# TABLE OF CONTENTS

Executive Summary .................................................................................................................. 3  
1. Introduction ......................................................................................................................... 5  
2. Vision For The Park ............................................................................................................. 6  
3. Consultation Outcomes ......................................................................................................... 9  
4. Concept Master Plan Implementation .................................................................................. 15  

Acknowledgements  
Images used throughout this document are courtesy of NPRSR and Tourism and Events Queensland, or prepared by the consultant team, unless otherwise acknowledged.

Disclaimer  
Any representation, statement, opinion or advice, expressed or implied in this document is made in good faith but on the basis that EC3 Global, TRC Tourism and Manteit Associates are not liable (whether by reason of negligence, lack of care or otherwise) to any person for any damage or loss whatsoever which has occurred or may occur in relation to that person taking or not taking (as the case may be) action in respect of any representation, statement or advice referred to in this document.

---

<table>
<thead>
<tr>
<th>Glossary</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>CWS</td>
<td>Currumbin Wildlife Sanctuary</td>
</tr>
<tr>
<td>DFWP:</td>
<td>David Fleay Wildlife Park</td>
</tr>
<tr>
<td>FOF:</td>
<td>Friends of Fleays</td>
</tr>
<tr>
<td>GCCC:</td>
<td>Gold Coast City Council</td>
</tr>
<tr>
<td>GCWA:</td>
<td>Gold Coast Waterway Authority</td>
</tr>
<tr>
<td>NPRSR:</td>
<td>Department of National Parks, Recreation, Sport and Racing</td>
</tr>
<tr>
<td>QPWS:</td>
<td>Queensland Parks and Wildlife Service</td>
</tr>
<tr>
<td>TARC:</td>
<td>Tallebudgera Active Recreation Centre</td>
</tr>
<tr>
<td>TBS</td>
<td>Tallebudgera Beach School</td>
</tr>
</tbody>
</table>

---

David Fleay Wildlife Park Concept Master Plan, June 2014
EXECUTIVE SUMMARY

Known affectionately as Fleays, the David Fleay Wildlife Park is a valued and long-established tourism and community facility. However, as is the case for all tourism facilities and attractions, it operates in an increasingly competitive marketplace and must continue to innovate, invest and offer compelling experiences to visitors in order to flourish.

World-class nature is the main motivator for international and domestic visitors to choose Queensland as their destination. Ecotourism is no longer a niche market – it is one of Queensland’s greatest competitive advantages. The Queensland Ecotourism Plan 2013-2020 provides a clear strategic direction for Queensland to regain its position as the number one ecotourism destination through world-leading interpretation and presentation. As one of NPRSR’s gateway visitor centres, Fleays has a leading role to play in delivering this vision.

This Concept Master Plan commissioned by the Department of National Parks, Recreation, Sport and Racing (NPRS) has been shaped by feedback gathered from public and stakeholder consultation in order to develop a shared vision for the Park’s future.

The Plan sets out a documented vision, clear objectives and set of indicative recommendations that provide the opportunity to guide the Park towards a more sustainable future. By 2020 the Park will be contributing fully to community, tourism and state-wide wildlife conservation goals, and delivering good value returns for the Queensland Government’s investment.

The Park’s location at the heart of the Burleigh Greenspace Reserves and within easy reach of Burleigh Head National Park provides it with the perfect opportunity to build on existing connectivity. Fleays will perform a gateway role at the heart of the Burleigh Greenspaces, providing visitors with the perfect opportunity to experience and enjoy a variety of native forest and wetland habitats as well as a range of wildlife and nature-based experiences inside the Park.

VISION FOR THE DAVID FLEAY WILDLIFE PARK

The Park will build on the legacy of Dr Fleay and introduce a new generation of young and old visitors to learn about and love Queensland’s Wildlife. It will provide visitors with unforgettable experiences where they have fun and leave inspired and moved by the connections made with the Park’s animals, people and cultural heritage.

2020 OBJECTIVES

By 2020 the Park will:

- Grow overall visitor numbers to an annual target of 40,000;
- Grow education group visitor numbers to 15,000;
- Increase local visitation – attracting at least 15,000 local Gold Coast visitors;
- Deliver a gateway visitor centre function for Queensland Parks and Wildlife Service (QPWS), growing awareness of Queensland’s national parks and wildlife among target visitor audiences (including local communities);
- Deliver high quality learning experiences;
- Develop supportive and engaged partner working relationships;
- Grow average visitor length of stay and expenditure;
- Deliver services which grow admission, retail and food and beverage yields; and
- Minimise net cost of service delivery and achieve an overall financial performance which provides Government with good value returns on its investment.

Successful delivery of the vision and objectives will firmly position the Park as an active player in Queensland’s tourism economy, with national park Rangers established as iconic Queensland identities and the face of national parks. A number of pre-requisites will also need to be addressed if the Park and its staff, volunteers and stakeholders are to have the best possible opportunity to deliver the vision. The Park should:

- Be operated on a business-like footing via an appropriate Governance model;
- Establish a range of partnerships to support delivery of objectives; and
- Establish a clear and distinctive market position.

SETTING THE PARK APART – DIFFERENTIATORS

Research indicates that a number of the Park’s attributes and related opportunities can be developed as market differentiators. Differentiators are the distinct features and attributes which set the Park apart, providing it with a unique attraction to visitors. These include:

- A focus on QPWS Ranger-led interactive experiences which build an emotional attachment for visitors;
- Establishing new interactive and show content, potentially including a new free flight bird show featuring wedge-tailed eagles and ‘behind the scenes’ tours;
- Retaining the Fleays focus on native wildlife and telling the Park’s story in an innovative way;
- Developing indigenous links with partner organisations and relating these to the Park’s wildlife, to deliver unique visitor experiences;
- Delivering a small number of research/endangered species programs with research partners. The narrative that these programs can provide will add to the Park’s overall visitor appeal;
- Establishing signature experiences which the Park is renowned for, and making these central to its marketing efforts. The Park is already synonymous with the platypus (including the recent acquisition of a new baby platypus, “Wally”, as an exemplar); and
- Providing a gateway visitor centre role for Queensland’s national parks.
TARGET MARKETS
A number of key target markets have been identified where the Park’s products and attributes fit with market demand and expectations. These comprise; school and education groups including Tallebudgera Active Recreation Centre (TARC) and Tallebudgera Beach School (TBS), families with young children, local Gold Coast residents, domestic markets (interstate and intrastate) including day tour companies, bus companies, inbound operators, and domestic specific interest groups.

DELIVERING THE VISION
The overall concept is that successful implementation of Stage 1 recommendations is necessary to re-invigorate the Park with key facilities and programs, enabling it to compete in the marketplace. Investment in longer term opportunities will continue to broaden the range of experiences on offer to maintain and grow visitor numbers and engagement with local communities.

To deliver on the vision and objectives, the Concept Master Plan identifies a range of development opportunities in concept form, with implementation being subject to detailed design and planning. Stage 1 investments will deliver an increased range of high quality interactive native animal experiences and supporting infrastructure as the means to grow visitor numbers and revenue streams. Longer term recommendations set out the future development required if the Park’s vision up to 2020 is to be fully delivered.

NPRSRL’s Directions Paper for the Park complements the Concept Master Plan and sets out Government’s priorities for implementation. The Queensland Government has identified new budget support to implementation of Stage 1 proposals. However, as it is understood that no budget is in place to fund Stage 2 longer term opportunities, implementation will be reliant on working in partnership with the private, public and voluntary sectors and securing the necessary funding.

It is anticipated that within the two stage implementation process, projects after Stage 1 will be brought forward on a case by case basis, taking advantage of partnership and resourcing opportunities as they become available. Prioritisation will be informed by annual business plans. Wildlife Parks operate in a highly competitive tourism environment, and the costs and resources required to develop and operate a modern park are significant. Sustained investment at an appropriate level is needed to refresh visitor experiences and retain visitor interest if destinations are to remain competitive. Assessing return on investment and identifying where new facilities and services will achieve most impact will be a key consideration. Sensible marketing investment to re-establish the Park on visitor and tourism trade radars is essential – without it, the net result will be that returns on new capital investment will not be realised. Although only one factor in the Park’s performance, decreasing investment in marketing of the Park mirrors the falls in visitation and revenue over the last decade. A priority alongside an active PR program is re-engaging in local, regional and state tourism networks to ensure Fleays is promoted as part of the Gold Coast Tourism product, particularly via trade and group travel distribution channels. This requires dedicated officer time to generate PR coverage, taking an active part in tourism trade networks and events, and the management team having the necessary delegated authority to enable them to respond to marketing opportunities as they arise.

STAGE 1 RECOMMENDATIONS
The activities and proposed development prioritised in Stage 1 reflect the weaknesses identified in the current product and the key opportunities related to target markets. The priority is for targeted investment which puts the Park on a competitive footing again, and re-establishes it on visitor and tourism trade radars.

The proposed new amphitheatre and canoe jetty and access trail are key facilities – in the case of the former, providing a much needed dedicated show venue, and in the latter, providing a physical link which facilitates a partnership between the Park, TARC and TBS.

Stage 1 recommendations include;
1. New canoe jetty and access trail
2. New amphitheatre
3. Redesigned koala enclosure
4. New kangaroo encounters study trail
5. Removal of fencing to open up Moon Dam
6. Refreshed interpretation and signing (site-wide)
7. Motorway and entry signposting
8. Visitor Centre refresh
9. Site refresh and refurbishment.

Supported by;
A. Creation of a program of curriculum-based education packages
B. Development of new interactive wildlife show content and behind the scenes tours
C. Marketing to re-establish the Park
D. Reinvigoration of the volunteer program.

STAGE 2 LONGER TERM RECOMMENDATIONS
Longer term opportunities focus on expanding the range of native animal-based experiences which the Park can provide to target visitor markets.

