

DEVELOPMENT OF NORTHERN TASMANIA'S REASSIGN TOURISM EXPERIENCE BUSINESS CASE



15 NOVEMBER 2018

A Collaborative partnership between Northern Midlands Council, Tourism Northern Tasmania, Heritage Highway Tourism Region Association and Birrelli Art+Design+Architecture



**The Northern Tasmanian landscape is a
blanket of grand estates**

**most are private some
are accessible**

**their story is one of
the most moving and
interesting chapters in
Australian history**

**it has been largely
untold until now**

**this project will commence revealing
these stories**

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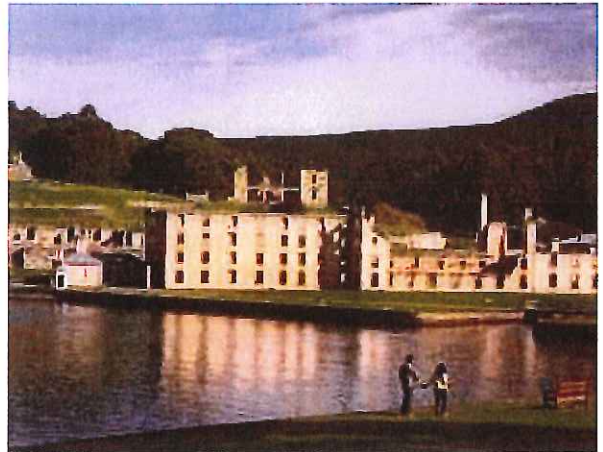
1. Purpose of the Business Case

This business case has been prepared to underpin the project partners request to funding from the Building Better Regions Fund Round Three – Infrastructure and Investment Streams for funds to develop stage one of Northern Tasmania’s REASSIGN Tourism Experience Project.

2. Rationale for Northern Tasmania’s REASSIGN Tourism Experience

Project

This project aims to, in part, address the imbalance created by the current focus on Port Arthur as the key destination in Tasmania for visitors and locals to engage with, experience and understand the lives of the convicts in the penal system.



In fact, only 7% of convicts experienced the penal system at Port Arthur. So where do people go to engage with, experience and understand the lives and contributions of the vast majority of convicts who were not incarcerated at Port Arthur, but instead worked as assigned convicts for landowners and the government? They can do this in a disjointed manner by visiting heritage sites eg. Clarendon, Woolmers and Brickendon Estates, but there is a huge gap in Tasmania’s cultural tourism market.

Our vision is for the built heritage and landscape of the Norfolk Plains, and more broadly the Northern Plains, to be the “Port Arthur” of the assignment system, and for the story and experiences of the development of this region to resonate with this significant history. Through meticulous research of convict records and innovative product development and bundling, the story of the assignment system and the inherent themes*/stories will be exposed for all to experience and relish.

*A theme is designed to be a key message that visitors recall after other details of the experience have been forgotten – in the same way that we often sum up the point of a book or movie in a sentence.

This project will build on the following themes identified as part of the Heritage Highway Interpretation Strategy in 2008:

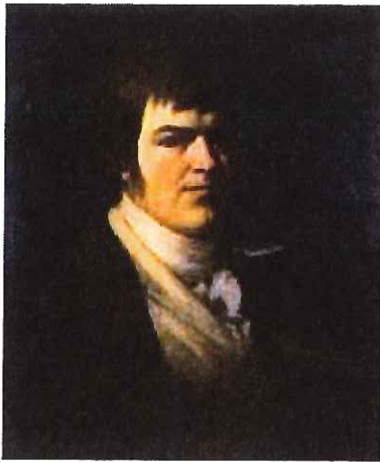
- This district was once a melting pot of displaced people. They turned the idea of good and bad on its head in the process of making their own society.
- This gentle landscape may seem like an empty book – but it reveals many stories and insights when you know how to read it. This is a place that charts the rise and fall of family dynasties and the triumphs and heartache that speak to us today, even in our own families.
- This timeless journey through the historic heartland of Tasmania is a way to experience the spirit it takes to build a nation like Australia.
- Behind the walls of the Norfolk Plains district, colonial and convict women broke the rules to stay alive and in some cases, get ahead.

This project will also build on the “Voices from the Graves” and “Mister Glover” heritage performance pieces developed through the Heritage Highway Interpretation Strategy.

