Section 8

STAGED MASTER PLAN IMPLEMENTATION
**APPROACH TO MASTER PLAN DEVELOPMENT AND IMPLEMENTATION**

The Draft Master Plan sets out a refocused vision for the Park, and a costed implementation plan over three stages;

- First Step Deliverables
- Medium Term Deliverables
- Longer Term Deliverables

The staged implementation plan has been prepared within the context of advice from QPWS in terms of the available investment for first step deliverables. The master plan has identified deliverables in concept only and all are subject to detailed design and costing.

A number of proposed actions have been identified as able to be delivered within existing available budget subject to detailed design and costing. These actions have been identified as being critical to re-establish the Park and enable it to compete in the marketplace. Proposed development focuses on providing on-site facilities necessary to facilitate greater levels of interactive experiences, and practical steps to grow visitor numbers and revenue streams.

**Medium and Longer term proposed deliverables** set out the future development required if the vision for the Park is to be achieved. Implementation will be reliant on identifying new resources.

Key proposals are listed numerically under each of the three stages - please note that numbering within stages does not infer any additional prioritisation at this stage.

**MASTER PLANNING CONTEXT**

It is important to note that implementation of this master planned vision for DFWP will not take place in isolation. Key considerations include;

- Planning and prioritising for DFWP alongside the ‘Gateway’ masterplans being prepared for Mon Repos and Walkabout Creek
- As key partners and potential sources of visitors, the direction and priorities at Tallebudgera ARC and Beach School are important
- Awareness and understanding of the emerging ‘NP’ branding and marketing – where DFWP fits, and the role it plays in reflecting the values of the ‘NP’ brand
- Gold Coast Council’s priorities for Burleigh green spaces, and the potential to develop additional linkages with surrounding footpath networks
- Gold Coast Waterways Authority’s strategic plans and objectives for managing Tallebudgera Creek
- Regulatory development constraints, particularly in relation to the decommissioned and ‘heritage’ parts of the Park.
STAGED IMPLEMENTATION OF THE MASTER PLAN

Given the analysis in the preceding sections of the report, target markets identified and the Vision outlined for DFWP, it is recommended that investment in product and experience development is based on the following areas;

Gateway
- The aim is to raise awareness and encourage visitation to National Parks and profile the role of National Park Rangers
- DFWP as a centre of excellence for its sector, provides the key gateway opportunity, proving a window onto Queensland’s wildlife
- Opportunity to tell the QPWS story and service-wide activities – interpretation built into the exhibits.

Recreation/Activities
- Develop appropriate new activity-based opportunities on site including product development with the Active Recreation Centre and Tallebudgera Beach School
- The outer parts of the Park are linked to Tallebudgera Conservation Zone – develop linkages where appropriate with biking/walking trails to footpath network/marine environments/ Burleigh heads - promoting active/informal enjoyment.

Marketing and Networking
- Active engagement in tourism and community networks
- Annual marketing plan - the Park needs to get back on the radar.

A Wildlife/Conservation edutainment at the core
- New and refreshed exhibits – hands-on, but sensitively delivered – with a clear edutainment output
- Increased vitality and animal life on site
- Concentration of animal experiences in the ‘core’ of the site
- Embed the ranger experience as a differentiator
- Education sector is key
- Subject to policy agreement, establish 2-3 endangered species support programs.

Personal and interactive experiences
- Development of a broader range of interactive experiences to enable visitors to get up close and personal with the animals
- Broader range of shows to entertain visitors and increase dwell time onsite – aim for at least 1 new show per year.

Education Programs
- Comprehensive curriculum-based schools program at the core of DFWP’s offer
- Partnership with Tallebudgera Recreation Centre and Beach School.

Heritage/community
- Heritage and cultural collateral and experiences on site – live experiences
- Potential to tell stories – Fleays heritage/ indigenous history/broader Gold Coast
- Jellurgal/ local community groups engaged as potential partners.

All investment should be reviewed against the vision and strategic objectives. Key criteria to consider for each proposal include:

- Will it deliver increased visitation?
- Will it increase dwell time on site?
- Will it help deliver increased revenues?
- Does it fit with the DFWP product and position?
- Is it unique or new to the market in the Gold Coast?
- Is it affordable in terms of operational costs?
- A further consideration is timescale for return on investment - are potential benefits available quickly or over a longer term?
MASTERPLAN FIRST STEP DELIVERABLES: 
PROPOSED DEVELOPMENT

The Master Plan proposes a number of key actions able to be 
delivered within available budget, and that would make the most 
difference in terms of visitation, diversity of product and improving 
return on investment for Government.

Delivery of these actions is subject to detailed design and costing.

PROPOSED CAPITAL INVESTMENT

1. New amphitheatre/ show area
2. New pontoon/ canoe jetty
3. Relocated koala enclosure
4. Refreshed interpretation and signing (site-wide)
5. Removal of fencing to open up Moon Dam
6. Kangaroo Encounters Study Trail
7. Remodelled café/ retail area in the Visitor Centre
8. Motorway signposting
9. Site Refresh and Refurbishment.

PROPOSED OPERATIONAL INVESTMENT

1. Creation of a program of curriculum-based education packages
2. Development of a new free-flight bird show
3. Marketing investment & relaunch
4. Program to reinvigorate volunteering
5. Staff Skills and resources
6. Enhanced program of interaction-led shows & talks.

The activities and proposed development prioritised at this stage 
reflect the weaknesses identified in the current product and the 
opportunities for development in relation to target markets.

The following sections of the plan set out the concept and rationale 
for each of the key investments and their proposed development treatment.
MAP/PLAN 3: DFWP MASTERPLAN – FIRST STEPS DELIVERABLES

PROPOSED FIRST STEP DELIVERABLES
1. NEW AMPHITHEATRE / SHOW AREA
2. NEW PONTOON / CANOE JETTY
3. RELOCATED KOALA ENCLOSURE
4. REFRESHED INTERPRETATION AND SIGNAGE (SITE WIDE)
5. REMOVAL OF FENCING TO OPEN UP MOOR DAM
6. KANGAROO ENCOUNTERS STUDY TRAIL
7. REMODELLING CAFE / RETAIL AREA IN VISITOR CENTRE
8. MOTORWAY SIGNPOSTING
9. SITE REFRESH AND REFURBISHMENT

EXISTING BUILDINGS & ENCLOSURES
1. CASSOWARIES
2. DINGOES
3. FRESHWATER CRONGS
4. SALTWATER CRONGS
5. SWAMP WALLABIES
6. WILD HEN
7. WETLAND ENCLOSURE
8. LACE MONITOR
9. PROPERINE ROCK WALLABIES
10. SPEEDED NAAS, TAIL WALLABY
11. TREE KANGAROOS

ARTIST'S IMPRESSION AND ACTUAL DESIGN MAY CHANGE BASED ON DETAILED DESIGN BRIEF.
PROPOSED FIRST STEP DELIVERABLES:

1. **ESTABLISH NEW WILDLIFE SHOW THEATRE/ AMPHITHEATRE AT THE CENTRE OF THE SITE**

**CONCEPT**
Central to achieving the vision for DFWP is the need to establish an outdoor theatre/show area which will be the key hub for interactive activity.
- Creation of a flexible events/show/entertainment/education space - providing seated capacity for a maximum of 150
- The small existing covered entertainment space will be retained for wet weather conditions and when there are a large number of educational groups which need to be separated.

