

Product and Experience Development Plan















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1.0 Introduction

1.1 About this Plan

This Product and Experience Development Plan sets the strategic direction and outlines the priority projects for Townsville North Queensland's tourism industry for the next five years (2019–2024). This Plan's focus is on product and experience development and the enabling strategies needed to support it.

The last regionally focussed tourism plan was the Townsville North Queensland Destination Tourism Plan (Townsville Enterprise 2013). This Plan mainly committed to standard ongoing initiatives, which aren't going to change. The ongoing priorities from this Plan are now contained in an Operational Plan for Townsville Enterprise.

This plan will be monitored and reviewed by the Tourism Working Group with additions and amendments made as required.



1.2 Townsville North Queensland Tourism Industry

The Townsville North Queensland tourism industry employs over 6,800 local workers who welcome more than 2.9 million visitors per year. The tourism sector contributes approximately \$1 billion to the regional economy annually.

The Townsville North Queensland visitor economy is driven by domestic travel which makes up approximately 90% of all visitation.



Visitor Statistics (Year Ending March 2019)

	Visitors	Holiday	VFR	Business	Expenditure
Domestic Overnight	1,427,000	478,000	415,000	421,000	\$895.0M
Annual % change ¹	▲ 31.9%	▲ 36.6%	▲ 33.9%	▲ 30.6%	1 9.6%
3 year trend % change ²	6.0%	▲ 8.0%	▲ 3.5%	▲ 8.7%	1.7%
International Overnight	132,000	109,000	18,000	n/p	\$73.7M
Annual % change	▼ -11.0%	▼-9.8%	▼-5.4%	n/p	▼-18.4%
3 year trend % change	▲ 3.6%	▲ 7.0%	▼-6.4%	n/p	▼ -10.7%
TOTAL	1,514,000	590,000	429,000	n/p	\$968.7M
Annual % change	A 26.7%	4 24.7%	▲ 31.5%	n/p	15.5%
3 year trend % change	▲ 5.7%	▲ 7.8%	A 2.9%	n/p	• 0.4%

Source: Tourism and Events Queensland, Townsville Regional Snapshot, Year Ending March 2019.

1.3 Traditional Owner Recognition

The Tourism and Events industry across Townsville North Queensland recognises and values meaningful engagement and collaboration with the Traditional Owners in the region. This plan and all mentioned projects are committed to engaging with relevant Traditional Owners.





1.4 The Planning Process

Review of relevant plans and research

Conduct specialised research – Tourism Sentiment Index

Develop a discussion guide for consultation

Conduct 14 meetings and workshops with tourism stakeholders across the region¹ to present the Discussion Guide and gather input on Destination DNA, target markets and regionally important initiatives

Compile and present the consultation results to tourism leaders via follow up meetings, to gain consensus on regional DNA and target markets

Prepare a Working Draft of the Tourism Plan

Seek feedback on the Draft Plan through a further 20 meetings and workshops

Finalise and present the Product and Experience Development Plan to industry

Regular review and update through Tourism Working Group

¹ Direct input was received from 160 stakeholders across Townsville, Magnetic Island, Burdekin, Charters Towers, Hinchinbrook and Palm Island.

1.5 How to use this Plan

The actions identified in this plan will be monitored by Townsville Enterprise and the Tourism Working Group. This plan will be updated and reviewed annually for addition and removal of priority projects. Stakeholders should use this plan:

- as a reference to guide tourism planning, development and marketing activities;
- to seek funding and prioritise implementation for their local area; and
- to work together and develop partnerships across local boundaries.

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2.0 The Strategic Pillars for Tourism in Townsville North Queensland

The key priority areas for tourism in Townsville North Queensland are:

1

Cruise Attraction – increasing visitation from the cruise sector and enhancing the regions cruise ready product

Edu-Tourism – securing new educational group tours (university and alumni study abroad) and expanding the source market of these groups



2

Aviation Attraction – increasing air access to Townsville



Trade Partnerships – increasing trade ready product in the region and reestablishing trade relationships to improve the destinations exposure both domestically and internationally



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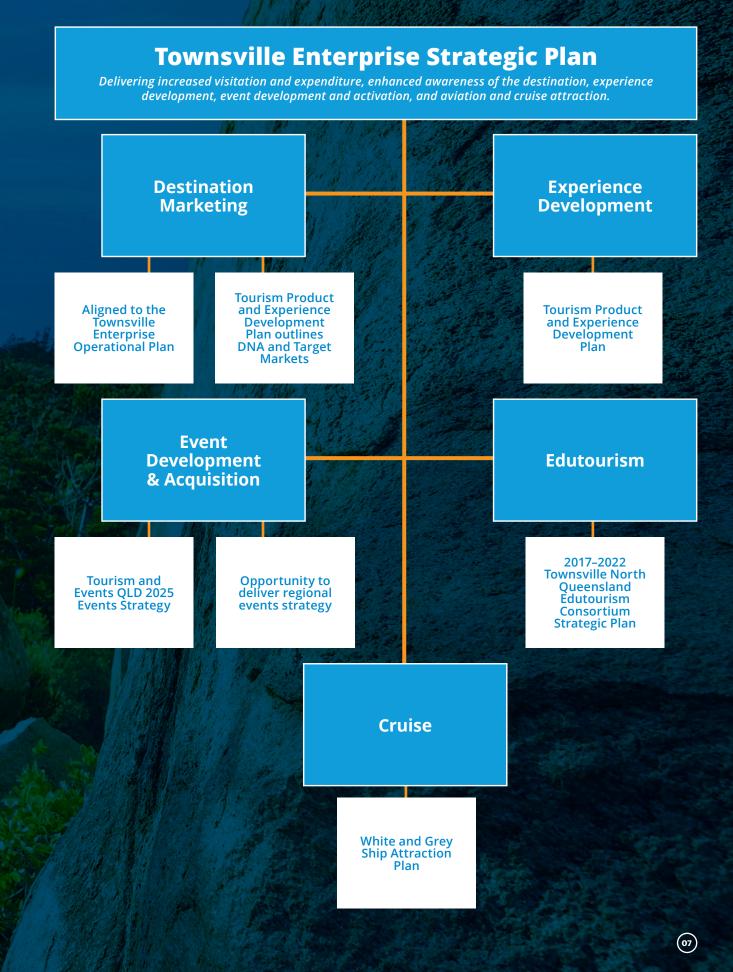
Events Acquisition & Development – securing and creating high value events for the destination and leveraging these opportunities for destination marketing

Destination Marketing – inspiring travellers to visit Townsville North Queensland and growing awareness of the destination for leisure travel

This Product and Experience Development Plan identifies key infrastructure and enabler projects to support growth across these sectors and provides a strategic direction for development and marketing to the Free and Independent Traveller (FIT) market.



2.1 Current Plans and Strategies in Place



3.0 DNA of the Region

3.1 What is DNA?

DNA is the 'heart and soul' of a brand and is also called brand essence.

DNA represents a core set of elements that visitors relate to when they think of the region. The DNA should be reflected through the experiences on offer.

The DNA is what most differentiates a destination. If highly differentiated, the DNA can be what helps make the region competitive.

3.2 Whole of Region DNA

Current

Following a significant consultation process, the identified four elements of the destination's current DNA for the whole region comprises of

- **1.** reliable fine weather,
- 2. contrasting nature/environments,
- 3. welcoming people, and
- **4.** authenticity

3.3 Vision for the Destination DNA

Throughout stakeholder engagement it was identified that the Destination DNA needed a key differentiator that enables the region to stand out from its competitors and provides visitors a clear insight into the heart and soul of Townsville North Queensland. Elements that are evolving within the DNA and would enhance the destination offering are

- pay it forward, giving visitors the opportunity to make a positive difference to the natural environment; and
- > immersive and discovery/learning.

3.4 The Core Promise of Townsville North Queensland

Townsville North Queensland is a place where all of Australia's most iconic landscapes merge. From the awe of the outback, to the magic of the Great Barrier Reef. Discover the wonder of the rainforest or enjoy endless summer days on a tropical island. Immerse yourself in unspoilt nature, uncover your very own perfect paradise in Townsville North Queensland and meet the *local characters* who call this place home. This is a place where active minds explore and dive deeper, it is here you can *leave more than just footprints*, it's where you can leave your legacy.



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3.5 Local DNA

The various local areas that make up the region have identified a wider range of DNA that they believe applies to their local area. *Appendix A* presents the local representation of this wider range of DNA elements.

3.6 How to use DNA

DNA should be used as a frame of reference for contemplating product development and marketing. Because the DNA is already part of the mindset of the consumer (target market), it's familiarity makes it easier to communicate, be understood and chosen. Using the DNA is an opportunity to increase the desired benefits of tourism.

The more the DNA is adopted by tourism operators and marketers, the stronger it becomes, and the more benefits it can bestow for the region. For Townsville North Queensland to reinvigorate and enhance the DNA, operators and marketers need to wrap their experience, marketing collateral and messaging around the core DNA concepts.

3.7 The Customer Journey under a Reinvigorated DNA

A strong DNA or brand essence is one which will be adopted by all operators and businesses at each touch point the consumer has with the destination. Throughout the travel process (dreaming, booking, experiencing and sharing) the visitor experience should align to and strengthen the Destination DNA.

4.0 Target Markets for the Region

4.1 What are Target Markets?

A target market is the portion of actual and potential visitors that an organisation most wants to attract to their destination or product. Target markets typically reflect people who

- are looking for, or are likely to want what the region has to offer;
- offer the best return on any marketing investment to attract them; and
- 'fit' into the culture of the host community, so that the relationship between host and visitor is mutually beneficial.

4.2 How to use Target Markets

Regions and operators choose target markets so that they can adjust their product and marketing to meet their needs. Using target markets avoids trying to be 'all things to all people', which can result in 'dumbing down' the product to such an extent that nobody is particularly attracted, or satisfied. The narrower the range of target markets, the more differentiated a product can be, which then helps it stand out from the competition. So effective use of target markets increases competitiveness.





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4.3 Whole of Region Target Markets

This strategy is focussed on markets travelling to the region for leisure, not business, and arriving as Free Independent Travellers (FIT), not organised groups. Within this band, the target markets for the whole region are

- **1.** DINKS (Double Income No Kids) HVT (High Value Traveller), sourced from Sydney, Melbourne, Brisbane and regional Queensland*; and
- 50+ aged Empty Nester HVT, sourced from Sydney, Melbourne, Brisbane and regional Queensland*.

*International markets across both sectors include New Zealand, Singapore, UK, Germany, and USA.

Visiting Friends and Relatives (VFR) are a secondary priority to target, as they are attracted through other market segments.

The justification for selecting the DINKS and 50+ Empty Nesters is that both markets align with Tourism Events Queensland and Tourism Australia's HVT target markets.

DINKS have been selected as a priority target market for the following reasons:

- > They can afford to spend more;
- Townsville North Queensland visitor experiences are best shared with someone. The destination is more appropriate for DINKS rather than SINKS (Single Income No Kids); and
- > They can travel outside of peak periods (eg: school holidays).

Further justification for selecting the 50+ Empty Nesters is that they:

- > represent the highest source market population (lots of them);
- > are a proven market, with opportunity to grow;
- > provide an opportunity to grow visitation in the shoulder season; and
- > present new and existing product appeal.