These innovative, fresh products have been tested and the responses from locals and

visitors far exceeded expectation, and the audience feedback has been overwhelmingly positive. The only negative feedback received was “Why aren’t there more of these?” One testimony for the Mister Glover performance illustrates why these performances have been so well received and highly sought after:





“Interpreting heritage in today’s world need more than simply relating the historical facts. Historical interpretation has the power to connect us with the ‘big questions’ – to reexamine the past in ways that inform the present and help to create a positive future. The multiple voices that formed the structure of ‘Mister Glover’ – a female convict servant, the colonial artist John Glover, a historian and a contemporary art history lecturer – aimed to make connections between this particular place, its particular history in all its complexity and the experiences of

Individuals in the audience. The audience’s responses were very favourable and included the expression of surprise at the simple yet innovative approach and the acknowledgement that the experience offered new insights in a way that was easy to absorb.”

The development of the Mister Glover performance was funded by the Northern Midlands Business Association. The Association also secured a Tasmanian Regional Arts Grant for the project.

This project has two key components:

- Firstly, the development of further thematic and integrated product and experiences, derived from the findings of archival documentation. The products will accommodate the challenges of multiple locations and distance, and includes coordinated site specific heritage performances.
- Secondly, the creation of a trail of iconic sculptural wayfinding signifiers that are instantly recognisable as a suite of interpretation stations/units. These will be of varying size dependent upon the specific locations, that is:
 - A large ‘hub’ wayfinding sculpture at Longford and Launceston;
 - Medium size wayfinding sculptures (gateway semaphores) at Campbell Town, Perth and Evandale;
 - Small wayfinding sculptures at Launceston Airport, Eskleigh, Clarendon House, Franklin House, Woolmers and Brickendon.

This project commits to significantly increasing the tourism dollar yield for heritage tourism businesses in the Northern Midlands.

3. The Land Grant Scheme and the Assignment Convict System

Launceston was founded as a result of the settlement of the Norfolk Plains. Tasmania's Norfolk Plains is the area encompassing the towns and rural properties of Longford, Bishopsbourne, Perth and Cressy. The naming of the Plains recognises the earliest convicts and free settlers forcefully relocated to Van Diemen's Land from the abandoned convict settlement on Norfolk Island.



36 such settlers were given land in the Norfolk Plains in 1813; receiving two acres for every one acre they had productively cultivated on Norfolk Island. Soon they were joined by free settlers from Britain, who were attracted to the colony by the new land grant scheme that was devised by the British Government. The land grant scheme was a social experiment that aimed to remedy the 'unruly' nature of van Diemen's Land settler society – populated at that time by a collection of 'criminals and other members of the lower classes'. The experiment involved creating a landed gentry class system, similar to that which operated in rural Britain, in the colony; the rationale being that then everyone would know their place, and a stable society would result.

Via the land grant scheme, land was allocated in proportion to the capital and assets an immigrant was able to bring to the colony or accumulate here – the greater the amount, the larger the grant. Convict servants were assigned to the landed gentry in proportion to the grant, in order to provide the labour necessary to establish and work the estates. Thousands of convicts were assigned to the landed gentry of the Norfolk Plains.

Under the assignment system, the free settlers were allocated convict labourers in return for feeding, clothing and housing them. The system was founded on the premise that convicts would be reformed under the proper moral guidance of their masters and mistresses, while the free settlers would be able to take advantage of the labour source. The government also benefitted by relieving itself of the costs associated with the welfare of the convicts.

While the government service took priority in selecting skilled labourers for various public works, convicts with particular skills eg. sawyers or bricklayers, were loaned to free settlers from time to time, and were highly sought after in requests for assignment.

The English gentry did not emigrate. Instead, aspiring people of lower status took the opportunity that land grants offered, not only for their economic advancement, but for the elevation in social status that land ownership conferred. Second sons from the British middle class were able to defy their destiny; many becoming more successful than the elder brothers left behind in England to manage the family's affairs.

The Norfolk Plains were ideal for agriculture: being fed by meandering rivers; and the land, managed successfully for centuries by Aborigines via the complex use of fire, yielded an abundance of product and well deserved the title it gained as the 'bread bowl of the Nation.' The land grant owners established substantial homesteads on their extensive properties, and the landed gentry social class was soon firmly established alongside the Norfolk Islanders in the Norfolk Plains.



The life of an assigned convict was typical of over 90% of those transported to Van Diemen's Land (over 70,000 men, women and children were transported to Van Diemen's Land).

