Town Story” and including them in

the narrative that describes the George Town Municipality to those who live there and outside.

This is designed as a first step in partnering with such groups, further developing their capacity and applying shared council and group resources to community progress.

The preceding sections of the strategy describe the role of groups. In terms of priority this key actions are:

- Engaging with key researchers from the history group who have participated in this process;
- Forming the recreation work group as described above;
- Contacting the NRM group with a view to engaging them in the process;
- Linking this strategy into Councils marketing and tourism groups (East Tamar Tourism Network & the Destination Action Plan Group); and
- Identifying other key players with specific interest in becoming involved in the strategy (e.g. sport & industry, Bass & Flinders Museum)

Performance measures

- Groups and key individuals participate and promote;
- Their “fit and contribution” to the community is better understood;
- Groups are strong and resilient through participation and capability;
- Resource applied to structured community progress are multiplied; and
- George Town is considered as a place to live, set-up & work

Prepared by

creating Preferred Futures with appreciated input from:

- George Town Municipality Councillors and Management;
- Participants in the Dec 2019 World Café Event;
- Members of the George Town Municipality Community who freely gave their time & input; and
- Community organisations and Government Agencies.

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Appendix A: Strategic Interpretation Framework

The Strategic Interpretation Framework included in Part One, above is a way of diagrammatically representing and explaining your intent and approach to help people understand what you are doing and why.

This supports planning, implementation, management and evaluation; a dynamic cycle based on how you're performing and what may have changed in the environment requiring a different approach or mix of interventions and resources.

The world is highly connected, interdependent and dynamic, our management models should reflect this reality. Importantly the framework and the associated thinking provides a realistic approach to considering and addressing a key issue, opportunity or challenge – these often occur together.

The framework provides a logic for cause/ effect analysis. This can be based on experience and observation, or by attaching performance indicators to the outcomes and key input, process and output measures. Generally, a combination of both works well. This supports “laypeople” to participate on equal footing with specialists.

It provides a “mud-map” to bring people with different specialisations and perspectives to the table as a means of clarification, discussion, potential co-design and decision. This philosophy reflects the collective impact approach Council is utilising.

It is important to note that the framework is not just about technical connections, the approach is moderated by the culture and behaviour that exists within the environment. Factors that can be brought to bear in one place are simply not viable in another place; at a minimum they may work in a different sequence or with much different weighting.

Appendix B: World Café Summary

World Café consultation notes 11 December 2019

Using the World Café model of consultation in an informal atmosphere, participants were encouraged to talk about the George Town Municipality. To facilitate conversation, a number of set questions were posed to each group:

- If a friend was coming and you wanted to show the place to its best advantage, what would you show them / do?
- What's the best thing about the George Town Municipality?
- What's the worst thing about the George Town Municipality?
- If, in 20 years' time, you could have any improvement you liked to the George Town Municipality, what would it be?"
- How would you improve the experience for visitors?

These questions were used (or not) in no specific order; rather, they were a device to initiate conversations. Not every group was asked every question.

Session 1 (students from Port Dalrymple School and Star of the Sea College)

11am – 1pm

Group 1

Best thing about GT is the beaches. There are no good beaches in Launceston so people come here instead. The waterfront is very scenic, nice for a walk. Mount George offers a scenic lookout.

It's a small town; people who run the cafes remember your name. They know you.

(also mentioned) the wood carvings, penguin feeding

(activities) Not much to do around GT. The fair comes around at Easter, otherwise we do our own things, like fishing off the pier.

(improve visitor experience) There's not much signage so it's easy to get lost. Most people would want to be able to get information digitally via their phones.

(best thing about GT) It's a small community, people know each other and look out for each other

(worst thing) "don't want to be here"

(20 years time) A park for animals, maybe an 'off-leash' park. Better shops (we currently do nearly all our shopping in Launceston); would like to be able to shop in GT. Also things like bowling alleys and music stores. And a focus on fine foods, wineries, etc. This could articulate into a wine trail for the area.