**WHY PRIORITISED AS A FIRST STEP DELIVERABLE?**
- Provides a versatile show arena at the centre of the site which is essential to providing a hub for interactive and engaging visitor programs
- Will allow seating for bus tour groups for talks and show content
- It will be a facility which drives increased average length of stay
- Provides a facility which enables delivery of a greater diversity of shows e.g. free flight bird show, animal shows, special guests
- Opens up the potential to promote the area as an events space. Similar facilities in other locations are used for evening performances and weddings/celebrations
- The proposed space is close to the visitor centre, providing more opportunities for café and retail sales.

**OPERATIONAL CONSIDERATIONS**
- Ongoing maintenance.

**LOCATION**
- Located at the centre of the site between the edge of Moon Dam and rear of Visitor Centre, on a site partially occupied by the current koala enclosure
- A picturesque part of site which provides a large open space to the rear – enabling free flight bird shows to be offered.

**DEVELOPMENT CONSIDERATIONS**
- Key development components – platform for events/shows incorporating a screened area at rear and side of the platform for performer preparation/show materials/animal enclosures
- Site orientation should provide for safe entrance and exit for rangers/animals
- Site clearance will require existing koala enclosure to be moved, and removal of a small stand of bushes/trees
- Amphitheatre seating area should utilise existing shallow gradient on site
- Informal wooden or aluminium bench-style seating recommended
- If the option to utilise the site for night-time events is pursued, lighting will need to be integrated into the development proposal
- Ideally should be a covered space – a sail style cover is suggested.
MAP/PLAN 4: FIRST STEPS DELIVERABLES - PROPOSED NEW AMPHITHEATRE

LEGEND

1. 150 SEAT (MAX) AMPHITHEATRE SEATING
2. STAGE AREA
3. SEPARATE ENTRANCE FOR PERFORMERS

ARTISTS' IMPRESSION AND ACTUAL DESIGN MAY CHANGE BASED ON DETAILED DESIGN BRIEF.
2. **NEW PONTOON/ CANOE JETTY**

**CONCEPT**
Establishment of a multipurpose launch/ landing facility for canoes, kayaks and small water craft. The facility will provide for public access to the creek as well as providing a formal staging point for groups from the Tallebudgera Beach School who travel to DFWP by water.

The ability for education and youth groups to access the site via water is key to unlocking the potential of a partnership between DFWP and Tallebudgera ARC and Beach School.

**WHY PRIORITISED AS A FIRST STEP DELIVERABLE?**
- Key facility to create linkage between the Park and Tallebudgera Beach School/Active Recreation Centre – without the link, the potential visitor number growth will not be delivered
- Creates an additional link between the Park and the surrounding habitats.

**OPERATIONAL CONSIDERATIONS**
- Annual maintenance
- Review how the site is being utilised via public access.

**LOCATION**
Edge of Tallebudgera Creek, adjacent to DFWP visitor car park

**DEVELOPMENT CONSIDERATIONS**
- Pontoon/jetty suitable for canoe and Kayak access/egress - example shown is aluminium construction, but wooden construction is a viable alternative
- A soft ramp access and landing area for watercraft is also suggested – providing flexibility for use by different types of craft, and speed of access for larger numbers of craft
- Dedicated unloading/loading area for canoes/kayaks to be provided in the visitor car park
- Directional signage between jetty area and Park is required
- Pathway to DFWP visitor car park - area is prone to flooding, therefore pathway will need to be raised and constructed of appropriate materials – suggest, crushed gravel
MAP/PLAN 5: FIRST STEPS DELIVERABLES – PROPOSED PONTOON/ CANOE JETTY

LEGEND

1. RAISED PAVEMENT FROM LAUNCH SITE TO CARPARK
2. SOFT LAUNCH AREA
3. JETTY/ PONTOON
4. DEDICATED CARPARK UNLOADING AREA

ARTISTS’ IMPRESSION AND ACTUAL DESIGN MAY CHANGE BASED ON DETAILED DESIGN BRIEF.
3. RELOCATE KOALA ENCLOSURE

CONCEPT
Relocation of the koala enclosure (due to new show theatre) but retained at a central part of the site.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Siting of new amphitheatre requires koala enclosure to be moved
- Koalas are a key expectation of visitors to animal-based attractions, therefore must be retained at core of the site
- Current location is in a damp, shady area, and not ideal for koalas health. The new theatre offers a unique opportunity to move their location cost effectively where there is full sunlight, a location next to the nocturnal house, and a site gradient which allows for better visitor viewing.

OPERATIONAL CONSIDERATIONS
- Size of site should be sufficiently flexible to provide for larger numbers of koalas to be located in the proposed new enclosure (presently 4 koalas on hand)

4. REFRESHED INTERPRETATION AND ONSITE SIGNPOSTING

CONCEPT
New and refreshed interpretative and directional signage are key to telling the story/differentiating the site and defined traffic flows.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Effective orientation and interpretative materials are important to visitors as they provide valuable educational and interpretive information and provide a better experience, as well as helping increase average length of stay
- Interpretation is the key means by which the Park’s gateway role will be delivered.

OPERATIONAL CONSIDERATIONS
- Repair and replacement.

LOCATION
Site-wide, including entrance via visitor centre.

DEVELOPMENT CONSIDERATIONS
- Common look and feel to signage and interpretation
- Hard-wearing – UV protective and rust proofed
- Consideration should be given to incorporating digital and technical interpretative solutions (audio, apps etc.), alongside traditional media. QR codes on interpretative displays offer potential to relate to the Park’s gateway function.
- Interpretation is the key means by which the Park’s gateway role will be delivered - development of interpretative solutions will need to integrate gateway messaging
- Delivery and development of gateway messaging will require strategic guidance from QPWS
- Costs of a comprehensive interpretation and signage program can be significant, particularly if new gateway messaging needs to be integrated. Subject to resource availability, a rolling replacement and renewal program for signing and interpretative materials should be considered
5. REMOVE HIGH FENCING AROUND MOON DAM TO OPEN UP THE WETLAND AREA TO VISITORS

CONCEPT
Relocation of fresh water crocodiles from Moon Dam provides the opportunity to remove high mesh fencing from around the main water feature on the Park, improving site aesthetics from a visitor perspective. Crocodiles will be move to another enclosure - consolidating the species in one location.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Removal of unnecessary fencing and opening up the site is central to the concept of creating a welcoming, attractive and natural park with open spaces for visitors (and wildlife) to enjoy
- Removal of fencing opens up the site’s key wetlands habitat to visitors, with the potential for establishment of additional species and exhibits
- With the on-site water treatment works scheduled for the first half of 2014, the improvement in water quality will be significant – building the potential of Moon Dam as a wetlands habitat.