Dr Nic Haygarth in his book 'The Norfolk Plains: A History of Longford, Cressy, Perth and Bishopsbourne, Tasmania' (2013) reports regarding

the assignment convict system:

"Andrew Gregg, in his study of the 1829-30 work diary of William Archer of Brickendon, found a complex relationship between master and assigned servant, with both sides of the Brickendon workplace negotiating and renegotiating terms of engagement. The harvest season put particular stress on master and servant. Convicts could use withdrawal

of labour at this vital time as a form of bargaining power. Archer used 'indulgences' (increased rations, gifts of wine) to his convicts to induce them to work 'overtime' during the harvest. He could just as easily remove these indulgences as a punishment when the overtime was refused. Floggings were also more likely to be administered during the harvest period when tensions were high." (page 17).

The story of the assigned convict system is little understood. Tasmanians and visitors mistakenly equate the story of Port Arthur and such secondary punishment experiences with convict life. The northern plains are rich with the heritage of the untold story of the convict assignment system, which has its impact on the distinctive culture of the north.

4. The Locations

The four estates for stage one of the project are Clarendon House, Woolmers, Brickendon and Entally. Experiences will also be developed for the towns of Longford, Evandale, Perth and Campbell Town. As stated earlier, the wayfinding sculptures of varying scale will be installed at each of these locations.



Clarendon House, c. 1836 is set in seven hectares on the banks of the South Esk River, 27kms from Launceston, south of Evandale along the C416 road. Clarendon was the centre of a large pastoral enterprise developed by James Cox. Complete with a servant's wing and many farm buildings, the House is surrounded by extensive gardens and parklands. The

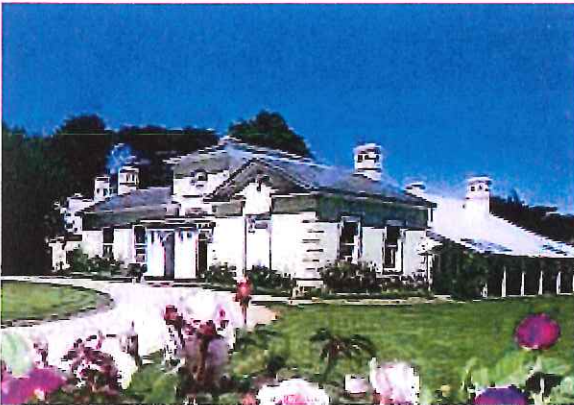
property is owned and managed by the National Trust (Tasmania) and is a domestic museum of the assigned convict system, gentry life, aboriginal contact, and the birth of Australian democracy.

Woolmers and Brickendon Estates are located at Longford, a country town full of colonial charm, lovely convict-built buildings and grand estates that relive the past. Longford is a classified historic town with many fine houses and estates built by convicts in the early 1800s.



Longford is a 20-min drive (24 km) south-west of Launceston.

Woolmers and Brickendon combined are a World Heritage convict-built Listed Site.



Woolmers Estate, c. 1817, was home to six generations of the pioneering Archer family from the early 1800s to 1994 and contains a complete collection of family possessions. The Estate is managed by Woolmers Foundation Inc. and is open to the public.

Woolmers Estate offers a rare and unique glimpse into Australian colonial history. Interpretation can focus on the assigned convicts who built and farmed the estate, declining lines of a gentry dynasty, women's place in colonial society and colonial childhoods.

Brickendon Estate, c. 1826, has been continuously farmed by the William Archer family, now in their seventh generation. The Archer family have opened the estate to visitors who can experience 19th Century rural life in the historic convict built farm village

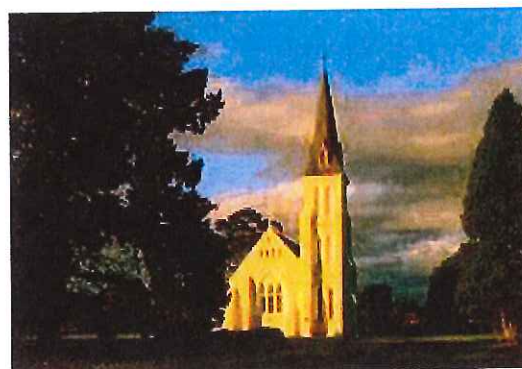


and stunning heritage gardens. Interpretation can focus on descendants – a gentry dynasty and the male convicts.



Eskleigh, at Perth c. 1870 was built by the Gibson family and was continuously lived in by the family until 1943 when, through the generosity of the family it was handed over to provide care for younger adults with severe disabilities, which it continues to provide today. The building was erected after the style of an Italian villa and has several painted, ornate ceilings and many majestic rooms. Eskleigh is also home to the Launceston Arts Society.