There are several market segments important to the region that have been selected as secondary target markets:

- Single Income No Kids (SINKS), including youth adventure. Acknowledged the existing strong destination competitors (ie. Cairns and Whitsundays);
- Travelling with children: market has limited growth potential due to restricted travel periods in school holidays; and
- > The Asian market is considered an emerging market for Townsville North Queensland.

The following segments have their own niche marketing and product strategy, and so are not targeted in this Plan:

- EduTourism and International Study Abroad,
- > Cruise,
- Events,
- > Sporting Groups, and
- Conference/Business.

Characteristics of the two primary target markets for the region

18-49 travelling without children



1.3 million interstate 408,000 intrastate

CHARACTERISTICS

- > Aligns with TEQ High Value Traveller market
- > Existing strong destination competitors are best suited to SINKS (ie Cairns and Whitsundays)
- Growth targeting shoulder season of the year
- Source from Sydney, Melbourne, Brisbane and regional Queensland

50+ travelling without children



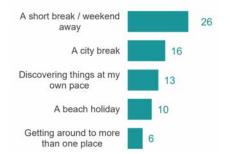
1.5 million interstate 440,000 intrastate

CHARACTERISTICS

- > Aligns with TEQ High Value Traveller market
- > Opportunity to grow in shoulder season
- > New and existing product appeal
- Proven market, strong existing market with opportunity to grow
- > Highest source market population
- Source from Sydney, Melbourne, Brisbane and regional Queensland





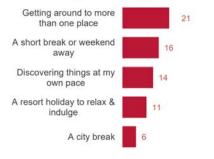




Coastal/ beach experiences

Top Holiday Types

40





4.4 Understanding the High Value Traveller

For Townsville North Queensland to achieve increases in Overnight Visitor Expenditure (OVE), the destination needs to target visitors who are considered high value travellers (HVTs).

4.4.1 Definition of Domestic HVTs

Townsville North Queensland defines the domestic HVT as a visitor who:

- > engages in holiday or VFR travel;
- > spends more than the average traveller during leisure holidays (>\$2,000 per trip, or \$300 per night for shorter trips); and
- is willing to pay for and experience several of the destinations dining options, tours and attractions.

4.4.2 Definition of International HVTs

Townsville North Queensland defines the international HVT as a visitor who:

- undertakes long-haul (out of region) trips on a regular basis;
- have a preference (consideration/intention) to visit Australia;
- choose holiday destinations based on key drivers such as aquatic and coastal as well as wildlife, nature and adventure;
- > prefers self-drive holidays; and
- represent above average trip expenditure with higher likelihood to stay longer and disperse further (average spend for two people travelling to Australia \$5,000 per person).

4.5 Local target markets

The various local areas that make up the region have identified a wider range of target markets that they believe applies to their local area. *Appendix B* presents the local representation of this wider range of target markets.

5.0 Monitoring Tourism Health and Success

Fully implementing the strategies within this Plan should significantly improve the tourism environment across the region. It is critical to conduct monitoring, evaluation and reporting, to determine how much of a difference the Plan might be making, and how healthy tourism in the region is looking.

A performance monitoring system has been developed and is presented as Table 1. The monitoring system contains:

> Indicators

An indicator is an element of a situation that suggests its condition. A useful indicator that can be measured and is usually a number, or better still, a proportion (%).

Target range

An acceptable range is the minimum and maximum points that stakeholders would like to see an indicator performing. It is just like the desired speed to drive a vehicle. The range helps allow for natural fluctuations in the real world that can be expected. The target range has been determined based on State wide average results.

Benchmarks

A benchmark is the first set of data for an indicator – the result of the first monitoring. Sometimes, to get a model started, benchmarks are estimated in advance and then when the monitoring commences, the benchmarks are corrected to the real situation.

Monitoring methods

The monitoring method – how the data will be collected. Monitoring could be as simple as a log book or more complex, such as a visitor or tourism operator survey or wildlife population count.



Table 1: Regional Key Performance Indicators

OVERNIGHT VISITOR EXPENDITURE								
Indicator Target Range 2019 Benchmark Monitoring Method								
Domestic Overnight Visitor Expenditure (OVE) Average spend per domestic visitor	\$200 – \$220 per visitor night (Dec 2018 QLD average is \$193 per visitor night)	\$186 per visitor night	National Visitor Survey (NVS) produced by Tourism Research Australia (TRA)					
International Overnight Visitor Expenditure (OVE) Annual spend per international visitor	\$100 – \$120 per visitor night (Dec 2018 QLD average is \$108 per visitor night)	\$52 per visitor night	International Visitor Survey (IVS) produced by Tourism Research Australia (TRA)					
Total Overnight Visitor Expenditure	\$987M	\$968.7M	NVS and IVS					

TO		ChA	CER	ΜΕΝΤ
	UK			

Indicator	Target Range	2019 Benchmark	Monitoring Method
Tourism Sentiment Index Overall Indicator of the attitudes towards Townsville's tourism offering in comparison to the destinations comparative set	55 – 65 TSI (2019 median score for competitive set was 56)	52%	Annual Tourism Sentiment Index (produced by Destination Think)

DESTINATION DEVELOPMENT								
Indicator	Target Range	2019 Benchmark	Monitoring Method					
New Products Annual number of new or significantly reinvigorated products introduced to the region each year	2 - 4	Not previously measured						
Australian Tourism Exchange Annual number of products exhibiting at the Australian Tourism Exchange	6 – 10	8						
Best of Queensland (BOQ) Percentage of tourism operators in the region listed on ATDW who are considered a Best of Queensland Product	50 – 60% of ATDW listed as BOQ (QLD average in 2019 was 54%)	62%	Annual results provided by Tourism and Events Queensland					

Townsville: North Queensland Stadium

6.0 Destination Enablers

Destination enablers are projects and/or strategies which will be undertaken with stakeholders and tourism operators to strengthen the destination's DNA, improve destination accessibility and awareness and enhance the visitor experience. The destination enablers identified in this plan have been derived through a combination of stakeholder consultation and from the Tourism Sentiment Index study.

The enabler strategies / projects identified in this plan include

- > Increased airline capacity and routes,
- > Townsville Marine Precinct,
- Magnetic Island 2030 Tourism Vision,
- > Townsville: North Queensland Stadium,
- > Hinchinbrook: All 'tides' access at Dungeness,
- > Palm Island: Readiness and Resilience Program,
- > Activating the new DNA,
- > Digital Sophistication Program, and
- > Operator Development and Mentoring Program.



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6.1 Infrastructure and Strategy Enabling Projects

6.1.1 Increased Airline Capacity and Routes

Townsville Airport is the centre of aviation in the North Queensland region. There are more than 180 direct flights a week, from most domestic major cities and across regional Queensland. Last year about 1.65 million passengers were welcomed and farewelled at Townsville Airport, which is the 11th busiest airport in Australia. Townsville Airport is supported by Townsville Enterprise, Townsville City Council and other key Townsville stakeholders in growing current airline capacity and looking at opportunities for potential new airline routes.

To further support efforts in aviation attraction and to enhance the visitor experience on arrival to Townsville, Townsville Airport is currently undergoing an airport redevelopment which will make the facility a more modern, welcoming and efficient terminal. The upgrade includes

- an expansion and resurfacing of the airport apron (complete);
- **a** substantial terminal refurbishment;
- > improved access; and
- > upgrade to all core infrastructure.

6.1.2 Townsville Marine Precinct

The introduction of the Townsville Marine Precinct will streamline and improve the visitor experience through a major transformation of Townsville's ferry and bus transport system. The Marine Precinct development will include new ferry berths, facilities for buses, a commercial precinct and a brand new 90-room hotel.



6.1.3 Magnetic Island 2030 Tourism Vision

In 2019 Magnetic Island tourism and hospitality operators experienced one of the busiest tourism seasons on record. The island is the jewel in the crown for the region and is considered the hero experience for tourism in Townsville North Queensland. The island has a population of approximately 2,300 people and attracts more than 880,000 visitor nights annually. Magnetic Island's tourism and events industry supports more than 1,455 local jobs and contributes in excess of \$169M to the Townsville North Queensland regions GRP (Gross Regional Product). Furthermore, more than 220,000 additional room nights are realised in Townsville as a result of Magnetic Island visitation. Magnetic Island's public infrastructure requires a review and upgrade given the current community and tourism demand.

The development of a tourism master plan for Magnetic Island would

- provide a strategic blueprint of capital works programs that improves tourism infrastructure across the island;
- deliver 'best of Australia' tourism experiences by matching the island's natural beauty with a built environment that improves the appeal of the destination;
- increase the economic return from tourism in our region through increased visitation, length of stay and expenditure, and
- > attract private investment to Magnetic Island.

6.1.4 Townsville: North Queensland Stadium

North Queensland Stadium is a joint project of the Queensland Government, Australian Government and Townsville City Council, and is supported by both the National Rugby League and the North Queensland Cowboys. The stadium forms part of the Townsville City Deal signed in December 2016.

North Queensland Stadium is centrally located in Townsville City with 25,000 seats. It will be a bestpractice, multi-purpose, regional stadium which will launch at the start of the 2020 National Rugby League (NRL) Premiership Season.

With the stadium construction well underway, the priority for this project is securing content that will bring the stadium to life and enhance the events offering of Townsville North Queensland. This will be undertaken through the Stadium Event Committee.





6.1.5 Hinchinbrook: Dungeness Marine Access Improvement

Hinchinbrook Shire Council is proposing to increase the accessibility of the Enterprise Channel at Dungeness in order to attain all-tide access and safe passage for boating vessels. Development applications are in process for the following:

 Rock Wall Construction approximately 400m long; and
 Channel Dredging and Beach Replenishment works to crease a 50m wide channel estimate 15,000m³ dredge spoil.

6.1.6 Palm Island: Readiness and Resilience Program

The 'Palm Island Readiness and Resilience (RnR) Program' will seek to realise the untapped economic potential of Palm Island and its people, through the development of a targeted economic development and strategic investment plan that will focus upon the local economy's preparedness to receive, manage and service the contemporary tourism market and its expectations. This includes:

- Multi-purpose Trail Network: Design and construction of a network of graded tracks for walkers, runners, cyclists and horse riders including breakout platforms, signage and interpretation.
- Splash Park: Installation of a splash park as a safe place for families, children and visitors to socialise and play together.
- Transport Development: Including upgrades to the aerodrome terminal, establishment of a scheduled bus service and a ticketing solution for ferry services.
- > Feasibility Studies and Investment Attraction of various forms of new accommodation (glamping, short-term stay, etc.), a new recreational jetty and boat moorings.
- Infrastructure Upgrades to existing accommodation and installation of interpretation and way finding signage.
- Skills Development: Training of local community members in tourism management, hospitality and small business.
- Cultural Precinct Development: Upgrades to the Indigenous Knowledge Centre and history exhibition and establishment of a centrally located arts studio and gallery.
- Marketing and Promotion: Development of a tourism focussed web page and booking system and conduct of familiarisation trips with influencers and media.
- Governance: Establishment of a local governing body responsible for continued economic growth and development with an organisational structure tailored to the local tourism and economic needs of Palm Island.