Group 2

(best places to take visitors) The Lighthouse and pilot station. Strawberry farm and restaurant. Beaches, pirate ship park, penguin tours, Paterson memorial, the Pier restaurant

(what is good about GT) Pretty, seaside atmosphere. Kids are proud of sports, including women's football; recent changes to sports and sports facilities including women's participation

(20 years time) Upgrade the pool; better shops; more employment locally and more diverse employment (meaning kids can stay in GT); more stuff to do. g. cinema, laser games, etc

(improve visitor experience) Better signage; more content about early settlement; more digital content

Group 3

(best place to take visitors) Historical buildings, York Cove for a walk

(best thing about GT) the penguins, seaside atmosphere, beaches, surfing. Everyone knows each other, nice quiet place, strong sense of community.

(20 years time) We need more jobs, especially if kids like us are going to stay, which we would like to (if there were things like jobs...). Also a cinema. Currently the only jobs for us are hospital, retail. Barista, Comalco, tour guide.

(improve visitor experience) Better information centre, better / more signs, more digital content. Improve focus on hunting, fishing and diving. Improve awareness of existing attractions. e.g. Low Head pilot station

Group 4

(best place to take visitors) Fish & chips shop – it does really good food. Beaches, East Beach, because they are clean and pristine, and the beginning of the island of Tasmania; light houses. Killer whales seen last two years. Fishing, surfing. Telegraph station, convict sites, fauna (eg birds)

(general comment) How clean GT is, beaches are really well looked after

(improve visitor experience) There's not much signage; need an app, and/or QR codes. Lookout is a bit boring (trees block the view). Industrial heritage needs better signage

(best thing about GT) Some people think the town is trash; others love the quiet country town lifestyle

(20 years time) There's currently nothing to do, loads of people are on drugs. It's gotten worse over the last few years – we need to fix this. Also, in terms of community, public art would help. Would like to see more science based stuff in GT

Problem now – some of us hate GT, there's nothing to do for young people, all the kids' stuff is in Launceston. It's not safe to hang out after dark; kids are really scared to be out after dark. Wouldn't walk home at night.

Group 5

(best place to take visitors) The beaches – they're always clean. There is a private beach, another one with toilets, BBQ etc. Close to GT, walk in 30 minutes, drive in 2 minutes. Bird life, penguin tours, pilot station, heritage stuff. Hebe reef, shipwrecks, lighthouse. Wooden carvings; camping, swimming

(20 years' time) Make it all easier to find. A kiosk with basic visitor info located in town would help. Schools could help develop content. Also, an outlet for fresh produce, connected to community garden, perhaps a farmer's market.

Group 6

(best thing about GT) Sports facilities, long history of sporting achievement, really good facilities

(20 years time) Hall of Fame along Macquarie Street, reflecting local heroes.

(best place to take visitors) Penguin tours, natural history. Note time in 1996 when boat ran aground, leaking oil – the town pulled together to help save the penguins, clean the oil off them.

(improve visitor experience) More info on carvings, either digital or on plaques – carvings then become a tour. Tours of Bell Bay; connection between Bell Bay, industrial history and GT.

Session 2: general public, including GTC staff & community professionals

1:30 pm – 3:30 pm

Group One

(best place to take visitors) The Lighthouse – beautiful view of the whole area, “the Byron Bay of Tasmania”; Mount George lookout, waterfront, Pipers River; vineyards; Lefroy; Tamar Valley generally; York Cove & the walkway; fishing on the pier; new park; folk festival (still very intimate for a festival); beaches; watchhouse museum; Bass & Flinders museum

(improve visitor experience) We're on the road to nowhere, need to change this perception. Improve facilities for RV's and grey nomads; “dip in the heart” way of visualising the area (ie referencing the shape of Tasmania). Need more internet / facebook content. Not enough signage in the area.

Group Two

(best place to take visitors) One participant said he takes visitors out on his boat and shows them the light house, Bell Bay, river cruise. Three museums (\$13 pass for all three), great fishing, fish & chips; uncrowded beaches

(best thing about GT) The way people support each other; natural values of the area

(improve visitor experience) Getting info to residents about what is available. More signage needed, especially as so many historic buildings are gone; also changing info to stay current (eg events). Need a big DMR style sign at the Bridport turnoff showing what's at GT. Better promotion of whales. Connect / articulate

into other regions on the East Coast trail. Stop promoting things that aren't there (eg Lefroy – nothing to see from the road so why promote it?)