LOCATION
Current high (circa 2m) fencing surrounding Moon Dam

DEVELOPMENT CONSIDERATIONS
- Protective fencing inside the wooden fencing on the edge of the boardwalk is currently required as Moon Dam houses fresh water crocodiles – moving the crocodiles provide an opportunity to remove the unnecessary fencing
- Creates future opportunities for use of Moon Dam to house a wide variety of bird and aquatic species
- Retain wooden boardwalk fencing
- Water quality works and removal of fencing provides the opportunity to develop the appearance of the centre of the site.
6 KANGAROO ENCOUNTERS AND STUDY TRAIL

CONCEPT
Kangaroos and wallabies are among the most iconic of species, and are often key animals in wildlife parks and attractions where up close and personal interaction can take place. The enclosure is currently fenced off with visitors only being able to view from the adjacent boardwalk.

The proposed development seeks to open up the enclosure to allow safe visitor access for up close and personal experiences. A learning node area will be developed in the enclosure, providing the opportunity for education groups to use this space as a key learning zone.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Opens up area and provides an interactive space, providing for greater visitor engagement with macropods and other suitable species
- It provides experiences which are suitable for education and family markets
- Maximises appeal of current asset/space - the enclosure is one of the largest on site
- Interactivity will increase length of stay which provides a more rewarding experience and may increase opportunities for increased visitor spend (either food & beverage or behind the scenes tours)
- Macropods are a key visitor expectation in wildlife attractions.

OPERATIONAL CONSIDERATIONS
- Staff and or volunteers will be required in the enclosure to ensure safety of animals and visitors.

LOCATION
Existing macropod enclosure

DEVELOPMENT CONSIDERATIONS
- Create new entrance and exit points into the enclosure (self-closing gates). It is recommended that these are based on the current entry points from the Boardwalk.
- No change to overall size of the enclosure
- Visitor access will be limited within the enclosure, providing for an animal rest/escape area - the suggested route of the visitor pathway does not intrude beyond midway in the enclosure
- The enclosure currently has two fences (enclosure wire mesh fence & wooden fence bordering the boardwalk) – subject to visitor safety/providing safe enclosure for animals – examine the potential to rationalise and remove unnecessary fencing.
- The enclosure is prone to flooding at times – introduce pathway for visitors inside the enclosure with “crusher dust/gravel” and raise height of pathway
- Incorporate education/learning node within the enclosure - incorporating shade/cover for seated area. The node will enable school groups to be accommodated and spend time in the enclosure
- Provision of appropriate interpretative materials within the enclosure/ at entry points.
MAP/PLAN 6: FIRST STEPS DELIVERABLES - PROPOSED KANGAROO ENCOUNTERS STUDY TRAIL

AREA OF PROPOSED NEW AMPHITHEATRE

MOON DAM

LEGEND

1. EDUCATION/ LEARNING NODE
2. RAISED VISITOR PATHWAY
3. ENTRANCE/ EXIT POINTS TO ENCLOSURE

ARTISTS’ IMPRESSION AND ACTUAL DESIGN MAY CHANGE BASED ON DETAILED DESIGN BRIEF.
7. REFRESH INTERIOR OF VISITOR CENTRE

CONCEPT
The visitor centre is the first part of the Park that visitors’ experience. It is essential that a welcoming impression is provided.

The visitor centre’s interior should be rationalised to maximise available space and potential revenue generation opportunities, including refreshing the reception area, and removing two partition walls between the current meeting room and the café area – opening up a versatile open space, and establishing a new small retail area (where the meeting room currently is located).

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Maximise space and revenue generation opportunities - at present there is no dedicated retail area
- The café and retail areas are critical if revenues from visitors are to be driven upwards - the current space is not optimal
- The visitor centre is the first opportunity to provide a gateway welcome
- Café and retail areas offer potential for partnership via expressions of interest - initial investment is recommended as being necessary to upgrade the area prior to consideration of partnership opportunities
- An opened-up and versatile interior space has the potential for promotion externally as a meeting and events venue.

OPERATIONAL CONSIDERATIONS
- Routine maintenance
- Rationalising staffing with the visitor centre to reflect new layout and services.

LOCATION
Visitor Centre

DEVELOPMENT CONSIDERATIONS
- Reception area is currently closed off behind a high counter - rationalise space to open up and provide a more effective welcoming impression.
- TV screen in wrong location for easy viewing by visitors – move to pedestal location
- Remove partition walls around the current meeting room
- Establish small retail area in the current meeting room area - utilise mobile displays initially, as a means of providing a dedicated space for retail display and sales. With sales growth, additional retail display can be considered
- Establish opened up, open-plan café area. Design should be suitable to utilise/promote as an events space – balcony area offers attractive views over the Park.
- This initial development phase in the Visitor Centre prepares for medium and longer term implementation, where further development of the kitchen/café (potentially via an EOI approach) is proposed.
8. MOTORWAY SIGNPOSTING

CONCEPT
Establish tourism directional signposting on the M1 Motorway and other major arterial roads. This will be subject to agreement from the Department of Transport and Main Roads who have strict guidelines in this regard.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Signage is an essential marketing and advertising tool which can encourage visitation and promotes the attraction. This signage location has a large audience with over 100,000 vehicles passing per day.
- Will support improvement in visitor satisfaction levels – the overall experience includes the journey to the Park which appropriate signposting will support
- DFWP currently misses out on potential trade as visitors who are not aware of its location, will not have the knowledge or awareness to stop. Signing is particularly important for interstate or overseas visitors whose prior knowledge and awareness may be limited.

LOCATION
Nearest appropriate locations/junctions on the north and south-bound carriageways of the M1 and also Gold Coast Highway and main Burleigh Road arterial leading to and from M1 Motorway.

DEVELOPMENT CONSIDERATIONS
- Motorway tourism signposting has a high minimum visitor number threshold which DFWP will not be able to meet. The best means of approaching the issue is by presenting a precinct concept (Burleigh green spaces, National Park, DFWP etc), which collectively meets the visitor threshold and other need-based criteria
- Issue needs to be addressed in discussion with Department of Transport and Main Roads.