Evandale, 20 kms south of Launceston and 4kms from the airport, is recognised as one of the best preserved historic towns in Australia. Its late Georgian and early Victorian buildings and relatively untouched streetscape offer a unique glimpse into Australia's past.



Perth was originally known as 'The Punt' as it was here that travellers journeying between Hobart and Launceston were ferried across the South Esk River by one of these famous flat-bottomed boats. Perth has a considerable number of interesting historic buildings including Eskleigh, the Baptist Tabernacle and St Andrews Church.

Conveniently located in the heart of Tasmania, close to the midpoint of the Midland Highway, **Campbell Town** is a popular stopping point for tourists and Tasmanians travelling between Hobart and Launceston. Founded in 1821, the town was established as a strategic pastoral centre and servicing point for travellers on the Midland Highway.

The town has a rich colonial history, and many fine examples of colonial architecture including the iconic Red Bridge.



Stage two of the REASSIGN project will see additional estates incorporated including Entally House and Quamby Estate. Privately owned estates can also be included, with exclusive, personally escorted tours being provided, high teas, grand dinners etc....

5. Project Key Stakeholders

The Project key Stakeholders have been identified as:

- Northern Midlands Council
- Tasmania's Heritage Highway Tourism Region Association
- Tourism Northern Tasmania
- Birelli – Art + Design + Architecture

- Woolmers Estate
- Brickendon Estate
- Eskleigh
- The National Trust (Tas)
- Longford/Evandale/Perth/
Campbell Town businesses
- Longford/Evandale/Perth/
Campbell Town residents
- Local aspiring actors



6. The Vision

6.1. Wayfinding Sculptures

Wayfinding sculptures will be located at Longford, , Evandale, Perth, Campbell Town, Launceston Airport, Clarendon House, Eskleigh, Franklin House, Woolmers and Brickendon;

6.2. Engaging, innovative, integrated thematic experiences

Eskleigh, Woolmers and Brickendon, will have their interpretation significantly enhanced by the development of engaging, innovative, integrated thematic experiences.

The Mister Glover performance will be regularly scheduled at Clarendon House – either with a live actress or some form of augmented reality that enables visitors to view the performance at any time.

The Voices from the Graves' performances at Christ Church, Longford, will be regularly scheduled, with local actors being employed to provide the performances. Voices from the Graves involves the life of two individuals buried in the graveyard being revealed to the audience:

- Mary Ann Wise (1825-1877): a summary of her story follows: *"They say a woman's work is never done! No sooner had one child been born than the next was on its way. After the fifteen I bore I was just worn out. But my children helped to build the colony."*
- Zimram Youram (1763-1848): a summary of his story follows: *"Where do you think I came from? Some people think Cornwall in England. Some imagine that the spelling*

is Syrian or a corruption of a Celtic name. I was actually born in Hyderabad, India. So how did I end up here? There were a few other Muslim in Van Diemen's Land, but not enough to keep our customs alive, so hardly anyone knows we were ever here."

(A CD of these performances is available at the Northern Midlands Council Offices in Longford).

Two 'Voices' performances will be researched and scripted for Brickendon. It is proposed that one be a narrative around a convict chef (including research for authentic reproduction of recipes used during the performance) for staging in the convict kitchen. The male convict performance could highlight themes around the 'creation of little England', and seek to exploit genealogy themes associated with the site.

Two Voices performances will be developed for Woolmers.. It is proposed that one be a narrative of a female convict assigned to the Estate and will seek to show the links between the Estate and other heritage sites such as the Cascades Female Factory. The narrative will bring out themes including women's place in colonial society, colonial childhoods and how the assigned convicts developed and farmed the Estate.

Two Voices performances will be developed for Eskleigh. They will bring alive the Scottish lairds and the global story.

6.3. Project implementation

It is proposed that the four estates coordinate their times of their performances each day to enable visitors to move between the estates to experience each performance (and the other tours/attractions at each estate), over one-two days.

- **It is also proposed to hold two REASSIGN festivals each year** – running for seven days each time; with one festival in mid-winter and the other in January. During the festival periods, the estates would offer increased numbers of performances each

day and also into the evening, and other REASSIGN-themed events would be scheduled in each of the towns eg.

