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EXECUTIVE SUMMARY

The master planning process for Walkabout Creek is an exciting opportunity being led by the Department of National Parks, Recreation, Sports and Racing (NPRSR) to re-imagine the future of this site which is ideally located adjacent to the D’Aguilar National Park and Enoggera Reservoir.

The Walkabout Creek Concept Master Plan project is a priority of the Queensland Government in delivering its commitment to improve access to national parks for sustainable ecotourism and outdoor recreation and support growth of Queensland’s tourism industry. Walkabout Creek is considered to have strong potential for commercially viable recreation and ecotourism attractions that increase visitation and are in harmony with national park values.

Key objectives of the draft concept master plan include:

- Expand outdoor recreational opportunities for Brisbane residents and visitors
- Create diverse experiences incorporating water-based activities
- Increase community use of the Walkabout Creek site and D’Aguilar National Park
- Improve the quality of user experience
- Improve cost efficiency and return on investment for public and private partners
- Generate direct benefits for community, visitors and tourism.

This draft concept master plan for Walkabout Creek has been developed following a series of consultative workshops with NPRSR and key stakeholders. This initial master plan will be taken to the wider community for full consultation and feedback and with a view to developing a longer term vision for the site.

Creating a shared vision amongst key stakeholders and community will be crucial to the success of the Walkabout Creek Master Plan.

The proposed vision and objectives for the new site provided in the brief by NPRSR requested consideration of a range of potential future scenarios for the site including an outdoor nature based recreation hub; an interpretive centre of excellence; partnership investment opportunities and an iconic ‘gateway’ visitor centre. Some of these objectives were found to be consistent with the potential market need and the development of a viable business model.

There are currently significant challenges facing Walkabout Creek. For its unique location only 12 km from Brisbane’s CBD it currently has low market profile for such a premium site. Originally built in 1979, the current visitor and wildlife centre were opened in 1990 and the ageing infrastructure needs an upgrade.

Through proposed redevelopment of existing facilities and construction of new facilities at Walkabout Creek, the opportunity exists to create a contemporary ‘gateway national parks visitor centre’, catering for training, events and functions and provide a hub for outdoor nature-based recreation and adventure experiences.

Based on the market, site constraints and existing business review, the master planning process has identified that Walkabout Creek requires a rethink of its future vision including market position, the market offer, new and revitalised infrastructure, contemporary visitor experiences, governance model and interpretation strategy.

The Long View Group Consortium contractors and project Steering Committee have developed an initial concept master plan that provides a unique ‘hero’ ecotourism experience with a number of other supporting activities that could showcase NPRSR as an organisation that wants to actively engage with the general public and private sector.

This Master Plan report outlines a proposed vision for creating a unique Gateway Hub for local residents and visitors on Brisbane’s doorstep, re-branded as the Walkabout Creek Adventure Hub (the Hub). It is hoped the Hub will become the jumping off point for further exploration of the D’Aguilar National Park, showcasing a range of adventurous activities for all ranges of age and ability.

The ‘hero’ for the site is an activity centre which encompasses a zip line and ropes courses aimed at igniting Brisbane’s adventurous spirit. The target audience for the activity centre is the local community of Brisbane and their friends, tourists, corporate events and schools.

A new range of activities are also proposed on the site including a junior MTB (mountain bike) skills park for young users and an art/interpretive playscape for all ages. There is considerable potential to enhance these activities with recreational activities in and around the reservoir and into the D’Aguilar National Park including canoeing/kayaking, links to walks, MTB and multi-use trails.
In the long term, the activity centre is proposed to be complemented by a larger visitor centre building to cater for Brisbane’s growing population. The Hub building could potentially comprise an elevated walkway and waterfront café that would have spectacular views of the reservoir and into the natural vista of D’Aguilar National Park. The Hub would also be adventure friendly and a trailhead for walking and MTB trails into the park.

This proposed Master Plan concept has the potential to attract commercial partners and provide multiple new and diverse revenue streams for the Visitor Centre to increase its financial viability. This would enable the site over time to reduce its reliance on the State and become a valuable and prized community asset that can reinvest in its long term future.

A staging roadmap has been developed which outline the key next steps required to address key challenges and realise the vision encapsulated in this report.

**First Steps**

Proposed initial deliverables to increase visitation and create new and diverse recreation activities include:

- Canoe launch pontoon and gangway – public and commercial operator access;
- Interpretive Art Playscape - top end themed playscape with views to water, linked to existing cafe and new Family Activity trail;
- Family Activity Trail – walking, running, bicycle trail linking new busway to existing links to D’Aguilar NP;
- Junior MTB skills park – high demand in Brisbane and option for families to get kids active, also utilise area under a proposed zip-line/ropes course;
- Picnic facilities and shady areas for visitors and families to relax and spend time at site;
- Events lawn for open space events and functions;
- Bus set down and service access for proposed Activity Centre;
- Develop tailored curriculum packages for education groups; and
- Analysis of new governance model - to achieve a business-focussed approach to management with a view to improving outcomes and return on investment for government.

Initial cost estimates of these actions indicate they could be delivered within existing available budget; however, this is subject to detailed design and costing.

Early opportunities also include private investment by an operator in a zip line and ropes course at the Adventure Hub and partnerships around future use of the historic Enoggera Reservoir cottages.

**Longer Term Vision**

The longer term vision for the Walkabout Creek Master Plan proposes a new visitor centre with an information / interpretation space, improved eating experience for all visitors and gallery and event venue (offering opportunities to showcase work of local artists for example). The intention is to offer new ecotourism products and commercial opportunities and an adventure friendly space and trailhead at the Hub.

The longer term vision is subject to community consultation and funding.

Key benefits of the Concept Master Plan for the local community, residents of Brisbane and visitors include:

- Increasing use of this currently underused but valuable community asset;
- An improved quality of experience at Walkabout Creek and Enoggera Reservoir;
- Improving access to National Parks;
- Helping the community ‘get healthy and get outdoors into nature’ with active adventurous opportunities for all ages;
- Providing people with disability access to all activities on site;
- Fun activities for families to engage together and more to come back for;
- Offering the tourism market and commercial partners new opportunities for nature based tourism; and
- Working with educators to deliver opportunities for outdoor and environmental education.
1. INTRODUCTION

1.1. Project Background

The Department of National Parks, Recreation, Sports and Racing (NPRSR) has engaged The Long View Group (TLVG) and partners (Lat27, Possible People, Inspired by Marketing and Hierophant Communications) to deliver a concept Master Plan and business strategy for the Walkabout Creek Gateway Visitor Centre (Walkabout Creek).

The Walkabout Creek Concept Master Plan project has arisen in response to the Queensland Government’s priorities to improve access to national parks for sustainable ecotourism and outdoor recreation and plans to grow the State’s tourism industry. As part of the DestinationQ Partnership Agreement, NPRSR is committed to increasing ecotourism opportunities on national parks by introducing a range of enabling policy and legislative measures. The Queensland Ecotourism Plan 2013 – 2020 sets the strategic direction for achieving the 2020 vision of establishing Queensland as a world class ecotourism destination through facilitating the development of new and unique ecotourism experiences and reinvigorating existing ecotourism experiences to attract emerging growth markets.

Walkabout Creek is considered to have strong potential for commercially viable tourism attractions that are in harmony with national park values. This potential is being confirmed through this project in consultation with NPRSR, the Project Steering Committee, Reference Group and other key stakeholders.

1.2. The Existing Site

The Walkabout Creek is located approximately 12 kilometres from the centre of Brisbane and is accessible by public transport. The Centre is positioned in The Gap at the south-eastern gateway to the D’Aguilar National Park a 34,000 hectare eucalypt forest and rainforest comprising diverse wildlife, habitat and terrain. The site itself is not located within the National Park and is located adjacent to the Enoggera Water Reservoir (which is managed by Seqwater) has the potential to become a hub for outdoor nature based recreation. The site provides trail heads for several short and medium distance walking tracks and trails.

Walkabout Creek is also the headquarters of the Queensland Parks and Wildlife Service (QPWS) South East Region overseeing an area from Moreton Bay to the Scenic Rim. QPWS undertakes a number of educational and interpretation programs through a Wildlife Centre located at the Visitor Centre. Walkabout Creek has a history of Ranger led school environmental education programs as well as seasonal activity programs for children and families and attracts a significant number of participants each year. The Wildlife Centre maintains a collection of native wildlife from the south-eastern area of Queensland and includes a walk through experience as well as wildlife handling. The interpretation activities of the site are complemented by a privately operated café and function business.

1.3. Master Plan Report

The structure of this Master Plan Report is as follows:

Executive Summary: Overview of the key findings of the Walkabout Creek concept Master Plan

Section 1: Introduction to the Walkabout Creek concept Master Plan

Section 2: The study approach (including the Government’s vision for Walkabout Creek).

Section 3: A review of relevant Government policy.

Section 4: Stakeholder engagement activities that have been undertaken in the preparation of this report.

Section 5: Context and Site analysis (including landscape analysis, review of land use and tenure and overview of environmental constraints).

Section 6: Market analysis including an experience audit of Walkabout Creek, market and competitor assessment, market attractiveness, target markets and customers and potential activities at Walkabout Creek.

Section 7: Interpretive experience analysis and master themes for the site.

Section 8: Existing business analysis (including review of the existing business model and benchmarking analysis to derive critical success factors for the project).

Section 9: Competitive position and brand analysis for the preferred concept master plan.

Section 10: Summary of the Initial Opportunity Analysis for the site.

Section 11: Initial concept master plan.

Section 12: Considerations for future governance arrangements for the initial concept plan.

Section 13: Staging roadmap.
2. STUDY APPROACH

2.1. The Brief

The brief for the Walkabout Creek Master Plan project from NPRSR was to consider the potential for the redevelopment of existing facilities at Walkabout Creek to increase visitation and use through consideration of the potential for creation of a centre of excellence for interpretation; for an iconic ‘gateway national parks visitor centre’ that also caters for training, events and functions; a hub for outdoor nature-based recreation and adventure experiences for the ‘bush in Brisbane’s backyard’ that is strongly grounded in national park values.

These are detailed as follows:

2.1.1. An Outdoor Nature-Based Recreation Hub

Walkabout Creek with its close proximity to the city and position at the south-eastern side of the D’Aguilar National Park, adjacent to Enoggera Reservoir has the potential to become a hub for outdoor nature based recreation activities in Brisbane and surrounds. NPRSR aims to encourage sustainable recreation activities on national parks informs the redevelopment of the recreation and outdoor focus of Walkabout Creek. Currently, the site provides trail heads for several short and medium distance walking tracks and MTB trails. The Concept Master Plan for Walkabout Creek requires investigation of outdoor recreation and nature-based opportunities at the site and surrounds and the potential for building partnerships with outdoor recreation providers. These opportunities include:

- The potential to connect Walkabout Creek and Upper Kedron area with tracks for walking and mountain biking into the greater national park via land around the Enoggera Reservoir;
- Providing linkages between open spaces and water based activities such as canoeing at the reservoir, horse riding and MTB riding within the surrounding area;
- Developing formal partnership with major events and festivals in the national park such as Oxfam 48 hour challenge, Orchestra in the Park and the Kokoda Challenge;
- Opportunities for overnight trekking and eco-accommodation experiences; and
- The opportunity to refresh and recreate a new and current public presentation for the Centre.

Attracting Brisbane and surrounding residents to participate in outdoor recreation and adventure is a principle for consideration in the development of the Walkabout Creek Concept Master Plan

2.1.2. An iconic ‘gateway’ visitor centre

The Walkabout Creek visitor centre is a showcase for the natural values and experiences of the site and surrounding national park and can be positioned as the place to go for a range of outdoor recreation activities close to Brisbane. The current business model at Walkabout Creek combines the conservation and educational values of the visitor centre, wildlife centre and naturally landscaped surroundings with a privately operated café, catering and events business.

The redevelopment of the site into an iconic ‘gateway’ visitor centre requires a significant upgrade of the site features and facilities in line with best practice approaches as well as an overarching marketing strategy for building its profile and position in the region.

Walkabout Creek has a number of strengths it can build upon. In particular, its close proximity to a capital city with a growing population that is seeking access to nature based experiences within a short drive. The proposed new Hub can provide a gateway opportunity for new visitors to learn and experience firsthand the opportunities for recreation in national parks in South-East Queensland.

Creating a shared vision amongst key stakeholders and community will be crucial to the success of the Walkabout Creek Master Plan.

2.1.3. Interpretive Centre for Excellence

The Walkabout Creek Visitor Centre is unique in that it provides the headquarters for the QPWS south east region. It has a history of Ranger led school environmental education and interpretation programs as well as seasonal activity programs for children and families. The Wildlife Centre maintains a collection of native wildlife from the south-eastern area of Queensland and includes a walk through experience. Consideration of Walkabout Creek as an interpretive centre of excellence which provides hands-on training and education of Rangers, guides and commercial tour operators, and partnerships with educational institutions and voluntarism programs is part of the NPRSR brief.