The second phase of the program (years 3–5) will focus on long-term opportunity, economic diversification, capacity building/ training and a transitional process that will support Palm Island community and strategic ownership.

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6.2 Capacity Building Enabler Projects

6.2.1 Activate the new DNA

Project Overview

Engage with industry and stakeholders to collaboratively define and activate the destinations DNA through a branding exercise. Develop and distribute destination marketing collateral and guidelines which align to this.

Key Activities

- Undertake a series of workshops with local operators and industry stakeholders to understand the current customer journey and how the DNA already works within experiences and/or could be implemented through product reinvigoration;
- Establish branding guidelines and key messages which can be used across all industry partners throughout marketing;
- Review the current destination marketing toolkit and collateral to determine what gaps are present in how the content currently reflects the Destination DNA;
- Update the destination marketing toolkit, images and video library to be in line with the Destination DNA;
- Develop a communication and marketing strategy to embed Destination DNA across all marketing campaign activity;
- 6. Conduct a series of workshops to assist marketers to adjust messaging to align with the DNA; and
- 7. Set up a collaborative content sharing platform.

Project Objectives/Performance Measures

- Number of operators and stakeholders who engage in customer journey and brand representation workshops; and
- > Establishment of a comprehensive image, video and content library that aligns to the Destination DNA.



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6.2.2 Digital Sophistication Program

Project Overview

This project will be a process of identifying content gaps across a series of travel websites, including new content to fulfill these requirements. Content might include images, video and written. This project will also work with local operators who are trade ready (commissionable) to create content to be uploaded to online travel agents and wholesalers.

Key Activities

- Develop an audit of all visitor facing web and social media assets that a visitor is likely to use to plan a holiday;
- Develop and implement a content plan that fulfils the gaps and aligns to the Destination DNA; and
- **3.** Work with industry partners to implement a digital sophistication program (one on one).

Project Objectives/Performance Measures

- > Number of assets updated through the Program; and
- > Increase in representation of region online.

6.2.3 Operator Development and Mentoring Program

Project Overview

Increase the digital skillset and capacity to work with trade within the Townsville North Queensland tourism industry.

Key Activities

- Identify operators to undertake a mentoring program for Australian Tourism Exchange (ATE);
- 2. Develop a series of trade tools to use for working with trade (eg: trade manual); and
- 2. Undertake a digital mentoring program with tourism operators to enhance their marketing potential.

Project Objectives/Performance Measures

- Number of operators and stakeholders who engage in the training and workshops;
- > Number of operators who participate in ATE; and
- > Number of operators listed on ATDW (Australian Tourism Data Warehouse).



7.0 Product and Experience Development Matrix

This Townsville North Queensland Product and Experience Strategy has evaluated all identified new or reinvigorated experiences currently within the region which are proposed for development or currently underway. All projects have been listed in *Appendix C*. To determine the regional value of each product, and the subsequent merit of incorporating them into this Plan, each strategy was assessed against a set of criteria:

1. Creates a WOW factor that aligns to the Destination DNA and the target market

A WOW factor is a highly differentiated experience that is so distinctive, that it is a primary motivator to visit a destination. The delivery of a WOW factor experience should surprise and excite a visitor so much that it motivates them to visit again or strongly recommend the experience to a friend or relative. When a WOW factor becomes widely known, it sometimes transitions into an iconic product/ experience.

2. Delivers direct commercial benefit (jobs)

Delivers direct new jobs during construction and offers new commercial opportunities and ongoing job delivery during operational phase. The product or experience should provide ongoing and sustainable economic benefit to the regional economy.

- Avoids unnecessary duplication with competitor destinations and/or within the region
- 4. Attracts predominantly visitors (as opposed to local residents)
- Has commitment from relevant regional council and/or State or Federal Government (funding, resource allocation and/or already underway)

Strategies identified in this plan have performed well against the above assessment matrix and are considered priority projects for the Townsville North Queensland region.





7.1 Identified Products and Experiences

Regional Collaborations

- Multi-day Eco Trail Development
- > Museum of Underwater Art

Townsville

- **Y**ear-round major events
- > Activation on Castle Hill
- > Reef HQ Great Barrier Reef Aquarium Redevelopment
- > Drivelt NQ
- North Queensland Country Club Resort and Equestrian Centre
- > North Australian Concert Hall and Arts Precinct

Hinchinbrook

- > Foreshore Redevelopment
- > Halifax Heritage Master Plan
- Recreational / Adventure Tourism Product Development
- Visitor Wayfinding Signage
- > Wallaman Falls Master Plan

Burdekin

- > Yongala Virtual Reality (VR) project
- 'Justify the Need' Study for new tourism opportunities
- Backpacker market: Adventure tour product
- > Cromarty Wetlands / Wongaloo Conservation Park

Magnetic Island

> Walking Trail Development

Charters Towers

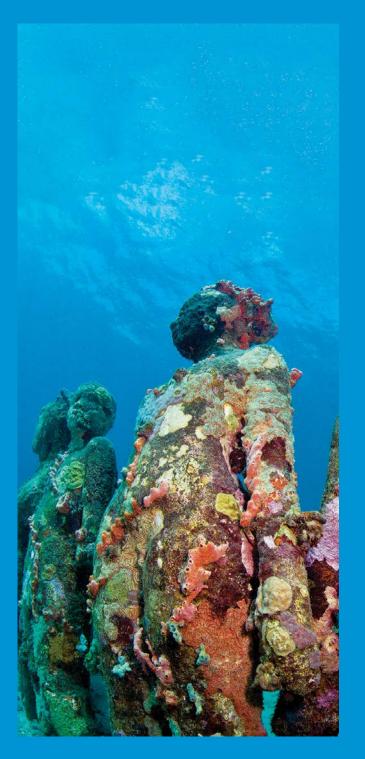
> Kernow Charters Towers Development

Palm Island

- > Palm Island Trail Network
- > Eco-Accommodation Development
- > Palm Island Cultural Precinct
- Interpretation and wayfinding signage

(23)

B.O Experience
Development
- Regional
Collaborative
Projects







8.1 Multi-day Eco Trail Development

Project Overview

Ecotourism is a fast-growing industry focussed on increasing appreciation and understanding of natural and cultural assets. Townsville North Queensland offers a myriad of stunning landscapes with incredible cultural connections. The development of a multi-day hiking and mountain biking trail in collaboration with traditional owners and local communities will unlock significant economic and tourism benefits and be a driver of both domestic and international visitation.

Alignment to assessment matrix						
Creates a WOW Factor that aligns to DNA and Target Market	 > Unique product offering, > Incredible landscapes and strong cultural connection, > Ability to incorporate learning through cultural storytelling, and > Research proves that hiking and mountain bike experience have strong appeal to the HVT market. 					
Direct Commercial Benefit (Jobs)	Potential to attract more than 25,000 visitor days based on market assessment of other trails.					
Avoids unnecessary duplication) -					
Attracts predominantly visitors	Strong appeal for domestic and international visitors.					
Commitment) -					

KEY

Meets criteria

Action Plan

Product	Timir	ng (Years 1–10)		Implementation			
Development Action	1	2-3	4-5+	Lead	Support		
Trail concept scoping and stakeholder consultation	•			Working Group	Townsville Enterprise, Regional Councils		
Source funding to take preferred trail to business case	•			Working Group	Regional Councils		
Appoint Project Manager	•			Working Group	Townsville Enterprise, Regional Councils		
Stakeholder Engagement	•			Project Manager	State Government, Townsville Enterprise, TOs and Regional Councils		
Cultural/Environmental Assessments and Implementation Plans		•		Project Manager	State Government, TOs		
Detailed Site Investigation and Planning		•		Project Manager	State Government, TOs and Regional Councils		
Detailed Design and Approval Processes		•		Project Manager	State Government, TOs and Regional Councils		
Tender Processes – construction and operational requirements		•		Project Manager	State Government, TOs and Regional Councils		
Project Completion and Commissioning		•		Project Manager	State Government, TOs and Regional Councils		

8.2 Museum of Underwater Art

Project Overview

The Museum of Underwater Art (MOUA) is a tourism investment into building the 'visitor experience' in the North Queensland region. The MOUA investment builds on one of the region's great strengths, 'educational tourism' and will see a series of sculptures that are tied together through the theme of Great Barrier Reef management. The works planned for The Strand (beach front), Magnetic Island, Palm Island and John Brewer Reef will be created under the stewardship of the world's leading underwater sculptor – Jason deCaires Taylor – with the support and engagement from local community artists. The MOUA is being prepared in three key stages:

STAGE 1: An initial investment into the Museum site at John Brewer Reef and an educational installation on the Strand in Townsville that "communicates" the MOUA objectives with all visitors. Stage 1 has been fully funded to the value of \$2M funded by State Government. Construction has commenced and is well underway for this stage of the project. Stage 1 is anticipated for completion by the end of 2019.

STAGE 2: Initial investment into the Palm Island cultural site that recognises the role of local indigenous people and traditional owners in the islands of the Great Barrier Reef. Stage 2 has been fully funded to the value of \$1.5M funded through the Building Better Regions Round 3 Funding and an additional \$500,000 from private enterprise. This stage of the project is currently undertaking community consultation to determine the final designs. Stage 2 is anticipated for completion by April 2020.

STAGE 3: This final stage will see a Reef Science installation at Magnetic Island and an extension to the John Brewer Reef site. This final investment will develop further the "visitor engagement and experience" at John Brewer Reef and create one of the world's leading educational tourism experience's for Queensland on it's much loved Great Barrier Reef. Stage 3 is pending a funding application through the State Government's Attracting Tourism Fund (ATF).