- guided walks through history at Longford and Evandale,
- guided tour of the intriguing historic artefacts at Evandale remaining from the failed Evandale-Launceston Water Scheme 1835-37 (this failed scheme is the perfect vehicle to illustrate themes that still resonate with relevance in Tasmanian culture – being town versus country, the tall poppy syndrome, regional parochialism, public good versus personal interest/greed), Voices from the convicts involved in building the Red Bridge at Campbell Town etc...

7. Budget

Project Item (all costs GST excl.)	Item cost	No of items	Total item cost	
Wayfinder hub (large size) at Longford	\$50,000	1i	\$50,000	
Wayfinder gateway semaphores (medium size) at Campbell Town, Perth, Evandale, MONA	\$8,000	4	\$32,000	
Wayfinder sculptures (small size) at the Airport, Eskleigh, Woolmers, Brickendon, Clarendon House, Franklin House	\$3,000	6	\$18,000	
Wayfinder Design and interpretation Services	\$50,000	1	\$50,000	
REASSIGN website: design, photography, content	\$10,000	1	\$10,000	

Research and scripting of 6 REASSIGN performances (2 each at Brickendon, Woolmers and Eskleigh)	\$4,800	6	\$28,800	40hrs x \$120/hr
Training of local inspiring actors to perform the scripts	\$1,800	1	\$1,800	5 workshops x3hrs x \$120/hr
Launch and marketing of REASSIGN	\$5,000	1	\$5,000	Hard copy and online promotion: catering for launch
Council inkind – project management, permits, surveys, supervision	19,560	1	19,560	
TOTAL			\$215,160	

8. Merit Criteria

8.1. Economic benefits

This project will result in significant new tourism infrastructure in the Northern Midlands: namely, the wayfinding sculptures: one hub, four gateway semaphores and six small.

The Northern Tasmania Economic Modelling Tool, developed by Northern Tasmania Development, was utilised to determine the economic impact of the project during construction, with the following impacts predicted:

Impact Summary

Northern Midlands Council area - Modelling the effect of adding \$0.2m sales in Heritage Activities - Inflation adjusted

Summary	Output (\$m)	Value- added (\$m)	Local jobs	Residents jobs
Starting position Northern Midlands Council area (year ended June 2017)				
Heritage Activities	1.34	0.71	10	23
All industries	1,323.66	674.64	5,462	6,266
Impacts on Northern Midlands Council area economy				
Direct impact on Heritage Activities sector	0.20	0.11	1	
Industrial impact	0.06	0.03	0	
Consumption impact	0.01	0.01	0	
Total impact on Northern Midlands Council area economy	0.28	0.14	2	2
Type 1 multiplier (direct & industrial)	1.32	1.30	1	
Type 2 multiplier (direct, industrial & consumption)	1.38	1.36	1	
Impact on Tasmania economy				
Total impact - Tasmania outside Northern Midlands Council area	0.02	0.01	0	0
Total impact Tasmania economy	0.30	0.15	2	2
Impact on Australian economy				
Total impact outside Tasmania economy	0.11	0.05	0	0
Total impact on Australian economy	0.41	0.20	2	2

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2016. Compiled and presented in economy.id by [.id](#), the population experts.
 Note: All \$ values are expressed in 2015-16 base year dollar terms.

It is estimated that this vibrant project will result in a highly significant injection of cash into the Northern Midlands economy annually. This has been calculated as follows:

1. For the 50 weeks of the year outside the festival periods

- Clarendon House averages 21,000 paying visitors annually, with the cost of entry to the House being \$15. If this project increased the number of paying visitors by 10%, this would generate an additional \$31,500 for the National Trust annually.
- Woolmers Estate averages 18,000 visitors annually. The cost of the house and outbuildings tour is \$25. If the project increased the number of visitors undertaking the guided tours by 10%, this would generate an additional \$45,000 for Woolmers Foundation annually.
- Brickendon Estate averages 11,000 visitors annually, with the cost of entry being \$15. If the project increased the number of visitors by 10%, this would generate an additional \$16,500 for the Brickendon Partnership.
- Eskleigh doesn't currently charge an entry fee.