Providing interpretation strategies and facilities that reinforce national park values and the conservation and enjoyment of national parks is a principle for consideration in the development of the Walkabout Creek Master Plan.

2.1.4. Partnership Investment Opportunities

The redevelopment of the Walkabout Creek site would require innovative partnerships between the local and State Government and private operators. The Concept Master Plan for Walkabout Creek requires a strong understanding of the vision for the site and strategies for achieving a successful outcome over time including high profile marketing of the destination to Brisbane and surrounding residents.

Partnerships will likely be critical to the success of the future vision developed for the site: partnerships with outdoor recreation providers, events and festival operators; partnerships with function and catering firms and ongoing partnerships with the key stakeholders involved in environmental education and interpretation including researchers, schools, tertiary institutions, volunteers and interest groups. Master planning of the site, where facilities can be located, design of walkways and precincts, linkages to outdoor recreation activities around the site are all critical in understanding the practical implementation of the Walkabout Creek vision and redevelopment over time.

Identifying new revenue streams and business models that can invest in infrastructure and generate resources for the outdoor recreation hub and interpretive centre for excellence is a principle for consideration in the development of the Walkabout Creek Master Plan.

7 17 December 2013
2.1.5. Guiding Principles

In addition to the above, the following describes the Guiding Principles that have been applied in the development of the concept Master Planning:

- Unconstrained thinking about options for the site.
- Create a shared vision amongst key stakeholders and community.
- Attract Brisbane and surrounding residents to participate in outdoor recreation and adventure at Walkabout Creek.
- Develop a ‘gateway hub’ concept that leads the visitor to experiences at Walkabout Creek, in the D’Aguilar National Park and other Parks in SEQ.
- Investigate and analyse the outdoor recreational trends – find the ‘hero’ experience for the site.
- Assess suitability of existing infrastructure for adaptive re-use where possible.
- Must have a viable business model.
- Be open to investigate alternate governance arrangements.
- Align with relevant policy and branding for National Parks.
- Recommend options for investment and implementation in stages, as appropriate.

2.2. Project Plan Overview

The following figure identifies the key tasks and their timing in the program of delivery of the Initial Concept Master Plan for the site.

Figure 2.2: Project Plan Overview
3. POLICY REVIEW

The Queensland Government’s Six Month Action Plan requires that draft master plans for Walkabout Creek Visitor Centre be delivered by mid December 2013. This is a non-negotiable deadline representing a priority commitment that will enable Government to determine next steps for the sites. This section provides an overview of the key policies and strategic directions that govern the project and guide the vision of the master planning process.

3.1. Overarching Strategic Direction

DestinationQ is a key government commitment that aims to grow the tourism industry in Queensland and double overnight visitor expenditure to $30 billion by 2020. Implementation of the policy is led by the Department of Tourism, Employment and Small Business and the Commonwealth Games (DTESB) and Tourism Events Queensland (TEQ). The DestinationQ Blueprint 2012-2015 has the interim target of increasing tourism expenditure to $23.5 billion by 2015.

National parks with their unique natural and cultural values and iconic wildlife play a vital role in positioning Queensland as a world class ecotourism destination. As part of the DestinationQ Partnership Agreement, NPRSR is committed to increasing ecotourism opportunities on national parks by introducing a range of enabling policy and legislative measures. The Queensland Ecotourism Plan 2013 – 2020 sets the strategic direction for achieving the 2020 vision of establishing Queensland as a world class ecotourism destination through facilitating the development of new and unique ecotourism experiences and reinvigorating existing ecotourism experiences to attract emerging growth markets.

Tourism Events Queensland (TEQ) is the Queensland Government’s lead marketing, promotion, experience development and major events agency for tourism and events. The TEQ Global Brand Strategy was developed so that destinations across Queensland are promoted in an integrated and consistent manner that engages and attracts visitors. Marketing under the Global Brand Strategy is focused on the tourism experience and the emotional response of the consumer.

3.2. Regional and Local Strategic Direction

As part of the DestinationQ Action Plan, Tourism Events Queensland in partnership with regional tourism organisations is also identifying the ‘hero’ experiences for each destination in Queensland. These hero experiences highlight the unique selling points and competitive advantages of each destination which provide the focus for future marketing opportunities and ongoing tourism product development. Brisbane Marketing has developed the brand essence, core message and hero experiences for the Brisbane region which has a strong focus on experiencing natural areas and the outdoors including ‘nature at your doorstep’.

The Brisbane City Council Outdoor Recreation Strategy 2011-2021 outlines a recreation strategy that is focused on Council owned or managed natural areas. Natural areas included in the BCC strategy that are close to the Walkabout Creek include Mt Coot-tha reserve and Ashgrove Scenic Reserve.

The Seqwater Regional Management Framework recognises that recreation is integral to the management of water storages and in meeting community demand for the use of lakes and surrounding land for recreation, particularly as population in the South East Queensland area continues to grow.

The overall direction of the framework is to manage access to recreation opportunities while protecting natural resources and water quality. Seqwater’s 24 water storages and catchments have been broken into geographical clusters of North, Central and South to allow for a more detailed analysis of the diversity occurring within at sub-regional levels. Enoggera; Gold Creek; and Lake Manchester are one such grouping. Future planning and provision of recreation will consider the activities that are currently available within the cluster group and ensure there is diversity in the activities being provided. Public consultation of Enoggera Reservoir is currently underway and closes in 2013. NPRSR and Seqwater are consulting closely on the recreation review for Enoggera Reservoir.

The Queensland Outdoor Recreation Federation (QORF) was formed in 1996 as a not-for-profit association consisting of a coalition of outdoor recreation groups to represent and advocate on behalf of the industry. QORF is recognised as the peak industry body representing the interests of outdoor recreation users in Queensland. The most recent strategic plan for 2011-2013 has as its mission to “raise the profile and develop the capacity and opportunity for outdoor recreation in Queensland”. A number of strategic priorities and actions are identified in the plan around access, engagement and capacity.

The D’Aguilar National Park Management Plan (1998) provides the guidelines and framework for how the national park will be managed. A major purpose of the management plan is to ensure the protection of natural and cultural values in the park as well as provision of nature-based recreational opportunities for a broad range of age groups that are consistent with park objectives. The recently published D’Aguilar National Park: Park Guide provides an overview of the experiences offered by the park including walking, horse riding, mountain biking and camp grounds, as well as easily accessible lookouts and picnic areas. The outdoor recreation focus of the D’Aguilar National Park and the location of the Walkabout Creek Visitor Information Centre adjacent to both the Enoggera Reservoir and the ‘gateway’ to the park has the potential for strong alignment with a number of government and non-government outdoor recreation strategies.

The Draft Visitor Management Strategy for D’Aguilar National Park and Samford, Bunyaville, Moggill and Clear Mountain Conservation Parks 2011-2021 (Visitor Management Strategy) has been developed to enable NPRSR to take a strategic approach to current and future visitor management.

For each of the national and conservation park areas, preliminary investigations for the Draft Visitor Management Strategy (currently being prepared by NPRSR) identifies the planning and regional context; visitor and management goals and intent, recreation, tourism and natural and cultural values; and management and planning issues.

The D’Aguilar National Park area is identified in Figure 3.2a. The National Park is divided into two distinct sections—South D’Aguilar section and Mount Mee section. The Mount Mee section encompasses the northern section of the park and extends to Woodford and is beyond the scope of the Master Plan. The southern section referred to as South D’Aguilar is easily accessible from Brisbane and the park’s picnic areas, walking tracks and lookouts are between 20 and 95-minute drive from the city centre. Access is via Mount Nebo Road from The Gap or via Samford along Samford and Mount Glorious roads.
Figure 3.2a: The D’Aguilar Range National Park

A zoning layer for recreation uses is provided in Figure 3.2b. These zones will guide visitor access permitting, infrastructure design, further development and maintenance. Key considerations for current and future recreation opportunities for the D’Aguilar Range National Park include:

**Zone 1:** Areas need to be opened to public use including orienteering and rogaining. Area not of high conservation value. Permitted activities: Rogaining/orienteering;

**Zone 2:** Continued use as a popular mountain biking, bushwalking and horse riding area by small and large groups. Area includes some of concern and endangered regional ecosystems. Permitted activities: bushwalking, bike riding (along allocated fire trails), horse riding (along allocated fire trails), rogaining/orienteering, Geocaching. Walkabout Creek is located in Zone 2;

**Zone 3:** Similar to zone 2 noting that the area is more remote but still accessible. Area remote, good ecological condition and may contain some sites of indigenous cultural significance. Permitted activities: bushwalking, bike riding (along allocated fire trails), horse riding (along allocated fire trails); and

**Zone 4:** Continued use for bushwalking. Remote areas in good ecological condition. Contains populations of the endangered and significant species. Contains some sites of indigenous cultural significance. Permitted activities: bushwalking.

The key challenges for the future development of recreation at the D’Aguilar National Park include:

- Minimising user conflict and ensure visitor safety to the greatest extent possible; and
- To maintain areas in as natural condition as possible while providing opportunities for limited access and use, so as to protect and present Queensland’s natural and cultural heritage.
4. STAKEHOLDER ENGAGEMENT

Initial stakeholder engagement and input into the concept master planning process was primarily through the Project Steering Committee, Reference Group and key stakeholder meetings. Members of these groups include government department such as NPRSR, the Department of Tourism, Employment and Small Business (DTESB), Tourism Events Queensland (TEQ), the Department of Education, Training and Employment (DETE), Seqwater, as well as other statutory agencies, local government and tourism representatives such as Brisbane City Council, Brisbane Marketing and the Queensland Outdoor Recreation Forum. These stakeholders were primarily engaged through workshops to develop a shared view of the project’s direction. In addition, individual members have also been consulted for follow up information and data.

Key stakeholders in addition to the Project Steering Committee and Reference Group members that have also been engaged with in the Master Planning process include the local members of parliament, commercial operators located at the Walkabout Creek site, Sport & Recreation Services, local historical societies and local education providers.

It is intended that once the final report has been prepared, this will be used to take to the community to seek their views.

Public consultation is crucial to ensure the final Master Plan has community support for a shared vision going forward to 2020. The community will have an opportunity to attend open workshops or provide feedback via online survey for an eight week consultation period following public release.

4.1. Project Inception Workshop

A Project Inception meeting/workshop was held at Walkabout Creek on 5th September 2013. The intention of the workshop was to meet Steering Committee and Reference Group members; communicate the project plan for the master planning project; and canvas views and gain shared direction on key aspects of the master planning process. Questions were asked at the meeting to elicit:

- Expectations of members of the Steering Committee and Reference Group for the master planning project;
- Any non-negotiable issues or options that were considered out of scope;
- Perspectives of the spatial scope of the master plan and to what extent surrounding land-use was to be considered in the master planning process; and
- Data and information that members may hold that would be relevant to the projects.

4.2. Options Workshop

An options workshop was held on 9th of October 2013 at Walkabout Creek. This workshop was attended by members of the Steering Committee and Reference Group with additional representation from the Department of Education and Premier Campbell Newman’s electoral office.

The workshop presented the findings of work completed to date in relation to the analysis of the site; market analysis, the existing business model and proposed future business model. The opportunities outlined in Section 10 of this report were also discussed and a preferred concept master plan was identified.

4.3. Other Key Stakeholders

The other key stakeholders that are not members of the Project Steering Group and Reference Group, but are considered important to the master plan development process that have been consulted to date include:

- Premier Campbell Newman, Member for Ashgrove;
- Steve Dickson, MP, Minister for National Parks, Recreation, Sport & Racing;
- Education Queensland;
- Principals and representatives of local educational facilities (Payne Road State School, the Gap State High School, The Gap State School, St Peter Chanel Catholic Primary School and Hilder Road State School);
- Councillor Geraldine Knapp, The Gap Ward;
- Local Historical Societies (Ashgrove Historical Society, The Gap Historical Society and The Gap Pioneer and Historical Group Inc.); and
- Commercial operator at the site (Cuisine on Cue).

Preliminary discussions have been held with these stakeholders to gain perspectives that will help shape the development of the master plan for Walkabout Creek.

4.3.1. Local community meeting

A meeting with key stakeholders was held on 7th November 2013 at Walkabout Creek with Councillor Geraldine Knapp from the Gap Ward, a representative from Premier Campbell Newman’s electoral office and representatives from local schools and historical societies.