9. SITE REFRESH AND REFURBISHMENT

CONCEPT
Investment is required for a general refresh and refurbishment of the site to ensure that appearance and upkeep meets with visitor expectations.

While parts of the site have benefited from investment, some areas are tired and unattractive. Low volumes of animals onsite exacerbate this appearance, with some exhibits currently empty or underused.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Look and feel of the site needs to be refreshed – especially exhibits which may be required to house new animals
- Appearance and upkeep is a key consideration in meeting visitor expectations and raising satisfaction levels.

OPERATIONAL CONSIDERATIONS
- Annual maintenance

LOCATION
Site-wide

DEVELOPMENT CONSIDERATIONS
- Full review required to ascertain areas with greatest refurbishment priority
- Establish rolling refurbishment and refresh program.
FIRST STEP DELIVERABLES: PROPOSED OPERATIONAL INVESTMENT

Operational costs are attached to most individual capital investments and are normally a requirement if potential from the capital investment is to be delivered.

As an element of First Step Deliverables, 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.

To clarify - at this stage of the master planning process, it is not possible to determine accurate operational cost forecasts.

However, in order to deliver the site’s potential; a range of new operational investments will have to be made, with the likelihood of overall operational costs initially rising from the current base. The business model does of course provide that this investment is instrumental in delivery of vision and objectives, one part of which is off-setting costs against increased revenue streams.

1. CURRICULUM-BASED EDUCATION PACKAGES

CONCEPT

Review and preparation of a suite of signature DFWP education programs within the Curriculum into the Classroom (C2C) (Dept. Education) framework. The Park’s assets have great potential to link closely to the cross cutting themes of sustainability and indigenous culture.

Tailored education packages are the critical component in order for the Park to have the opportunity to target the education market.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?

- Significant potential to develop a signature program incorporating DFWP and Jerrugal. Potential exists for the creation of package which targets groups from Tallebudgera Beach School kayaking up Tallebudgera Creek to reach DFWP, and incorporating;
- Having appropriate curriculum based education programs is a pre-requisite if DFWP is going to attract and meet the needs of school groups. Without C2C programs in place, market expectations cannot be met, and visitation will not occur
- 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 provides exceptional opportunities to deliver QPWS’s gateway ambitions for the Park – educational packages provide the perfect opportunity to deliver in depth content and provide links to further information
- 2km kayak journey (with the tide) from the Beach School’s canoe bowl launch site to DFWP
- Signature education package delivered on site at the Park
- Kids would return to the Beach School via minibus pick up and/or the Beach School’s tinny
- Group size – potentially groups up to 40 per visit.
- Market Potential from Tallebudgera Beach School
  - 30-50% of day camp visitors (6,500) = potential for 2-3000 pax
  - 50-100% of camp program (8,000) = potential for 4-8000 pax

DEVELOPMENT CONSIDERATIONS

- Pricing of packages needs to be carefully determined, with full delivery costs considered (development and operational), as well as the price which the market can bear
- Fully understanding pressures on DFWP staff/volunteers generated by servicing group bookings
- DFWP’s assets offer a wealth of potential for developing signature packages based around a wide range of species and habitats. The scope for package development and tailoring is even wider when cultural components are introduced. Areas which offer particular potential are where animal based messages can be interpreted into broader community and educational contexts

Example: Existing Connect with Nature Program
If DFWP is to develop educational products in partnership with the Recreation Centre/Beach School, and for the broader student/school market, it will need dedicated input from a specialist (most likely a qualified teacher) to:

- Develop educational products that meet national school curriculums
- Provide necessary comfort to teachers before booking students
- Meet expectation initially by schools that content will be delivered by a qualified teacher
- Train and up-skill other QPWS staff once curriculum packages are developed
- Deliver packaged curriculum product.

Initially, it is recommended that support would be most appropriately delivered via contract/short term project to develop specific packages with Tallebudgera Beach School, with longer term needs and staffing to be reviewed as part of business planning.

2. NEW SHOW CONTENT - FREE-FLIGHT BIRD SHOWS AND BACK OF HOUSE TOURS

CONCEPT
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 tend to be their hero experiences. They play a crucial role in generating emotion and attachment among visitors.

It is proposed that a new free flight bird show is established as one of DFWP’s Signature Experiences. Utilising the new amphitheatre, a free flight bird show will 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 augment the overall experience.

As part of First Step Deliverables, it is also proposed that a behind the scenes tour package as a premium added value product is established - providing an insight into Ranger-led Experiences and the authentic conservation experience.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Developing additional show content is essential to meeting visitor expectations in terms of ‘live’ and interactive experiences
- While not a totally unique experience, wedge tailed eagle free flight shows are not common, and would be a valuable new addition to DFWP’s show repertoire
- Behind the scenes tours provide the opportunity to differentiate DFWP’s experiences and offer a practical means of delivering Ranger-led experiences. This type of experience will play a role in differentiating the Park’s offer to visitors
- Free flight bird show and behind the scenes tours will be the proposed new experiences for 2014/15, augmenting existing shows (including crocodiles, reptiles, and koalas)
- These shows can be developed and established as hero experiences for DFWP – something that is lacking at present.

DEVELOPMENT CONSIDERATIONS
- Operational costs in staff training and staff time to deliver free flight bird show
- Operational costs and time to develop, manage, promote and health and safety-proof behind the scenes tours
- New amphitheatre has been located to provide for a free flight show, with a clear path across Moon Dam
- New shows and show content should be develop and added on a regular basis to ensure the visitor offer is constantly refreshed
- Examine additional opportunities with existing species for additional show and tell experiences (see master plan content on species management).
3. MARKETING INVESTMENT & RELAUNCH

CONCEPT
Investment in and delivery of new experiences provides the perfect opportunity to re-launch the site.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
Appropriate and sustained marketing investment is crucial as a First Step if DFWP is to be re-established in the marketplace. Without marketing investment to accompany the other investment in new products and experiences, targets for visitation, revenue generation and gateway delivery will not be met – the Park will remain off the radar.

DEVELOPMENT CONSIDERATIONS
Although marketing is an ongoing activity, First Steps implementation and delivery is a landmark for the Park - now is the time to deliver innovative and targeted marketing activity. Key steps include:

- Identifying a ring-fenced annual marketing allocation within the Park’s operations budget
- Preparing a marketing plan as a priority alongside the business plan - following master plan approval
- Identifying dedicated staff resource to lead marketing activity - without dedicated resource, implementation is unlikely to maximise returns. Options are available for delivery via contract or core staff support. Key elements of a job/task specification include;
  - Promoting the park
  - Developing sales collateral including new products such as “Behind the Scenes Tours”
  - Developing Media partnerships with digital, print, TV and radio (including Govt. media unit)
  - Developing a calendar of events and promotions – promoting the brand and specific targeted marketing
  - Marketing to wholesale market – day tour companies, inbound operators, domestic groups such as Rotary, Lions, Probus groups
  - Developing marketing and communications partnerships with other state Govt. Departments

- Introducing discounted “VIP passes” which encourage local community to support at affordable prices. Also encourages them to bring visiting friends and relatives.