(20 years time) More dining experiences. GT is currently dead on Sundays – change to a weekend trading, vibrant model. More tables & chairs on the street; better facilities generally

Group Three

(best place to take visitors) Fishing off the jetty; maritime atmosphere, pub next door. Low Head, lagoon beach, penguin tours. Mount George lookout, Bell Bay, light house, semaphore stations

(improve visitor experience) Move the interpretation centre (?visitor info centre?). Change perception of dead end destination – GT is on a touring route, just need to promote it (ie GT – Low Head – Lefroy – Bridport). Explore Aboriginal heritage and how to share the Aboriginal experience. Adopt VR and digital platforms to promote history.g. Female Factory site. Ditto for Lefroy and history of gold mining.

Group Four

(best place to take visitors) Lagoon beach – its sheltered, great for families, sometimes can see whales from there. Carvings at Windmill Point; Lighthouse; pilot's station; penguins (although this is too expensive - \$22/head); Bass & Flinders museum; fishing

(improve visitor experience) Beaches are the last thing you see (ie by road); no cafes are open after 4 pm; whole town dead on weekends; lack of signage; town not inviting in aspect; empty buildings are a bad look; people drive in and straight back out again

(20 years time) Regular fishing charters; scuba diving; beautify main street; history walks; strategic direction; make the place more attractive; try to hire/attract admin staff who live locally; capitalise on 'Bogan' image

Group Five

(best place to take visitors) Beaches, penguin tours, waterfront; Mount George lookout; Low Head; fishing; metal detecting and prospecting at Lefroy; industrial heritage.g. Bell Bay; pilot station; Lulworth, Tam o'shanter; fishing and surfing; dirt bikes and cycling; Hillwood berry farm; wineries; "tin trail" / Chinese miners history; volcano / rock climbing

(improve visitor experience) Research and bring to life experience of Chinese minerse.g. Lefroy; improve signage & highway signs; provide free camping grounds

Group Six

(best place to take visitors) vineyards (fantastic food, wine tour); Low Head, beaches, natural values, Bass and Flinders museum; "accidental discovery"; sponge beds, diving

(20 years time) underwater aquarium; research how to attract tourists and keep them here longer

(improve visitors experience) present GT as part of a touring region (see above); raise profile of what's here

Session Three – general public

4 pm to 6 pm

Group One

(best place to take visitors) all 3 museums; Low Head precinct; restaurants; beaches; natural environs; golf courses; maritime history including Bass and Flinders museum; mountain bike track; penguins (not the tours but just as part of the natural environment); lighthouse including the foghorn; Paterson monument; Lefroy

(improve visitor experience) Better signage – there is no coherent design to existing signage, and not enough signage generally

(general themes) Norfolk Island settlers post 1805; the *Iron Baron* – disaster harnessed, created roadway to station, penguins, first volunteers; country town peace and quiet; riverside lifestyle; mountain aspect; no high rise living; discoverability

Group Two

(best place to take visitors) Beaches, Low Head, Lagoon Bay, Bass and Flinders museum; Lulworth Golf Club; drive on beach at Bellingham; Bass Strait electricity cable; Aboriginal history

(improve visitor experience) Develop an app to “book a local”, i.e. connect visitors with locals;

Improve signage generally, and especially at the roundabout

Group Three

(best place to take visitors) Down a mineshaft, on the way to Pipers River; Lefroy and the cobblestone road; Chinese mine workings; Beaconsfield mining museum

(improve visitor experience) Free camping grounds desperately needed; work for the dole crew could be used to start mining tour; 4WD trails

Group Four

(best place to take visitors) mount George lookout; York Cove restaurant; Hillwood strawberry farm; Delance (?) Winery; Light House / Low Head precinct; Weymouth (Aboriginal history, middens, blue stone quarry, slate quarry, sawmill); Lefroy; Pipers River prison; stone horse trough