As an example of the economic benefits of the project, these benefits have been calculated for Longford, the REASSIGN hub. The 2017/2018 Tasmanian Visitor Survey reports that 24,968 interstate and international visitors that year stopped and looked around Longford; another 16,198 stayed at least one night, and a further 20,642 passed by Longford without stopping. If this project attracts:

- 10% of the visitors who passed through without stopping to stop in the town and spend an average of \$20 that would inject \$41,280 into the town's economy annually;
- 5% of the visitors who stopped and looked around to stay overnight (the Tasmanian Visitor Survey indicates that the average overnight stay visitor stays \$185) that would inject \$230,954 into the town's economy annually;
- 5% of the tourists staying overnight extended their visit and expended an average of \$20 that would inject \$16,198 into the town's economy annually;
- 50 Tasmanians to travel each week to Longford in September – May and expend an average of \$20, that would inject \$39,000 into the town's economy annually;
- 10 Tasmanians to travel each week to Longford in June – August and expend an average of \$20, that would inject \$2,600 into the town's economy annually

- 10 Tasmanians to travel each week to Longford in September-May and stay overnight (with an average expenditure of \$100) that would inject \$39,000 into the town's economy annually.

2. REASSIGN festival periods

In the first year after the project's completion, it is estimated 3,000 people would visit the Northern Midlands during each festival period. If the visitors averaged a stay of two days each, the economic return for the Northern Midlands for each festival would equate to 3,000 people x \$185 x 2 days= \$555,000 – which would be spread across the estates, town businesses – in particular, eateries and accommodation providers.

The Northern Tasmania Economic Modelling Tool has been utilised to calculate the economic impact of a REASSIGN festival as follows:

Event Impact Summary

Northern Tasmania Region - REASSIGN festival - Modelling the effect of \$1,165,500 from a Arts and Heritage event with Region significance				
	Output (\$)	Value- added (\$)	Employment (annual FTE)	Resident Jobs (annual FTE)
Direct impact	1,002,330	509,688	18.8	
Industrial impact	264,362	121,733	1.5	
Consumption impact	126,751	65,045	0.8	
Total impact on Northern Tasmania Region economy	1,393,443	696,466	21.1	

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2016. Compiled and presented in economy.id by [.id](#), the population experts.
Note: All \$ values are expressed in 2014-15 base year dollar terms.

8.2. Social Benefits

The Northern Midlands is renowned for its productive agricultural land and has a reputation as a prime growing area for wool, cereals, vegetables, poppies and dairy production. The area is also renowned for its heritage with the Northern Midlands having two World Heritage Listed convict-built estates and with Ross widely acclaimed as the state's finest heritage village. A new comer to the area could easily gain the impression that this is an area of socio-economic advantage.

An accepted measure of socio-economic disadvantage is the Socio-Economic Index for Areas (SEIFA). Tasmania's SEIFA index of Relative Socio-economic Disadvantage is 948 (source: Public Health Information Development Unit 2011). This index ranks Tasmania as the most disadvantaged of all states. At a local government level the Northern Midlands LGA rates comparatively well against other Tasmanian local government areas with a SEIFA index score of 962. However, it is vitally important to note that this figure does not reflect the significant number of pockets of disadvantage within the Local Government Area.

The following tables provide ABS Census (2016) information on the towns in the Northern Midlands and illustrate the levels of disadvantage in these communities.

Population by census years in towns and localities

Area	1991	1996	2001	2006	2011	2016
Longford	2,601	2,829	2,827	3,027	3,053	3,863
Perth	1,573	1,863	1,984	2,239	2,411	2,965
Evandale	772	1,033	1,057	1,059	1,086	1,345
Campbell Town	820	816	755	772	781	996
Cressy	616	637	648	670	676	1,111
Ross	282	275	266	272	271	404
Other	4,580	3,918	3,890	4,052	3,950	2,138
Total	11,244	11,371	11,427	12,091	12,228	12,822

Source: urban centre/locality ABS census

Towns by Age Brackets, 2016

Town	% aged 0-4yrs	% aged 5-14yrs	% aged 15-24yrs	% aged 25-54yrs	% aged 55-64yrs	% aged 65 & over	Median age
Longford	5.7	10.5	11.2	33.2	14.7	24.6	47
Perth	5.8	13.0	10.5	38.2	15.2	17.6	42
Evandale	4.4	11.6	11.1	33.1	16.9	22.7	48
Campbell Town	5.1	9.5	11.7	31.1	16.2	26.6	50
Cressy	7.4	13.8	10.4	38.9	14.9	14.7	39
Ross	4.7	10.8	6.2	34.6	14.5	35.7	50
Municipal wide average	5.5	11.6	10.8	35.1	15.5	21.3	46
Australia wide average	6.3	12.4	12.1	41.2	11.8	15.8	38