4. REINVIGORATE VOLUNTEERS

CONCEPT
With plans and a vision which have a significant component of additional visitor interaction, group visits and formal animal shows, volunteers will play a crucial role in delivering the experience

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Volunteer time and resources will be required to help deliver the business plan
- Delivering interactive experiences is time-intensive – volunteers will have an increasingly important role to play.

DEVELOPMENT CONSIDERATIONS
- Staff time and resource to review and reinvigorate the volunteer program.

5. STAFF SKILLS AND RESOURCES

CONCEPT
Staff skills and resources are of key significance alongside exhibits and shows in delivering the overall experience to visitors. Staff passion has been a common theme throughout consultation in preparing the master plan. Passionate delivery needs to be accompanied by refreshed customer care and new technical skills where appropriate. Skills and resource needs may need to be met through a combination of recruitment and re-skilling/re-tasking.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Essential to delivering the experience.
DEVELOPMENT CONSIDERATIONS

- Review overall staffing and skills needs for DFWP against the requirements of the new master plan vision and estimated new volumes of visitor activity
- Undertake appropriate training for current staff for visitor presentations, behind the scenes tours, school curriculum/Rec Centre student presentations, free flight bird and other shows
- Identify key new skills which need to be recruited.

6. ANIMAL COSTS

CONCEPT
With increased animal stocking, this will generate additional costs - primarily feed costs.

WHY PRIORITISED AS A FIRST STEP DELIVERABLE?
- Increased volume of animals is essential to developing the overall experience at DFWP.

DEVELOPMENT CONSIDERATIONS
- Operational costs should be one of the criteria considered when considering acquisition of a new species
- Stocking should be based on a species management plan.

MASTERPLAN MEDIUM TERM DELIVERABLES:
PROPOSED DEVELOPMENT
Proposed medium term deliverables to implement the master plan consist of;

PROPOSED CAPITAL INVESTMENT
1. Extended visitor centre deck area
2. New Butterfly House
3. New interactive children's play-scape area
4. New Insect House
5. New Via Ferrata
6. Enhanced Interpretation in Visitor Centre (technology driven)
7. Upgraded Kitchen area within Visitor Centre
8. Refreshed Quoll Exhibit
9. Making the Connections.

PROPOSED OPERATIONAL INVESTMENT
- Curriculum-based education packages (ongoing investment)
- Stocking of butterfly and insect houses
- Establish night-time themed tours/shows and new cultural content.

First Step deliverables have been designed and proposed in order for the Park to regain its place in the marketplace – the first stage in a turnaround process. Medium term deliverables are the next stage in the growth process towards a sustainable future where visitor numbers and revenues continue to grow, and good returns on investment are delivered. All deliverables are subject to detailed design and costing and available funding.

Medium term deliverables focus on expanding the range of experiences which the Park can provide to target visitor markets. Some proposals are also relatively quick wins which are deliverable with modest investment, while other proposed developments are more ambitious.

Continued investment and commitment is necessary in the medium term, as without it, the Park’s visitor experience will start to stagnate.
once again. Innovatory delivery and appropriate investment continue to be needed.

MEDIUM TERM DELIVERABLES: PROPOSED CAPITAL INVESTMENT

1. EXTENDED DECK AREA TO THE REAR OF THE VISITOR CENTRE

CONCEPT
The Visitor Centre plays a key role in visitor orientation and revenue generation for the Park – it is a focal point. It is proposed to establish an extended decking area at the rear of the visitor centre, providing an additional area for customers to enjoy the Park and eat, drink and chat in pleasant outdoor surroundings.

Alongside other proposed developments, the area to the rear of the visitor centre will become a focal point of activity – creating a sense of liveliness - the outdoor decking area will contribute to overall vitality and viability.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- The informal outdoor space will add value to the visitor centre, providing for informal enjoyment – providing the opportunity to build visitor dwell time and retail/café revenues
- If the concept of seeking to subcontract operation of the café to a partner operator is supported, the decking proposal will potentially add to the overall appeal of the proposition.

OPERATIONAL CONSIDERATIONS
- Annual maintenance
- Additional tables and chairs will be required (potentially via sub-contract arrangement if implemented).

LOCATION
Site immediately to the rear of the visitor centre

DEVELOPMENT CONSIDERATIONS
- Wooden covered decking area with benches/tables
- Investigate feasibility of adjusting roof line of covered storage space/decking area to provide for unobstructed views from café area/balcony in visitor centre.
2. NEW BUTTERFLY HOUSE

CONCEPT
Establish a butterfly house on site, providing a major new animal based attraction, linking with an established captive breeding program for the Richmond Birdwing Butterfly. While subject to undertaking a full feasibility, the initial recommendation is for development of a walk-through greenhouse which has full environment control with vines, featuring Richmond Birdwing Butterflies and other butterfly species.

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 potential of the site.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- A new animal based attraction provides a focus for visitor and marketing activity. A butterfly house in addition to providing an indoor facility for the site (currently lacking) is also a good strategic fit the established captive breeding program for the Richmond Birdwing butterfly program - a species which is endemic to the local area.
- A new type of attraction for the Gold Coast
- Existing knowledge and expertise within DFWP about the butterfly, its habitat and life support needs
- Substantial ongoing media and promotional potential for DFWP and QPWS’s gateway ambitions for the Park
- It has the potential to engage local communities i.e. planting related to habitats for native butterfly species
- It offers sponsorship and commercial revenue stream potential for DFWP i.e. “for every plant sold, Fleays receives xx cents to continue research and conservation of species”.

OPERATIONAL CONSIDERATIONS
- Initial investment needed for purchasing initial butterfly stock and training of staff in operating procedures
- Additional staff time required for a major new facility.

LOCATION
The ideal location is on the space in the area currently occupied by the concrete trees.

DEVELOPMENT CONSIDERATIONS
- Removal of ‘trees’ currently on site - it is understood that current “concrete trees” (and rainforest area) from Expo 88 are rusting and becoming unsafe to visitors and will have to be removed shortly. Scale of the structures means that removal will be a significant but necessary expense.
- In researching the market, the consultant team liaised with CEO and staff of Melbourne Zoo, (who have Australia’s largest butterfly house). If proposed development progresses, Melbourne Zoo agreed to provide technology and staff for advice and training.
- Two glass houses are required for development, dependent on whether hot dip galvanised structure supports or stainless steel are used. Hot dip galvanised is less costly, however does not last as long in harsh environment (10 years instead of 20 years and requires maintenance resurfacing every 3-4 years)
- Given the scale of investment required, a full review and cost/benefit analysis is recommended.
3. NEW INTERACTIVE THEMED FAMILY PLAYSCAPE

CONCEPT
A new facility at the centre of the site, providing an informal playscape area for children and families. The concept is for a themed playscape area (animal themed equipment) providing for a mix of active and non-structured play.