(improve visitor experience) capture historical knowledge through GTHS and grant funding; install signage to market garden; better signage generally

(20 years time) Turn Lefroy into another Ballarat; create discovery trails; interpretation centre for Lefroy

Session Four

6:30pm to 8:30 pm

Group One

(best place to take visitors) Low Head, penguins, wood carvings, Beauty Point; Pilot Station; strawberry farm; beaches; bike track; Tamar River; Mount George lookout; fishing (pilot station has excellent boat ramp); wine tour; the esplanade

“when you live here, its just here”

(improve visitor experience / 20 years time)
Information centre – bring it into town centre, or an unmanned kiosk. Also pull-in lane off highway with similar visitor information

Group Two

(best place to take visitors) Penguins; beaches; Bass and Flinders Museum; Low Head precinct; monument foreshore trail; vineyards; restaurants and cafes; wood carvings; industrial heritage.g. Bell Bay and sawmills / woodchipping; bike track; fishing

(improve visitor experience) yarnbombing; promotion of GT through social media; improved signage, including large highway signs; GTC needs to encourage Temco and Comalco to provide tours; TV advertising on local / mainland TV

(20 years time) Sporting museum; military history/RSL museum

Group Three

(best place to take visitors) Low Head precinct; Mount George lookout; Bridport, bike track; Mount Direction and Windmill Hill; Watch House museum and B& F museum; folk festival

(problems with GT) Everything is shut on weekends, no cafes; nobody knows about the beaches; boarded up buildings are a really bad look; “when I first moved here I thought it looked like a one horse town”;

(improve visitor experience / 20 years time)
promote watch house museum; improve organisation of folk festival “you’d barely know its on”; install billboard near centre of town with ‘you are here’ map and tourist info; promote GT through social media and digital presence; improve streetscape.g. through planting more street trees; create a pedestrian mall (which could be a venue for events); giant water slide; more events, markets and festivals; regular market for fresh produce; change the way the town looks and feels – remove stigma, become a tidy town candidate

Group Four

(improve visitor experience) Increase focus on sporting achievements; bring unity to colour scheme of town; improve appearance of streets (they look tired, not clean); create digital content but also improve physical signage; improve info centre, consider moving closer to town; discourage boarded up buildings; connect bike track to town; install pull-off lane outside town for unmanned visitor info signs; create more vibrant town centre on weekends (currently everything shut on Sundays); improve consistency of regulation by State and local government

Group Five

(general discussion about issues around visitation and suggested pathways forward)

The Penguins are a huge drawcard for Gt but we need to keep them authentic, also put some protections in place (eg rules around pets in the vicinity).

Night Safaris could be organised using vehicles to spotlight wildlife in the area, best on the outskirts of town; end with a cup of tea and a biscuit for participants.

Historic homes – some of the signage is a bit tired/dated

Pilots station – improve interpretation generally

Mount George – improve visitor facilities

Encourage pride in industrial past and explore ways of providing tourism experience based around Bell Bay and industrial heritage generally. Partner with TEMCO and Comalco

Misbehaving children – install CCTV. Kids breaking windows etc gives GT a bad reputation.

Explore the possibility of tourist accommodation through mooring houseboats on the Tamar, perhaps at Hillwood or Rowella.

Day flights over the Tamar in a small plane

Cycle hire / mountain bike hire, connect to new cycling trail

Town is dead on Sundays – explore ways to encourage businesses

Group Six

(best place to take visitors) Low Head precinct; Bass and Flinders museum; Bellingham; Tamar River; Fish and Chips; Wineries; the foghorn (12 pm Sundays)

(improve visitor experience) Better signage generally; install signage at Bridport turn-off and at the entrance to GT (or move existing info centre closer into GT centre)

World Café: Summary

Theme 1: Showing off the George Town Municipality

Two of the questions articulated were aimed at eliciting from participants the locations or activities in which they felt the most pride, and which they felt would best showcase the area. In general, the responses did not vary greatly between students and adults. The most commonly mentioned were as follows:

Penguins

Far and above the most commonly mentioned place/activity, the penguin tours (and penguins generally) were clearly a source of pride to participants and something they were very keen to share with visitors. Most were very supportive of the penguin tours, although one or two participants questioned the prices charged. Others stressed the historical connection between respecting the penguin population and the community response to the *Iron Baron* incident, specifically the strong community effort to clean up spilled oil from Hebe Reef and rehabilitate the penguin population.