Key opportunities include a new butterfly house, new insect house, interactive children’s playscape and improved interpretation, as well as developing and refreshing a range of wildlife exhibits to build the level of interactive activities and exhibits on site. While subject to full market testing and identifying funding sources, opportunities such as establishing new onsite overnight camping, development of a new walk-through aviary and developing the heritage and interpretative potential of the currently decommissioned parts of the site (Fleays House, Platypussary) are also recognised as providing potential to expand the range of experiences on offer in the longer term.
1. INTRODUCTION

The master planning process commissioned by the Department of National Parks, Recreation, Sports and Racing (NPRSR) is a key opportunity to refocus the David Fleay Wildlife Park.

Preparation of this Concept Master Plan has been guided by strategic advice from a Project Reference Group and key stakeholders, and has been further shaped by community feedback on the Draft Concept Master Plan published in December 2013.

BACKGROUND TO DAVID FLEAY WILDLIFE PARK

The Park is located on the Gold Coast, on the western edge of Tallebudgera Creek, and accessed from the Pacific Motorway via Tsiipura Drive and Tallebudgera Creek Road. The site is bordered to the north by the Tallebudgera Creek Regional Park, West Burleigh Road to the west, and framed by Tallebudgera Creek to the south and east.

Established in 1951 by Dr David Fleay and managed by Queensland Parks and Wildlife Service (QPWS) since 1983, David Fleay Wildlife Park is an environmental education facility that encourages community awareness, appreciation and understanding of Queensland’s protected areas and native wildlife, and inspires people to share in their conservation. Visitors explore the Park from the safety of boardwalks and pathways that take them through three distinct wildlife habitats (wetland, rainforest and open eucalypt forests) where they can view animals in settings as close as possible to their natural homes.

STRATEGIC CONTEXT

The Park is a priority for the Queensland Government in delivering its commitment to improve access to national parks and support growth in Queensland’s tourism industry.

The Park is considered to have significant potential as a gateway visitor centre, which showcases the State’s national parks and wildlife, and the Queensland Government’s conservation work and priorities.

World-class nature is the main motivator for international and domestic visitors choosing Queensland as a destination. Ecotourism is no longer a niche market – it is one of Queensland’s greatest competitive advantages. The Queensland Ecotourism Plan 2013-2020 provides a clear direction for investment in facilities in parks and for Queensland to retain its position as the number one ecotourism destination through world-leading interpretation and presentation. As one of NPRSR’s gateway visitor centres, Fleays has a leading role to play in delivering this vision.

A vision to the 2020 horizon is particularly relevant as the Queensland Government has set the target of doubling the value of overnight tourism to the State by 2020, with all attractions and businesses having to play their part if this challenging target is to be met. This time period will also cover the Gold Coast’s staging of the Commonwealth Games in 2018. The Gold Coast is famous for fun, but alongside other national park and nature-based attractions throughout its hinterland, it can also be famous for nature. The Park needs to play an active part in building a critical mass of high quality nature-based and ecotourism visitor experiences throughout the region.

Within the context of a slightly longer timescale, the Park will also have its role to play in contributing to delivery of the Queensland Plan. This is a 30-year vision for Queensland that identifies local and State-wide priorities. It will set the high level direction for Queensland’s future and will be delivered through a series of supporting strategies and action plans. In the working draft document, tourism has been identified as a key economic contributor with the State “being recognised as internationally competitive with strong exports/business especially in the agricultural (food bowl) and ecotourism sectors”.

HOW TO USE THE CONCEPT MASTER PLAN

The Concept Master Plan sets out a vision and set of objectives for the Park, accompanied by a series of actions, priorities and proposed investments categorised under Stage 1 recommendations and Stage 2 longer term opportunities.

This document forms a succinct standalone Concept Master Plan which has been prepared following extensive community and stakeholder feedback on the Draft Concept Master Plan (INSERT HYPERLINK). Please refer to the Draft Concept Master Plan documentation for the supporting detail, critique and market analysis behind the strategic direction and intent set out in this document.

Implementation will be guided by a NPRSR Directions Paper and it is recommended that annual business plans should be prepared to identify priorities, timelines, resources and partners. In this sense, the Concept Master Plan is a live document, where it is anticipated that vision, commitment and objectives will remain constant, but actions and priorities will evolve over time.

A TIME OF CHANGE FOR THE PARK

The Park has gone through a period of change in the last decade, where its position in the market hasn’t been as clear as it could have been. The result has been falling visitor numbers and revenue, with the Park visibly looking tired and in some areas, lacking in animal life. In marketing terms, the Park has fallen off visitor and tourism trade radars, resulting in low recognition in the marketplace.

On current estimates, the Park attracts only 17,000 visitors per year. However, there are a number of key opportunities available which if successfully capitalised upon will result in significantly
improved conservation and tourism outcomes and overall returns on the Queensland Government’s investment. These opportunities include:

- State government commitment to the Park as a gateway visitor centre and as flag-bearer for the emerging national parks brand;
- QPWS Ranger-led experiences but conveyed in an entertaining way which meet and exceed visitor expectations;
- Potential to capitalise on the Park’s strategic location in relation to the Burleigh Greenspaces and the overall Gold Coast visitor market,
- Fully developing links with Tallebudgera Active Recreation Centre (TARC) and Tallebudgera Beach School (TBS), and meeting the needs of the local schools market as a whole;
- Forming meaningful partnerships with local tourism operators, community groups and businesses in pursuit of Park objectives;
- Potential linkages with Gold Coast and regional universities and research institutes;
- Gold Coast’s hosting of the Commonwealth Games;
- Positive market trends for nature-based visitor attractions and leisure tourism growth;
- Passion of the Park’s staff, supporters and volunteers; and
- A marketing re-launch - a sustained marketing presence has a key role to play in achieving a turnaround for the Park.

2. VISION FOR THE PARK

THE VISION

A clear vision and focus for the Park, accompanied by measurable and achievable targets is required to guide future operation. The ambition is to set the Park on a sustainable track to deliver what it should do best - following in the footsteps of David Fleay to deliver entertaining and educational native wildlife experiences in a contemporary manner to target visitor audiences.

The legacy provided by Dr Fleay’s pioneering work alongside a clear focus on QPWS Ranger-led animal conservation work will continue to provide the key points of difference for the Park. If turnaround in the Park’s fortunes is to be achieved, the challenge is to evolve this original vision into today’s visitor market, and implement it in an ever-more competitive climate. A balance needs to be struck between preserving the inherited legacy from Dr Fleay and responsible investment in order to create a more viable visitor attraction.

ACHIEVING THE VISION

To achieve the vision and objectives for the Park, the following elements must be in place;

- Clear points of difference that highlight the Park’s unique assets and story, and promote visitation growth and increased length of stay through “must-see” visitor experiences;
- Clarity on its underpinning operating principles at the outset i.e. a clear policy stance on the level of interaction with animals, animal feeding and endangered species breeding;
- A focus on providing Ranger-led interactive nature-based experiences;
- A focus on animal conservation, while adding viable new facilities and amenities to develop overall visitor appeal;
- A species management plan to guide investment and animal stocking;
- A clear-sighted approach to fulfil the gateway visitor centre function through providing interpretation and education materials which promote a clear message on the critical role national parks play in habitat protection for Queensland’s wildlife;
- Be operated on a business-like footing via an sustainable governance model;
- A commitment to partnership working arrangements with commercial, community and conservation partners to support delivery of Park objectives;
- Embedding volunteers and community partners as central elements of the Park’s operation; and
- A two stage Master Plan implementation process: a short term (Stage 1) investment plan to rejuvenate the Park with essential infrastructure and services, accompanied with a longer term vision which sets out opportunities to sustain and grow its visitor appeal.

Vision

The Park will build on the legacy of Dr Fleay and introduce a new generation of young and old visitors to learn about and love Queensland’s Wildlife. It will provide visitors with unforgettable experiences where they have fun and leave inspired and moved by the connections made with the Park’s animals, people and cultural heritage.
**2020 OBJECTIVES**

To ensure strategic directions remain on target, annual business plans should set performance targets within the context of overall 2020 objectives.

In pursuit of the vision for the Park, a series of measureable objectives have been defined which seek to achieve an appropriate balance between performance (visitation and revenue), community, education and conservation outcomes.

2020 Objectives

By 2020 the Park will;

- Grow overall visitor numbers to an annual target of 40,000;
- Grow education group visitor numbers to 15,000;
- Increase local visitation – attracting at least 15,000 local Gold Coast visitors;
- Deliver a gateway visitor centre function for QPWS, growing awareness of Queensland’s national parks and wildlife among target visitor audiences (including local communities);
- Deliver high quality learning experiences;
- Develop supportive and engaged partner working relationships;
- Grow average visitor length of stay and expenditure;
- Deliver services which grow admission, retail and food and beverage yields; and
- Minimise net cost of service delivery and achieve an overall financial performance which provides Government with good value returns on its investment.

**PARK GOVERNANCE AND OPERATION**

The review of the Park’s operation and comparison with best practice examples in the market demonstrated that a more business-like governance model is required in order for the Park to deliver on its strategic ambitions. Establishing these governance arrangements is one of the key enablers for success. A management model not constrained by undue bureaucracy but reflective of contemporary business and tourism management practice that enables the facility to respond to commercial opportunities and challenges is a key element in focusing and rejuvenating the Park.

Governance arrangements should allow the Park’s management team the ‘local ownership’ and flexibility to manage, invest and innovate, while incorporating appropriate safeguards for public investment within NPRSR structures.

The governance model is a means to an end - key elements to consider include;

- Centre management with the appropriate skillsets and experience – covering business management, visitor attractions, and commercial acumen;
- Appropriate delegated authority to take operational decisions;
- Clear lines of reporting and responsibility;
- Ability to enter into commercial partnership arrangements; and
- Ability to take a commercial/entrepreneurial approach to delivery.

If the Park is to increase visitor numbers and compete in the highly competitive Gold Coast visitor attractions market, it will need to become more proactive in developing and delivering experiences, and become more attuned to market needs. Experience from peer group venues indicates that delegated authority/arm’s length operation from public sector ownership and control is a significant aid to delivering objectives, including the ability to generate commercial sponsorship where appropriate. In this sense, it is considered that the statutory or advisory models of governance offer the best fit with delivery of the Park’s objectives.