Alignment to assessment matrix					
Creates a WOW Factor that aligns to DNA and Target Market	 > Uses underwater artworks to enhance the region's science, reef and cultural experience; > Aligns to the DNA of the destination; and > Dive and snorkel/coastal and aquatic experiences align to HVT expectations. 				
Direct Commercial Benefit (Jobs)	 Licenses will be issued for operators to access the site; and Estimated economic output of \$42M and creation of 182 jobs during operation. 				
Avoids unnecessary duplication	> -				
Attracts predominantly visitors	 The operational phase of the project is anticipated to attract 25,000 – 60,000 visitor days; and Strong appeal for domestic and international visitors. 				
Commitment					

Partially meets criteria

Does not meet criteria

KEY

Meets criteria

Action Plan (Phase 1: The Strand and Great Barrier Reef)

Product Development	Timin	g (Years	5 1–10)	Implem	entation
Action	1	2-3	4-5+	Lead	Support
 Prepare a brief to create a MOUA installation and snorkelling experience off The Strand and structure the brief to separately address: Conducting research to provide stories that inspire and ground the installation and interpretation; Developing an interpretive driven experience; and Developing and installing installations that support the experience 	•			MOUA Board	Townsville Enterprise
Develop an interpretive experience that communicates the chosen story, is interactive, and can be delivered in multi-lingual formats, and test with other interpretation experts to refine	•			Underwater sculptor	MOUA Board, Townsville Enterprise, Traditional Owners, marine tourism operators, arts stakeholders, James Cook University, AIMS GBRMPA, community
Develop sculptures for the installation that support the interpretive experience, then: > Test installation and ongoing stability for the local conditions;	•			Underwater sculptor	MOUA Board, Townsville Enterprise, Traditional Owners, Townsville City Council, marine tourism operators, arts stakeholders, James Cook University, AIMS GBRMPA, community
Construct installations and develop interpretation supporting facilities / technology	•			Underwater sculptor and MOUA Board	Townsville Enterprise, Townsville City Council
Install installations and supporting facilities, pilot test the full experience and contract an underwater photographer to capture still and moving footage of the experience, including testimonials	•			Underwater sculptor and MOUA Board	Townsville Enterprise
Launch the MOUA installation and snorkelling interpretive experience	•			MOUA Board	Townsville Enterprise, tourism operators

Action Plan (Phase 2: Palm Island)

Product Development		Timing ears 1-'		Implem	entation
Action		2-3	4-5+	Lead	Support
Consult with Bwgcolman people, Traditional Owners and other relevant local stakeholders to explore the potential: Interest and availability of Palm Island					Palm Island Shire
 Interest and availability of Paim Island locals to deliver guided snorkelling and diving storytelling interpretation experiences, perhaps as part of a business cooperative The availability and potential limited use of local Aboriginal stories relating to the marine environment for the experience 	•			MOUA Board	Council, Traditional Owners
 Drawing on the proposed Aboriginal stories contract an underwater sculptor to: Develop prototypes and work with locals and the interpretation specialist to refine them and the story; Produce the sculptures; and Install the sculptures. 	•			MOUA Board	Palm Island Shire Council
Conduct pilot tests of the experience and contract an underwater photographer to capture still and moving footage of the experience, including testimonials	•			MOUA Board	Townsville Enterprise
Launch the MOUA installation and guided indigenous snorkelling/dive experience	•			MOUA Board	Palm Island Shire Council, Tourism and Events Queensland
Maintain the MOUA site					

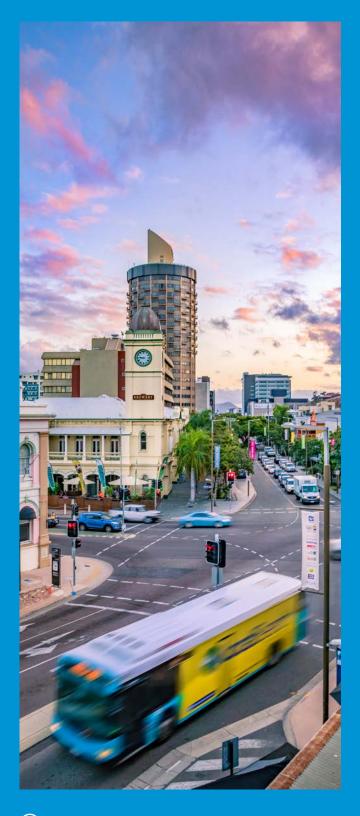
Action Plan (Phase 3: Magnetic Island and Stage 2 Great Barrier Reef)

Product Development Action	Timing (Years 1–10)			Implementation	
	1	2-3	4-5+	Lead	Support
Secure \$5M funding through the State Governments Attracting tourism fund		•		MOUA Board	TEL, Townsville City Council, Traditional Owners, GBRMPA, AIMS, tourism operators, arts community



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9.0 Experience Development -Townsville







9.1 Year-round Major Events

Project Overview

Townsville is home to a strong events calendar with long standing destination events such as the Supercars, Professional Bull Riding, Australian Festival of Chamber Music, Townsville Running Festival, Magnetic Island Raceweek and the Townsville Triathlon Festival all embedded into the fabric of the community. From a tourism perspective these events have all demonstrated a significant injection of visitation and economic benefit to the region. Recent additions to the events calendar such as the North Australia Festival of Arts (NAFA) and the destinations success in acquiring major events such as the 2018 Commonwealth Games and the Rugby League World Cup is testament to the potential and scale of events that Townsville is capable of attracting and/or developing.

With the growth recently seen in the events sector and development of new event facilities (North Queensland Stadium), there is an opportunity to take a strategic approach to acquiring and developing the Townsville Major Events Calendar. There is opportunity to leverage Townsville's historic success in delivering events to not only grow the major events calendar but to also position the destination as the events capital of regional Australia.

Alignment to assessment matrix			
Creates a WOW Factor that aligns to DNA and Target Market	> -		
Direct Commercial Benefit (Jobs)	> -		
Avoids unnecessary duplication	 No other North Queensland destination has the diversity or scale of events of Townsville. Unrivalled infrastructure and facilities to support events. 		
Attracts predominantly visitors	Events are a key driver of visitation to Townsville.		
Commitment	Townsville City Council and Tourism and Events Queensland have a strong commitment to acquiring, growing and developing events in the region.		

Action Plan: Year-round Major Events

Product Development	Timing (Years 1–10)			Implementation	
Action	1	2-3	4-5+	Lead	Support
Develop the Townsville Events Strategy	•			Townsville City Council	Townsville Enterprise
Implement the content plan for the North Queensland Stadium	•			Stadiums Queensland	Townsville City Council, Townsville Enterprise, Tourism and Events Queensland, Ticketmaster



9.2 Activation on Castle Hill

Project Overview

Castle Hill is an iconic landmark offering spectacular 360-degree views over Townsville and the coastline. As one of Townsville's most visited places, Castle Hill has great activation potential. The Castle Hill Concept Plan is part of the Townsville2020 master plan and provides a clear vision for Townsville.

The Castle Hill Concept Plan is a strategic document created to guide the development on the hill and surrounding areas for the next 20 years. The concept plan identifies a range of opportunities to develop 'world-class' experiences, encourage growth through investment, increase tourism activity, and enhance Townsville's lifestyle. This includes short, medium and long-term goals and a clear vision to concentrate on five key strategies, including:

- **EXPERIENCE:** Creating a space that locals and tourists enjoy, use and celebrate.
- > ADVENTURE: Create an adventure tourism destination supported by commercial activation and further recreational facilities.
- LANDSCAPE: Ensuring that the environmental value is maintained and identifying opportunities for revegetation and restoration initiatives.
- **STORIES:** A place to learn Townsville's story. A trip up Castle Hill will be a 'must do' experience for both residents and visitors to the city.
- ACCESS: Improving access to the summit, upgrading existing facilities on and around the hill to enhance the experience.

Alignment to assessment matrix				
Creates a WOW Factor that aligns to DNA and Target Market	 Castle Hill is a significant feature for Townsville and one of the most visited attractions in the region. Opportunity to enhance Townsville's story telling. 			
Direct Commercial Benefit (Jobs)	Commercial opportunities present within the concept plan.			
Avoids unnecessary duplication	> No similar project in North Queensland.			
Attracts predominantly visitors	High community use of facility currently.			
Commitment	Townsville City Council has commissioned a concept plan and funding from Federal Government has been announced.			

KEY

📄 M<u>eets criteria</u>

Action Plan: Activation on Castle Hill

Product Development	Timing (Years 1–10)			Implementation	
Action	1	2-3	4-5+	Lead	Support
 Undertake detailed design to support establishment of: A pop-up style café; Adventure Tourism Activities; A light show; and An additional access point to Castle Hill. 	•			Townsville City Council	Traditional Owners, Queensland Government, Townsville Enterprise, Tourism operators.
Construct the infrastructure required for the café and advertise for operators.	•	•		Townsville City Council	Traditional Owners, Queensland Government, Townsville Enterprise, Tourism operators.
Construct the base infrastructure to enable establishment of multiple adventure activities and advertise for operators.	•	•		Townsville City Council	Traditional Owners, Queensland Government, Townsville Enterprise, Tourism operators.
Construct the new Walker Street entry.	•	•		Townsville City Council	Traditional Owners, Queensland Government, Townsville Enterprise, Tourism operators.
Construct the supporting infrastructure and engage operator for the light show.	•	•		Townsville City Council	Traditional Owners, Queensland Government, Townsville Enterprise, Tourism operators.



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9.3 Reef HQ Great Barrier Reef Aquarium Redevelopment

Project Overview

Opened in 1987 as a Bicentennial initiative, Reef HQ Great Barrier Reef Aquarium is home to the world's largest living coral reef exhibit, a natural resource that receives approximately 140,000 visitors annually and gives them the opportunity to view and learn about the Great Barrier Reef. Reef HQ delivers both in-house and outreach education as well as EduTourism programs.

Since the establishment of ReefHQ in the 1980s, advancements in technology have made it possible to have bigger and better viewing spaces and exhibits using energy efficient and sustainable materials.

ReefHQ Aquarium has not been able to keep pace with these changes and as an example, the acrylic throughout the facility is for the most part, well beyond end-of life. As developments surrounding Reef HQ Aquarium progress, the facility's appearance is outdated in contrast.

Alignment to assessment matrix				
Creates a WOW Factor that aligns to DNA and Target Market	It is a hero experience for Townsville which could be lost without investment.			
Direct Commercial Benefit (Jobs)	→ -			
Avoids unnecessary duplication	 Recognised as the National Education Centre for the Great Barrier Reef. 			
Attracts predominantly visitors	Reef HQ Aquarium is currently one of the regions most visited attractions. The project has strong potential to enhance and growth the educational tourism sector.			
Commitment	→ -			

Action Plan: Reef HQ Great Barrier Reef Redevelopment

Product Development	Timin	g (Years	5 1–10)	Implementation	
Action	1	2-3	4-5+	Lead	Support
 Prepare a scope of works to support a tender process which will assist in identifying the level of mandatory criteria required for a full refurbishment of Reef HQ Aquarium. This scope of works will cover: Concept Management which will include conceptualisation to realisation Project Management Engineering Construction Supporting contractors 	•			Reef HQ Aquarium Management	Great Barrier Reef Marine Park Authority Executive Management Group, Great Barrier Reef Marine Park Authority Board
Develop the design and concept in line with both the key messages the Aquarium will deliver as well as the funding commitment		•		Reef HQ Aquarium Management successful Project Management firm	Great Barrier Reef Marine Park Authority Executive Management Group, Great Barrier Reef Marine Park Authority Board, Townsville Enterprise
Develop the interpretation aspect of the design which will incorporate the development of new talks, tours and experiences.		•		Reef HQ Aquarium Management	Great Barrier Reef Aquarium Education, Stewardship and Partnerships section, Project Management firm
Procure technology required to support the new concepts and interpretation material		•		Reef HQ Aquarium Management	Great Barrier Reef Aquarium Education, Stewardship and Partnerships section Project Management firm
Prepare a communication and marketing strategy designed to convey essential information and updates in relation to the Aquarium refurbishment, potential closures, exciting new exhibits being developed etc.		•		Reef HQ Aquarium Management	Great Barrier Reef Aquarium Communications Department, Townsville Enterprise TEQ, Media, Agents, wholesalers and ITO's

Product Development	Timin	g (Years	5 1–10)	Implementation	
Action	1	2-3	4-5+	Lead	Support
Commence the construction of the facility refurbishment	•			Reef HQ Aquarium Management Project Management firm	Great Barrier Reef Marine Park Authority Executive Management Group
Continue with the communication via strategic marketing to ensure community support and engagement		•		Reef HQ Aquarium Management	Great Barrier Reef Aquarium Communications Department, Townsville Enterprise, TEQ, Media Agents, wholesalers and ITO's
Launch the Aquarium opening		•		Reef HQ Aquarium Management Project Management firm	Great Barrier Reef Aquarium Communications Department, Townsville Enterprise, TEQ, Media Agents, wholesalers and ITO's





9.4 Drivelt NQ

Project Overview

The proposed upgraded motorsports facility at Charters Towers, together with a new Driver Education and Motorsport Precinct for Townsville, will enable North Queensland to cement its positioning as an events and adventure destination.