Household type: Occupied private dwellings 2016

Town	Family household (%)	Lone person household (%)	Group household (%)	Average household size (no.)
Longford	97.2	30.3	2.5	2.2
Perth	71	27.3	1.7	2.4
Evandale	73.5	25	1.6	2.4
Campbell Town	64	33.3	2.8	2.2
Cressy	74.1	25.2	3.0	2.5
Ross	62.9	35.3	1.8	2.2
Northern Midlands average	69.4	28.5	2.1	2.4
Australian average	71.3	24.4	4.3	2.6

Median monthly loan repayments, weekly rents and weekly and individual incomes by communities 2016

Community	Monthly loan repayment (\$)	Weekly rent (\$)	Median household weekly income (\$)
Longford	1,207	223	1,006
Perth	1,391	228	1,212
Evandale	1,300	250	1,071
Cressy	1,164	150	1,084
Campbell Town	867	147	781
Ross	921	96	814
Northern Midlands average	1,300	200	1,042
Australian average	1,755	335	1,438

Household Income 2016

Household income	Northern Midlands	Tasmania	Australia
Less than \$650 gross weekly income	26.6	26.3	20
More than \$3,000 gross weekly income	5.9	8.3	16.4

This project will definitely make the Northern Midlands a more attractive place to live. Increasingly people are choosing to move into the towns at the top end of our municipality (Longford, Perth, Evandale, Cressy and Bishopsbourne) as being only 20 minutes from the city of

Launceston, the Northern Midlands offers a rural lifestyle in close proximity to employment opportunities and services in the city.

The increased number of jobs created by REASSIGN as documented in the previous section will add to this attractiveness, particularly for younger people seeking work in the tourism sector.

This project definitely fills a gap in the community. It will bring "Norfolk Plains" back into prominence, and locals and visitors will understand why the district was named Norfolk Plains, and the district's cultural heritage and values will resonant with all engaging with REASSIGN. This will lead to community capacity building and a strong sense of community connectedness and social inclusion for Northern Midlands residents.

Tasmania's northern plains have compelling stories and insights to share, and REASSIGN is the vehicle for achieving the desired outcomes. It will support and protect our local heritage and culture in perpetuity.

The four grand estates targeted in this first stage of the REASSIGN story all are heavily reliant on volunteers to remain operational and viable. REASSIGN will significantly increase the opportunities for locals of all ages and abilities to engage with the estates, utilise their skills and knowledge, and further immerse them in their community's intriguing history.

This project twill clearly develop massive benefits beyond the construction/development phase. Many sustainable jobs will be created, and the number of jobs will continue to grow as the REASSIGN festivals become state icons and make the Northern Midlands a 'must see' destination for intra- and inter- state plus international visitors.

8.3. Project Delivery

Our Council is in a sound financial situation, as evidenced in recent audited financial statements (available on Council's website www.northernmidlands.tas.gov.au). Council has the funds committed in the 2017/2018 Council Budget to meet its obligations as stated in the funding application.

This project is investment ready. Council will have the development applications for the wayfinders ready for submission when funding is secured for the project. The Memorandum of Understandings with the wayfinder sites will be ready for signing at that time,

The project will be commenced well and truly within twelve weeks of executing the Grant Agreement with the Department of Infrastructure and Regional Development and the Department of Industry, Innovation and Science.

Council has a long and proud track record of sound and effective management of complex projects. This has been demonstrated by Council's managing, expending and acquitting funding in accordance with grant agreements for projects including:

- Bridges Renewal Program Rounds 1, 2 and 3: close to \$5 million
- Roads to Recovery Grant Program - \$715,000 per annum
- Disaster Mitigation Program – Longford Flood Levee System \$1,500,000
- National Heritage Trust - Longford Water Treatment Plant construction \$400,000
- Department of Health – Longford Velodrome refurbishment - \$150,000
- Department of Education - Rural & Remote Childcare Service - \$167,058 per annum
- Department of Transport - Campbell Town Bridge Connection Project - \$113,750

Council is developing all the supporting documentation required, has staff with the skills and experience to manage the project and will engage contractors with the proven ability to deliver the desired project outcomes. Council has full confidence that the RREASSIGN Project will be delivered on time, on budget and to the required standard.

8.4. Impact of Grant Funding

The total cost of the project is \$215,160 GST exclusive. Council has committed \$97,800 in cash and \$19,560 to the project and is requesting a grant of \$97,800 from the Building Better Regions Fund.