Children and families are key components of DFWP’s current and future visitor markets – facilities which provide the opportunity for informal enjoyment and retaining interest, are key to driving up dwell time onsite and increased revenues.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- Informal space will help to increase dwell time on site and add to the overall attractiveness of the park.
- Potential to attract “local families” and community which will further help to promote DFWP as a “family destination”
- It is located close to F&B/café/retail area, which allows parents to relax close by, and take advantage of facilities – offering the potential for increased revenues.

OPERATIONAL CONSIDERATIONS
- Regular safety inspections required dependent on type of play equipment
- Repair and replacement of equipment

LOCATION
Area currently occupied by the concrete trees.

In practical terms, the playscape area may be competing for this location with the proposed butterfly house, as it represents the most appropriate site for both.

DEVELOPMENT CONSIDERATIONS
- Interactive play area – targeted at age groups up to 10 - potentially developed around wildlife-themed facilities/play equipment.
- The site should provide for a mix of active/equipment-based play/non-structured play
- Design should reflect the surroundings, utilising natural materials where appropriate
- Playscape area should be covered (sail cover)
- Use of softfall surfacing in keeping with surroundings where appropriate
- Proximity of key facilities – toilets, bins, drinking water, shelter/sun-protection etc
- Delivery of a playscape is an example of a facility that is scalable, offering potential opportunities to deliver smaller or more cost-effective facilities, to suit site constraints.
4. NEW INSECT HOUSE

CONCEPT
Establishment of a new on-site animal based attraction which boosts the volume of animal life at the centre of the site.

Development is proposed via re-use of redundant existing buildings.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- Children and families are the key visitor audience for the site - formal accommodation for insect species provides ideal opportunities for ‘show and tell’ talks and interaction
- Potential to showcase endemic species, linking to curriculum-based programs
- Effective re-use of existing buildings – maximising on-site asset and removing another blank space from visitors can observe.

OPERATIONAL CONSIDERATIONS
- Costs of maintaining and stocking species

LOCATION
Site occupied by the former volunteering office, close to the bridled nail tail wallaby enclosure marked on the staging plan.

DEVELOPMENT CONSIDERATIONS
- The existing site is well located for access (no mobility issues), good access for staff, with cover and power already supplied
- Refurbishment of building to house a range of insect displays
- Decision on acquisition of species should be based on species management plan

5. VIA FERRATA

CONCEPT
A new activity-based pursuit, located adjacent to the crocodile pond (Ring Dam), providing an adventure activity to complement DFWP’s existing animal-based assets. A via ferrata is best described as a pair or series of steel cables which run along a route and is fixed to rock or poles, providing a means of crossing a potentially dangerous route without the risks associated with unprotected scrambling and climbing. A location adjacent to the crocodile pond provides an addition element of daring, which has the potential to provide the facility with an added wow factor.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- A facility which will potentially add to the attractiveness of the site for older school and education groups
- Potential synergy with groups from Tallebudgera Beach School.

OPERATIONAL CONSIDERATIONS
- Operator responsibility

LOCATION
Potential site adjacent to the Crocodile pond/Ring Dam.

DEVELOPMENT CONSIDERATIONS
- A Via Ferrata is normally constructed on sheer walls and cliff faces but can be constructed via a pole/suspended wire design
- Concept is that an added component of adventure would be created by constructing it adjacent to the crocodile enclosure
- Siting would be subject to a full health and safety audit
- Although not part of the core wildlife product, an experience such as a via ferrata can give the Park an added edge compared to competitors
- Proposed that the opportunity to establish the facility would be most appropriately delivered by inviting a partnership via an Expression of Interest process.
6. ENHANCED INTERPRETATION IN THE VISITOR CENTRE

CONCEPT
At present the range of interpretative materials in the Visitor Centre is limited.

As a means of telling the story of Queensland’s wildlife and QPWS’s priorities, as well as the history of the Park and the work of Dr Fleay, technology-driven interpretative content offers significant potential.

As part of the development of an overall interpretation program, digital and interactive displays would support physical interpretation (displays, banners and traditional wall-mounted materials).

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- Key parts of the site’s value rest with its gateway function and in the history of the park – interpreting and telling these stories to provide added value to visitors
- Effective interpretative materials will contribute to building visitor dwell time onsite.

OPERATIONAL CONSIDERATIONS
- Maintenance costs/refreshing materials.

LOCATION
In visitor centre – entrance and open plan retail/café area

DEVELOPMENT CONSIDERATIONS
- A technology driven approach is suggested - digital and interactive displays supporting physical interpretation (displays, banners and traditional wall-mounted materials)
- Holographic displays provide an interesting opportunity to display stories in an enticing manner
- Delivery of content should be driven by an interpretation plan which clearly defines gateway content and priorities and the history of the site
- Interpretative materials should co-ordinate closely with the overall strategic marketing and communications approach for the Park.

7. UPGRADED KITCHEN AREA WITHIN VISITOR CENTRE

CONCEPT
On the basis that First Steps implementation is successful in growing site visitation, enhanced kitchen and café resources will be required to service the anticipated larger volumes. Current facilities are adequate for the volumes of visitors the Park is currently generating.

In terms of back-of-house, installation of a commercial grade convection oven is the key piece of new equipment required. With regard to front of house, additional good quality tables and chairs will be required.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- Estimated that visitor numbers will have grown sufficiently to warrant capacity upgrade
- Food and beverage is a key revenue stream

OPERATIONAL CONSIDERATIONS
- The café and overall food and beverage operation is the area of the Park’s operation which would most obviously be suited to delivery via a partnership arrangement (Expression of Interest) once visitor volumes have started to regrow. Depending on circumstances, there is potential for upgrade costs to be shared or borne by the selected operator.

LOCATION
Visitor Centre – kitchen and café areas

DEVELOPMENT CONSIDERATIONS
- High volume convection oven
- New café chairs/tables
- Decisions on timing of installation of equipment may be driven by visitor demand and the circumstances of potential EOI processes to secure a delivery partner
8. REFRESHED QUOLL EXHIBIT/ENCLOSURE

CONCEPT
Establishment of new quoll display area, as part of the strategic direction to boost volumes of animals and interactive content on site.