Townsville North Queensland has been largely without a dedicated motorsport facility since the closure of the Townsville Dragway in 2012 (for the land to be used for residential housing development) and the closure of the Townsville Speedway in 2007. The Drivelt NQ precinct will address this need to support driver education and motorsport in Townsville. For tourism, this project will enhance Townsville's profile as a motorsport events destination, building on the success of the annual Townsville Supercars (which draws crowds of around 150,000 over three days) and contribute a significant amount to the local economy; improving the tourism and events profile of the Townsville region generally, particularly in conjunction with an upgraded motorsports facility at Charters Towers.

Alignment to assessment matrix		
Creates a WOW Factor that aligns to DNA and Target Market	> -	
Direct Commercial Benefit (Jobs)	> Create 149 jobs for the region.	
Avoids unnecessary duplication) -	
Attracts predominantly visitors	> _	
Commitment	Received Federal Government budget commitments.	

Product Development	(Tears 1–10)		Implem	entation	
Action	1	2-3	4-5+	Lead	Support
Build 24,220 sqm Heavy Vehicle Manoeuvring area and associated infrastructure	•			Lead Consultants	Drivelt NQ Board, DrivelT NQ infrastructure committee, other consultants
Work with Imperium3 and Townsville City Council to deliver access road and upgrades to Rail crossing and Woodstock Intersection	•			Drivelt NQ Board	Drivelt NQ infrastructure committee, Imperium3, Townsville City Council
Development of Off- Road competition area	•			Drivelt NQ Board	Drivelt NQ Infrastructure committee, Townsville Off Roaders, DrivelT NQ Member clubs, Community entities
Fundraise for Circuit and Drag strip	•			Drivelt NQ Board	Drivelt NQ Finance Committee, Marque Club, Road Racers, Northern Drag Racers
Build Circuit Stage 1		•		Drivelt NQ Board	Drivelt NQ Infrastructure committee, Marque Club, Road Racers, Community entities
Build Drag Strip		•		Drivelt NQ Board	Drivelt NQ Infrastructure committee, Northern Drag Racers
Build Circuit Stage 2		•		Drivelt NQ Board	Drivelt NQ Infrastructure committee, Marque Club, Road Racers
Fundraise for Speedway		•		Drivelt NQ Board	Drivelt NQ Finance Committee, Townsville Speedway Association
Build Speedway			•	Drivelt NQ Board	Drivelt NQ Infrastructure committee, Townsville Speedway Association
Fundraise for non-competition infrastructure				Drivelt NQ Board	Drivelt NQ Finance Committee
Build non-competition infrastructure				Drivelt NQ Board	Drivelt NQ Infrastructure committee

9.5 North Queensland Country Club Resort and Equestrian Centre

Project Overview

The North Queensland Country Club Resort and Equestrian Centre will be a world-class country club resort and equestrian centre that exemplifies the North Queensland character and the region's natural landscapes and experiences. The resort will be located on 440ha of coastal lands located in Townsville's Northern Beaches, near the residential village of Toolakea. The resort ethos is built on the idea of creating and nurturing a long-term, global community based on shared passions and will include:

- > Accommodation at 5,6 and 7 star level of up to 2,800 units;
- > Multi-operator resort ownership with a diversity of offerings and experiences;
- > World-class equestrian centre;
- > Concierge supported linkages to regional services and activities through partnership with local operators
- > A digital platform (including payments portal) enabling resort guests the ability to navigate and transact with regional businesses;
- > A range of ancillary services such as business centres and on-site restaurants; and
- > Onsite bush walking, horse riding and bird watching facilities.

The project proponent is Landmark Projects Pty Ltd (Landmark Projects), who have owned the site for over 25 years and are part of the of Rimbunan Hijau Group (the RH Group). The RH Group is a family run conglomerate founded by the Tiong family, now predominately based in Malaysia and Hong Kong. The RH Group's activities span eight countries, with projects and businesses in Australia, New Zealand, Papua New Guinea, Malaysia, Singapore, Hong Kong, China; and North America, including tourism, hospitality, hotel and media interests.

Alignment to assessment matrix				
Creates a WOW Factor that aligns to DNA and Target Market	The Asian market is considered an emerging market for Townsville North Queensland.			
Direct Commercial Benefit (Jobs)	 During the construction phase, the Resort is estimated to create 300 jobs per year. Once fully operational, the resort will generate over 3,700 jobs. 			
Avoids unnecessary duplication	> -			
Attracts predominantly visitors	> -			
Commitment	Seeking approvals, no funding support required			

KEY

Mee<u>ts criteria</u>

Product Development	(Y	Timing ears 1-'		Impleme	entation
Action	1	2-3	4-5+	Lead	Support
EIS Process	•			Project Proponent	
Operational works and TCC Submissions		•		Project Proponent	
Construction Completed Stage 1: 2024 Stage 2: 2029 Stage 3: 2030 Stage 4: 2039 Stage 5: 2044			•	Project Proponent	
Integration of project into regional events strategy and establishment of tour/ regional concierge service	Q 4			Project Proponent	Townsville Enterprise



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9.6 North Australian Concert Hall and Arts Precinct

Project Overview

Townsville has a vibrant and growing offering of arts, culture and entertainment and is quickly becoming the arts and culture capital of Northern Australia. At present, lack of a suitably scaled venue and limited calendar availability at existing venues is restricting the building of audiences and nurturing of local talent, which also results in Townsville missing out on cultural and arts events and the related tourism spend.

The introduction of a 1,000 seat Concert Hall and Arts Precinct would allow the region to secure major national and international performances, which are currently bypassing the destination due to lack of and the current standard of local facilities.

Alignment to assessment matrix				
Creates a WOW Factor that aligns to DNA and Target Market	 The facility would be a catalyst to attracting new nationally and internationally renowned performances. The facility would be a world-class concert hall and arts precinct for the North. 			
Direct Commercial Benefit (Jobs)	 272 Jobs and \$87M in economic output during construction. 55 Jobs and \$11M per annum in economic output post construction. 			
Avoids unnecessary duplication	 Required due to limited calendar availability of existing facilities. 			
Attracts predominantly visitors	> -			
Commitment	> -			

KEY

Meets criteria

Product Development	(Y	Timing ears 1-'		Impleme	entation
Action	1	2-3	4-5+	Lead	Support
Undertake a detailed feasibility and design for a Concert Hall and Arts Precinct and undertake locational investigation	•			Townsville City Council	Townsville Enterprise, Arts Community
Develop a Business Case for the Concert Hall and Arts Precinct	•			Townsville City Council	Townsville Enterprise, Arts Community
Secure funding				Townsville City Council	Townsville Enterprise, Arts Community
Construct Concert Hall and Arts Precinct				Townsville City Council	Townsville Enterprise, Arts Community



10.0 Experience Development – Hinchinbrook

Priority Project Action Plans







10.1 Foreshore Redevelopment

Project Overview

A comprehensive master plan will be prepared which develops into construction stage of works for the Shire's three beaches including Lucinda Foreshore, Taylors Beach Foreshore and Forrest Beach Foreshore. The Foreshore Master Plan aims to guide, design and prioritise works on Council managed land along the foreshore. The development of a Foreshore Master Plan will provide for the future direction of these wonderful and unique assets, moving towards the broader economic development initiatives.

These works may include:

- Equipment, furniture, footpaths as required enhancing the beauty and modification the foreshore redevelopment that is required.
- > Ensure protection of the foreshore environment, particularly areas of remnant coastal vegetation and habitats for native wildlife. Increase public awareness of, and improve and protect areas of cultural heritage significance.
- Investigate opportunities for new tree planting to provide additional shade and enhanced landscape amenity for foreshore users.
- > Improve pedestrian and cyclist access, circulation and safety on walking paths within the precinct.
- > Identify opportunities for use of boat trailer and boat ramp facilities.

Alignment to assessment matrix			
Creates a WOW Factor that aligns to DNA and Target Market	Attractive assets for tourist and economic benefit.		
Direct Commercial Benefit (Jobs)	> Jobs in construction and installation.		
Avoids unnecessary duplication			
Attracts predominantly visitors	> Enhance visitation.		
Commitment	This project has been allocated 19/20 FY budget under the Works for Queensland program.		

Meets criteria

Product Development	Timing (Years 1–10)			Implementation		
Action	1 2-3 4-5+		4-5+	Lead	Support	
Tender a consultant with appropriate experience to deliver the required master plan	•			Hinchinbrook Shire Council	Hinchinbrook Shire Council	
Begin community engagement and consultation to inform and evolve the master plan	•			Hinchinbrook Shire Council	Hinchinbrook Shire Council	
Finalise and endorse the completed master plan	•			Hinchinbrook Shire Hinchinbrook Shi Council Council		
Tender companies with appropriate construction experience to deliver the endorsed master plan	•			Hinchinbrook Shire Council	Hinchinbrook Shire Council	
Construction of deliverable stages				Hinchinbrook Shire Council	Hinchinbrook Shire Council	



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10.2 Halifax Heritage Master Plan

Project Overview

The Halifax Heritage Master Plan will assist in meeting the needs and expectations of local residents and visitors, whilst being an invaluable resource to continue making informed decisions in relation to the township's growth. The Master Plan will take a close look at Halifax: what it was, what it has become and what it needs in order to survive into the future. The Master Plan will also establish actions needed in the short-term and set them within a longer term vision for Halifax, seeing it moving toward economic sustainability.

The Master Plan is required to consider the steps vital to stimulate the town economy, by the gradual introduction of new business opportunities, by headlining and promoting the extraordinary assets of Halifax along with conserving the built, natural and cultural heritage.

Alignment to assessment matrix					
Creates a WOW Factor that aligns to DNA and Target Market	> Significant historical attraction.				
Direct Commercial Benefit (Jobs)	> Jobs in construction and installation.				
Avoids unnecessary duplication	Primary historical location town in Hinchinbrook.				
Attracts predominantly visitors	Leveraging from the historical museum and existing historical values. Increase location capacity to host outdoor open air events.				
Commitment	This project has been allocated 19/20 FY budget to produce a master plan.				

KEY

Meets criteria

Product Development	Timing (Years 1–10)			Implementation		
Action	1	2-3	4-5+	Lead	Support	
Tender a consultant with appropriate experience to deliver the required master plan	01			Hinchinbrook Shire Council	Consultancy	
Begin community engagement and consultation to inform and evolve the master plan	Q2			Hinchinbrook Shire Council	Consultancy	
Finalise and endorse the completed master plan	Q4			Hinchinbrook Shire Council Consultancy		
Seek funding to deliver the master plan in appropriate phases		01		Hinchinbrook Shire Council Consultancy		
Construction/delivery of deliverable phases				Hinchinbrook Shire Council Consultancy		



10.3 Recreational / Adventure Tourism Product Development

Project Overview

The opportunity exists to investigate the introduction of recreation/adventure tourism product development which specifically targets this market.