It is recognised that decisions on governance will be taken with the guidance provided by the Queensland Government State-Wide Outdoor Recreation Framework. By guiding collaboration across Queensland Government agencies and with other key stakeholders the Framework seeks to ensure the ultimate goal of seeing more Queenslanders and visitors participating in and benefitting from outdoor recreation across the State.

Alongside the Governance model, a number of supporting business processes and policies also need to be established at the outset;

- Removal of the restrictions placed by regulated entry fees, providing the Park’s management with the ability to introduce flexible ticketing and pricing in response to market opportunities;
- Budgeting which provides for ring-fencing of business costs and revenues generated by the Park;
- Provision of delegated authority to the Park’s management to respond to media and public relations opportunities in a timely manner; and
- Introduction of reporting systems for budgeting and asset management, including a ticketing system that records demographics and allocation of expenses.

**PARTNERSHIP APPROACH**

The Queensland Government has made a commitment to maintain the Park as a directly managed facility however it also welcomes investigating appropriate partnership opportunities which assist in delivering objectives and obtaining good value for money. Consultation feedback on the Draft Concept Master Plan provided clear support for the Park to establish appropriate partnerships as part of its modus operandi going forward.

With regard to partnership opportunities, QPWS should consider;

- Establishing appropriate formal and informal partnership working arrangements with community, public and private sector partner organisations; and
- Establishing a not for profit foundation compatible with the chosen governance model. A foundation is regarded as an effective way of managing and sourcing external funding support,
Friends of Fleays should be engaged in discussions regarding their aspirations and potential interest in helping to shape a new or evolved foundation for the Park.

**MARKET POSITIONING OF THE PARK**

The Concept Master Plan sets out a vision where the Park can differentiate itself from competitors on the Gold Coast. This positioning is crucial if the Park is to succeed in meeting its objectives.

The Park needs to be managed and operated within the context of the general Gold Coast tourism industry and determine its niche within the destination’s wildlife tourism offering. While promoting its individual place in the market, wherever possible it should work collaboratively with other tourism offerings to deliver a richer overall Gold Coast wildlife tourism experience to leverage the greater selling power of those other tourism products.

Given the Queensland Government’s commitment to maintaining a native wildlife focus at the core of the Park’s services and facilities, the Park needs to make a virtue of these attributes and positioning. That is, deliver unique, QPWS Ranger-led educational experiences in an entertaining manner.

The Park’s role will focus on:

1. Becoming a fun experience for families where they can spend at least 2-3 hours and enjoy the exhibits and animal shows;
2. Being an exemplar of a modern wildlife centre within the context of Queensland’s national parks, while providing customers with interactive and entertaining ecotourism experiences; and
3. Striving to become a great visitor destination for family entertainment which offers good value and an experience which is distinct from other attractions.

Research indicates strengths in the following areas which offer potential for further development as differentiators:

- A focus on QPWS Ranger-led interactive experiences which build an emotional attachment for visitors;
- Establishing new interactive and show content, potentially including a new free flight bird show featuring wedge-tailed eagles and ‘behind the scenes’ tours;
- Retaining the Fleays focus on native wildlife and telling the Park’s story in an innovative way;
- Developing indigenous links with partner organisations and relating these to the Park’s wildlife, to deliver unique visitor experiences;
- Delivering a small number of research/endangered species programs with research partners. The narrative that these programs can provide will add to the Park’s overall visitor appeal;
- Establishing signature experiences which the Park is renowned for, and making these central to its marketing efforts. The Park is already synonymous with the platypus (including the recent acquisition of a new baby platypus, “Wally”, as an exemplar); and
- Providing a gateway visitor centre role for Queensland’s national parks.

Target markets in relation to this market positioning are:

1. Student/Education Groups;
   - TARC and TBS markets;
   - All schools within a 30km radius, particularly grades 1-3;
   - Development of indigenous educational products which meet Grade 9 national curriculum requirements
2. Parents and grandparents with young children (under 10s);
3. Gold Coast residents (with visiting friends and relatives);
4. Domestic visitors (including grey nomads, day tour companies, bus companies, and inbound operators) – connecting with the Gold Coast’s leisure tourism market; and
5. Domestic specific interest groups including Probus, Rotary, Lions, and gardening clubs.

These segments represent the key markets for the Park, but networking and rebuilding connections with Gold Coast tourism partners and tourism trade will also ensure that it is well positioned in relation to attracting international visitors already coming to the Gold Coast.

**Burleigh Head, the Gold Coast**
3. CONSULTATION OUTCOMES

The Gateway Visitor Centre Master Plan project is a priority of the Queensland Government. It seeks to improve access to national parks for sustainable ecotourism and outdoor recreation activities, and support growth of Queensland’s tourism industry. This overall project has involved the development of Concept Master Plans for the David Fleay Wildlife Park at the Gold Coast, Mon Repos Conservation Park at Bundaberg and Walkabout Creek Visitor Centre at Brisbane.

The input of key stakeholders, user groups and the community is vital to the successful development of the Concept Master Plan. This involvement has ensured that this Plan is relevant, based on real-world user requirements and perspectives, and there is a high degree of stakeholder and community buy-in to the outcomes.

NPRSR commissioned expert independent facilitators, the Flinders Group, to lead the consultation process, facilitate the community consultation workshops and collate the results. The consultation process and key themes presented in the following sections of the Concept Master Plan are based on the information collated by the Flinders Group.

The community consultation period ran from 20 December 2013 to 21 February 2014, providing NPRSR with valuable information in terms of identifying where stakeholders and community supported the key themes, and areas where it was believed that change was required.

CONSULTATION PROCESS

The consultation methods used were designed to meet the objective of ensuring that all community and stakeholder views, concerns and ideas were both heard and captured. Consultation methods are generally qualitative or quantitative and, used together, are complementary. To maximise exposure and participation a combination of these methods was utilised.

The following consultation tools were utilised to enable participants to present their views in person and/or via remote means:

- Survey: Qualitative and quantitative data categorised under the themes of ecotourism, outdoor recreation, events and functions, environmental education and community use, wildlife experiences and general feedback was collected via an online survey using the Queensland Government’s ‘Get Involved’ website;
- Workshops: Providing the opportunity for detailed presentation of the Concept Master Plan and open discussion. QPWS identified the need for two rounds of workshops – the first introducing the Concept Master Plan and the second providing feedback on the issues identified during consultation, as well as the opportunity to gather any further comments prior to finalising the Concept Master Plan;
- One to one consultations: with key stakeholders including Rosemary Fleay-Thompson, Michael Hart MP and Friends of Fleays; and
- Project Reference Group consultation.

KEY THEMES FROM CONSULTATION

A large volume and breadth of views were received throughout the consultation process. The key consultation themes set out in this section of the Concept Master Plan have been defined as common discussion points or central discussions amongst the majority of those participating in the consultation process.

Top Ten Issues Arising From Consultation
1. The need for targeted investment to reinvigorate the site, rebuild the volume of wildlife, and build interactive visitor experiences;
2. Maintaining and honouring the Fleays legacy by focusing experiences on native animal exhibits and conservation;
3. The need to engage in appropriate partnerships with community, conservation and commercial partners;
4. Avoiding unnecessary duplication of exhibits and experiences;
5. Maintaining the commitment to implement the Concept Master Plan;
6. Marketing the Park is a priority;
7. The need for governance which supports delivery of objectives;
8. Reinvigorating the volunteer program;
9. Mixed feedback on the glamping and via ferrata proposals; and
10. Support for new butterfly house and aviary proposals.
RESPONSE TO MATTERS RAISED DURING CONSULTATION

While a range of strong views on aspects of the Draft Concept Master Plan were expressed during the consultation process, the overall sentiment of feedback was positive in terms of the direction set out in the Plan.

Tables 3.1–3.6 (pages 10 to 15) provide a summary of the key issues raised during consultation feedback (community, stakeholders, Project Reference Group) and recommended responses after balancing all considerations, as a means of informing the Concept Master Plan. In consultation with NPRSR, the following process was applied to in developing the responses;

1. Identify Key Response Areas (KRAs). These KRAs are based on the key themes raised during the two rounds of community consultation and via stakeholder and Project Reference Group feedback;
2. Summarise issues identified during consultation feedback;
3. Outline responses to the issues raised in consultation for each CRA; and
4. Identify (in consultation with NPRSR) proposed recommendations to be taken forward in finalising the Concept Master Plan.

Table 3.1 Key Areas Identified for Formal Response

<table>
<thead>
<tr>
<th>General Feedback</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Themes Raised During Consultation</strong></td>
<td><strong>Partnership</strong></td>
<td><strong>Responses to Issues Raised in Consultation</strong></td>
<td></td>
</tr>
<tr>
<td>• Continued focus on the legacy created by Dr Fleay interpreted for future generations to remember and understand his contribution to wildlife conservation;</td>
<td>• Entering into appropriate partnerships has been identified as a necessity for delivering the Concept Master Plan - form should follow function, identifying the partnerships which are beneficial to delivery of the Park’s objectives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• General commentary identified the need to have a unique attraction or niche market such as the platypus. To this end, the Park’s recent acquisition of a baby platypus has already strengthened this position.</td>
<td>• At the outset of the Concept Master Plan preparation process, NPRSR identified the fostering of partnership opportunities with Jellurgal Cultural Centre, TARC, and TBS as priorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Liaison between Currumbin Wildlife Sanctuary and David Fleay Wildlife Park should be undertaken to consider potential partnership opportunities</td>
<td>• CWS was identified as a potential partner organisation during the consultation period.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consider a David Fleay museum/commemorative heritage display to highlight his work and contribution to conservation, possibly within the original Fleays home and utilising some of the Fleay family collection.</td>
<td><strong>Focus for the Park’s vision</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Focus of the Park should be on conservation and education.</td>
<td>• It is agreed that David Fleay’s core vision for the Park based around native wildlife should continue to be a central focus going forward - it forms a key part of the Park’s genetic identity. The Concept Master Plan vision and objectives should reflect these sentiments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Agreement on the need for improvement to entry and roadside signage, and marketing for the site.</td>
<td><strong>Marketing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• The need for a governance model which provides the Park with the best opportunity to meet the Concept Master Plan vision and objectives.</td>
<td>• There is agreement that marketing of the Park is essential. It has been identified as a Stage 1 priority investment. Differentiators and signature hero experiences are essential to help set the Park apart. It is agreed that the platypus is synonymous with Fleays and should be profiled more effectively. Alongside new ‘show’ content, these offer marketing and PR opportunities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Implementation of the Concept Master Plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The Park has a great history with the platypus, and the nocturnal house is recognised as an asset. Subject to confirming the feasibility of establishing breeding programs – platypus breeding is an area that has merit for further investigation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Government is committed to sustainable management and development of the Park - the Concept Master Plan sets out a vision for the Park supported by a ring-fenced budget to delivery of Stage 1 recommendations. Timing of delivery will be set out in NPRSR’s Directions Paper.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Longer term projects and opportunities will be brought forward on a case by case basis.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
case basis, taking advantage of partnership and resourcing opportunities as they become available. Prioritisation will be informed by annual business plans. Partnerships across Government and with conservation, education and business partners will be established to make the best use of combined resources.