The display area would utilise an existing structure, also helping in rejuvenating the appearance of the site.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- DFWP has two quolls but limited capacity for public display at present
- The display of quolls would provide a direct link to Dr Fleay
- Quolls are an effective show and tell species, boosting interactive content onsite.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- 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
- Effective re-use of existing buildings – maximising on-site assets

LOCATION
Utilising/ reconfiguring the former contact zone, sited immediately behind the new amphitheatre site.

DEVELOPMENT CONSIDERATIONS
- Quolls are not common species in competitor and peer group wildlife facilities on the Gold Coast
- Quolls are an excellent animal for public viewing in the appropriate conditions (enclosure)
- Potential for a quick turnaround to establish the display area for a modest scale of investment
- Decision to develop or acquire species should be directed by the species management plan.

9. MAKING THE CONNECTIONS: LINKAGES WITH SURROUNDING PATHWAY NETWORK AND GREEN SPACES

CONCEPT
A comprehensive network of green spaces and footpaths are in place – enabling visitors to walk to Burleigh Heads from the Park, as well as a number of other GCCC managed green spaces. DFWP is on 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. Provision of the jetty/canoe launch site and enabling public access to it, provides an additional direct link. Action is needed to make the most of the Park’s connections with the surrounding green spaces, local amenities and visitor attractions.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
- DFWP is located in the middle of a range of green spaces, tourism and local community assets – it can benefit from better connections and involvement with partner agencies.

LOCATION
Burleigh Heads green spaces

DEVELOPMENT CONSIDERATIONS
- Initial action to be centred on ensuring the DFWP is visible from GCCC and other partners’ digital platforms – a broad range of suggested walking routes exist - DFWP can benefit from being included in these routes
- Effective linkages can help boost the potential to establish a broader range of active pursuits on site i.e. mountain bike track, circular walking routes within the site
- Tangible progress can be made through pursuing an active partnership with Gold Coast City Council, examining options to include DFWP on signposting on the local networks and incorporate it into the wide range of walks available online
- Potential exists for joint marketing and communications activity in the area – DFWP needs to be an active participant in local networks.
MEDIUM TERM DELIVERABLES: PROPOSED OPERATIONAL INVESTMENT

NEW SHOW CONTENT – NIGHT TIME EVENTS PROGRAM AND CULTURAL PROGRAM

CONCEPT
The concept of developing a program of night time events is enticing - offering an extra dimension to the Park’s current offering. The program is undeveloped as yet but could include traditional campfire experiences as well as broader cultural themes.

Linking up with Jellurgal and local community events offers the potential to develop a cultural dimension to DFWP’s offering. There is significant potential to incorporate cultural stories into delivery of mainstream animal experiences, adding an extra dimension to shows and interpretation, as well as partnering to deliver dedicated cultural shows. Education packages could potentially incorporate these stories along with nature and sustainability based messaging.

WHY PRIORITISED AS A MEDIUM TERM DELIVERABLE?
• Developing additional show content is essential to meeting visitor expectations in terms of ‘live’ and interactive experiences
• DFWP needs to develop a breadth of experiences, refreshing the show offer year on year
• While not a unique experience and subject to identified visitor demand, night-time events would be a valuable new addition to DFWP’s show repertoire
• Cultural show content offers real potential to differentiate DFWP’s offer and offer a practical means of delivering unique experiences
• Night time and cultural show content will augment the existing program of shows and events.

DEVELOPMENT CONSIDERATIONS
• Operational costs in staff training and costs – particularly for night time events (a major constraint) Further research may be required to ascertain levels of demand for night-time events (Tallebudgera ARC/Beach School etc) prior to developing proposals further
• The new amphitheatre provides a great venue for formal show content, while the more remote parts of the site can offer authentic and atmospheric venues –proving unique and memorable experiences
• Continued partnership development with Jellurgal provides the initial route into investigating where mutual benefits in developing cultural show content can be found. Potential exists to weave the story into core animal show content, building unique experiences
• Marketing collateral and staff time are key resource considerations in developing additional show content.
LONGER TERM DELIVERABLES: PROPOSED DEVELOPMENT

Proposed longer term deliverables to implement the master plan consist of:

PROPOSED CAPITAL INVESTMENT
1. Opening up the decommissioned part of the site based around the Fleays House and Platypussary
2. Establishing a new Aviary on-site
3. Reinstating a walking trail(s) within the DFWP site
4. Establishing a new ‘Glamping’ Site

PROPOSED OPERATIONAL INVESTMENT
- Ongoing marketing, education program and show development.

Medium term deliverables focused on expanding the range of experiences which the Park can provide to target visitor markets – to grow visitor numbers, revenue and high quality visitor experiences.

Longer term deliverables include a small range of development proposals, where research conducted during preparation of the master plan indicated scope for growth.

Some of these proposed developments require significant resources for development and require further market testing, whereas more opportunistic approaches can perhaps be taken to opportunities such as establishing a glamping site and developing walking routes within the Park.

1. OPEN UP DECOMMISSIONED PART OF THE SITE AS A HERITAGE-BASED ASSET

CONCEPT
The area of the site comprising the Fleays House and Platypussary has significant potential value as a heritage asset – relating to the history of the Park and Dr Fleay’s work. Access to the site is difficult at present, and work is required to open up this area of the Park.

The heritage elements of the site offer potential to add value to the core Park animal experience offer. However, additional work is required to fully define the experiences which could potentially be offered to visitors and whether these fit with target visitor audiences.

WHY PRIORITISED AS A LONGER TERM DELIVERABLE?
- The heritage value of these assets is recognised - their history tells a significant part of the DFWP Story. However costs to open up access to this part of the site and develop a visitor product will be significant

OPERATIONAL CONSIDERATIONS
- Dependent on the product which is established but operational considerations include staffing, marketing and ongoing maintenance and repair.

LOCATION
Area of site bordering Fleays house and including the Platypussary

DEVELOPMENT CONSIDERATIONS
- To be confirmed but potentially including new access routes, interpretation in the Fleays house, and interpretation around the Platypussary
- This part of the site provides a view towards Tallebudgera Creek, which is currently obscured by tree regrowth. An interesting addition to the heritage appeal of this part of the Park would be to investigate reinstating the view to the Creek. This would require a certain level tree felling to re-establish the view.
- Seeking potential partners for this element of the site may offer potential
- A full survey is required to determine access and infrastructure costs and understand potential cost/benefits.
2. **NEW AVIARY**

**CONCEPT**
To establish a new aviary at the Park. 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 historic work of Dr Fleay.

**WHY PRIORITISED AS A LONGER TERM DELIVERABLE?**
- A site has not yet been identified
- Potential from a large scale aviary to act as a drawcard and a further differentiator is recognised, although it is not initially clear if demand for this type of facility fits with family and education group audiences.