This may include:

- > 4WD / Vehicle tours
- > Fishing tours
- > Adventure sports (ie. mountain bike trails)

Alignment to assessment matrix					
Creates a WOW Factor that aligns to DNA and Target Market	To improve visitation flow between key tourism nodes.				
Direct Commercial Benefit (Jobs)	Jobs in construction and installation, and ongoing tourism operator opportunities.				
Avoids unnecessary duplication	> N/A				
Attracts predominantly visitors	Provides context for visitors.				
Commitment	This project has been allocated 19/20 FY budget for feasibility.				

Product Development	Timing (Years 1–10)			Implementation		
Action	1	2-3	4-5+	Lead	Support	
Tender a consultant with appropriate experience to produce a feasibility study	Q1			Hinchinbrook Shire Council	Consultancy	
Begin community engagement and consultation to inform the study	Q2			Hinchinbrook Shire Council	Consultancy	
Finalise and endorse the feasibility study	Q4			Hinchinbrook Shire Council Consultancy		
Seek funding to deliver projects or products identified by the feasibility study		01		Hinchinbrook Shire Council	Consultancy	
Construction/delivery of deliverable phases				Hinchinbrook Shire Council	Consultancy	



10.4 Visitor Wayfinding Signage

Project Overview

Production and installation of wayfinding signage to highlight and orientate visitors to the various facilities and walking trails available between TYTO, Ingham CBD, Rotary Park and Memorial Gardens.

Alignment to assessment matrix					
Creates a WOW Factor that aligns to DNA and Target Market	To improve visitation flow between key tourism nodes.				
Direct Commercial Benefit (Jobs)	Jobs in construction and installation.				
Avoids unnecessary duplication	Provides clear direction to visitors with one standard of wayfinding signage.				
Attracts predominantly visitors	Provides context for visitors.				
Commitment	This project has been allocated 19/20 FY budget for design, manufacture, and installation.				

KEY

Product Development	Timing (Years 1–10)			Implementation		
Action	1	2-3	4-5+	Lead	Support	
Tender a consultant to design the required signage	Complete			-	-	
Tender the supply of the required signage	01	0		Hinchinbrook Shire Council	Hinchinbrook Shire Council	
Construction/delivery of deliverable phases	Q2	02		Hinchinbrook Shire Council	Hinchinbrook Shire Council	



10.5 Conduct a Feasibility Study and Master Plan for eco-accommodation and associated activities for Wallaman Falls

Project Overview

Wallaman Falls is Australia's highest permanent single drop waterfall, located in Girringun National Park, west of Ingham. Surrounded by World Heritage rainforest, Stony Creek plunges 268 metres in a clear single-drop, often through a rainbow-fringed cloud of mist.

Hinchinbrook Shire Council has received Federal Government funding to develop the Wallaman Falls and Broadwater Ecotourism Master Plan for the Hinchinbrook Shire with a strong focus on eco-tourism. The project will deliver a 10 year strategic master plan for the development of a path and trail network within the Wallaman Falls section of the Girrigin National Park.

Alignment to assessment matrix					
Creates a WOW Factor that aligns to DNA and Target Market	> -				
Direct Commercial Benefit (Jobs)					
Avoids unnecessary duplication	Wallaman Falls is the largest single-drop waterfall in the Southern Hemisphere.				
Attracts predominantly visitors	> -				
Commitment	Hinchinbrook Shire Council has requested EOIs for the development of the Wallaman Falls Master Plan. Funding has been provided through Federal Government.				

KEY

Meets criteria

Product Development	Timing (Years 1–10)			Implementation		
Action	1	2-3	4-5+	Lead	Support	
Receive funding for feasibility and master plan	01			Qld Dept Environment and Science (DES) and Hinchinbrook Shire Council	Townsville Enterprise	
Tender a tourism consultant with ecotourism and Indigenous tourism experience to conduct the pre-feasibility study and appointment of consultant	Q2			DES and Hinchinbrook Shire Council	Townsville Enterprise	
Implement the recommendations of the pre-feasibility study report and prioritise and seek funding for deliverable stages		01		Hinchinbrook Shire Council	Townsville Enterprise	
Construction of deliverable stages		Q4		Hinchinbrook Shire Council		



11.0 Experience Development – Burdekin

Priority Project Action Plans







11.1 Yongala Virtual Reality (VR) Project

Project Overview

Development of a virtual reality experience to actively showcase and promote product and experiences of the Burdekin. The Yongala is one of the world's premier wreck dives and is far more accessible from the Burdekin than elsewhere. This provides strong brand profile and a 'hook' to generate stronger destination awareness. Yongala is noted as one of the best wreck dives globally due to its significant size and the high diversity of marine life. The Burdekin offers quicker access to the dive site and captures approximately 85% of market share of dive to the wreck. There is a need for the Burdekin to re-claim ownership of Yongala, positioning it as a Burdekin asset.

Alignment to assessment matrix					
Creates a WOW Factor that aligns to DNA and Target Market	Providing all access to the Yongala experience which is regarded as one of the best dives in the world.				
Direct Commercial Benefit (Jobs)					
Avoids unnecessary duplication	> SS Yongala is unique to the Burdekin region.				
Attracts predominantly visitors	> -				
Commitment	> Identified in the Burdekin Tourism Strategy.				

KEY

Meets criteria

Partially meets criteria

Does not meet criteria

Product Development		Timing ears 1-'		Implementation		
Action	1	2-3	4-5+	Lead	Support	
 Prepare a funding application to contract a consultant to develop a concept for Yongala Street Sculpture, involving: conducting research to provide stories that inspire and ground the installation and its interpretation; conducting consultation with local stakeholders to provide stories and respond to those researched; compiling and structuring the alternative stories to compare and assess their merits, and choose one or more for the development of the interpretation and installation developing up to three alternative concepts that vary the sophistication of interpretation technique and cost 	•			Burdekin Shire Council	Townsville Enterprise, James Cook University	
Prepare a brief for a concept for the Yongala Street Sculpture and tender a tourism consultant with interpretation and outdoor public art production experience to address the brief	•			Burdekin Shire Council	Townsville Enterprise, James Cook University	
Develop the Concept Plan for the Yongala Street Sculpture, conducting consultation with stakeholders at critical points	•			Outdoor art consultant	Burdekin Shire, Townsville Enterprise, James Cook University	
Use the Concept Plan to secure funding for development and installation				Burdekin Shire Council	Townsville Enterprise	
Prepare a brief to develop and install the Yongala Street Sculpture, and tender for the works		•		Burdekin Shire Council	Townsville Enterprise, James Cook University (Arts & Social Sciences), TAFE Queensland, Arts Queensland	
Construct and install the Yongala Street Sculpture		•		Outdoor art production firm	Burdekin Shire, Townsville Enterprise, James Cook University (Arts & Social Sciences), TAFE Queensland, Arts Queensland	
Launch the Yongala Street Sculpture and promote as a symbolic tourism attraction for the region				Burdekin Shire	Townsville Enterprise	

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11.2 'Justify the Need' Study for new Tourism Product Opportunities

Project Overview

The Burdekin Tourism Strategy has identified a gap assessment of the attractions/experiences sector in the Burdekin. It demonstrates that

- > there is a large amount of free and self-guided product focused on the Burdekin's natural and cultural assets;
- there are limited evening-based experiences to encourage a longer length of stay and to provide experiences which locals can enjoy rather than having to travel out of the Shire to undertake evening-based activities;
- there is limited pay for and guided eco and adventure tourism product, despite a significant proportion of the Shire comprising natural areas; and
- > there is no major destination event the majority of events are community-based.

The opportunity exists to introduce a range of commissionable products as noted below.

Alignment to assessment matrix								
Enabler strategies for Burdekin	Creates a WOW factor for DNA	Direct commercial benefit (jobs)	Avoids Unnecessary Duplication	Attracts predominantly visitors	Commitment			
Justify the need and desire to convert an occasional to a regularly delivered Indigenous turtle tour								
Justify the need for guided sugar cane mill and cane fire viewing experience								
Justify the need for Paddock to Plate guided tour								
Justify the need for art & craft retail production, classes, meet the maker, themed with Yongala								
Justify the need for ladies only guided fishing packages (and other experiences that could be packaged with it, e.g. cooking, food and beverage, retail shopping)								
Justify the need for independent versus guided ecotourism experiences at Cromarty Wetlands								

KEY

Product Development Action	Timing (Years 1–10)			Implementation	
	1	2-3	4-5+	Lead	Support
Prepare a funding application to contract a tourism consultant to justify the need for:					
 > conversion of an existing Indigenous turtle tour from occasional to a regularly delivered product; > a guided sugar cane mill & cane fire viewing experience; > a Paddock to Plate guided tour; > art & craft retail production, classes, meet the maker, themed with Yongala; > ladies only guided fishing packages (and other experiences that could be packaged with it eg. cooking, food and beverage, retail shopping); and See Attachment B for explanation of what this report involves 		•		Burdekin Shire Council	Townsville Enterprise
Tender a tourism consultant with special interest tourism experience (eg. Indigenous, agritourism, adventure and / or ecotourism) to justify the need these experiences		•		Burdekin Shire Council	Townsville Enterprise
Implement the recommendations of the 'Justify the Need' Study report			•	Burdekin Shire Council	Townsville Enterprise



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11.3 Market test adventure tour product with working backpackers

Project Overview

While the Burdekin has an estimated 500 working holiday makers/backpackers who are in the region on any given day from April to December to pick fruit and vegetables, there is limited tourism product which these visitors can undertake and to encourage them to spend their disposable income locally. Despite the common assumption that these visitors are on limited budgets and, therefore, do not spend, feedback indicates that they are spending on tourism experiences, however, they are undertaking these outside of the Burdekin (such as in Townsville, Cairns and the Whitsundays) because the product does not currently exist within the region.

The opportunity exists to investigate the introduction of recreation and adventure-based tours which specifically targets this market. This could potentially include:

- > 4WD tours which can leverage off the river and beaches which are all accessible to 4WDs (a unique feature of the Burdekin);
- fishing tours or boat hire;
- > 4WD driver training programs;
- > 4WD motorsport events;
- river and sea kayaking; and
- beach sand sailing.