- An appropriate governance model is a pre-requisite for successful implementation – an ideal model should be recommended in the Concept Master Plan.

**Glamping Proposal**

- Consultation feedback on the glamping proposal is supported – if onsite accommodation opportunities are to be added to the Park’s visitor offer, their focus should be directed towards meeting the requirements of school and education groups.

**Table 3.2 Responses to Ecotourism Feedback**

### Ecotourism

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Partnership</th>
<th>Focus for the Park’s vision</th>
<th>Museum</th>
<th>Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>OPWS should establish a governance and management approach which enables appropriate partnership initiatives to be established.</td>
<td>The Concept Master Plan vision/objectives should incorporate the sentiments relating to David Fleay’s vision for the Park based around animal conservation.</td>
<td>Government’s stance is clear in that it does not foresee itself playing a role in developing or supporting the operation of a Museum onsite at the Park. Available resources will be prioritised towards reinvigorating the Park’s wildlife exhibits and experiences to build visitor and tourism appeal.</td>
<td>Marketing should be prioritised as a Stage 1 investment and sustained throughout Concept Master Plan implementation.</td>
</tr>
<tr>
<td></td>
<td>Appropriate partnership working arrangements should be established as part of the Park’s working model.</td>
<td>The plan’s focus is on overhauling and improving the Park’s animal and conservation – led experiences, and then adding additional facilities which complement them. The principle of adding ecotourism facilities which add value to the Park’s core offer is accepted.</td>
<td>Opportunities for a partnership between community, public and private sector stakeholders to identify the feasibility of establishing a museum onsite using the Fleays House should be considered if a community group develops a suitable proposition.</td>
<td>Sensible marketing investment to re-establish the Park on visitor and tourism trade radars is essential – without it, the net result will be that returns on new capital investment will not be realised. A priority alongside an active PR program is re-engaging in local, regional and state tourism networks to ensure Fleays is promoted as part of the Gold Coast Tourism product, particularly via trade and group travel distribution channels.</td>
</tr>
<tr>
<td></td>
<td>The platypus should be one of the hero species which the Park is renowned for, and should feature as a differentiator in marketing activity.</td>
<td>The platypus is a unique animal, and associated activities such as helping to feed the animals, lectures, presentations and workshops, night tours, bird spotting, and behind the scenes tours.</td>
<td>The platypus should be one of the hero species which the Park is renowned for, and should feature as a differentiator in marketing activity.</td>
<td>Adding to the existing species collection and the Nocturnal House as a high quality facility, establishing a platypus breeding program has merit as a topic for further investigation. A breeding program of this type provides an opportunity for the Park to differentiate itself and stand out in the marketplace as offering something unique. However it should be noted that the aspiration to establish a program of this type will require a significant commitment in terms of new resource and budget allocation.</td>
</tr>
<tr>
<td></td>
<td>A breeding program of this type provides an opportunity for the Park to differentiate itself and stand out in the marketplace as offering something unique. However it should be noted that the aspiration to establish a program of this type will require a significant commitment in terms of new resource and budget allocation.</td>
<td>The plan’s focus is on overhauling and improving the Park’s animal and conservation – led experiences, and then adding additional facilities which complement them. The principle of adding ecotourism facilities which add value to the Park’s core offer is accepted.</td>
<td>The platypus should be one of the hero species which the Park is renowned for, and should feature as a differentiator in marketing activity.</td>
<td>Adding to the existing species collection and the Nocturnal House as a high quality facility, establishing a platypus breeding program has merit as a topic for further investigation. A breeding program of this type provides an opportunity for the Park to differentiate itself and stand out in the marketplace as offering something unique. However it should be noted that the aspiration to establish a program of this type will require a significant commitment in terms of new resource and budget allocation.</td>
</tr>
<tr>
<td></td>
<td>The platypus should be one of the hero species which the Park is renowned for, and should feature as a differentiator in marketing activity.</td>
<td>The plan’s focus is on overhauling and improving the Park’s animal and conservation – led experiences, and then adding additional facilities which complement them. The principle of adding ecotourism facilities which add value to the Park’s core offer is accepted.</td>
<td>The platypus should be one of the hero species which the Park is renowned for, and should feature as a differentiator in marketing activity.</td>
<td>Adding to the existing species collection and the Nocturnal House as a high quality facility, establishing a platypus breeding program has merit as a topic for further investigation. A breeding program of this type provides an opportunity for the Park to differentiate itself and stand out in the marketplace as offering something unique. However it should be noted that the aspiration to establish a program of this type will require a significant commitment in terms of new resource and budget allocation.</td>
</tr>
</tbody>
</table>

**Implementation of the Concept Master Plan**

- Timing and detail of Concept Master Plan delivery and implementation should be set out in annual business plans and NPRSR’s Directions Paper.
- The statutory board governance model should be considered as the ideal model for Park management. If advisory board or central business unit alternative models are chosen as the way forward, the key issues to incorporate are ensuring that Centre management and staff have clear authority to take and implement operational decisions.

**Glamping Proposal**

- The Concept Master Plan recommendation should be amended to reflect the opportunity to initially focus on on-site accommodation which augments the park’s appeal for education and schools groups, rather than the overt luxury focus which the glamping concept infers.
### Table 3.3 Responses to Outdoor Recreation Feedback

<table>
<thead>
<tr>
<th>Outdoor Recreation</th>
<th></th>
</tr>
</thead>
</table>
| **Key Themes Raised during Consultation** | - Canoeing and kayaking were seen as providing an excellent opportunity to provide a good educational experience for children and as a differentiator for the Park.  
- Demand for more interactive nature based activities for children, including a play area and alternative ways to observe animals.  
- Support for additional interpretive trails, promotion and education about the wider region, indigenous history, and native species and nearby parks.  
- Support for more walking/nature trails, bringing visitors and wildlife together.  
- Support for linking trails with the Park with the caveat that this did not impact on the surrounding environment.  
- Mixed support for the via ferrata proposal.  
- The need to avoid unnecessary duplication in facilities. |
| **Responses to Issues raised in Consultation** | - The plan's focus is on getting the core of the Park's experience correct, and then adding additional facilities which complement it. The principle of adding appropriate outdoor recreation facilities which add value to the Park's core offer is accepted.  
- Ensuring that the Park is highly visible and well connected with surrounding trails is recognised as a priority in the Concept Master Plan - providing excellent opportunities for interpretation of flora and fauna.  
- QWPS will work closely with Gold Coast City Council (GCC) and partners to determine how best to make the links – signposting will be important.  
- Good design in terms of accessible facilities which meet the needs of target customer markets will be integrated into new development specifications.  
- The via ferrata proposal was identified as an example of an idea to broaden the range of activities available to visitors onsite, however, consultation feedback identified that the proposal may not be totally in keeping with the Park's focus and that CWS has a large scale facility of a similar type. These challenges suggest that the proposal to develop a new via ferrata should not proceed.  
- The principle of avoiding duplication of facilities is noted and accepted. However the Park's management should have the ability to introduce products which fit with the wildlife park theme and which are appropriate to the site i.e. being empowered to establish products under normal commercial conditions (which would by necessity entail weighing up what the competition is offering). |
| **Recommendations** | - The canoe facility and access trail should continue to be prioritised as a Stage 1 opportunity.  
- Curriculum-based education packages should continue to be prioritised as a Stage 1 opportunity.  
- An active partnership with GCCC is recommended as a means of ensuring appropriate trail and signposting links are made.  
- The children's play area proposed as a longer-term investment should be retained as a longer term Concept Master Plan opportunity.  
- Good design (including accessibility) should be an integral component of all elements of Concept Master Plan implementation.  
- The via ferrata proposal should not proceed, and should be removed from the Concept Master Plan.  
- Consideration of product/experience duplication and existing competitor facilities should be incorporated as a feasibility consideration for all new developments, |

### Table 3.4 Responses to Events and Functions Feedback

<table>
<thead>
<tr>
<th>Events and Functions</th>
<th></th>
</tr>
</thead>
</table>
| **Key Themes Raised during Consultation** | - Hosting of events, particularly focused on environmental or conservation issues, were supported where they didn’t conflict with the Park’s conservation and wildlife focus.  
- The opportunity to provide experiences either in the early hours or late evening to see the animals at night was identified.  
- Support for the development of a separate entrance to café and souvenir shop (no entry fee) as well as a function room.  
- Events that reflect the values of the Park are positive opportunities i.e. spotlight tours, twilight walks, wildlife tours, wildlife-based events – animal welfare, first aid, identification, environmental meetings, and specialist interest groups.  
- Special events for schools, local community meetings, and corporate team building with a wildlife theme offered opportunities.  
- Potential for weddings, parties, family days, markets, food and wine tasting nights, live music, theatre.  
- Improved marketing and advertising will be required to support delivery of events and functions potential.  
- A function room with a large veranda above café with multi-media facilities and a separate entrance to car park is required if the Park is to seriously target this sector.  
- The Park should not compete with existing local function operators. |
| **Responses to Issues raised in Consultation** | - Consultation feedback endorses the overall approach being taken in the Concept Master Plan’s preparation to date.  
- When re-established in the marketplace, Fleays has the potential to become a niche conference and event venue that delivers a variety of experiences to turn the everyday conference or event into something unique and special. The Park’s role as an event venue is recognised as offering longer term potential. Development of the visitor centre and amphitheatre are key facilities in this regard. |
| **Recommendations** | - If potential as an event and function venue is to be delivered, the amphitheatre and visitor centre will be key venues - in any redevelopment which takes place, event/function requirements should be considered from the outset.  
- Whilst recognising the longer term potential of events and functions, the Concept Master Plan should retain its focus on reinvigorating key animal and visitor experiences.  
- Concept Master Plan should incorporate a recommendation for marketing as a priority investment, reflecting the need for dedicated resourcing and activities. |
### Environmental Education and Community Use