Beaches

A general consensus emerged that the beaches in the George Town Municipality are clean, secluded, beautiful, quiet, family friendly and possessing very high natural values. Attractions included flora and fauna such as the recent sighting of whales.

The Waterfront

The waterfront area (as distinct from the lighthouse precinct or beaches) was widely regarded as being a good location for a walk, supported by the Bass & Flinders museum, the Pier Hotel, York Cove and the visual amenity of the Tamar River.

Mount George Lookout

This was almost universally listed as a first order place to take visitors, primarily for its panoramic outlook, secondarily for natural values. Some participants mentioned that they would like to take visitors to the lookout to plan their stay. Also noted for its proximity to George Town.

Cafés

Participants generally liked George Town's cafés as a destination but many expressed concern about opening hours and availability (for example, "the town is dead on Sundays").

Carvings

Mentioned by about half of the participants, the carvings are clearly highly regarded. Many suggested the addition of interpretive signage to better communicate the stories behind the carvings.

The Light House and Low Head precinct

The light house, pilots station and precinct were amongst the most commonly mention locations / activities. Some suggested passive visiting whilst others prioritised interaction with the museum and built heritage. Participants also noted the outstanding natural values in this area. General consensus that this precinct offers a diverse range of high quality attractions.

Mountain Bike track

Participants expressed high degrees of optimism for the new mountain bike track, which many thought opened up new opportunities for promoting the area

Fishing

Enthusiasts for fishing listed pier based and river based fishing as worthwhile activities to share with visitors

Outer locality attractions

Most participants included in the 'must sees' of the George Town Municipality a number of places/activities outside the immediate George Town/Low Head area. These included:

Lulworth beach

Tam O'Shanter Golf Club

Hillwood Berry Farm

Lefroy – particularly around gold mining history and the Chinese miners' experience; articulation in to the 'Tin Trail'

Wineries

Weymouth – specifically Aboriginal history relating to midden sites, and also concern expressed about the closed caravan park.

Bell Bay – mentioned by some participants who would like to see the areas industrial heritage made more accessible for visitors

Theme 2: Vision for the future

Much of the discussion was steered towards what participants would like to see in the future, both for the George Town Municipality as a place to live, and for the whole area as a place to attract visitors.

There was a noticeable difference in response between the school age participants and the general community. The students were happy to imagine a bright future, but at the same time expressed fairly blunt views about the present. For example, many of the students expressed concern about anti-social behaviours in George Town, including a shared worry about being on

the street after dark. Many felt that not only was the town lacking in facilities for them now (eg cinemas, childrens' activities), but also lacked the facilities for their future. Specifically, many of the students expected that they would have to leave the George Town Municipality once their schooling was completed, as the employment situation at home was grim. This concern was twofold – firstly, that there were not enough jobs in total, and secondly, that there was little diversity in the range of employment likely to be open to them once they completed their schooling.

Regarding strategies for improving the visitor experience, responses were roughly consistent across all participants. Most raised concerns about the current Visitor Information Centre, with the common view that the centre was located too far out of town. Signage came up universally as an issue, with a great deal of focus on physical signage and interpretation signage at specific sites. Participants also expressed concern about the paucity of digital content and social media presence. The single biggest area of discussion was around delivery of content, with a consensus view emerging that the George Town Municipality already has a very good offer but does not have the means to communicate that offer to potential and actual visitors.

In terms of infrastructure, there was general agreement that at present a limiting factor on the George Town Municipality's appeal both as a home and a place to visit was the limited number of cafes, restaurants and the service industry generally. Secondly, many expressed concern at the lack of facilities such as cinema.

A significant proportion of participants identified events as something they would like to see expanded. Most were proud of the Folk Festival, but would like to see this sector encouraged, with more events around more areas of interest.





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