Alignment to assessment matrix			
Creates a WOW Factor that aligns to DNA and Target Market	→ -		
Direct Commercial Benefit (Jobs)	> -		
Avoids unnecessary duplication	> -		
Attracts predominantly visitors	> -		
Commitment	→ -		

Product Development Action	Timing (Years 1–10)			Implementation	
	1	2-3	4-5+	Lead	Support
Develop a set of mock up potential local adventure tourism product profiles (mix of images and descriptions) on A3 laminated			•	Townsville Enterprise	Burdekin Shire Council, interested local operators / people interested in becoming operators
Develop a questionnaire to test the products with working backpackers, covering questions such as:					
 How interested they would be in doing any of them (scale of 1 – 5 with 1 not interested and 5 extremely interested; When they would want to do it (time of the day / week); How much they would be prepared to pay; How they would like to find out more about the products, if they were activated; Profile questions, such as how long they plan to be in the region, what other similar experiences they have done in other regions, where they plan to travel next 			•	Townsville Enterprise	Burdekin Shire Council
Take the product to places where working backpackers recreate (eg. local pub) and present the profiles to them, then ask them the questions and record responses			•	Burdekin Shire Council	Townsville Enterprise
Analyse the responses and write up a brief report, featuring which products had the strongest interest, what price the market wants to pay and what modifications should be done to them to maximise appeal			•	Burdekin Shire Council	Townsville Enterprise
Share the findings with local operators / people interested in becoming operators and discuss the next steps			•	Burdekin Shire Council	Tourism Enterprise and interested local operators / people interested in becoming operators

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11.4 The Cromarty Wetlands/Wongaloo Conservation Park

Project Overview

The Cromarty Wetlands – situated in the Burdekin – is famous for its diversity of wildlife, including some 255 species of birds, 51 species of reptiles, 44 species of mammals as well as countless species of invertebrate. The diversity of birdlife at the Wetlands is apparently greater to that in Kakadu National Park.

The bird watching market is rapidly growing, with an increasing number of birdwatchers travelling to long haul destinations to spot new birds that cannot be seen in their own country or region. To capitalise on the growing twitcher market requires offering what birdwatchers require, which includes: safety, accessibility, quality of birdlife, infrastructure and well-informed guides.

While the Wetlands present a valuable opportunity for the Burdekin, access to the Wetlands is currently limited because of the need to find a safe crossing point of the railway line. We understand discussions with Queensland Rail on this are underway. Should a safe crossing point be developed, the potential exists to develop wetland tours ex Burdekin, focused primarily on the high yielding "twitcher" or bird watching market.

Alignment to assessment matrix		
Creates a WOW Factor that aligns to DNA and Target Market	> Significant natural attraction.	
Direct Commercial Benefit (Jobs)		
Avoids unnecessary duplication	Lots of bird watching product in the region, none that offer the diversity of the Cromarty Wetlands.	
Attracts predominantly visitors	> -	
Commitment	Identified as a project within the Burdekin Tourism Strategy.	

KEY

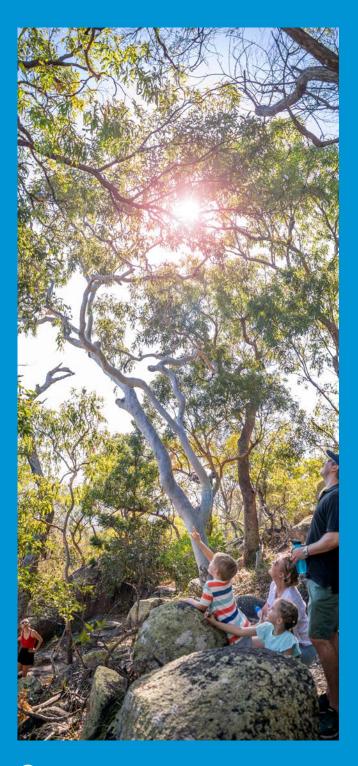
Me<u>ets criteria</u>

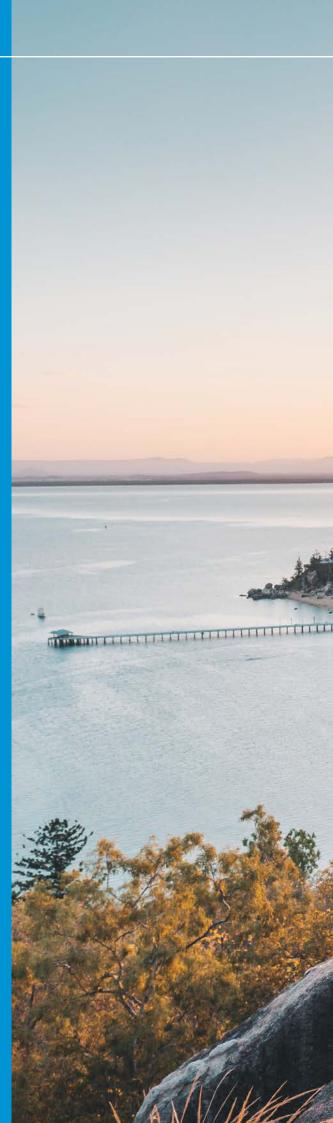
Product Development Action	Timing (Years 1–10)			Implementation	
	1	2-3	4-5+	Lead	Support
Undertake stakeholder engagement to assess opportunities to commercialise the wetlands		•		Wongaloo Conservation Park Trustee	Townsville Enterprise
Source funding to undertake a feasibility study		•		Wongaloo Conservation Park Trustee	Burdekin Shire Council and Townsville Enterprise
Assess access options		•		Burdekin Shire Council	Townsville Enterprise



12.0 Experience Development – Magnetic Island

Priority Project Action Plans







12.1 Walking Trail Development

Project Overview

There are a number of outdoor activities on Magnetic Island including bush walking, birdwatching, boat trips, parasailing, snorkeling tours, bus tours, water sports, golf, diving expeditions, jet skiing, great fishing and horse riding. The Magnetic Island Forts Complex is the number one tourist attraction on the island. Upgraded in 2013/14, current visitor numbers to the Forts Complex are in excess of 100,000 per annum.

Both the Queensland Parks and Wildlife Service (QPWS) and Townsville City Council (TCC) manage a number of established pathways and bush walking tracks on the island. However, they are not well linked; especially where they cross tenures as the different agencies tend to treat them as individual pathways and bush walking tracks rather than part of a larger network. Visitors often have trouble finding the bush walking tracks and often do not know where they exit. There are also several 'missing links' across the island that make the trail network hard to navigate, and in some places unsafe, where walkers are often forced to walk on the road.

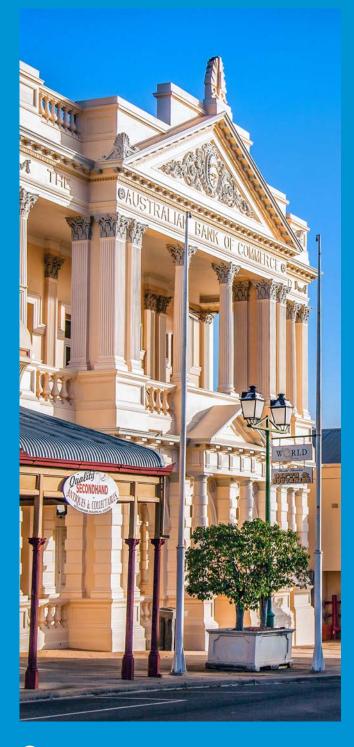
The trails network is a major method of transport on the island for visitors and locals and stakeholder feedback has identified pathways and bush walking tracks as an important part of the Magnetic Island experience.

Alignment to assessment matrix			
Creates a WOW Factor that aligns to DNA and Target Market	→ -		
Direct Commercial Benefit (Jobs)			
Avoids unnecessary duplication			
Attracts predominantly visitors	> -		
Commitment	→ -		

Product Development Action		Timing ears 1–1	10)	Implementation		
		2-3	4-5+	Lead	Support	
Prepare a funding application to contract a walking track construction consultant to:						
 Walk the existing trails and build a base map that presents categorised trails by physical trail type and walking experience; Build a second map presenting potential walking linkages and rating their relative merit to the overall walking offer, taking into account unnecessary duplication, environmental impacts of construction and maintenance capabilities; and Produce a set of recommendations on which trails to link and what subsequent upgrades to existing trails might be required to support the linkages 		•		National Parks Townsville Council	Townsville Enterprise	
On receiving the funding, develop a brief and tender for a consultant with walking track construction and maintenance experience to conduct the work as scoped in the brief	onsultant ruction and to conduct			National Parks Townsville Council	Townsville Enterprise	
Conduct consultation as part of the walking track review and draft proposals		•		National Parks Townsville Council	Townsville Enterprise, local tourism operators	
Produce a final report presenting a staged approach to walking track linkages and upgrades		•		Walking Trail Consultant	National Parks and Townsville Council, Townsville Enterprise	
After approving the final report, implement its staged recommendations			•	National Parks and Townsville Council	Townsville Enterprise	

13.0 Experience Development -Charters Towers

Priority Project Action Plans







13.1 Kernow Charters Towers Development

Project Overview

Set in beautiful rolling grounds of 200 acres, Mosman Hall was a large psychiatric hospital built on the outskirts of Charters Towers. Opened in 1954, the wards and administrative buildings were soundly built using materials and designs so reminiscent of the era that a visitor can step back in time. The area is now being quickly converted and redeveloped into a sophisicated tourism resort.

Phase One of the development has focused on the redevelopment of the three existing buildings situated in the central crescent of the site to produce what will be a unique, eclectic development of up to 33 apartments and cottages, each one designed to make it a special environment.

The first fifteen units of Phase One have been completed and have been operating as short-stay/overnight accommodation since 25th November 2016. The apartments range from the amazingly high-ceilinged, high spec, 185m² Executive Apartment with private garden and direct pool access, through to our cosy but comfortable 79m² Courtyard Garden Apartments, all fully furnished.

The next major projects are the rejuvenation of the main Admin Building, development of a Crystal Lagoon – a clearwater lake with restaurant, café, kids play area and other features including an amphitheatre.

Alignment to assessment matrix					
Creates a WOW Factor that aligns to DNA and Target Market	> -				
Direct Commercial Benefit (Jobs)					
Avoids unnecessary duplication	> -				
Attracts predominantly visitors	Mixed use property - tourism and community use				
Commitment) -				

Product Development	Timing (Years 1–10)			Implementation		
Action	1	2-3	4-5+	Lead	Support	
 Meet with the developer / operator to: Receive a briefing on current status and proposed rollout stages Identify any constraints to the rollout Generate ways to address the constraints to ensure the project delivers on its timeline 	•			Charters Towers Regional Council	Townsville Enterprise	
Work with approval agencies and other catalytic organisations to address constraints to the project		•		Charters Towers Regional Council	Townsville Enterprise	



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14.0 ExperienceDevelopment -Palm Island

Priority Project Action Plans







14.1 Palm Island Trail Network

Project Overview

The proposed Palm Island trail network is a series of graded tracks for walkers, runners, cyclists and horse riders including breakout platforms, signage and interpretation along the way to pause and enjoy the coastline and spectacular views across the Coral Sea. The trail network will traverse the island spatially, culturally and historically, engaging the visitor in the compelling story that makes Palm Island uniquely placed as the only Indigenous community living on the Great Barrier Reef. The proposed trail network will form part of the regional Great Barrier Reef Island Trail Network incorporating neighbouring Magnetic, Orpheus and Hinchinbrook Islands.

The proposed Palm Island trail network will:

- > create immersive experiences showcasing the indigenous heritage and culture of Palm Island;
- > provide a supporting experience to capitalise on the Museum of Underwater Art installation soon to be constructed in the waters off Great Palm Island; and
- > allows both visitors and the community to value the natural assets of Palm Island while creating minimal impact to the environment.