The Australian Government's contribution of 45% of the project cost will leverage 55% of the project cost from Council: a clear demonstration of value for money.

It is conservatively estimated that the project will result in the injection of close to \$1.6million into the Northern Midlands' economy annually - evidenced by analysis in the attached business case.

Over and above this economic value of the project, are the highly significant social and cultural benefits accruing from the project including instilling a sense of community, increased social connection, positive impact on health and well-being, and enrichment and enlivening of peoples' lives.

These project economic, social and cultural values clearly demonstrate the benefit to the local community is well and truly commensurate with the value of the grant requested.

Partnerships will be leveraged by the project: within and beyond the Northern Midlands' communities. Community members, management of the estates, businesses and community organisations will partner to refine the project plans and to assist with the project implementation and evaluation.

The project will not go ahead without the grant as Council does not have the financial resources to fully fund the project.

9. Alignment with Strategic Plans

Northern Midlands Council's 2017-2027 Strategic Plan has four key result areas of relevance to this project:

Key Result Area	Strategic Outcomes	Core Strategies
Money matters	Budgets are responsible yet innovative Improve community assets responsibly and sustainability	Flexible fiscal plans enable new projects to be explored A 20-year asset management plan to maintain assets
Strategic delivery project	Strategic, sustainable infrastructure is progressive Proactive engagement drives new enterprise	Flexible project priorities build competitive advantage Plan and embed 'sense of place' principles

Economic development	Maximise external funding opportunities Minimise industrial environment impact on amenity	Secure high levels of external funding for projects Capture town character through 'sense of place' projects
Leaders with Impact	Management and Elected Representation	Council is connected to the community. Management is efficient, proactive and responsible

The project aligns with Tourism Tasmania's Tourism 21 ten-year plan which aptly sums up how the industry is moving away from an access-led phase to one that relies on the quality of its product offering as follows:

"Consumer expectations of a holiday are continuing to evolve---They now look beyond accommodation, products and the location – consumers now seek a holiday experience that links presentation, service, interpretation and engagement to provide a strong sense of connection to place and people.... An essential element is visitor engagement with Tasmanian people, places and activities. Interpretation and engagement provide the opportunity for locals and their communities to share compelling stories and insights with visitors."

The Heritage Highway Tourism Region Association Business Plan 2018-2019 has one key activity relevant to this project:

1.6 Regional Dispersal of Visitors: "Work with Destination Southern Tasmania and Tourism Northern Tasmania on strategies that encourage regional dispersal of visitors, including actively encourage day visitations to the Heritage Highway Region by visitors based in Launceston and Hobart".

10. Implementation Strategy

10.1. Outputs

Six Voices performances: two based at Woolmers Estate, two at Brickendon Estate and two at Eskleigh.

Wayfinders:

- hub (large) at Longford
- 4 'Gateway Semaphore' (medium size) at Evandale, Perth, Campbell Town and MONA
- 6 'Totem' (small) at the Airport, Brickendon, Clarendon House, Eskleigh, Woolmers and Franklin House

10.2. Work Plan

Task	Start Date	Completion Date
Secure funding:	15 Nov 2018	1 March 2019
Contracts signed with Interpretation Consultant, historian and Birelli Art+ Design + Architecture	1 March 2019	31 March 2019
Performances researched and scripted	31 March 2019	31 August 2019
MOUS in place with wayfinder sites	1 March 2019	30 April 2019
Wayfinder designs and plans finalised and gain approval of all stakeholders	1 April 2019	20 August 2019
Wayfinders installed and operational	16 September 2019	29 November 2019
Performers trained to perform the 6 new voices scripts	31 August 2019	1 November 2019

Project launched in style	6 December 2019	6 December 2019
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11. Project Governance

The project will be managed by a team comprising:

- Lorraine Green, Project Officer, Northern Midlands Council
- Chris Griffin and Gillian Miles Tourism Northern Tasmania
- Jack/Bec Birelli (no voting rights)
- Matt Smithies, Executive Director National Trust (Tas)
- Fiona Dewar, Tourism Officer, Northern Midlands Council/Hon. Secretary, Heritage Highway Tourism Association Inc.

12. Beyond Stage One

This project is Stage One of a proposed multi-staged Voices from the Heritage Highway Project.

Once Stage One is completed and implemented, and is yielding economic returns and positive visitor experiences, funding will be sought (from the REASSIGN festivals' profit, private and/or public) to extend the project to other estates and ultimately, throughout the Heritage Highway

Region.