The Director General from NPRSR facilitated the meeting and the Director of Commercial and Visitor Services and The Long View Group provided short presentations outlining the project’s vision and objectives and the key opportunities at Walkabout Creek. The following describes the key discussion points raised at the meeting:

- The importance of the heritage cottages located on the site (see Section 5.3) and the potential for their re-use.
- The heritage information about the reservoir and cottages held by the various local historical societies, its potential use in interpretation at Walkabout Creek.
- The need for more up to date and interactive means of finding trails for bikes and walking, such as Council’s Map My Ride website (see http://www.mapmyride.com/).
- Feedback from many of the schools representatives related to the need to support a stronger educational component at Walkabout Creek in the form of camping facilities in the National Park for leadership camps and skills building; walks to the camps; and the ability to accommodate a large (unspecified) group of children in shaded areas at Walkabout Creek.
- The vision for improved facilities and amenities at Walkabout Creek were welcomed.
- Many of the schools representatives felt that having amenities to enable them to run education and interpretation activities at Walkabout Creek would be a great opportunity and would also mean less wasted travel time to more distant Parks.
4.4. Traditional Owners

Traditional Owners are recognised as an important stakeholder group and full consultation will take place with these communities after the public release of the concept Master Plan.

4.5. Seqwater Recreation Review

Seqwater are an important stakeholder for the master planning project at Walkabout Creek, as land managers for the adjacent Enoggera Reservoir. Seqwater has a role on the Reference Group for the project and have been involved in the project through both at the Inception meeting and in separate discussions.

Seqwater are currently undertaking a Recreation Review exploring the recreational opportunities in and around its lakes to deliver a suite of recreation management plans which will guide future changes and activities in the respective areas. The recreation management plans are being developed through a process which involves the release of a discussion paper, information sessions and community workshops and then the collation of feedback of results. The review is to cover 23 Seqwater lakes grouped into 10 different areas.

The Discussion Paper for the Manchester, Enoggera and Gold Creek cluster of lakes was released on 23rd October 2013 with the commencement of the public consultation phase of the review (closing date for feedback was 20th December 2013) see http://www.yourseqwater.com.au/projects/enoggera-and-gold-creek-reservoirs-and-lake-manchester.

Consultation activities undertaken by Seqwater to date have included a series of information sessions and workshops. There is also an online survey which can be completed with 16 questions asking about usage and priorities that may enhance the future visitor experience at these lakes.
5. CONTEXT & SITE ANALYSIS

5.1. Tenure and Land Use

Walkabout Creek Visitor Centre is located at 60 Mount Nebo Road in the Brisbane suburb of The Gap approximately 20 minutes’ drive from the Brisbane CBD.

The Walkabout Creek site is located on land reserved under the Lands Act 1994 and was gazetted on the 10th February 2006 for park, recreation and natural resource management use. The trustees of the land are the Queensland Government (represented by the Department of Environment and Heritage Protection) and Brisbane City Council. The Project Site covers an area of 6.32 hectares. The Project Site and Study Area are illustrated in Figure 5.1.

Walkabout Creek is bounded by Waterworks/Mount Nebo Road to the east with rural residential blocks located across this road and the Enoggera Reservoir to the west. Enoggera Reservoir contains Enoggera Dam which is the first major dam built in Queensland (in 1866) and which was upgraded in 1976. It became the property of Seqwater in June 2009 who own and operate the dam. There are currently no recreational activities permitted on Enoggera Reservoir, but there is a walking track, and mountain bike tracks in the surrounding forest (see Section 4.3 for details of Seqwater’s current consultation process with respect to proposed recreational activities on and around the water).

The Enoggera Reservoir is located on Enoggera Creek (see section 5.7), comprises a 358ha land area. A small site within the reservoir including two cottages is heritage listed on the Queensland Heritage Register (see Section 5.3 below). Both Walkabout Creek site and the Enoggera Reservoir are designated as conservation in Brisbane City Council’s Planning Scheme.

South of Walkabout Creek is the Brisbane City Council’s newly developed park and ride site and bus terminus which has capacity for three parking bays are provided to drop-off passengers (park ‘n’ ride) as well as 82 dedicated vehicle parking spaces, four motorcycle parking spaces and three disabled parking spaces.

5.2. Future Urban Development

This section identifies known future urban development in the vicinity of Walkabout Creek.

Between the Walkabout Creek project site and Mount Nebo Road is a triangular portion of land which is the proposed location of a private development planned to comprise two lots of twenty town houses. The timing of this development was not known at the time of writing.

Directly north of the Walkabout Creek site is a proposed urban development which is bounded by Mount Nebo Road to the south, the D’Aguilar National Park to the west, Levitt Road to the north and Brompton Road to the west. If approved this development may contain 1300 new houses.
5.3. Non-Indigenous Heritage Features

The Enoggera Reservoir is listed under the Queensland Heritage Act 1992. The listing includes the Dam which is located on Enoggera Creek, valve house, treatment plant, two cottages, pump house, stone storage hut, toilet block and hut.

The two cottages (referred to as eastern cottage and western cottage) are located within the Walkabout Creek site boundary. Both cottages are accessed from Waterworks Road. Both are timber framed, high set iron roofed houses with front verandahs. The eastern cottage is the more ornate. Structural features of both cottages are consistent with twentieth century dwellings.

Brisbane City Council manages these properties for community use and the western cottage has just been refurbished by Council.

5.4. Indigenous Cultural Heritage

The Jinibara People Aboriginal Corporation administers land and waters on behalf of the Jinibara People. In a consent determination on 20 November 2012, the Federal Court recognised the exclusive and non-exclusive native title rights of the Jinibara People to more than 700 square kilometres of land and waters. The determination area stretches from the Blackall, Conondale and D’Aguilar ranges to parts of the Sunshine Coast and the Brisbane River. It was the first native title determination in southeast Queensland. The Court determined that native title is to be held by the native title holders under the determination and the Jinibara People Aboriginal Corporation is the prescribed body corporate for the purposes of the Native Title Act.

The statutory Aboriginal party recognised through the Aboriginal Cultural Heritage Act 2003 specifically for Walkabout Creek is the Turrbal People. According to the Turrbal people they were originally fishing people with their livelihood provided by the Brisbane River and associated creeks and wetlands. Many clans existed within the Turrbal nation who lived along the Brisbane River and its associated waterways, particularly before European settlement. The Brisbane River supported the livelihoods and lifestyles of the Turrbal people for fishing and other spiritual and recreational activities (reference: www.dakibudtcha.com.au)

The Turrbal and Jinibara people are two groups who have status for the purposes of cultural heritage management over Brisbane Forest Park and it is intended that consultation for the concept Master Plan will be undertaken with both groups.

The D’Aguilar National Park Management Plan, 1998, states that there are no recorded Aboriginal cultural sites on the National Park.

5.5. Protected Areas

The Project Site is located south and adjacent to the D’Aguilar National Park, which is a protected area created under the Nature Conservation Act, 1992 (see Figure 3.2a).

The National Park is divided into two distinct sections—South D’Aguilar section (formerly Brisbane Forest Park) and Mount Mee section (formerly Mount Mee State Forest and Forest Reserve). D’Aguilar National Park is striking in its diversity of environments and plant communities. More than 800 plant species are found in these forests, some of which are rare and threatened (and listed under State and Federal environment legislation).

The cool mountain tops and forest flats of D’Aguilar National Park provide a rich and varied habitat for wildlife. The cooler mountain climate is ideal for ferns and mosses. Great barred frogs and spiny crayfish inhabit the mountain streams, while yellow-bellied gliders and short-eared possums are active at night in the tall open forest. Owls, like the vulnerable powerful owl, also live here, preying on small animals including possums and snakes. Over 250 species of birds have been recorded in the Park which provides excellent birdwatching opportunities—bowerbirds, wompoo fruit-doves, glossy black cockatoo, grey goshawk, bell miners and yellow-tailed black-cockatoos can often be seen or heard throughout the forest.

5.6. Ecology

Approximately half of the northern section of project site is mapped as containing remnant vegetation, that is least concern regional ecosystem, described as RE 12.11.3 - open forest generally with Eucalyptus siderophloia, E. propinqua (see Figure 5.7a). The remaining part of the northern section of the Project Site and part of the southern section of the site is mapped as high value regrowth vegetation that is a least concern ecosystem and a smaller portion on the southerly boundary of the site is mapped as high value regrowth vegetation containing of concern regional ecosystem. As can be seen on the aerial map that underlies Figure 5.7b below, a large portion of the southern part of the site is actually clear of vegetation and it is understood from discussions with local Rangers at Walkabout Creek that much of the vegetation on the site, particularly the southern section of the site has been deliberately planted in recent years as feed trees for animals (koalas) that were maintained within the Wildlife Centre.
Figure 5.6a: Remnant Vegetation at Walkabout Creek

Figure 5.6b: Regrowth Vegetation at Walkabout Creek

Figure 5.6c defines the essential habitat mapped at Walkabout Creek. Essential habitat for protected wildlife is defined in the Vegetation Management Act, 1999 as an area of vegetation shown on an RE map as remnant vegetation, which has three essential habitat factors for the protected wildlife at any stage of its life is located. The remnant habitat vegetation over the north of the site (RE 12.11.3) is mapped as essential habitat for a range of fauna species.
A Wildlife on Line database search within one kilometre of the Walkabout Creek visitor centre has been undertaken to identify any listed threatened species that have been previously recorded within this area. As the database does not provide the exact location of the historical records and the 1km (the minimum radius for the search) is larger than the Walkabout Creek project site, it is difficult to establish which records occur within the Project Site or the broader area (which also includes part of the D’Aguilar National Park).

Vulnerable species listed that may be present on site include:

- Black-breasted button-quail *(Turnix melanogaster)* – listed as vulnerable under QLD Nature Conservation Act 1992 (NC Act) and Australian Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act);
- Australian lungfish *(Neoceratodus forsteri)* - listed as vulnerable under EPBC Act;
- Spotted-tailed quoll southern subspecies – *(Dasyurus maculatus maculatus)* – listed as vulnerable under NC Act and Endangered under EPBC Act; and
- Koala southeast Queensland bioregion *(Phascolarctos cinereus)* - listed as vulnerable under NC Act and EPBC Act.

It is not known if any of the threatened species from the database search are located or use land within the project site and further survey would be required to confirm this.

Walkabout Creek is not identified as either a koala assessable development area, bushland habitat, suitable for rehabilitation or other value from DEHP’s koala mapping made under South East Queensland Koala Conservation State Planning Regulatory Provisions (see http://www.ehp.qld.gov.au/wildlife/koalas/mapping/sprp-values.html).

5.7. Waterways

Enoggera Creek is the main waterway in the vicinity of the Project site. The creek rises in the forests of the D’Aguilar Range and runs in an easterly direction. It does not traverse through the Walkabout Creek site but emerges on the eastern side of the dam wall and extends to where it meets the Brisbane River at Newstead as Breakfast Creek.

The D’Aguilar National Park protects the creek’s upper reaches and covers approximately 30 per cent of the catchment. The middle reaches are mainly urbanised, with the lower reaches being a mix of urban and industrial uses. The catchment includes all or part of the suburbs of Enoggera Reservoir, Mt Coot-tha, The Gap, Ashgrove, Bardon, Red Hill, Enoggera, Alderley, Newmarket, Paddington, Wilston, Windsor, Kelvin Grove, Herston, Spring Hill, Fortitude Valley, Albion, Lutwyche, Clayfield, Bowen Hills and Newstead.
5.8. Site and Visitor Centre Analysis

5.8.1. Site Analysis

Figures 5.8a & b illustrates the existing site layout including location of key built form elements.

Figure 5.8a: Existing Site Plan

Figure 5.8b: Current Site Arrangement
5.9. Visitor Centre and Landscape Features

As identified in the above images, key site, layout and building issues identified for the site include:

- It is currently defined by both free and pay to enter spaces (the Wildlife Centre);
- Wedding venue external areas are confused with the visitor centre and requiring refurbishment;
- QPWS commercial and operational areas are separated but require better screening;
- External wildlife areas are degraded and not legible or accessible;
- Views to the dam are currently glimpsed through densely planted trees;
- Space around the Visitor Centre is forested and enclosed/ inward looking;
- External Wallaby enclosure and decommissioned platypus area requires landscape remediation;
- Two potential areas on the site could easily be used for expansion;
- The Visitor Centre sits on top of a hill with steep tracks down to the trails and dam; and
- There is flat clearing on the south eastern portion of the site that is suitable for large open events.
Visitor Centre

The Walkabout Creek site is accessed by Mount Nebo Road via bus stop outside the entrance and terraced car parks on steeply sloping land. Staff parking and service areas have spread across the southern part of the site adjacent to the buildings. Service areas require rationalisation and screening. The entry to the centre is confused between a wildlife centre and a commercial functions space. QPWS areas link well, but are compromised by poor access for people with disability (PWD) to the building. Views out to the landscape and the dam from the Centre are limited as vegetation has re-grown in front of the building.