#### Key Themes Raised During Consultation
- Integration with schools is required to provide education around wildlife, breeding and conservation in a tactile and interactive manner.
- Environmental Education should be a prime focus for the site and should incorporate different levels, hands on experiences and reflect and educate on both the wildlife and the work of Dr David Fleay.
- Interpretive opportunities should incorporate indigenous significance in the area.
- Support for education programs with the focus being on wildlife and conservation.
- Complement and not compete with other similar offerings in the area.
- With a focus on education and conservation the existing facilities need upgrading – café, amphitheatre, signage, car park, enclosures, interpretive signage, provisions for schools, hands on experiences.
- Reinvigorate volunteer programs to add more volunteers, more encouragement and use of their services as well as provision of training.
- Recognition and continuation of the volunteer program would encourage others to contribute their time and encourage the return of formerly frustrated volunteers.
- Commentary included a focus on the need for management to recognise the contribution of Friends of Fleay and work more effectively with them to attract and retain volunteers.
- Investigate options including local business sponsorship, working bees, approaching local businesses with the right skills, free open days, markets, offer ‘Sponsor an Animal’, establishment of a Bushcare Group, information nights, community planting or building days, ambassador program, ‘adopt an enclosure’ by local schools.
- Other issues raised in relation to volunteering included the need for volunteers with multiple languages, the inability to donate time due to other commitments and a reluctance to join due to a downgraded park experience or inappropriate Concept Master Plan.
- Facilities that should be on offer include ensuring Rangers are available for questions, more shade, more picnic facilities, BBQs, lockers (some large), toilets, play areas, separate entry to café (no entry fee), and nocturnal tours or visits.

<table>
<thead>
<tr>
<th>Responses to Issues Raised in Consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td>- It is agreed that education should be a prime purpose of the Park – this role features strongly in the vision and objectives outlined in the Concept Master Plan.</td>
</tr>
<tr>
<td>- Consultation feedback supports the need to urgently upgrade facilities and experiences – these are identified as priorities in Stage 1 implementation.</td>
</tr>
<tr>
<td>- The plan recognises that volunteers will be an integral element of a sustainable future for the Park - most successful nature-based attractions have active and engaged ‘Friends’ associations.</td>
</tr>
<tr>
<td>- It is recognised that the Park needs to maximise outcomes for volunteers and Park management - Friends of Fleays need to be part of the discussion and solution.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Volunteering covers a range of activities including fundraising and on-site activities – a review needs to determine where volunteer help is most needed (including operational support and fundraising) to establish an agreed solution with clear roles, responsibilities and outcomes. Ideally the outcome should be a single volunteering program supported by all parties.</td>
</tr>
<tr>
<td>- Strong support for Ranger-led experiences as a central component of the overall visitor offering.</td>
</tr>
<tr>
<td>- Curriculum-based education packages should continue to be prioritised as a Stage 1 opportunity.</td>
</tr>
<tr>
<td>- New and rejuvenated Park facilities which support target markets (including education/school groups) are prioritised as Stage 1 opportunities.</td>
</tr>
<tr>
<td>- A review of the current volunteering programs should be prioritised as a Stage 1 opportunity, with a view towards establishing a single volunteering program which meets with all stakeholders’ priorities.</td>
</tr>
<tr>
<td>- The need for the Park’s visitor experiences to be Ranger-led should be prioritised in the Concept Master Plan and throughout experience development.</td>
</tr>
</tbody>
</table>
Table 3.6 Responses to Wildlife Experiences Feedback

<table>
<thead>
<tr>
<th>Wildlife Experiences Feedback</th>
<th>Recommendations</th>
</tr>
</thead>
</table>
| **Key Themes Raised During Consultation** | - Strong support from consultation feedback for a new walk-through aviary was noted. An aviary would be a major new facility, broadening the range of species on site. However a number of significant challenges in regard to reinstating the original aviary have been identified i.e. the scale of resources needed to restate the structure and develop onsite access to a suitable standard, as well as existing comparable facilities in the form of CWS’s range of avian exhibits. Initial feasibility of the proposal was unclear.  
- The issue of the Park playing a role in caring for sick animals/animal hospital was raised during Concept Master Plan consultation. Government’s stance is clear in that it does not foresee the Park playing a role in this area. |
| - Wildlife is seen as the key reason for visiting this site and the focus of the site should continue to emphasise conservation.  
- The park needs additional animals to fill the space and to reinvigorate the park.  
- Support for a large walk-through bird aviary, bird of prey show and support for a butterfly house.  
- Strong support for conservation and breeding programs and promotion of conservation of native and endangered species.  
- Comments reflected the need to ensure that captive breeding and research remain a flagship for the park.  
- Rejuvenating some of the existing but currently redundant wildlife structures was seen to be a great way to assist in the redevelopment of the park.  
- Complement and don’t compete with CWS.  
- General commentary indicated a need to improve the wildlife experience whilst focusing on the needs and impacts on the animals and the conservation message.  
- A number of comments focused on the need for the Platypus enclosure, bird aviary and show, and the inclusion of native animals. The requirement for a point of difference was also raised.  
- Focus on displays or activities including the butterfly or insect house, platapussary, bird aviary and shows, sensory garden, aboriginal exhibits, the CWS hospital, the old path around the eucalyptus forest and a treetop walk.  
- Favourite current exhibits (in order of popularity) included: platypus, nocturnal house, tree kangaroos, kangaroos, wallabies, koalas, gliders, dingos, birds of prey, cassowaries, brolgas, water birds, and reptiles - snakes, lizards, crocodiles.  
- Favoured potential new exhibits / species not currently exhibited (in order of popularity) included: bird aviary, quolls, echidnas, wombats, Tasmanian devils, local bird species and invertebrates.  
- The potential role the Park should play in regard to sick animal care in partnership with CWS. | - A species management plan which corresponds to Park objectives should guide investment and animal stocking. While it is necessary to be responsive to opportunities as they become available, it is recommended that a priority list of new species (or more of existing species) be introduced.  
- As part of differentiating itself in the market, establishing a small number of carefully selected endangered species breeding programs is recommended. These programs can provide the Park with authenticity, as well as the opportunity to promote Government’s work. From a visitor attraction perspective, appropriate research programs and the narrative they can provide, add to the Park’s overall appeal.  
- Subject to market testing, a new free flight bird show is proposed as one of the Park’s new signature experiences. A cost/benefit analysis (including operational costs) should be carried out on the free flight bird show proposal to inform feasibility.  
- A behind the scenes tour should be established as a means of differentiating the experience offered and showcasing Ranger-led experiences, and identified as a Stage 1 opportunity.  
- New shows and show content should be developed on a regular basis to ensure the visitor offer is constantly refreshed.  
- Additional opportunities with existing species for ‘show and tell experiences should be investigated as a priority.  
- Consideration of a new aviary (as a longer term opportunity) should initially be prioritised in the Concept Master Plan as a lower priority than the new butterfly house proposal. The potential of a large-scale aviary to act as a drawcard for the Park is recognised, however given the access/site challenges, scale of investment required and existing facilities of a similar type at Currumbin, the butterfly house is recommended as offering a closer initial fit with delivering the Park’s objectives. Opportunities and market conditions in relation to both the butterfly house and aviary proposals should continue to be monitored.  
- Providing care for sick animals should not form part of the vision or objectives for the Park’s future operation. Government has set out a clear position in this regard. |
| **Responses to Issues Raised in Consultation** | |
| - The Park needs to strike a balance between meeting visitor expectations in terms in interaction with animals and conservation ideals – at present, although people clearly enjoy the tranquil surroundings, there are not enough opportunities to interact with the animals, nor enough to entertain children – a key audience. Building interactivity is a priority within Stage 1 implementation.  
- Agreement with the need to build hero experiences around animals and programs with which the Park is synonymous.  
- The free flight bird show has been proposed as the type of interactive show which can be a differentiator and help the Park stand out from the crowd. New show content is recognised as being a necessity. Further work is required to investigate the practical feasibility and operational costs associated with establishing a show of this type.  
- Consultation feedback on key current and potential future exhibits is noted.  
- Increasing the volume and visibility of animals on site is recognised as priority which needs to be addressed through Concept Master Plan implementation. |
4. CONCEPT MASTER PLAN IMPLEMENTATION

CONCEPT MASTER PLAN STAGED IMPLEMENTATION

The Concept Master Plan sets out a refocused vision for the Park, with implementation in two stages, as funding and resources are identified;

- **Stage 1**
- **Stage 2 - longer term opportunities**

The Concept Master Plan has identified a range of opportunities in concept form, with delivery being subject to detailed design and planning. The timing of implementation is set out in NPRSR’s Directions Paper for the Park.

It is anticipated that within the two stage implementation process, projects after Stage 1 will be brought forward on a case by case basis, taking advantage of partnership and resourcing opportunities as they become available. Prioritisation will be informed by annual business plans.

The Queensland Government has identified new budget to support implementation of Stage 1 proposals. However, as it is understood that no budget is in place to fund Stage 2 longer term opportunities, implementation will be reliant on working in partnership with the private, public and voluntary sectors and securing the necessary funding.

Wildlife Parks operate in a highly competitive tourism environment, and the costs and resources required to develop and operate a modern park are significant. Sustained investment at an appropriate level is needed to refresh visitor experiences and retain visitor interest if destinations are to remain competitive. Assessing return on investment and where new facilities and services will achieve most impact will be a key consideration.