Alignment to assessment matrix						
Creates a WOW Factor that aligns to DNA and Target Market	 > Unique product offering. > Spectacular landscapes and strong cultural connection. > Ability to incorporate learning through environmental and cultural storytelling. > Research proves that hiking and mountain bike experience have strong appeal to the HVT market. 					
Direct Commercial Benefit (Jobs)	Jobs in construction, maintenance and cultural / environmental guides.					
Avoids unnecessary duplication	> No duplication.					
Attracts predominantly visitors	 Experience development leveraging from the impending Museum of Underwater Art in the waters off Palm Island which expects to attract between 2,500 and 10,000 visitors per annum. Infrastructure will be utilised for event development such as three island adventure run conducted by Outer Limits Adventure Fitness. 					
Commitment	→ -					
KEY 🔵 Meets criteria 🛑 Partially meets criteria 🛑 Does not meet criteria						

Product Development	(Y	Timing ears 1–		Implementation		
Action	1	2-3	4-5+	Lead	Support	
Conduct community and stakeholder consultation to map trail network				Palm Island Aboriginal Shire Council	Traditional Owners, Community organisations	
Develop a design brief for concept design and feasibility assessment				Palm Island Aboriginal Shire Council	Traditional Owners	
Attract funding for development concept design and feasibility assessment				Palm Island Aboriginal Shire Council	Townsville Enterprise	
Develop concept design and conduct feasibility assessment				Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise	
Attract funding for construction of trails				Palm Island Aboriginal Shire Council	Palm Island Community Company	
Provide training for guides (guiding,safety, marketing)		•		Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise, JCU/other	
Conduct research to provide interpretive stories		•		Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise, JCU/other	
Construct trails and install signage and interpretation				Palm Island Aboriginal Shire Council		
Launch trail network				Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise	
Package and market trail use opportunities			•	Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise, SeaLink, Tourism Industry Operators	
Maintain trail network			•	Palm Island Aboriginal Shire Council	Traditional Owners Palm Island Community Company	

14.2 Eco-Accommodation Development

Project Overview

Developments such as the installation of a Museum of Underwater Art (MOUA) installation in the waters off Great Palm Island will be catalytic to the further development of Palm Island's nascent tourism industry. The development of new accommodation such as glamping or eco-accommodation that will encourage MOUA tourists to stay overnight will:

- > increase tourist expenditure on Palm Island due to overnight stays; and
- > focus on initial small scale, low impact development suitable for establishment alongside the MOUA launch.

Alignment to assessment matrix						
Creates a WOW Factor that aligns to DNA and Target Market	HVT looking for unique experiences including unique accommodation options in unique destinations.					
Direct Commercial Benefit (Jobs)	> Jobs in construction and operations.					
Avoids unnecessary duplication	Limited existing accommodation on island, alternative form of accommodation proposed.					
Attracts predominantly visitors	 Alternative accommodation will target the visitor market. 					
Commitment	> -					

Product Development	Timing (Years 1–10)			Implementation		
Action	1	2-3	4-5+	Lead	Support	
Attract funding to conduct an eco-accommodation feasibility assessment				Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise	
Conduct eco-accommodation feasibility assessment and community consultation		•		Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise	
Promote the eco-accommodation options to potential investors/ operators		•		Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise	
Support potential investors/ operators to obtain appropriate planning permits				Palm Island Aboriginal Shire Council	Traditional Owners, GBRMPA, DEH	

14.3 Palm Island Cultural Precinct

Project Overview

A collection of co-located cultural institutions, the proposed cultural precinct will include a museum/history exhibition, an upgraded Indigenous Knowledge Centre and an arts studio and gallery. Visitors will be attracted to the precinct's programs, exhibitions and events that showcase historic and contemporary Palm Island and its vibrant arts and cultural community.

Alignment to assessment matrix				
Creates a WOW Factor that aligns to DNA and Target Market	 An immersive and educational experience HVT market interested in unique and authentic experiences. 			
Direct Commercial Benefit (Jobs)	> Jobs in construction and operations.			
Avoids unnecessary duplication	> Represents the uniqueness of Palm Island.			
Attracts predominantly visitors	 Experience development leveraging from the impending Museum of Underwater Art in the waters off Palm Island which expects to attract between 2500 and 10,000 visitors per annum. Infrastructure will be utilised for event development. 			
Commitment	→ -			

KEY

Meets criteria

Does not meet criteria

Product Development	(Y	Timing ears 1-'		Implementation		
Action	1 2-3 4-5+		4-5+	Lead	Support	
Attract funding to develop concept design and conduct feasibility assessment of cultural centre	•			Palm Island Aboriginal Shire Council	Traditional Owners, Queensland Museums, State Libraries, Townsville Enterprise	
Develop concept design and conduct feasibility assessment and community consultation		•		Palm Island Aboriginal Shire Council	Traditional Owners, Queensland Museums, State Libraries, Townsville Enterprise	
Attract funding to repurpose existing or construct new buildings for cultural centre		•		Palm Island Aboriginal Shire Council	Traditional Owners, Queensland Museums, State Libraries, Townsville Enterprise	
Repurpose existing or construct new buildings for cultural centre		•		Palm Island Aboriginal Shire Council	Traditional Owners, Queensland Museums, State Libraries, Townsville Enterprise	
Curate exhibitions			•	Palm Island Aboriginal Shire Council	Traditional Owners, Queensland Museums, State Libraries, Townsville Enterprise	
Provide training (guiding, retail etc)			•	Palm Island Aboriginal Shire Council	Traditional Owners, Queensland Museums, State Libraries, Townsville Enterprise	
Launch Cultural Centre			•	Palm Island Aboriginal Shire Council	Traditional Owners, Queensland Museums, State Libraries, Townsville Enterprise	

14.4 Interpretation and wayfinding signage

Project Overview

Installation of wayfinding signage and interpretive messaging is aimed at:

- > increasing community pride and improve the overall attractiveness of the island;
- > improving ease of navigation around the island; and
- > creating a narrative that support and display the culture of the island, providing context for visitors.

Alignment to assessment matrix						
Creates a WOW Factor that aligns to DNA and Target Market	 Conveying a compelling and authentic Palm Island story. Educational. 					
Direct Commercial Benefit (Jobs)	> Jobs in construction.					
Avoids unnecessary duplication	> Conveying a unique story.					
Attracts predominantly visitors	> Provides context for visitors.					
Commitment	> -					

Product Development	Timing (Years 1–10)			Implementation		
Action	1	2-3	4-5+	Lead	Support	
Attract funding to develop and install interpretive and wayfinding signage		•		Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise, JCU/other	
Conduct research to provide stories that inspire and ground interpretation		•		Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise, JCU/other	
Map wayfinding signage needs				Palm Island Aboriginal Shire Council		
Deliver a training program in all aspects of storytelling		•		Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise, JCU/other	
Develop interpretive driven experiences		•	•	Palm Island Aboriginal Shire Council	Traditional Owners, Townsville Enterprise, JCU/other	
Develop and install interpretation and other infrastructure that support the experiences				Palm Island Aboriginal Shire Council		

15.0 Appendices

Appendix A: Local DNAs as identified during stakeholder engagement

DNA	Townsville City	Hinchinbrook	Magnetic Island	Burdekin	Charters Towers	Palm Island
Weather	\checkmark		✓	\checkmark		√
Contrasting nature / environments	\checkmark	✓	✓	✓	\checkmark	✓
Heritage	\checkmark	✓			✓	✓
Indigenous cultural	\checkmark	√			1	√
Unexplored	\checkmark	✓	✓		\checkmark	✓
Welcoming	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	√
Authentic	\checkmark	\checkmark	\checkmark	\checkmark	\checkmark	✓
Laidback	\checkmark		\checkmark		✓	✓
Friendly	\checkmark		√	√	✓	✓
Discovery/learning	\checkmark				✓	✓
Immersive		\checkmark	✓		√	✓
Active	\checkmark	\checkmark	✓		✓	
Relaxed	\checkmark	✓	√	√	1	
Fun					✓	
Adventurous	\checkmark	✓			✓	
Enriching	\checkmark					✓
Thriving/Abundance				\checkmark		
Outback					\checkmark	

Target markets	Townsville City	Hinchinbrook	Magnetic Island	Burdekin	Charters Towers	Palm Island
DINKS HVT (25-40)	\checkmark	\checkmark	\checkmark			
50+ HVT Empty Nesters	√	√	✓	✓	√	~
SINKS (18-30)		√				
Travelling with kids	✓	✓	\checkmark			~
VFR	√		\checkmark	✓	\checkmark	~
European Backpackers	✓		\checkmark	✓	\checkmark	
UK & Asian Working Backpackers				✓		
International Study Abroad	~	√	√			~
Cruise Market	✓	\checkmark	√	√	\checkmark	~
Sporting Groups	~	\checkmark		\checkmark	~	
Conference/Business Market	\checkmark	√			√	\checkmark

Appendix C: List of all identified products and experiences

Regional Collaborative Experiences

- Museum of Underwater Art Townsville, Magnetic Island and Palm Island
- Multi-day Eco Trail Development
- GBR Island Trail including Magnetic Island, Palm Island, Orpheus/Pelorus Island and Hinchinbrook Island
- Trail Development Cape Pallarenda, White Mountains and Mount Fox
- Indigenous Product Development across entire region
- Agritourism experience Burdekin, Charters Towers and Hinchinbrook

Townsville Experiences

- Activation on Castle Hill
- Year-Round Major Events Calendar
- Refurbishment of Reef HQ Great Barrier Reef Aquarium
- Drivelt Motor Sport and Training Precinct
- The Strand Lagoon

Hinchinbrook

- Ecotourism walk and eco accommodation on Hinchinbrook Island
- Master Plan for Wallaman Falls
- Fishing tour salt to fresh water in 24 hours
- Walking trail Texas Terror Plane Crash
- International Fishing School at Mungalla
- Independent walking trail on Pelorus Island and Mount Fox
- Guided bird watching tour at TYTO precinct
- Kayaking and mountain biking tours at Broadwater in Abergowrie
- Cave diving experience at Mount Fox National Park

Burdekin

- Yongala Street Sculpture Virtual Reality Experience
- Indigenous turtle tour
- Guided sugar cane and cane fire tour
- Paddock to Plate guided tour
- Art and Culture Retail production classes, meet the maker
- Guided fishing packages
- Tour experiences at Cromarty Wetlands
- Adventure Tourism product with working backpackers

Magnetic Island

- Museum of Underwater Art
- Overnight guided walking trails/experiences on Magnetic Island
- Indigenous guided night time walk to the Forts
- Eco-accommodation

Charters Towers

- Kernow Development
- Agriculture-based tour
- Nature and culture experience at While Mountains National Park
- Underground mining shaft tour or interactive experience
- Pub crawl tour (Beer and Beef Festival)
- Justify the need for commercial and recreational experiences at the Weir
- Dillingas Dreaming Art Studio
- Bushwalking tour themed on eccentric life of Annie Ferdinand (Baggs)
- Pop up camping for major events

Palm Island

- Museum of Underwater Art
- Multi-purpose trail network
- Establish a cultural centre incorporating a museum, library and arts studio/gallery
- Attract investment into new accommodation and upgrade existing accommodation
- Install interpretation and wayfinding signage
- Indigenous Fishing Tour
- Caravan and Camping area



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