The following layout and infrastructure issues can be observed:

- People With Disabilities (PWD) access is currently non-compliant and a lift would need to be installed to provide access to the visitor centre;
- Buildings have been added to over time leading to a lack of legibility and strong identity for differing uses;
- The central tower has some structural issues that require consideration in the future of this infrastructure;
- Function areas are dated and tired;
- While there has been recent investment in entry interpretation and foyer area of the visitor centre which has contemporised and improved the entry, there is a confusing offer between interpretive and wildlife uses; and
- Generally the centre is characterised by internally focused linking spaces and facilities in need of upgrading.
Figures 5.9g-j provides a photographic review of the site and visitor centre.
Figure 5.9h: QPWS Office Facilities and Function Space
Figure 5.9i: Interpretive Facilities and Wildlife Centre
Figure 5.9j: Staff Parking and QPWS Services Areas
5.11. Walkabout Creek Existing Buildings Condition

NPRSR commissioned Bligh Tanner Consulting Engineers to carry out a structural/building condition survey of the buildings which was completed in November 2013. This report found a number of issues throughout the buildings, the majority of which were remedied by NPRSR maintenance staff. However, the engineers also discovered more significant building issues that require both immediate and short term action such as a number of structural issues in the older buildings.

NPRSR also commissioned Philip Chun to carry out a Building Code of Australia Building Audit Report of the buildings which was completed in November 2013. All the buildings were found to be non-compliant with regards to access for people with disabilities (PWD) and AS 1428.1. Issues that require rectification include the need to improve PWD accessibility to and around the site.

In light of the opportunity presented by the master planning process, NPRSR are determining appropriate actions with regards to the future of the visitor centre with a view to ensure the best possible investment for the long term. There are a number of important considerations with respect to aspects of the visitor centre, these include:

- Ageing infrastructure;
- Non-compliance with the BCA;
- Significant cost to upgrade to current standards and rectify structural issues; and
- Capacity requirements for a growing population and expected increased use of the facilities.

For this reason, the Master Planning process has identified that significant investment in upgrading the existing visitor centre to bring it up to current building standards may not support the long term vision for the site. The proposal therefore is to redirect these funds towards a new visitor centre.
6. MARKET ANALYSIS

6.1. Introduction

The market analysis for Walkabout Creek reviews the current visitation market to the destination and identifies the key target markets from local residents, to domestic and international tourists.

A competitor assessment has been undertaken to determine the potential threats to the tourism offering as well as an assessment of the highest yield sectors within the target markets. Understanding the motivations, drivers and preferences of core customers is critical to developing the brand and positioning strategy for the destination of Walkabout Creek.

Figure 6.1 provides an overview of the process for the market analysis. The brand strategy and interpretive experiences are outlined in the next section.

6.2. Experience Audit of Walkabout Creek Visitor Centre

6.2.1. Walkabout Creek Background and Visitor Profile

Walkabout Creek Visitor Centre is located at The Gap approximately 20 minutes’ drive from the Brisbane CBD. The Centre provides the south eastern ‘gateway’ to the D’Aguilar National Park. The visitor centre receives approximately 54,000 visitors annually, 90% local/return visitation and 10% international.

The Centre has a long history of both Ranger led school environmental education programs as well as seasonal activity programs for children and families. Together the Connect with Nature Schools Program and the Activities Program have approximately 5000 participants annually.

The site is currently the home for the regional office for QPWS South East Region covering both marine and national parks and forests from Moreton Bay, Greater Brisbane, Gold Coast and the Scenic Rim. In addition to the QPWS offices, the Walkabout Creek complex includes a wildlife centre, QPWS information centre, café, conference and function rooms, wedding dais, outdoor amphitheatre, and is the trail head for several short and medium distance walking tracks and trails.

The centre was at its peak during the World Expo 88, when the “Walkabout Creek” freshwater aquarium and commercial leased “Teahouse” were established. At this time the centre was a hub for commercial four wheel drive tours, guided bushwalks and other environmental education and nature base adventure activities including the later establishment of a ropes adventure course set within the parks bushland near the Bellbird Grove day use area.

Cuisine on Cue, a privately owned Catering Company formed in June 1995, operates the Green Tree Frog Café, and the Walkabout Creek Weddings, Conference and Functions Centre. The wedding function service is a successful business enterprise currently operating at the site.

6.2.2. Wildlife Centre and Ranger Guided Talks and Tours

The Wildlife Centre has wildlife talks given by Rangers. Wild Encounters is a Ranger-led presentation offered every Saturday and Sunday at 1.30 pm. Participation is included in the entry fee to the Wildlife Centre.

The Walkabout Creek wildlife centre maintains a medium sized collection of native wildlife of the National Parks of south eastern Queensland. The Wildlife centre experience offers a walk-through aviary; wallaby, wombat and quoll enclosures, amphibian and reptile displays and freshwater aquarium featuring an underwater platypus viewing pond. The wildlife centre has 20,000 paid visitors annually. The Wildlife Centre is open 9.00 am to 4.15pm, seven days a week, with the exception of some public holidays. Admission prices for the wildlife centre are:

- Adults $6.40
- Concession $4.35
- School-aged children $3.10
- Family pass $16.00 (a family pass includes two adults and two children)

6.2.3. Existing Activity Base

The currently permitted activities that occur in the D’Aguilar National Park include:

- Rogaining/orienteering;
- 4WD and trail bikes;
- Bushwalking and trail running;
- Bike riding & horse riding (along allocated fire trails);
- Geocaching;
- Picnicking/BBQ; and
- Start point for large events.
In the South D'Aguilar section there are a number of outdoor activities located within the vicinity of the Walkabout Creek and surrounds. These are listed below:

**Picnic areas and attractions**

Picnic areas and lookouts that are located within 10-20 minute drive of Walkabout Creek include Bellbird Grove, McAfee’s Lookout, Camp Mountain Lookout, Jolly’s Lookout and Boombana. These areas offer facilities such as sheltered picnic areas, barbeque and short easy walking tracks.

**Walking Tracks**

D’Aguilar National Park offers a range of walking tracks for beginner and experienced walkers. Each track is classified according to Australian Standards and only suitable for pedestrian use. Walkers can also access a number of forest trails throughout the range. These trails may be shared by horse and mountain-bike riders, four-wheel drivers and/or motorcyclists.

Walking tracks that have their trail head at Walkabout Creek include the Corymbia circuit (1.5km allow 45 minutes) and Araucaria track (5km return allow 2 hours). The majority of the picnic areas and lookouts in the south D’Aguilar National Park also provide trail heads to walking tracks.

**Mountain Biking (MTB)**

MTB is permitted on forest trails in the South D’Aguilar, unless otherwise signed. As illustrated in the Southern D’Aguilar Forest Trail Map there are currently no trail heads for mountain biking from Walkabout Creek. Sites to access the MTB trails include from Bell Bird Grove, McAfee’s Lookout, Manorina and Maiala Lookout as well as various other sites around Lake Manchester and Dundas and England Creek bush camp. MTB is also allowed on internal QPWS management roads and fire trails unless otherwise signed.

**Horse Riding**

There is a network (the Horse Trail Network) of forest trails throughout the park for horse riding. A special permit is not required unless it is a commercial activity, or an organised group activity and/or competitive event. As illustrated in the Southern D’Aguilar Forest Trail Map there is a trail head for horse riding at the southern end of the Enoggera Reserve in the vicinity of Walkabout Creek. There are a number of other horse riding and shared use trails accessible from various points along Mount Nebo Road and Lake Manchester Road.

### 6.3. Market Assessment

#### 6.3.1. Introduction

Three markets have been identified for Walkabout Creek:

- Community Recreation;
- Functions; and
- Tourism.

### 6.3.2. Community Recreation

#### Participation

The following data on recreation participation in South East Queensland has been supplied by the Queensland Outdoor Recreation Forum:

- Based on 2001 survey data, SEQ residents generated 170 million outdoor recreation activity/events (one person participating in an outdoor recreation activity once) calculated by (# participating SEQ residents x average participation frequency over 12 consecutive months).
- Participation in outdoor recreation in SEQ is estimated to be worth more than $1 billion per year (much is direct expenditure on equipment, accommodation and services).
- The 3 most popular outdoor recreation activities - picnicking, swimming (in the sea, rivers or lakes) and walking - represented half of all outdoor recreation activity in SEQ in one year.
- In 2004, participation in trail-based outdoor recreation activities comprised 54% of the total participation in all sport and physical activity in Queensland.
- Participation in camping in the year prior to August 1997 was 1,162,000 camper/nights (i.e. one person camping for one night).
- Camping 2001 = 1,254,468 camper/nights.
- Camping 2007 = 1,332,799 camper/nights.
Queensland. For example: the equation. In addition to increasing obesity and a reduction in outdoor spaces, there are also indicators of:

While these factors shape the environment and help to understand community interest they offer only part of the Relationships and Resources for the Future requires not only for people to have time to recreate but also for the spaces to be proximal, safe, of meaningful more likely to be physically active when they have time for recreation. To achieve this friendly state however there is a growing base of data that demonstrates the people who live in ‘activity friendly’ environments are

1 hour and 45 minutes per week since 1997. In addition, an extra hour per week of people’s time is spent on activities such as watching television and using the internet.

In Australia the ABS 1997-2007 Time Use Report showed that recreation and leisure activities have decreased by 0.6% rock climb; and 0.8% orienteer; and 1.1% canoe/ kayak; 0.8% orienteeer; and 0.6% rock climb; and

In terms of regular participation, the SEQORDS report also estimates the number of activity events for each activity per annum. Some activities are engaged in by a small number of people very often, whilst others are engaged in by a large number of people infrequently so the results are skewed. However, a total of over 33 million activity events were estimated per annum in South-East Queensland, particularly in the following five:

Camping – 30%;
Cycling – 29%;
Walking/Nature study – 35%;
Water activities (including swimming, surfing, diving etc) – 54%;
Picnicking – 58%;

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<td>Picknicking</td>
<td>58% (67%)</td>
<td>1,278,634</td>
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<td>3,835,902</td>
<td>66 (59%)</td>
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<td>Walking or nature study</td>
<td>35% (49%)</td>
<td>771,448</td>
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<td>30% (33%)</td>
<td>666,400</td>
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<td>1,332,799</td>
<td>33 (29%)</td>
<td>45 (51%)</td>
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<td>Bicycle riding</td>
<td>29% (26%)</td>
<td>610,593</td>
<td>12</td>
<td>7,327,114</td>
<td>76 (83%)</td>
<td>18 (15%)</td>
<td>4 (2%)</td>
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<td>Horse riding</td>
<td>7% (7%)</td>
<td>160,855</td>
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<td>482,565</td>
<td>47 (27%)</td>
<td>44 (46%)</td>
<td>8 (27%)</td>
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<td>Water activities</td>
<td>54% (56%)</td>
<td>1,188,358</td>
<td>8</td>
<td>9,506,865</td>
<td>71 (62%)</td>
<td>21 (31%)</td>
<td>7 (7%)</td>
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<td>Driving 2WD Vehicles</td>
<td>15% (24%)</td>
<td>331,558</td>
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<td>1,326,234</td>
<td>43 (35%)</td>
<td>45 (57%)</td>
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<td>23% (23%)</td>
<td>505,545</td>
<td>3</td>
<td>1,516,634</td>
<td>25 (19%)</td>
<td>53 (63%)</td>
<td>21 (18%)</td>
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<td>Driving other vehicles</td>
<td>11% (7%)</td>
<td>233,076</td>
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<td>1,165,379</td>
<td>33 (39%)</td>
<td>43 (52%)</td>
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<td>Riding on motorised watercraft</td>
<td>21% (27%)</td>
<td>462,869</td>
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<td>1,851,475</td>
<td>52 (40%)</td>
<td>34 (46%)</td>
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<td>Riding on non motorised watercraft</td>
<td>17% (19%)</td>
<td>377,517</td>
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<td>755,034</td>
<td>50 (39%)</td>
<td>36 (47%)</td>
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<tr>
<td>Abseiling or rock climbing</td>
<td>6% (6%)</td>
<td>132,952</td>
<td>2</td>
<td>265,903</td>
<td>45 (52%)</td>
<td>32 (24%)</td>
<td>23 (24%)</td>
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Table 6.3a: Incidence and Frequency of Participation over the past 12 months, and the recreation setting in which this occurred.
6.3.3. Trends

There are a number of trends which become apparent when looking at SEQORDS in 1997, 2001 and 2007 (refer Figure 6.3b). These include:

- In all activities except walking/nature study, participation as measured in activity-events in 2007 was higher than 1997;
- The percentage of people participating in walking/nature study and driving 2wheel vehicles has declined steadily over the three SEQORDS; and
- In some activities such as bicycle riding, riding other vehicles (e.g. trail bikes, quads) and camping there has been a steady increase in participation rates over the three SEQORDS. While the SEQORDS show the continuing value of outdoor recreation for SEQ residents, they also unfortunately show a decline in participation rates for many activities since 2001.

6.3.4. Functions: Meetings and Conferences; Weddings; Corporate Team Building; Events

A survey is conducted annually by all Queensland Convention Bureaus on behalf of Tourism and Events Queensland, providing a snap shot of the business events industry.