Development Criteria

Prior to development decisions being made, all investment opportunities should be reviewed against the Park’s vision and strategic objectives. Key criteria to consider for each proposal include;

- Development cost
- Return on investment
- Operational implications
- Site suitability
- Fit with target markets
- Ability to increase visitor dwell time
- Consistency with the Fleays heritage;
- Avoiding duplication in the market place, where appropriate.

Stage 1 investments focus on re-invigorating the Park’s facilities, enabling it to compete in the marketplace. Proposed development will deliver an increased range of high quality interactive native animal experiences and supporting infrastructure as the means to grow visitor numbers and revenue streams. This will be achieved by targeting investment towards facilities and services in the following areas;

- Personal and interactive experiences
- Native wildlife experiences
- Delivery of a gateway visitor centre function
- Recreation/activities
- Marketing and networking
- Education programs
- Community/heritage.

Stage 2 - longer term opportunities set out the future development required if the Park’s vision up to 2020 is to be achieved. Implementation will be reliant on working in partnership with the private, public and voluntary sectors and securing the necessary funding.

STAGE 1 RECOMMENDATIONS: CAPITAL INVESTMENT

The proposed new amphitheatre and canoe jetty and access trail are key facilities – in the case of the former, providing a much needed dedicated show venue, and in the latter, providing a physical link which facilitates a partnership between the Park, TARC and TBS.

Stage 1 recommendations for capital investment include;

1. New canoe jetty and access trail
2. New amphitheatre
3. Redesigned koala enclosure
4. New kangaroo encounters study trail
5. Removal of fencing to open up Moon Dam
6. Refreshed interpretation and signing (site-wide)
7. Motorway and entry signposting
8. Visitor Centre refresh
9. Site refresh and refurbishment.

Supported by operational investment to;

A. Create a program of curriculum-based education packages
B. Develop new interactive wildlife show content and behind the scenes tours
C. Market the Park to re-establish it on visitor and tourism trade radars
D. Reinvigorate the volunteer program.

The staging plan (Figure 2) provides an indicative development outline, showing the proposed location of Stage 1 proposals. A number of key current Park exhibits and buildings have been highlighted on the plan to provide a locational context for proposed new development.
Stage 1 Recommendations

1. New canoe jetty and access trail
2. New amphitheatre
3. Redesigned koala enclosure
4. New kangaroo encounters and study trail
5. Removal of fencing to open up Moon Dam
6. Refreshed interpretation and signing (site-wide)
7. Motorway and entry signposting
8. Visitor Centre refresh
9. Site refresh and refurbishment.

Stage 1 Recommendations: Operational Programs

A. Creation of a program of curriculum-based education packages
B. Development of new interactive wildlife show content and behind the scenes tours
C. Marketing to re-establish the Park
D. Reinvigoration of the volunteer program

Existing Buildings and Structures

A. Cassowaries
B. Dingoes
C. Fresh Water Crocs
D. Salt Water Crocs
E. Swamp Wallabies
F. Wetland Enclosure
G. Lace Monitor
H. Proserpine Rock Wallabies
I. Bridled Nail Tail Wallabies
J. Tree Kangaroos

Figure 2: Stage 1 Recommendations
The preferred location is on the edge of Tallebudgera Creek, adjacent to the visitor car park (Figure 3). A number of development considerations should be factored into implementation;

- As the site is state-owned GCCC land – a partnership between NPRSR, GCCC and Gold Coast Waterways Authority (GCWA) relating to site development and operation will be required;
- NPRSR sport and recreation services will play a lead delivery role; and
- The preferred site is located in a Declared Fish Habitat Area with a potential bank erosion risk also to consider.

1. NEW CANOE FACILITY AND ACCESS TRAIL
Development of a multipurpose facility for canoes, kayaks and paddle craft (Figure 3). The facility will provide for public access to Tallebudgera Creek (creating an additional link with surrounding habitats) as well as providing a formal staging point for groups from TARC and TBS who travel to the Park. The ability for education and youth groups to access the site via water is key to unlocking the potential of a partnership between the Park, TARC and TBS. The site also offers potential to develop commercial ecotourism opportunities based around guided canoe tours.

With regard to establishing the new canoe facility and access trail, it is recommended that facility design should provide for;

- A launch facility with suitable access and egress for craft;
- A dedicated loading area in the car park; and
- A pathway from the launch area to the car park (in keeping with habitat) and link to the Park’s entrance.

Canoeing – Visitors Enjoying the Waterways

Artists’ impressions and actual design may change based on detailed design brief
2. **NEW AMPHITHEATRE**

Central to achieving the vision for the Park is the need to establish a new outdoor show venue (Figure 4) - creating a flexible events, entertainment and education space.

The preferred site is partially occupied by the existing koala enclosure. In order for development to proceed, the enclosure will need to be relocated along with removal of a small stand of bushes/trees.

The amphitheatre will provide a facility which;

- Is a versatile show arena;
- Is essential as a hub for interactive and engaging visitor programs;
- Enables delivery of a greater diversity of show content;
- Opens up the potential to promote the area as a multi-use space; and
- Would provide universal access to meet all levels of visitor ability.

With regard to establishing the new amphitheatre, it is recommended that facility design should provide for;

- A performer platform incorporating a screened area at the rear and sides of the platform for preparation/show materials/animal enclosures;
- Site and pathway lighting (if the option to utilise the site for night-time events is pursued);
- Informal wooden/aluminium bench-style seating; and
- Appropriate cover for seating.

3. **REDESIGNED KOALA ENCLOSURE**

Koalas are a key expectation of visitors to animal-based attractions in Australia, therefore must be retained as key exhibits. Siting of the new amphitheatre requires the koala enclosure to be moved and also offers the opportunity to redesign and improve the enclosure.

The preferred site for the enclosure is in a prime location adjacent to the nocturnal house (Figure 2).

With regard to establishing the redesigned koala enclosure, it is recommended that facility design capitalises on the proposed site’s advantages in terms of access to full sunlight and a gradient which allows for ideal visitor viewing.
4. NEW KANGAROO ENCOUNTERS AND STUDY TRAIL

Kangaroos and wallabies are among the most iconic of native species, and are key animals in wildlife parks and attractions where up close and personal interaction can safely take place. The proposed development (Figure 5) seeks to open up the enclosure to allow safe visitor access for up close and personal experiences. The remodelled enclosure will provide a facility which maximises visitor appeal and increases interactivity. In terms of operational considerations, provision should be made for staff, volunteers and trained/accredited guides being present in the enclosure to ensure safety of animals and visitors; and an assessment of the suitability of current animals for close visitor contact.

With regard to establishing the kangaroo encounters and study trail, it is recommended that facility design should provide for:

- Creation of new visitor entrance/exits, using the current Boardwalk entry points;
- Animal rest and escape areas;
- Rationalisation of unnecessary fencing;
- A raised (flood-proof) visitor pathway inside the enclosure; and
- Inclusion of an education/learning node.

Figure 5: New Kangaroo Encounters and Study Trail

5. REMOVAL OF FENCING TO OPEN UP MOON DAM

Protective fencing on the edge of the boardwalk is currently required as Moon Dam houses fresh water crocodiles. Subject to relocation of the animals to an alternative enclosure, this provides the opportunity to house a wider variety of bird and aquatic species in Moon Dam.

Removal of unnecessary fencing to open up the site will support the concept of creating a welcoming, attractive and natural park with open spaces for visitors (and wildlife) to enjoy. The proposed water treatment works will further improve water quality and unlock the site’s potential as a wetland habitat.

With regard to removal of fencing to open up Moon Dam, it is recommended that:

- The fresh water crocodiles currently in Moon Dam are relocated to a new enclosure, consolidating the species in one location; and
- Unnecessary high protective fencing is removed, opening up visitor access to Moon Dam as a wetland habitat.

6. REFRESHED INTERPRETATION AND ONSITE SIGNPOSTING (SITE–WIDE)

New and refreshed interpretative and directional signage is key to telling the story of the Park, and helping to orientate visitors. Improving interpretative materials was identified as a priority in community and stakeholder feedback on the Draft Concept Master Plan. Effective interpretative materials are important as they support delivery of a higher quality visitor experience, and are the means by which the Park’s gateway visitor centre role for QPWS and key messages on Fleay’s heritage can be delivered. Indigenous links and stories, Fleay’s heritage, native wildlife information and gateway messaging should form the focus for interpretative materials.

With regard to refreshed interpretation and onsite signposting, it is recommended that a new interpretation and signposting program is established.

7. MOTORWAY AND ENTRY SIGNPOSTING

Visibility from the highway and major routes is essential if the Park is not to continue missing out on by-passing visitor traffic. Establishing more effective entry signing, and seeking tourism directional signposting on the M1 Motorway are priorities.

With regard to motorway and entry signposting, it is recommended that:

- The feasibility of presenting a precinct signposting concept (including the Park, Burleigh green spaces, Burleigh Heads National Park), which collectively meets the visitor number threshold and other need-based criteria for motorway signposting is investigated with the Department of Transport and Main Roads; and
- Improved Park entry signage is prioritised.
8. VISITOR CENTRE REFRESH
The Visitor Centre is the first part of the Park that visitors' experience. It is essential that a welcoming impression is provided. Internal Visitor Centre orientation should be rationalised in order to maximise available space and potential revenue generation opportunities.

At present the Visitor Centre does not have a dedicated retail space. The café and retail areas are critical if revenues from visitors are to be driven upwards - current space usage is not optimal. The café and retail areas are recognised as offering potential for commercial partnerships, however initial investment to upgrade the area should be considered prior to investigating partnership opportunities.

With regard to refreshing the interior of the Visitor Centre, it is recommended that:
- Partition walls around the current meeting room should be removed to create the opportunity for a new dedicated retail area;
- Creation of an opened up, open-plan café area, providing the opportunity to promote the venue as an events/meeting space should be considered; and
- Promoting the Park's café as a destination in its own right (separate entrance to café and souvenir shop with no entry fee) potentially has merit as a longer term consideration, but is not a priority in the short term.

9. SITE REFRESH AND RENEWAL
Investment is required for a general refresh and refurbishment of the Park to ensure that appearance and upkeep meets with visitor expectations. While parts of the Park have benefited from previous investment, some areas are now tired. Low animal volumes onsite exacerbate this appearance, with some exhibits currently empty or underused.