**OPERATIONAL CONSIDERATIONS**
- Dependent on the product which is established but operational considerations would include staffing, and initial stocking.

**LOCATION**
To be determined – initial preference was for a site at the centre of the Park, but available space is likely to be taken up by deliverables from earlier implementation stages.

Potential sites exist on the location of the currently decommissioned aviary or towards the visitor centre end of the macropod/kangaroo enclosure. Both sites have challenges but do offer potential (kangaroo enclosure prone to flooding and former aviary site has poor access)

**DEVELOPMENT CONSIDERATIONS**
- The aviary is potentially a scalable exhibit - ranging from small scale to large dedicated facilities. The initial concept in this proposal was for a significant scale facility which would act as a drawcard in its own right
- Full cost/benefit analysis required/ led by species management plan
- Visitor demand unclear at this stage, but a large scale site does have potential as a differentiator.

3. **NEW WALKING TRAIL(S)**

**CONCEPT**
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 interpretative of flora and fauna. On site walks would also provide the opportunity to extend dwell time further. The route is semi-decommissioned at present, and subject to the results of a survey, a number of structural and access challenges have been indicated. However, should those challenges prove insurmountable; there are also potential opportunities to establish alternative shorter routes through the site. Providing opportunities for active enjoyment of the site area is recognised as a positive for many of the current target visitor markets.

**WHY PRIORITISED AS A LONGER TERM DELIVERABLE?**
- A full survey of the path has not yet been carried out to determine feasibility for reinstatement
- If shorter or alternate routes were identified, it would be desirable to seek to bring these forward within the implementation plan. Opportunities for active enjoyment would fit with a number of target markets including school groups and families

**OPERATIONAL CONSIDERATIONS**
- Path maintenance/ interpretation upkeep

**LOCATION**
Upper part of the site, providing a circular walk – starting from the area adjacent to Ring Dam (crocodile pond), running up along the ridge line and returning to the core part of the Park at the western end of the cassowary enclosure.

**DEVELOPMENT CONSIDERATIONS**
- The gradient is quite sharp on parts of the trail, making it challenging to develop as an accessible route.
- Options to create shorter and alternate walking routes within the site potentially offer greater potential than reinstating the full current route
- Interpretation of flora/fauna is required to accompany any re-opened routes
4. NEW GLAMPING SITE

CONCEPT
Create a site for glamorous camping (glamping) within the Park’s boundaries. This is a unique opportunity for a private operator to establish and also operate experiences within DFWP and surrounds, including nocturnal experiences.

Glamping is a relatively new phenomenon - whether in a tent, yurt, airstream, hut, villa or treehouse, it’s a way to experience camping without sacrificing luxury. Service and luxury levels are high.

WHY PRIORITISED AS A LONGER TERM DELIVERABLE?
- Although not core to the Park’s experience offer, it would be an additional facility which potentially would add to the overall attractiveness of the site
- Potentially opens the site to new visitor markets and revenue streams
- Overall market demand for glamping had been growing and sentiment remains positive
- Although prioritised as a longer term deliverable, it is recognised as an opportunity that could be brought forward if the opportunity arose.

OPERATIONAL CONSIDERATIONS
- Proposed as a facility that would be established via the Expression of Interest process
- Site maintenance/provision for access to the site
- Utility provision to the site would be a practical issue to resolve.

LOCATION
To be determined – Ridgeline to the north of the site provides an ideal location, some distance from the majority of animals.

DEVELOPMENT CONSIDERATIONS
- In addition to the site itself, utility hook-ups will be expected and a range of services provided. Anticipated that operator selected by EOI would be responsible for operation and management
- A new visitor market, distinct from current audiences
- Potential for links with the park – added value and take of some services and behind shows etc.
- Listed as a longer term deliverable, but has potential to be prioritised if suitable opportunities became apparent

Example of a Glamping Tent
### APPENDIX 1

**MASTER PLAN: SUMMARY ANALYSIS OF INVESTMENT DEVELOPMENT OPTIONS**

**TABLE 9: INVESTMENT DEVELOPMENT OPTIONS: FIRST STEP DELIVERABLES**

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>New Wildlife Show Theatre (Amphitheatre)</td>
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<td>✓</td>
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<tr>
<td>2.</td>
<td>Relocate Koala Enclosure</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>3.</td>
<td>Interpretation and Onsite signposting</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>4.</td>
<td>Remove high fencing around Moon Dam</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>5.</td>
<td>Kangaroo Encounters Study Trail</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td>6.</td>
<td>Refresh Interior of Visitor Centre</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>7.</td>
<td>Multipurpose launch/landing facility for canoes/kayaks and small water craft</td>
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<td>✓</td>
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<td>8.</td>
<td>Motorway Signposting</td>
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<td>To be confirmed</td>
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<td>9.</td>
<td>Site Refresh and Refurbishment</td>
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<tr>
<td></td>
<td>Curriculum-based education packages</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>New Shows- free-flight bird shows and back of house tours</td>
<td>✓</td>
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<td></td>
<td>Marketing investment &amp; relaunch</td>
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<td></td>
<td>Reinvigorate volunteers</td>
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<td>Staff Skills and Resources</td>
<td>✓</td>
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### TABLE 10: INVESTMENT DEVELOPMENT OPTIONS: MEDIUM TERM DELIVERABLES

<table>
<thead>
<tr>
<th></th>
<th>Fit with Target Market(s)</th>
<th>Drives Dwell Time</th>
<th>Drives Visitor Spend</th>
<th>Site suitability (physically)</th>
<th>Builds to the USP</th>
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<tbody>
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<td>✔</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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<td>5.</td>
<td>✔</td>
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<td>6.</td>
<td>✔</td>
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<td>7.</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>8.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>9.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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#### TABLE 11: INVESTMENT DEVELOPMENT OPTIONS: LONGER TERM DELIVERABLES

<table>
<thead>
<tr>
<th></th>
<th>Fit with Target Market(s)</th>
<th>Drives Dwell Time</th>
<th>Drives Visitor Spend</th>
<th>Site suitability (physically)</th>
<th>Builds to the USP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>☑️ Open up Decommissioned part of the Site as a heritage-based asset</td>
<td>☑️ Some markets</td>
<td>☑️ ✔</td>
<td>✔</td>
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<td>2.</td>
<td>☑️ New Aviary</td>
<td>☑️ ✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td></td>
<td>New Walking Trail</td>
<td>Some markets</td>
<td>✔️</td>
<td>To be confirmed</td>
<td>✔️</td>
</tr>
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<tr>
<td>4.</td>
<td>New Glamping Site</td>
<td>Unclear</td>
<td>✔️</td>
<td>To be confirmed</td>
<td>✔️</td>
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