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<td></td>
<td>Meetings</td>
<td>Delegates</td>
<td>Meetings</td>
</tr>
<tr>
<td>Queensland</td>
<td>4,670</td>
<td>424,869</td>
<td>4,971</td>
</tr>
<tr>
<td>Brisbane</td>
<td>1,845</td>
<td>139,419</td>
<td>2,126</td>
</tr>
<tr>
<td>% State Total</td>
<td>39.5</td>
<td>32.8</td>
<td>42.8</td>
</tr>
</tbody>
</table>

*At the end of each financial year all data is audited by Queensland Treasury. Following the completion of the audits in Nov/Dec 2013, state totals are made available.

Table 6.3c: Annual Qld Convention Bureau Survey Results 2010-2013

Of the 1,495 meetings reported for the Brisbane region, approximately 15% were association business, 72% corporate, 11% government and 2% incentive.

In the 2011-12 financial year approximately 61% of meetings were state/local delegations, 35% national and 4% international.

6.3.5. Tourism

The Brisbane Regional Snapshot compiled by TEQ (refer Figure 6.3) identifies that domestic overnight visitors on holiday, visiting friends and family or on business represent the key visitation market.

International visitor and holidaymakers are also a significant market for international visitation. The following provides an overview of the existing tourism market to Brisbane. Walkabout Creek has potential to capture a share of this market.

Table 6.3b: Incidence of participation across age groups (expressed as %)

<table>
<thead>
<tr>
<th>Activity</th>
<th>15-24</th>
<th>25-39</th>
<th>40-54</th>
<th>55-64</th>
<th>65+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picnicking</td>
<td>56</td>
<td>56</td>
<td>51</td>
<td>76</td>
<td>51</td>
</tr>
<tr>
<td>Walking or Nature Study</td>
<td>56</td>
<td>48</td>
<td>38</td>
<td>67</td>
<td>47</td>
</tr>
<tr>
<td>Camping</td>
<td>44</td>
<td>50</td>
<td>49</td>
<td>32</td>
<td>41</td>
</tr>
<tr>
<td>Bicycle Riding</td>
<td>57</td>
<td>49</td>
<td>37</td>
<td>29</td>
<td>24</td>
</tr>
<tr>
<td>Horse Riding</td>
<td>14</td>
<td>14</td>
<td>12</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Water Activities</td>
<td>50</td>
<td>73</td>
<td>72</td>
<td>48</td>
<td>67</td>
</tr>
<tr>
<td>Driving 2WD Vehicles</td>
<td>30</td>
<td>24</td>
<td>18</td>
<td>36</td>
<td>29</td>
</tr>
<tr>
<td>Driving 4WD Vehicles</td>
<td>20</td>
<td>21</td>
<td>21</td>
<td>27</td>
<td>29</td>
</tr>
<tr>
<td>Driving other Vehicles</td>
<td>15</td>
<td>15</td>
<td>25</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Riding on Motorised Watercraft</td>
<td>32</td>
<td>34</td>
<td>28</td>
<td>30</td>
<td>31</td>
</tr>
<tr>
<td>Riding on Non-Motorised Watercraft</td>
<td>26</td>
<td>28</td>
<td>29</td>
<td>22</td>
<td>19</td>
</tr>
<tr>
<td>Abseiling/Rock-climbing</td>
<td>22</td>
<td>21</td>
<td>18</td>
<td>8</td>
<td>5</td>
</tr>
</tbody>
</table>


Figure 6.3b: SEQ Outdoor Recreation Profile by Age
Key domestic source markets to Brisbane are from regional Queensland (significant source), followed by Brisbane, Sydney and regional New South Wales; though visitation from Sydney and regional NSW has decreased significantly from the previous year;

The majority of domestic visitors are from intrastate visiting family and friends, followed by intrastate holiday goers and interstate visitors visiting family and friends;

International visitors on holiday in Brisbane represent the key visitation market and this has seen an increase by 13% from the previous year and visiting friends and family the next largest market; and

International visitors to Brisbane are primarily from China, Korea, Taiwan, New Zealand and the UK.

---

Table 6.3d: Key Domestic Source Markets to Brisbane (source: Brisbane Regional Snapshot YE 2012, TEQ)

<table>
<thead>
<tr>
<th>Total Visitors</th>
<th>Visitors</th>
<th>Year % Change</th>
<th>Nights</th>
<th>Year % Change</th>
<th>Length of Stay</th>
<th>Nights change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>1,404,000</td>
<td>6%</td>
<td>4,053,000</td>
<td>11%</td>
<td>3.2</td>
<td>0.1</td>
</tr>
<tr>
<td>VFR</td>
<td>2,201,000</td>
<td>4%</td>
<td>7,200,000</td>
<td>4%</td>
<td>3.3</td>
<td>0.0</td>
</tr>
<tr>
<td>Business</td>
<td>1,111,000</td>
<td>-17%</td>
<td>2,790,000</td>
<td>-16%</td>
<td>2.5</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>5,095,000</td>
<td>-2%</td>
<td>15,731,000</td>
<td>-2%</td>
<td>3.1</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Intrastate

<table>
<thead>
<tr>
<th>Total Visitors</th>
<th>Visitors</th>
<th>Year % Change</th>
<th>Nights</th>
<th>Year % Change</th>
<th>Length of Stay</th>
<th>Nights change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>982,000</td>
<td>9%</td>
<td>2,822,000</td>
<td>15%</td>
<td>2.9</td>
<td>0.2</td>
</tr>
<tr>
<td>VFR</td>
<td>1,312,000</td>
<td>-1%</td>
<td>3,504,000</td>
<td>-1%</td>
<td>2.7</td>
<td>0.1</td>
</tr>
<tr>
<td>Business</td>
<td>425,000</td>
<td>-14%</td>
<td>1,026,000</td>
<td>-7%</td>
<td>2.4</td>
<td>0.2</td>
</tr>
<tr>
<td>Total</td>
<td>3,020,000</td>
<td>-2%</td>
<td>8,290,000</td>
<td>-1%</td>
<td>2.7</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Interstate

<table>
<thead>
<tr>
<th>Total Visitors</th>
<th>Visitors</th>
<th>Year % Change</th>
<th>Nights</th>
<th>Year % Change</th>
<th>Length of Stay</th>
<th>Nights change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>422,000</td>
<td>0%</td>
<td>1,681,000</td>
<td>4%</td>
<td>4.0</td>
<td>0.1</td>
</tr>
<tr>
<td>VFR</td>
<td>890,000</td>
<td>14%</td>
<td>3,697,000</td>
<td>8%</td>
<td>4.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Business</td>
<td>687,000</td>
<td>-19%</td>
<td>1,764,000</td>
<td>-20%</td>
<td>2.6</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>2,076,000</td>
<td>-4%</td>
<td>7,440,000</td>
<td>-3%</td>
<td>3.6</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Table 6.3e: Domestic Visitors to Brisbane (source: Brisbane Regional Snapshot YE 2012, TEQ)

<table>
<thead>
<tr>
<th>Total Visitors</th>
<th>Visitors</th>
<th>Year % Change</th>
<th>Nights</th>
<th>Year % Change</th>
<th>Length of Stay</th>
<th>Nights change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holiday</td>
<td>492,000</td>
<td>13%</td>
<td>6,113,000</td>
<td>24%</td>
<td>12.4</td>
<td>1.1</td>
</tr>
<tr>
<td>VFR</td>
<td>278,000</td>
<td>5%</td>
<td>4,581,000</td>
<td>14%</td>
<td>17.9</td>
<td>1.5</td>
</tr>
<tr>
<td>Business</td>
<td>133,000</td>
<td>2%</td>
<td>1,022,000</td>
<td>27%</td>
<td>7.7</td>
<td>1.6</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6.3f: Domestic Visitors to Brisbane (source: Brisbane Regional Snapshot YE 2012, TEQ)
Table 6.3f: International Visitors to Brisbane (source: Brisbane Regional Snapshot YE 2012, TEQ)

<table>
<thead>
<tr>
<th>Country</th>
<th>Total Visitors</th>
<th>Year % Change</th>
<th>Nights</th>
<th>Year % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>NZ</td>
<td>172,000</td>
<td>2%</td>
<td>1,559,000</td>
<td>-10%</td>
</tr>
<tr>
<td>China</td>
<td>126,000</td>
<td>22%</td>
<td>2,933,000</td>
<td>11%</td>
</tr>
<tr>
<td>UK</td>
<td>106,000</td>
<td>-3%</td>
<td>1,581,000</td>
<td>7%</td>
</tr>
<tr>
<td>USA</td>
<td>75,000</td>
<td>27%</td>
<td>830,000</td>
<td>51%</td>
</tr>
<tr>
<td>Germany</td>
<td>46,000</td>
<td>15%</td>
<td>610,000</td>
<td>46%</td>
</tr>
<tr>
<td>Singapore</td>
<td>34,000</td>
<td>6%</td>
<td>605,000</td>
<td>4%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>31,000</td>
<td>41%</td>
<td>1,435,000</td>
<td>15%</td>
</tr>
<tr>
<td>Korea</td>
<td>30,000</td>
<td>-14%</td>
<td>2,056,000</td>
<td>-4%</td>
</tr>
<tr>
<td>Japan</td>
<td>26,000</td>
<td>13%</td>
<td>681,000</td>
<td>10%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>25,000</td>
<td>9%</td>
<td>750,000</td>
<td>39%</td>
</tr>
</tbody>
</table>

These are the top 10 source markets for this period, ranked using total visitor numbers. Some markets may have been added to create natural groups such as ‘Asia’ and ‘Europe’ to provide a more complete picture. For technical reasons, some data may not be published, however the markets will still appear in order.

Table 6.3g: Top 10 International Source Markets to Brisbane (source: Brisbane Regional Snapshot YE 2012, TEQ)

It is important to note that visiting friends and relatives (VFR) totals 1.8m to 2.4m holiday visitors. An offer that is attractive to residents is therefore paramount to attract a maximum share of VFR. A strong relationship also exists between what people may enjoy while both at home and on holiday.

The following information relates to tourists who engaged in the following outdoor recreation activities (2005 data):

- bushwalking and/or rainforest walks;
- scuba diving;
- snorkelling;
- surfing;
- water activities or sports (e.g. sailing, windsurfing, kayaking, etc.); and
- other outdoor activities (e.g. horse-riding, rockclimbing, bungee jumping, four-wheel driving, etc).

17% of all domestic visitors to Australia participated in adventure tourism (i.e. outdoor recreation) activities during their trip (11.8 million visitors), staying 52.6 million nights. 24% of these visitors went to Queensland (2.8 million visitors).

The number of domestic adventure visitors to Queensland and Victoria increased over the last two years (average annual growth rates of 3.4% and 1.0% respectively).

1.8 million in-bound tourists participated in adventure activities while in Australia (35% of all international visitors to the country). Of these, 65% (1.1 million visitors) made a stopover in QLD. 66.3 million visitor nights were spent in Australia by international tourists who participated in adventure activities (28% of these were in QLD, almost 18.7 million nights) with an average length-of-stay of 16.8 nights.

Table 6.3h: SEQ Outdoor Recreation Statistical Snapshot

6.4. Competitive Assessment

The following competitive assessment is designed to explore the competitive environment for Walkabout Creek in the following markets:

- Outdoor Recreation (local);
- Tourism (Domestic and International / including wildlife tourism); and
- Functions (weddings, meetings, education, corporate team building).

The following assessment (in Table 6.4) does not capture every competitor but is designed to identify potential development opportunities:

<table>
<thead>
<tr>
<th>Market</th>
<th>Competitor</th>
<th>Product</th>
<th>Unique Selling Position</th>
<th>Location</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functions / Recreation / Tourism</td>
<td>River Life</td>
<td>Adventure: Segway; Kayak; Stand-Up Paddle; Rock Climbing; Abseiling; Roller Blading; Cycling; Kick Bikes, Meetings, Corporate up to 1,000 pax, School Camps/Excursions, Weddings Yuggera Aboriginal Dancers Day and night experiences</td>
<td>City Location Custom Soft adventures Flexibility River 1/61 activities on Trip Advisor</td>
<td>Kangaroo Point</td>
<td>River Life seem to own this collective market</td>
</tr>
</tbody>
</table>
In terms of the competitive offer of the Walkabout Creek Visitor Centre, the following implications can be drawn:

- Brisbane lacks a strong tourism offering, particular in the outdoor environment.
- Wildlife Centre's across Queensland and Australia offer highly competitive experiences with Australia's iconic wildlife. Competing in this space would require a significant investment to add value to the Walkabout Creek customer offer.
- Brisbane is overcrowded in the meetings, conference and wedding market.
- Brisbane lacks product in Corporate and Education Team Building experiences.
- River Life seems to be the sole operator combining tourism, functions (weddings, education, meetings, events) and outdoor recreation (see Figure 6.4).