With regard to site refresh and refurbishment, it is recommended that a full review to identify the areas of the Park with the greatest refurbishment need is undertaken, with a view to establishing a rolling refurbishment and refresh program.

STAGE 1 RECOMMENDATIONS: OPERATIONAL INVESTMENT

As an element of overall Stage 1 investment, a number of up-front operational investments have been identified – tasks where investment is necessary in order to meet the requirements of target visitor markets and unlock the potential of capital expenditure on new and refreshed facilities. These include;

A. CURRICULUM-BASED EDUCATION PACKAGES
Tailored education packages are critical if the Park is to have the opportunity to target the education market. Delivering to the education market provides a key opportunity for a quick win in terms of driving up Park visitation. Successful targeting of the schools market also provides exceptional opportunities to deliver QPWS’s gateway visitor centre ambitions for the Park. Educational packages provide the perfect opportunity to deliver in-depth content and provide links to further information on national parks. Clear opportunities are apparent for the development of signature programs with TARC and Jerrugal Cultural Centre. Where appropriate, the Park’s key points-of-difference from other wildlife parks should be utilised to attract specific school and higher education groups.

With regard to curriculum-based education packages, it is recommended that;
- A suite of education programs within the C2C (Department of Education) framework is prepared; and
- Signature programs are developed in partnership with TARC, TBS, and Jerrugal Cultural Centre.

B. NEW INTERACTIVE SHOW CONTENT AND BEHIND THE SCENES TOURS
The Park requires a greater level of interactive content which is refreshed on a regular basis to retain and attract visitor interest. Consultation feedback on the Draft Concept Master Plan demonstrated strong support for an increased focus on interactive content and experiences which showcase conservation objectives and provide a variety of entertaining and informative ways to enjoy the animals.

Interactive content and formal shows are the lifeblood for a wildlife-based visitor attraction – creating interest, showstoppers and talking points for visitors. In peer group facilities, set-piece animal shows or displays form their hero experiences. They play a crucial role in generating emotion and attachment among visitors.

Utilising the new amphitheatre, a free flight bird show could provide an exciting new product and show for visitors. The wedge tailed eagle is proposed as the key animal ‘performer’, although other species can and should also augment the overall experience. Consultation feedback identified that the nearby Currimundi Wildlife Sanctuary currently offers a free flight bird show as part of its program, therefore product differentiation should be considered as part of market testing prior to establishing the show.

As part of Stage 1 investment the introduction of a behind the scenes tour package should also be considered as a priority, incorporating access to current ‘off limits’ areas and providing opportunities to see Rangers at work. The tours would provide visitors with insights into Ranger-led experiences and an authentic conservation experience.

A number of operational considerations should also be factored into implementation;
- Operational costs for staff time and training for animal training and husbandry requirements in relation to new show content should be considered within the context of existing Park resources;
- New shows and show content should be developed on a regular basis to ensure the visitor offer is constantly refreshed; and
- Additional opportunities with existing species for ‘show and tell’ experiences should be considered and implemented as part of annual business plans.
With regard to new interactive show content and behind the scenes tours, it is recommended that:

- Subject to market testing, a new free flight bird show is established as one of the Park’s signature experiences; and
- A behind the scenes tour offering is established as a means of differentiating the experience offered and showcasing Ranger-led experiences.

C. MARKETING TO RE-ESTABLISH THE PARK: OVERVIEW

Although only one factor in the Park’s recent performance, decreasing investment in marketing of the Park mirrors the falls in visitation and revenue over the last decade. While recognising that economies in public sector investment have needed to be made, lack of market profile has clearly been a key factor in declining performance. Marketing, networking and public relations activity to re-establish the Park in the marketplace were recognised as priorities from stakeholder and community feedback on the Draft Concept Master Plan.

With regard to marketing the Park it is recommended that a marketing program is established as an element of Stage 1 implementation. Considerations should include:

- Re-engagement in local, regional and state tourism networks;
- Delegated authority for Park management to actively promote the Park via available PR and marketing opportunities;
- Identification of dedicated staff support to lead marketing activity (within the Park or centrally within QPWS);
- Preparation of a marketing plan to guide activity, as a part of annual business planning;
- Identification of partnership marketing opportunities;
- Development of an ongoing public relations program; and
- Identification of a ring-fenced annual marketing allocation within the Park’s operations budget.

A priority alongside an active PR program, is re-engaging in local, regional and state tourism networks to ensure Fleays is promoted as part of the Gold Coast Tourism product, particularly to trade and group trip distribution channels. This means dedicated officer time to generate PR coverage, and taking an active part in tourism trade networks and events. This requires a modest investment in marketing collateral to support tourism trade activity. It does necessarily require large-scale investment in advertising and media activity.

It is recognised that public sector resources are likely to tighten further in the coming years and that marketing investment is an area that is often subject to particular scrutiny. However in the Park’s case, marketing investment to re-establish it on visitor and tourism trade radars is essential – without it, group trips are unlikely to be generated and Fleays will not feature on travel-trade itineraries. The net result will be that returns on new capital investment will not be realised.

D. REINVIGORATION OF THE VOLUNTEER PROGRAM

A thriving and well organised volunteer program is a common factor in successful visitor attractions/wildlife parks. The volunteering program forms an essential community link.

A number of issues should be considered in relation to volunteering:

- The future vision sets a course for more active enjoyment of the park and interaction with animals by visitors. Delivering these experiences can be labour-intensive, therefore an active volunteering program is a key element of the delivery model;
- Roles played by volunteers (behind the scenes support, event support, fundraising etc) need to be defined – enabling expectations and outcomes for all parties to be met;
- As the focus of the Park has evolved, a number of volunteers have become disengaged – the fresh focus and direction provided by the Concept Master Plan should be used to energise and entice volunteers to become involved once again;
- Friends of Fleays are a long established organisation who provide valuable volunteering support to the Park, however it is understood that ‘Friends’ as an organisation has been decreasing in numbers in recent years. ‘Friends’ need to be a part of the conversation regarding volunteering going forward; and
- From a management perspective, managing and co-ordinating volunteer programs can be time-intensive. It is important that co-ordination and management processes are fit for purpose to ensure the Park maximises the available support. Within overall management resources, management of volunteers should be part of the core remit.

With regard to reinvigorating the volunteer program it is recommended that:

- A review of the current volunteering programs is undertaken – incorporating resources, management requirements and aspirations, with a view towards establishing a single volunteering program which meets with all stakeholders’ priorities.
STAGE 2: LONGER TERM RECOMMENDATIONS

Stage 1 investment has been designed to help rejuvenate the Park and regain its place in the market – the first stage in a turnaround process. Longer term opportunities are the next stage in the growth process towards a sustainable future where visitor numbers and revenues continue to grow. Longer term opportunities focus on expanding the range of experiences which the Park can provide to target visitor markets. Continued investment and commitment is necessary in the medium to longer terms, as without it, the Park’s visitor experience will start to stagnate once again.

Some proposals are relatively quick wins which are achievable in shorter timescales and with modest investment, while other proposed developments are more ambitious in terms of investment and commitment. As has previously been noted, as no budget is in place to fund Stage 2 longer term opportunities, implementation will be reliant on working in partnership with the private, public and voluntary sectors and securing the necessary funding.

Stage 2 longer term recommendations for capital investment include;

1. Extended Visitor Centre deck area
2. New walk-through butterfly house
3. Utilising the heritage parts of the site (Fleay’s house, platapussary)
4. New interactive children’s playscape area
5. New interactive insect house
6. Enhanced interpretation in Visitor Centre
7. Upgraded kitchen area within Visitor Centre
8. Refreshed quoll exhibit
9. Surrounding pathway network and green spaces
10. New aviary
11. New walking trail(s)
12. Opportunity for new overnight camping site.

Supported by sustained operational investment to;

A. Refresh curriculum-based education packages
B. Refresh ‘show’ content including night-time themed tours/shows. Cultural content and indigenous stories offer particular potential
C. Market the Park to target visitor audiences
D. Continue the focus on maintaining a vital and viable volunteering program
E. Promote the Park as a venue for external events and functions

Figure 6 provides an overview of longer term opportunities and recommendations.
Stage 2 Longer Term Recommendations

1. Extended Visitor Centre deck area
2. New walk-through butterfly house
3. Utilising the heritage parts of the site (Fleay's house, platypussary)
4. New interactive children's playscape area
5. New interactive insect house
6. Enhanced interpretation in Visitor Centre
7. Upgraded kitchen area within Visitor Centre
8. Refreshed quoll exhibit
9. Surrounding pathway network and green spaces
10. New aviary
11. New walking trail(s)
12. Opportunity for new overnight camping site.

Stage 2 Longer Term Operational Programs

Sustained investment in:
A. Refreshed curriculum-based education packages
B. Refreshed 'show' content including night-time themed tours/shows. Cultural content and indigenous stories offer particular potential
C. Targeted marketing
D. Continued focus on maintaining a vital and viable volunteering program
E. Promotion of the Park as a venue for external events and functions

Existing Buildings and Structures
A. Cassowaries
B. Dingoes
C. Fresh Water Crocs
D. Salt Water Crocs
E. Swamp Wallabies
F. Wetland Enclosure
G. Lace Monitor
H. Proserpine Rock Wallabies
I. Bridled Nail Tail Wallabies
J. Tree Kangaroos

Key Stage 1 Proposed Development
i. New Amphitheatre
ii. New Canoe Facility and Access Trail
iii. New Kangaroo Encounters and Study Trail
1. EXTENDED DECK AREA TO THE REAR OF THE VISITOR CENTRE

The Visitor Centre plays a key role in visitor orientation and revenue generation for the Park. An extended decking area at the rear of the Visitor Centre is proposed - providing an additional area for customers to enjoy the Park and eat, drink and chat in pleasant outdoor surroundings. The informal outdoor space will add value, providing the opportunity to build visitor dwell time and retail/cafés revenues.

With regard to establishing the extended deck area at the rear of the Visitor Centre, it is recommended that as part of ongoing development of the Visitor Centre the deck area is extended to provide a more versatile events space.

2. NEW WALK-THROUGH BUTTERFLY HOUSE

Establish a butterfly house on site (Figure 7), providing a major new animal based attraction. A butterfly house of the type proposed is a major new investment, but can provide a genuine “WOW!” factor to drive interest and develop the visitor potential of the site. The butterfly house is particularly appealing as it would provide an additional differentiator for the Park and a distinctive signature exhibit. A new animal-based attraction provides a focus for visitor and marketing activity while also opening up sponsorship opportunities.

A butterfly house in addition to providing an indoor facility for the site (currently lacking) is also a good strategic fit with the established captive breeding program for the Richmond Birdwing butterfly program. Allied with the new amphitheatre proposed in Stage 1, the theme also has the potential to be extended to incorporate the staging of linked events i.e. a performance in the Park of Madame Butterfly.

The preferred location is a central area of the Park adjacent to the nocturnal house on a site which is partially occupied by the concrete trees (Figure 7). In terms of development considerations, at an early stage of facility design, a decision on whether a second glass house is required will need to be taken (dependent on species and whether food/habitats are grown on site or bought in).

With regard to the proposal, it is recommended that:

- A walk-through butterfly house is investigated as the key opportunity for establishing a major new wildlife attraction for the Park; and
- A cost/benefit analysis (including operational costs) is carried out to inform feasibility.

Figure 7: New Walk-Through Butterfly House

1. Double Door Entry/Exit into Butterfly House
2. Trail Through Butterfly House
3. Staff Equipment/ Amenities
4. Pupae/Chrysalis Viewing Area

Development Considerations
- Glazed Construction
- Appropriate Heating, Cooling, Lighting
- System of External Shade-Cloth Blinds
- Suitable Planting/Landscaping

Artists’ impressions and actual design may change based on detailed design brief.
3. UTILISING THE HERITAGE PARTS OF THE SITE (FLEAYS HOUSE, PLATAPUSSARY)

The area of the site comprising the Fleays House and Platypussary has potential value as a heritage asset, providing interpretation opportunities. However, access to the site is difficult at present and significant work and investment is required to open up this area of the Park and meet current access standards.

The heritage elements of the site offer potential to add value to the core Park animal experience offer. During consultation on the Draft Concept Master Plan, support was expressed for investigating the house’s potential for re-use as a museum to showcase David Fleay’s work and accommodate some of the collection currently held by the Fleay family. QPWS are committed to maintaining the legacy of the Park and the remarkable story and history which underpins it, and recognise the heritage and interpretative potential of this part of the Park. However, developing and operating a museum is not a priority for QPWS at present – available resources will be prioritised towards reinvigorating the Park’s core native animal and conservation exhibits and facilities.

The most appropriate way forward is to investigate the potential offered by a community/public/private partnership as a vehicle for supporting the establishment and operation of a museum at the Fleay House. NPRSR welcomes the opportunity to consider suitable propositions from community groups.

4. NEW INTERACTIVE THEMED CHILDREN’S PLAYSCAPE AREA

The concept is for a themed playscape area (animal-themed equipment) located at a preferred location at the centre of the Park near the Visitor Centre (Figure 6). Children and families are key parts of the Park’s current and future visitor markets. Facilities which provide the opportunity for informal enjoyment and retaining interest are key to driving up dwell time on-site and increased revenues.

A playscape is an example of scalable facility which can be developed to fit with practical budget and site considerations.

With regard to establishing a new interactive themed children’s playscape area, it is recommended that facility design should provide for:

- An appropriate cover (sail cover);
- Use of softball surfacing in keeping with surroundings; and
- Equipment which provides for a mix of active and non-structured play.

5. NEW INTERACTIVE INSECT HOUSE

Proposed development of a new on-site animal-based attraction to house a range of insect displays. The exhibit will boost the volume of animal life at the centre of the site, and provide additional ‘show and tell’ opportunities for visitors. Development is proposed via re-use of the former volunteering office. Potential synergies with the proposed butterfly house can also be maximised – offering a suitable location for butterfly ‘show and tell’ opportunities.

With regard to the proposal it is recommended that a new interactive insect house is developed through re-use of the former volunteering office (Figure 6).

6. ENHANCED INTERPRETATION IN THE VISITOR CENTRE

At present the range of interpretative materials in the Visitor Centre is limited. The importance of effective interpretative materials was a consistent theme throughout consultation on the Draft Concept Master Plan. Interpretative content can tell the story of Queensland’s wildlife and QPWS’s priorities, as well as the history of the Park and the work of Dr Fleay.

With regard to enhanced interpretation in the Visitor Centre, it is recommended that:

- The Visitor Centre becomes the focus for the Park’s interpretative materials; and
- Delivery of interpretative content throughout the Park should be guided by a new interpretation plan.

7. UPGRADED KITCHEN AREA WITHIN VISITOR CENTRE

On the basis that Stage 1 recommendations are successful in growing site visitation, enhanced kitchen and café resources will be required to service the anticipated larger numbers of visitors. Current facilities are only adequate for the volumes of visitors the Park is generating at present (17,000 p.a.)

With regard to the proposal, it is recommended that subject to visitor demand and discussions regarding potential commercial partners for the food and beverage aspect of the Park’s operation, a kitchen upgrade is considered in order to meet the anticipated demand of larger visitor through-flows.

8. REFRESHED QUOLL EXHIBIT

Proposed establishment of a new quoll exhibit. The display area would utilise an existing structure (the former contact zone, sited immediately behind the new amphitheatre site) (Figure 6). As children and families are the key visitor audience for the site, display of the species provides ideal opportunities for ‘show and tell’ talks and interaction.

With regard to establishing a new quoll exhibit, it is recommended that; through re-use of an existing structure (the former contact zone), the new exhibit is developed.

9. SURROUNDING PATHWAY NETWORK AND GREEN SPACES

A comprehensive network of green spaces and footpaths surround the Park, enabling visitors to walk to Burleigh Head from the Park (via the car park and connecting paths and boardwalks without having to formally enter the Park). The GCCC managed Burleigh Greenspace Reserves combined with Burleigh Head National Park and Tallebudgera Creek Regional Park, constitute one of the most significant urban conservation networks in the Gold Coast. The Park is adjacent to the pathway network, but can further integrate itself – ensuring that it is visible to local residents and visitors who
use the paths and rights of way. Development of the new canoe jetty and access trail provides an additional direct link, as would reinstatement of the walk at the rear of the Park.

The Park’s location at the heart of the Burleigh Greenspace Reserves and within easy reach of Burleigh Head National Park provides it with the perfect opportunity to build on existing connectivity. An active partnership with GCCC is required to examine options for reinstating the walk at the rear of the Park, inclusion of the Park on local signposting, and becoming an active participant in joint marketing and communications activity in the area.

With regard to the surrounding pathway network and green spaces, it is recommended that QPWS action should initially focus on partnership formation with GCCC and ensuring that the Park is visible from GCCC and other partners’ digital platforms.

10. NEW AVIARY

Proposed establishment of a new walk-through aviary/reinstatement of the former aviary. The aviary would be a major new facility, broadening further the range of species on site, developing further potential for growing average length of stay, and providing another link with the work of Dr Fleay. Feedback on the Draft Concept Master Plan revealed significant support for the aviary as a new facility – identifying it as potentially being a popular visitor exhibit as well as providing a valuable link to the Park’s heritage.

The potential of a large-scale aviary to act as a drawcard for the Park is recognised, however a number of challenges are apparent;

- The nearby Currumbin Wildlife Sanctuary has avian life as one of its key differentiators including a woodland aviary, cockatoo and conservation aviaries and the lorikeet arena; and
- Considerable investment may be required to open up access to meet with current accessibility standards. Costs (subject to survey) may be prohibitive. A potential alternative to consider is re-use a part of the site which is currently underutilised. The area currently occupied by the Proserpine wallabies, tree kangaroos and Bridle Nail Tail wallabies enclosures provides an alternative potential location (Figure 6).

Initial feasibility is unclear and given these challenges it is considered that the butterfly house (as a major new animal exhibit) offers a closer initial fit with the Park’s objectives, and should be prioritised accordingly.

Although the initial concept in this proposal was for a significant-scale walk-through exhibit which would act as a drawcard in its own right, consideration could also be given to a smaller exhibit. The aviary is potentially a scalable exhibit, with examples ranging from small scale to large walk-through facilities.

With regard to establishing a new aviary, it is recommended that;

- Consideration of a new aviary is given a lower priority than the proposed new butterfly house; and

- A full cost/benefit analysis is required prior to further consideration.

11. NEW WALKING TRAIL(S)

Opportunities exist to reinstate all or part of the walking trail in the upper part of the site, providing a range of opportunities for more active enjoyment of the site and interpretation of flora and fauna. If costs of reinstating the route(s) are prohibitive, potential opportunities for shorter alternative routes through the site should also be considered. Providing opportunities for active enjoyment of the site area is recognised as a positive factor for many of the current target visitor markets. Consultation feedback on the Draft Concept Master Plan supported trail linkages where these did not negatively impact on conservation objectives.

With regard to establishing new walking trails, it is recommended that walking trails inside the Park’s boundaries are reinstated where this is both practical and economically viable.

Footpaths Link Fleays to the Burleigh Greenspace Reserves and Burleigh Head National Park
12. OPPORTUNITY FOR NEW OVERNIGHT CAMPING SITE

Proposed development of overnight camping opportunities on-site (Figure 8).

Consultation feedback highlighted negative views towards the principle of a glamping (luxury camping) site, but more positive opinions towards overnight camping opportunities, potentially linked to events and schools and education groups.

It is recognised that overnight camping offers opportunities when linked to education groups, as well as a broader range of visitor markets. Appropriately styled and developed additional overnight camping linked to nocturnal tours and events would also add to the overall site appeal.

Although prioritised as a longer term opportunity, development could be advanced if a specific opportunity (potentially with a commercial partner) was identified.

With regard to establishing an opportunity for new overnight camping, it is recommended that potential new onsite accommodation facilities should be specifically shaped towards meeting the requirements of the schools and groups market.

Figure 8: Opportunity for New Overnight Camping Site.