### Table 6.4: Competitor Assessment

<table>
<thead>
<tr>
<th>Market</th>
<th>Competitor</th>
<th>Product</th>
<th>Unique Selling Position</th>
<th>Location</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functions</td>
<td>CBD</td>
<td>Multiple meeting rooms, wedding facilities and function centres</td>
<td>City convenience, Price competitive</td>
<td>Various</td>
<td>Highly competitive and price sensitive market</td>
</tr>
<tr>
<td>Tourism</td>
<td>Story Bridge Adventure Climb</td>
<td>Climb Abseiling Corporate Groups Weddings</td>
<td>7/61 activities on Trip Advisor City views Adventure</td>
<td>Story Bridge CBD</td>
<td>Cannot compete directly with a unique experience but will draw adventure $</td>
</tr>
<tr>
<td></td>
<td>Hot Air Ballooning</td>
<td>Morning flights</td>
<td>15/61 activities on Trip Advisor Soft Adventure Bucket List</td>
<td>Gold Coast</td>
<td>Cannot compete directly with a unique experience but will draw adventure $</td>
</tr>
<tr>
<td></td>
<td>Adventure Morton Island</td>
<td>Fishing 4WD Beach and Fun</td>
<td>13/61 activities on Trip Advisor Backpacker Fun in the sun</td>
<td>Morton Island</td>
<td>Highly Backpacker focused</td>
</tr>
<tr>
<td></td>
<td>Scuba Dive (multiple)</td>
<td>Various learn to dive</td>
<td>Pure Dive 10/61 activities on Trip Advisor Adventure Bucket List</td>
<td></td>
<td>More of a niche product but will draw the adventure $</td>
</tr>
<tr>
<td>Wildlife Tourism</td>
<td>Lone Pine Koala Sanctuary</td>
<td>Serious commercial centre with iconic Australian wildlife</td>
<td>3/131 attractions on Trip Advisor Koala</td>
<td>Brisbane</td>
<td>Highly competitive space. Lone Pine leading with icons to attract tourism $</td>
</tr>
<tr>
<td></td>
<td>Australia Zoo</td>
<td>Serious commercial centre with iconic Australian wildlife</td>
<td>Steve Irwin Sunshine Coast</td>
<td></td>
<td>Highly profiled brand with strong tourism pull.</td>
</tr>
</tbody>
</table>

Figure 6.4: Riverlife Position on Trip Advisor
6.5. Market Attractiveness

Market attractiveness is a subjective assessment of the attractiveness of each potential market against business criteria (scored 1-5 with 5 being very attractive to Walkabout Creek).

<table>
<thead>
<tr>
<th>Market</th>
<th>Market Size</th>
<th>Yield</th>
<th>Repeat</th>
<th>Competition</th>
<th>Seasonality</th>
<th>Total</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Tourism</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>International Tourism</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td>Community Recreation</td>
<td>5</td>
<td>3</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>22</td>
<td>1</td>
</tr>
<tr>
<td>Weddings &amp; Receptions</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>9</td>
<td>-</td>
</tr>
<tr>
<td>Meetings &amp; Conferences</td>
<td>3.5</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>14.5</td>
<td>4</td>
</tr>
<tr>
<td>Schools &amp; Education</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Team Building</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>4</td>
<td>19</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 6.5: Market Attractiveness Assessment

The above assessment defines the top markets in order of attractiveness for Walkabout Creek as:

1. Community Recreation;
2. Overnight Domestic Tourism;
3. Corporate Team Building; and
4. International Tourism.

6.6. Target Market and Customers

The following segmentation has been drawn from Tourism Events Queensland and has been constructed as a segmentation of the domestic holiday traveller. This project has also applied the segments to local Outdoor Recreation given its similar drivers. It is also notes that Parks and Wildlife have also applied this segmentation model to new Brand Strategy. Customer segmentation for Walkabout Creek is summarised in Figure 6.6a below.

6.6.1. Connectors (Domestic)

Connectors are often described as friendly, down-to-earth and easy going. They are caring and responsible. Day-to-day their lives are quite busy; they like to be supportive and often balance a number of commitments on top of their everyday responsibilities (e.g. work, study or home responsibilities). They are social and relish sharing time with loved ones – it is the sense of togetherness that they enjoy most.

Connectors represent 32% of Australian the population: It is estimated that:

- 790,000 live in Sydney;
- 820,000 live in Melbourne;
- 420,000 live in Brisbane; and
- 500,000 live in regional Queensland.

They consist of a mix of genders and ages:

- 21% under 35 years;
- 34% 35 to 49 years; and
- 45% over 50 years.

They consist mostly of couples and families:

- 18% couples, no children;
- 35% couples, with children; and
- 15% couples, children left home.
Connectors want to relax, unwind and have fun, essentially by leaving the cares of the world behind whilst on holidays. These three factors are generic considerations for most holidays, however, they have specific meaning to Connectors.

- To relax is to have an absence of everyday responsibilities and routine and can be achieved in a short amount of time;
- To unwind sufficient time away from everyday life is required in order to fully let-go and de-stress; and
- To have fun is to engage with experiences that are unique, differentiated from the everyday and meaningful as opposed to a more typical overt high-energy experience.

Social Fun-seekers represent 25% of the Australian population. It is estimated that:

- 510,000 live in Sydney;
- 550,000 live in Melbourne;
- 210,000 live in Brisbane; and
- 390,000 live in regional Queensland.

They consist of a mix of genders and ages:

- 56% under 35 years;
- 26% 35 to 49 years; and
- 18% over 50 years

They consist mostly of couples and families:

- 19% couples, no children;
- 36% couples, with children; and
- 18% adult share house.

What a Social Fun-seeker wants their ideal holiday to say about them...

I AM... Positive, sociable, carefree, fun-loving, spontaneous, lively, outgoing, friendly, active, energetic, adventurous, self-assured and casual.

I SEEK... To feel fun loving, carefree and lively

I FEEL... Sociable, happy, joyful, free, easy and relaxed... I also want to feel excited, exhilarated, vital and alive – like I have escaped

I CAN... Go to the beach, visit a theme park, meet and mix with other people, go to pubs or night spots, visit tropical islands, experience casual dining, take part in adventure activities, shop for pleasure, go to the markets, explore the coast and take part in water activities. I can also mingle with locals, go swimming and go to casinos.

I share similar needs with Active Explorers, although I achieve them differently via different activities.

6.6.3. Active Explorers (Domestic)

Holidays are about pushing boundaries through challenging themselves via physical activity. They enjoy the company of others, but their focus is on exploring the extremes of their physical environment and themselves. It’s about feeling alive. Key characteristics of this segment can be summarised as follows:

- Likely to drive to a destination, sometimes taking a caravan;
- Will fly but prefer to avoid hassle of airports;
- Most likely to visit multiple locations during their holidays;
Like to get away from usual hustle and bustle, while at the same time meeting/mixing with other travellers/locals in a natural and authentic;

More open to staying in backpacker hostels, eco lodge resorts and/or camping;

Like to get away from TV, people and daily routine and stay at accommodation set amongst an untouched environment;

Love physical activity; and

Move to full eco-tourism experience.

What an Active Explorer wants their ideal holiday to say about them...

I AM… Adventurous, self-assured, active, energetic, lively, outgoing, friendly, sociable, carefree, fun loving, casual, strong and independent. I also want my holiday to say I am spontaneous, uninhibited, alternative and different.

I SEEK… To explore new things. I also look for exercise, physical activity and a chance to test my strength or ability and to tick off the ‘must do’s’ in life.

I FEEL… Sociable, free and easy – like I have escaped. I also want to feel excited, exhilarated, vital, alive, bold, dynamic and in tune with nature.

I CAN… Go to the beach, go to pubs and clubs, take part in adventure activities, meet and mix with other people, explore the coast, surf, take part in adventure activities and water sports. I can also bushwalk, hike, scuba dive, camp, swim, 4WD, fish, visit reefs, snorkel, swim with/feed marine wildlife, snow ski, go to casinos, visit the Outback, horse ride and cycle or mountain bike.

I share similar needs with Social Fun-seekers, but I achieve them through different activities.

6.6.4. International Consumer Segmentation

A core element of Tourism Australia’s strategy is to target a high yielding consumer segment. Tourism Australia has identified common segments across different cultures that would be receptive to the Australian experience and called them the Experience Seeker. This target market is highly predisposed to Australia’s offer and is more likely to stay longer, spend more and disperse to regional areas.

Experience Seekers are, by definition, looking for unique, involving and personal experiences from their holidays. Using psychographic research, studies find how travellers think and feel to determine the personal factors that influence them to travel. Experience Seekers are long haul travellers who are less affected by the traditional barriers to travel of distance, time and cost. They are more informed, interested and curious about potential travel destinations. They constitute around 30 to 50 per cent of all potential long haul outbound travellers from our key source markets.

Experience Seekers can be found among all age groups, income levels and geographic locations. In each of Tourism Australia’s markets around the world, the Experience Seeker profile is refined and the best segment targeted.

Research has shown that the Experience Seeker has a number of key ‘wants’ to satisfy their travel experience:

- Authentic personal experiences;
- Social interactions;
- Meeting and interacting with the locals;
- Experiencing something different from their normal day-to-day life;
- Understanding and learning about different lifestyles and cultures;
- Participating in the lifestyle and experiencing it, rather than observing it;
- Challenging themselves – physically, emotionally and/or mentally;
- Visiting authentic destinations that are not necessarily part of the tourist route; and
- Exposure to unique and compelling experiences.

Typically Experience Seekers are more likely to be:

- Experienced international travellers;
- Opinion leaders;
- Open minded; and
- Selective in their media consumption.

Other features of Experience Seekers are:

- Travel is an important part of their lifestyle;
- They stay longer and spend more;
- They travel beyond the major cities;
- They are less materialistic;
- They have a higher than average household income; and
- They are well educated and informed on a range of subjects


6.6.5. Groups

Any of the above segments may find themselves visiting under their own steam (Fully Independent Traveller - FIT) or part of an organized group.

The Walkabout Creek Master Plan will allow for multiple forms of group visitation across the three target markets. Groups may take the form of:

- Holiday Tour Groups;
- Pre and Post Conference Groups;
- Sporting Groups;
- Social and Occasion Groups;
- Corporate Groups;
- Events Groups; and
- Education Groups.
The Group organiser or decision maker has a different set of buying criteria in addition to the visitor’s needs. They include:

- Does the experience suit the demands of my customer?
- Does the experience cater for my vehicle requirements?
- Does the venue provide adequate food and beverage facilities?
- Is the experience price competitive?
- Can I use this experience to gain competitive advantage?

The Walkabout Creek Master Plan will cater for all of the above Groups in harmony with a world class independent visitor experience.

6.7. Potential Activities at Walkabout Creek

Outdoor activities at the Walkabout Creek site may include but are not limited to:

- Junior MTB Skills Park (needs flat terrain);
- Canoeing and Kayaking – with input required from Seqwater;
- Zip Line;
- Ropes Course / Rope Bridge;
- Events;
- Abseiling (artificial);
- Camping; and
- Rock Climbing (artificial).

Outdoor activities that can extend from a trailhead at Walkabout Creek include:

- Mountain biking trails and circuits;
- Walking trails and circuits;
- Horse riding trails;
- Outdoor activities that could be considered for improvement and upgrade within the National Park include:
  - Mountain biking trails and circuits;
  - Walking trails and circuits;
  - Horse riding trails;
  - Nature based trails and tours;
  - Camping; and
  - 4WD tours.
7. INTERPRETIVE EXPERIENCE AUDIT

7.1. Introduction

A high level interpretive strategy will provide the foundation for the conceptualisation of the visitor's experience. Thematic interpretation is a best practice approach to interpretation. It uses strong messages, or themes, that aim to enhance the visitor experience by assisting them to gain a sense of the significance and the meaning of their experience. It is a more powerful form of interpretation than simply presenting topics or unrelated facts, no matter how interesting these may seem. People forget facts, they remember the 'so-what or the moral to the story' that a theme represents.

Thematic interpretation has been proven to be highly effective in holding visitor attention and in making the experience memorable— and one that they will be enthusiastically recommend to others.

Integration of the core elements of the project ensures the authenticity of the products and helps in establishing a strong visitor connection to place. Such a connection assists business outcomes by generating a desire to spend. The interpretive framework and design concepts will, therefore, address community aspirations and market needs whilst leveraging opportunities for the community at the site and across the region. This involves the identification of appropriate interpretive concepts and media to highlight the key themes.

For the purpose of evaluating the interpretive opportunities at Walkabout Creek, this discussion paper will use the best practice thematic interpretation principles (E.O.R.T) developed by Professor Sam Ham of the University of Idaho. Simply put, an interpretive experience will be most effective at reaching audience if it is:

- Enjoyable;
- Relevant;
- Organised; and
- Thematic (ERO T).

This overview captures:

- An initial assessment of the Walkabout Creek site against these principles;
- A suggested over-riding core message (theme); and
- Recommendations for advancement of the experience.

The current visitor experience, from an interpretive perspective, has fallen behind its peers. Human and financial resource constraints have resulted in the downgrading of interpretive activities in order to prioritise other activities. As a result the experience as it currently exists, is not gaining 'cut-through' with its audience. The potential to increase audience connection is more likely to occur once the site defines more clearly what it wants to be viewed as by the audience.

7.2. EROT Review

The following tables summarise the EROT review:

<table>
<thead>
<tr>
<th>ENJOYABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Walkabout Creek site is perched at the edge of a beautiful landscape rich with opportunity and potential with broad appeal. The site has the capacity to offer a diverse range of activities amongst the wilderness. Being so close to the city is a significant appeal that once developed and communicated will assure audience connection and engagement with the National Park. As it exists there are many elements that trigger audience enjoyment: Wildlife, forest, gentle walks, attractive landscapes, species diversity etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>The site is well placed to expand understanding of the whole parks story, management, practice, values and community involvement.</td>
</tr>
<tr>
<td>In addition, dedicated and passionate Rangers willing to engage with the audience and provide insight is a currently source of audience enjoyment.</td>
</tr>
<tr>
<td>The availability of substantial resources and research and the extremely easy access to the park is also a key strength.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>As the gateway to a vast and important environment, the site presents high potential to create significant connection with willing audience.</td>
</tr>
<tr>
<td>Being able to immerse oneself in a wilderness, twenty minutes from the city, and participate in activities that are rewarding, challenging and thought provoking, provides a solid platform for development of interpretive programs. These programs will greatly enhance audience engagement and therefore enjoyment of the site and greater landscape.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>The interpretive reach and method is not being overly championed, there is a strong opinion the program is very dated, under-resourced, lacking support, structure and available funds.</td>
</tr>
<tr>
<td>The disparate nature of both the infrastructure and the varied visitor experience compounds the difficulty of delivering focused core messages. As a result, time and lack of funds have eroded the interpretive experience, and reduced engagement to a 'fact based' style of 'show and tell' information delivery.</td>
</tr>
<tr>
<td>The 'enjoyment' level of individual visitors is self-driven, meaning they derive the engagement from personal activities within the site e.g. walking, riding their bike/horse.</td>
</tr>
<tr>
<td>The enjoyment level for groups is satisfactory, at best.</td>
</tr>
</tbody>
</table>

The following tables summarise the EROT review:
**RELEVANT**

The relevance of an experience to an individual is a subjective viewpoint. What we do know is that there are certain elements within all of us that are universal. Emotive responses to experiences are connected to the core of humanity, family, passion, love, grief, compassion etc.

### Strengths

- Close proximity and easy access for local community are the essential elements for connecting with local parks users. The site is uniquely positioned to capitalise on a large population base, drawing their attention and triggering them to engage with the site.
- Potential for creating the local community as champions is directly linked to the accessible nature of the site and is a point of great strength for future development.
- Local engagement and involvement will promote community pride and as a consequence increase the interpretations relevance.
- As THE gateway, the opportunity to act as 'the face' of Parks and birth new attitudes and culture both internally and externally.

### Opportunities

- Opening eyes of locals to what’s in their backyard.
- Creating the community as champions.
- Developing specific programs and or activities, spearheaded by a central driving message, core theme

### Weaknesses

- The disjointed nature of the current visitor experience.
- The lack of major community take-up due to an apparent lack of marketing and outward communication.
- The lack of understanding of what the site is trying to communicate.
- The approach of 'all things to all people' - zoos, bikes, horses, walking, accommodation, the list goes on.
- The competitions ability to do it better eg wildlife park.
- Ignorance of the opportunity to be in the forest so easily.

**ORGANISED**

Information, ideas, concepts, images, themes, are all processed by us in different ways. We do know from research that we assemble these inputs in specific ways. A disorganised visitor experience cause a non-captive audience to ignore or reject the interpretation because the core messages get lost in the random information bytes.

### Strengths

- Desire of passionate staff to do more to engage visitors.
- Individual areas, well organised, but overall "flow" is breaking down due to nature of site.

### Opportunities

- With the redevelopment of the site a key opportunity exists to review the methods practiced.
- Front line Rangers have high level capability and desire to implement action.
- "If they buy in they'll roll the sleeve up and get it done" extremely capable.
- Empowerment!!!

### Weaknesses

- The current visitor experience is clearly more divergent based primarily on individual motivations without a specifically defined "hook". Rather it's more individuals seeking opportunity to ride bikes, walk etc.
- Interpretation implementation would need to be aimed at multiple activities and needs to trigger an internal emotive buy in for those activities. in the current form this "experience" is very silo.
- The interpretation elements would need to be driven by market promise.

**THEMATIC**

People forget individual facts and figures but they remember 'whole ideas'. The core to thematic interpretation is to create a long term lasting memory, one that will be shared and discussed as the audience member moves on.
7.3. **Master and Sub-themes for Interpretation**

**Brand positioning versus Master Theme**

It is important to distinguish between the two components in the initial Concept Master Plan. Brand position is what attracts our target audience to the site. In this case: active and adventure and proximity to Brisbane. The brand position is outlined in Section 9. The theme is what we want visitors to take away with them. This is the deeper layer of experience (See Figure 7.3 and Box on following page). The theme has the potential to influence people’s views and attitudes towards the park, wildlife and our own natural environment.

7.3.1. **Master Theme for Walkabout Creek**

The resultant master theme for the site is:

‘Experiencing your Park is good for you and good for the Park.’

7.3.2. **Sub-themes for Walkabout Creek**

The proposed sub-themes are:

**Sub-theme 1:** The gateway to the D’Aguilar National Park is a one of a kind experience of your National Parks. Immersed in nature you can feel the profound power of the environment while leaving only a light footprint on the earth.

**Sub-theme 2:** Your own backyard tells the story of how we as humans relate to National Parks. Here you experience a range of rare and stunning sense of your own place in nature and of the cycle of life common to all living things.

For Walkabout Creek, the following is considered:

- **Activity:** Being in the bush without being bushed
- **Experience:** Active, alive and easy to do again
- **Interpretation:** A world of difference at your doorstep
- **Connection:** Choosing to do something different

7.4. **Recommendations for advancement of the experience.**

- The themes underpin the concept of accessibility to the landscape, without forcing the ideas upon people.
- An open ‘approachable’ design of the site would reflect aspects of the master theme, structure and layout by not enclosing but rather providing connection to place.
- Interpretation at the site is not designed as a ‘stand-alone’ element, rather part of an inclusive whole, less about telling facts more about learning via experiencing.
- Interpretive elements have been filtered through theme/message intent. As an example the playscape would be strongly driven by Sub Theme Two. A closer more personal experience about discovery.
- The master theme creates a call to action, doing something good, active, healthy also promotes the valuable aspects of the National Park surrounding you and the Rangers that manage them.

---

**Figure 7.4 The theme for Walkabout Creek**

**Box: Hypothetical of a Connectors Experience of Walkabout Creek**

“From first entering into Walkabout Creek Visitor Centre there’s an immediate sense that the landscape is seamlessly connected to the building. We saw the activity centre first, with people whizzing through the trees on a zip line. Then we came to the view overlooking the dam and into the National Park, which was a naturally beautiful sight.

The beautiful new Visitor Centre was open and airy it was very well organised and provided clear directions and options to engage with the activity centre, the reservoir, and the wider National Park.

Something that was a bit of a surprise to us was the vastness of the Park that we were standing on the doorstep of and the choices we had so close to our city.

We decided to try something new with the ropes course, a little out-side our comfort zone, but just enough to be exciting. We got so much more than a simple activity. The Guides used the activity to take us behind the scenes of ‘their parks’. There seemed to be a purpose to the activity beyond simply having fun, and as we Journey along pieces of the story came together to reveal the complex yet passionate role that people and parks share.

After lunch in the café, the children enjoyed the playscape, clever how it reflected elements of the natural environment. Next time we promised to come back and experience the kids mountain bike park.

At the end of the afternoon we spent about an hour exploring the layers of the site through the interpretation centre that’s very neatly ingrained in the building. Refreshing not to be hammered by fact based signs, the elements flow through-out the entire space and add as much depth as you wish to the story. We had a great half day with engaging people and lots of fun.

We have even learned a little more about the amazing places we have, right on our doorstep.”

Jane Smith, visitor to The Hub, Walkabout Creek, June 2016
8. EXISTING BUSINESS ANALYSIS

8.1. Need for new Business Models

NPRSR is embarking on an exciting journey to provide further access to Queensland’s national parks for the general public and visitors to provide a stronger understanding and appreciation of the role and value of Queensland’s national parks. This will require a number of changes to be adopted within the organisation including the need to consider new business models that maintain the conservation values of national parks whilst also providing new services. These new business models also need to generate and capture additional value and income to allow further investment in the restoration, conservation and improvement of these vital community assets.

The purpose of the business model analysis is to:

- Establish a theoretical ‘baseline’ business model for the existing operations of Walkabout Creek assuming that the centre is an independent commercial business. These will be used for comparison purposes when developing a business model for the new centre.
- Identify relevant critical success factors that should be considered in the planning, design and development of Walkabout Creek from the experiences of a select number of other relevant eco-tourism projects.

The theoretical baseline business model used for this project will be developed using the Business Model Canvas, developed by Osterwalder & Pigneur, 2010. The Business Model Canvas is a useful tool as it provides multiple stakeholders the ability to view and intuitively understand the critical components associated with developing a successful business model. This model has been adopted by a number of leading businesses and organisations and the approach is illustrated in Figure 8.1 below:

There are nine key components to this business model, which are summarised as follows:

- Customer segments – obtaining clarity on the different groups of people and organisations that need to be served by the product and/or service provided.
- Value Proposition (VP) – how and what customer problems and needs are being satisfied and how will the customers receive value from this product and/or service.
- Channels – How the VPs are being delivered to the customers through communication, distribution and sales channels.
- Customer Relationships – How to establish and maintain relationships with each customer segment.
- Revenue Streams – The financial income that is estimated to result from the successful delivery of the VP that has been provided to its customers.
- Key Resources – The key assets required to offer and deliver the products and/or services.
- Key Activities – That need to be performed by the Key Resources.
- Key Partnerships – That are required to be established to undertake some of the activities that will be outsourced or undertaken by others e.g. volunteers, suppliers, out-sourced activities e.g. catering etc.
- Cost Structure – the costs associated with delivering the services and/or products associated with the business model.

Figure 8.1: Business Model Canvas - Osterwalder & Pigneur, 2010

Furthermore, during the development of the business model an assessment will also be included on the institutional and governance arrangements that will be required to support the successful delivery of the business models.

8.2. Overview and Assessment of Current Business Models

The business model canvas highlighted above has been used as a framework to undertake a strategic review of the existing business model for Walkabout Creek. The purpose of the review was to establish a theoretical ‘baseline’ business model for the existing operations of the centre assuming that it was operated as an independent commercial business. This will be used for comparison purposes only when developing the business models for the final preferred master plan. It is recognised that due to the current organisational arrangements and drivers within NPRSR that Walkabout Creek is not currently structured to be primarily focused on profitability as a key operating objective.

Due to this being an initial concept Master Plan this review was largely undertaken as a ‘desktop’ exercise. The key relevant items identified in the strategic assessment are discussed below:

8.3. Walkabout Creek - Current Business Model Analysis

The visitor centre receives approximately 54,000 visitors annually. The current customer segments and value proposition has been articulated in the Market Analysis in section 6 of the report and a summary is provided below.
8.3.1. Customer segments

The key segmented target markets that currently use the visitor centre are:

- Community Recreation (90% return local and 10% international).
- Functions (Small meetings & Weddings).
- Special occasions (Mother & Father’s Day, Birthdays etc).

8.3.2. Value Proposition (VP)

The VP offered for the current centre is summarised as follows:

- Community Recreation Market: ease of accessibility for local residents and visitors and access to nature.
- Functions: low price for the function centre particularly for weddings combined with a natural setting.
- Special occasions – ease of accessibility and natural setting.

8.3.3. Channels & Customer Relationships

Walkabout Creek has a limited market profile both within the local community and across Brisbane. The approach used to engage and maintain a relationship with potential target markets appears to be a reactive strategy due to NPRSR not being able to allocate a marketing budget for Walkabout Creek. This prevents proactive promotion and engagement with the target customer segment markets. The primary source of building and maintaining the customer relationship is through visitors who are aware of the product, enjoy and return to the centre and also provide word of mouth referrals. However there is a vast untapped market of Brisbane residents who are not visiting the site.

8.3.4. Revenue Streams & Cost Structures

As highlighted previously Walkabout Creek is not currently structured to be primarily focused on profitability as a key goal. However, to establish a relevant baseline it has been important to undertake a review of the existing financial information available to understand the current cost structures and revenues.

Detailed financial information for Walkabout Creek including the events and function centre are not able to be published as they are commercial in confidence. However the TLVG consortium contractor team have analysed available financial data to inform the master planning process.

Walkabout Creek has a cost structure based on:

- Salaries & Wages
- Building Maintenance
- Overhead Budget
- Park conservation and animal welfare and food

Walkabout Creek has a revenue structure is based on:

- Entry Fees & Connection with Nature Programs (approximately 20,000 visitors).
- Lease for function room and cafe

Based on Total Costs and Total Revenue it has been assessed that the Walkabout Creek Centre operates as a Government cost centre and requires a high level of subsidy to operate.

8.4. Key Resources

The key assets required to deliver the customer experience include the building assets, natural setting, function centre and the NPRSR staff.

8.4.1. Key Partnerships

The key partnerships that exist to operate the current centre are with the operator who has an existing lease for the function rooms and café. The lease is currently on a short-term lease until the future of Walkabout Creek is resolved.

8.5. Benchmark Analysis to Identify Future Critical Success Factors

A benchmarking exercise was undertaken which has involved interviews with the following adventure experience operators:

- Trees Adventure – Australian based (NSW and Victoria) eco-adventure experience. The parks feature exciting and challenging flying foxes (longest greater than 100m) and ropes courses high in the tree canopy with levels to suit all ages and levels of experience (see http://treesadventure.com.au/).
- Ecoline – Australian based company that builds high ropes courses (Tree Top Adventure Parks) comprising a network of rope bridges, flying foxes, trapezes and Tarzan Jump stretching through the tree canopy (see http://www.ecoline.com.au).
- GoApe – UK’s number one forest adventure company has three primary offers (1) Tree Top Adventure Courses comprise zip lines, Tarzan Swings and high ropes obstacles in some of Britain’s most breathtaking scenery; (2) Forest Segway Courses and a (3) Junior Adventure for those 6 years and older (see http://goape.co.uk/).
- Blue Mountains Adventure Company, NSW – specialize in conducting adventures in abseiling, rock climbing, canyoning, bushwalking and navigation using local guides for corporate training and development; camping and other overnight programs; special events and film and tv work; survival courses and gear hire; mountain bike tours and advanced training; outdoor program consulting (risk, design, and more); and outdoor adventure staff employment agency (see http://www.bmac.com.au).
- Mossman Gorge Centre, Qld – The centre is the Gateway to Mossman Gorge. Voyages Indigenous Tourism Australia is fully owned by the Indigenous Land Corporation (ILC) who operate Mossman, Uluru and other centres (http://www.mossmangorge.com.au)/.
- Tasmanian Tourism Entrepreneur – responsible for Cradle Mountain Lodge, The Strahan Village and Gordon River Cruises
- Phillip Island Nature Park (previous CEO) – responsible for the conservation and management of 1805 Hectares with high conservation values, four key tourism experiences and an extensive research program. PINK is a self-funding government owned commercial attraction, operating under an independent board.
From this benchmarking exercise a series of critical success factors (CSFs) have been identified for operating commercial eco-tourism enterprises on or adjacent to National Parks & Wildlife Sites in Australia. The intent is that these CSFs are considered by NPRSR in the on-going planning and development of the Walkabout Creek concept Master Planning project.

The following are considered to be the CSFs for the on-going delivery of the project:

8.5.1. Feasibility & Marketing
- The overall project delivery process needs to include a structured feasibility, market testing and project delivery process, such as that advocated by Tourism Queensland in the Tourism Project Feasibility Guide, 2007. This includes identifying clearly defined customer segments, value proposition and business models.
- Need a marketing strategy that identifies the lead times for the key tourism marketing events that are required to be participated in to adequately market and position the product to facilitate a successful opening period. The lead times for these events can be approximately up to 18 months in advance of the opening of a new centre.
- Allocate adequate resources to deliver the marketing strategy during the planning, start-up and on-going operations of the centres.
- Incorporate the group tour market, where relevant, as this provides a consistent cash flow and stability particularly in the initial start-up phase of a new product.

8.5.2. Commercial Operators
- Secure an adequately skilled commercial partner or expertise during the design of the facility to maximise the likelihood that the project will be market focussed and commercially successful, which allows NPRSR Ranger staff to focus on ‘core’ business.
- NPRSR values and the conservation of the parks needs to be included as a key underlying principle in establishing commercial arrangements with potential operators to ensure the importance of conserving and preserving the natural asset is recognised.
- Commercial Operators need to be selected and accredited based on demonstrated commitment to best practice eco-tourism.
- Prior to formally engaging with potential commercial operators and developing commercial agreements it is important to understand the key criteria that commercial operators assess when evaluating potential commercial opportunities, which includes:
  - visitation potential;
  - volume restrictions;
  - level of exclusivity;
  - accessibility;
  - uniqueness of experience and competitive environment;
  - infrastructure and services availability, condition and maintenance agreements;
  - investment required;
  - brand alignment;
  - balanced risk-reward model that shares appropriate levels of risk between the potential operator and NPRSR; and
  - length of lease offered and commercial terms.

8.5.3. Design Flexibility & Stakeholder Buy-In
- To attract increased commercial investment ‘red-tape’ needs to be streamlined by establishing a consistent model across Queensland to attract, evaluate and accredit commercial operators for NPRSR sites e.g. operators need to go through one evaluation only. This would allow operators to be considered to operate across multiple sites rather than having to undergo the same extensive ‘red tape’ processes for each site.
- Sophisticated ‘tool’ for assessing, measuring and quantifying the impact of different tourism operations is required to be developed if one does not currently exist. For example, the impact of 4wd activities is greater than guided walking and therefore, the levies and management protocols applied to 4wd operators should be higher than for walking groups.
- Significant penalties including a zero tolerance approach should be considered for commercial operators that are not complying with the required environmental impact conditions to maintain the brand.

8.5.4. Governance & Business Model
- Independent not for profit organisation with a skills based board is preferable.
- The Board has total control over the revenue and the profits that are generated are used to invest in research and conservation.
- Developing a business model that has multiple revenue streams is vital. Providing tiered ticketing pricing options, food & beverage, retail, sponsorship and advertising are important sources of revenue.
- Developing an integrated IT system is critical, particularly if the centre is owned and operated by a single entity.
- Developing a consistent culture with staff is critical in achieving a balance between conservation and profit.

8.6. Key Next Steps to Develop Business Model

Based on the above it is clear that the current business model and approach needs to be re-considered particularly in relation to being able to:
- Entrepreneurially respond to and identify commercial opportunities that align with the NPRSR/QPWS brand and create win-win benefits and increase revenue to the centre.
- Capture all or a significant component of the revenue to re-invest in the centre.
- Pro-actively promote and market the centre.
9. COMPETITIVE POSITION AND BRAND

9.1. Introduction

The following section of the report outlines the outline brand positioning that could be associated with the Walkabout Creek concept master plan.

9.2. Brisbane Hero Experiences

The following hero experience has been drawn from the Brisbane Hero Experiences paper supplied by Brisbane Marketing, and published by Tourism Events Queensland. The Walkabout Creek Brand Strategy will align with this stream of hero experiences.

9.3. Walkabout Creek Brand Positioning

The following brand strategy and positioning is designed to define Walkabout Creek’s place in the market and connection with priority visitors.

9.3.1. Brand Elements

The following brand pyramid captures proposed brand elements for Walkabout Creek:

- **Essence**
  - Igniting Brisbane’s ‘Adventurous Spirit’

- **Personality**
  - Friendly and genuine
  - Loves the outdoors and cares for the environment
  - Active and healthy lifestyle

- **Functional Benefits**
  - Brisbane’s adventure backyard just minutes from home
  - A range of activity for all ages and adventurous natures
  - Custom adventures
  - Adventure friendly facilities
  - Engage in the conservation of Brisbane’s wildlife & nature

- **Emotional Benefits**
  - Feel:
    - Invigorated, alive, energised, free, rejuvenated
    - Appreciation, wonder, peace, relaxation

- **Experience Inventory**
  - Conservation
  - Wildlife
  - Nature
  - Adventure Activity
  - Functions

Source: Destination Brisbane Hero Experience

Figure 9.2: Brisbane Hero Experiences

Figure 9.3: Walkabout Creek Brand Pyramid
9.3.2. Brand Name

This Brand Strategy recommends a re-naming of the Walkabout Creek Visitor Centre based on four key inputs:

- Parks and Wildlife new brand strategy steers the brand experience into a more adventurous space;
- D’Aguilar National Park has been identified as the Walkabout Creek’s greatest asset;
- An ‘active’ offering aligns to opportunity across all target markets in tourism, recreation and functions;
- Brisbane lacks adventure centred product.

It is therefore recommended the brand name be changed from the Walkabout Creek Visitor Centre to the Walkabout Creek Adventure Hub.

9.3.3. Brand Positioning

“The Walkabout Creek Adventure Hub will be famous as Brisbane’s home of adventure.”

9.3.4. Value Propositions

The following table describes the value propositions for recreational, tourism and team building perspectives for Walkabout Creek:

<table>
<thead>
<tr>
<th>Recreation</th>
<th>Tourism</th>
<th>Team Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>“For Brisbane residents and friends seeking an outdoor adventure close to home ... D’Aguilar Adventure Hub is the gateway to D’Aguilar National Park’s world of adventure ... leaving you feeling alive, energized and rejuvenated and connected with nature.”</td>
<td>“For visitors to Brisbane seeking an Aussie outdoor adventure ... D’Aguilar Adventure Hub is the gateway to D’Aguilar National Park’s world of adventure ... leaving you feeling alive, energized and rejuvenated and connected with nature.”</td>
<td>“For Brisbane businesses and education providers seeking the ultimate team building environment ... D’Aguilar Adventure Hub is the gateway to D’Aguilar National Park’s world of adventure ... leaving your team feeling alive, energized, united and connected with nature.”</td>
</tr>
</tbody>
</table>

9.3.5. Essence Expanded

It is important not to stereotype ‘adventure’ as adrenaline and extreme in the context of this brand positioning. The brand essence, ‘adventurous spirit’ captures the breadth and depth of proposed D’Aguilar brand experience to all ages, skills and desires. Adventurous for some will be their first time camping, for others abseiling.

9.3.6. Brand Alignment

The following table summarises the brand alignment message for Walkabout Creek:

<table>
<thead>
<tr>
<th>ALIGN</th>
<th>AVOID</th>
<th>ANTETHESIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fun</td>
<td>Extreme</td>
<td></td>
</tr>
<tr>
<td>Active</td>
<td>Motor Head</td>
<td>“Red Bull”</td>
</tr>
<tr>
<td>Adventurous</td>
<td>Noisy</td>
<td></td>
</tr>
<tr>
<td>Participation</td>
<td>Intrusive</td>
<td></td>
</tr>
<tr>
<td>Challenge</td>
<td>Destructive</td>
<td></td>
</tr>
<tr>
<td>Reward</td>
<td></td>
<td></td>
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<tr>
<td>Team</td>
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</tr>
</tbody>
</table>

Table: 9.3b: Brand Alignment for Walkabout Creek

9.3.7. Hero Experience

To reach the project vision it has been determined that Walkabout Creek needs an on-site hero experience. While the site lacks a hero natural experience, our research has shown it to be well placed for a zip line and ropes course product - one of the world’s fastest growing adventure experiences.

It has been found that currently there are not any established zip line operations in the Brisbane area, however a smaller scale product is under consideration across the Brisbane River.

A zip-line consists of a pulley suspended on a cable, usually made of stainless steel, mounted on an incline. It is designed to enable a user propelled by gravity to travel from the top to the bottom of the inclined cable by holding on to, or attaching to, the freely moving pulley. Zip-lines come in many forms, most often used as a means of entertainment. They may be short and low, intended for child’s play and found on some playgrounds. (http://en.wikipedia.org/wiki/Zip-line).

A ropes course is a challenging outdoor personal development and team building activity which usually consists of high and/or low elements. Low elements take place on the ground or only a few feet above the ground. High elements are usually constructed in trees or made of utility poles and require a delay for safety. Ropes course advocates claim that they meet a number of educational, developmental, and recreational goals. High ropes course and climbing programs generally focus on personal achievements and ask participants to confront their personal fears and anxieties.

Programs using low ropes course elements or group initiatives are most often designed to explore group interaction, problem-solving, and leadership. Some of the commonly claimed outcomes include enhancement of co-operation, decision making, self-confidence, positive risk taking, social cohesion, trust, self-esteem, leadership, goal setting, and teamwork (http://en.wikipedia.org/wiki/Ropes_course).
These activities align and support the proposed adventure brand positioning of Walkabout Creek. Initial interviews were undertaken with 4 potential Australian active operators who all showed strong interest in the Walkabout Creek site. The operators were attracted to the sites:

- Close proximity to local population centres (Brisbane);
- A pleasing natural environment including potential highlights (Seqwater dam);
- Room for product variety and expansion (adjacent National Park);
- Room for growth in terms of services and infrastructure;
- Tourism attraction potential; and
- Potential to service various markets across business and leisure.

These requirements can all be provided at Walkabout Creek and as a result the zip line and ropes course experience is recommended as the hero experience for Walkabout Creek.
10. INITIAL OPPORTUNITY SUMMARY

10.1. Overview

This initial summary represents the key opportunities that have identified through the preliminary research and engagement that was undertaken for the development of the concept master plan (see section 3 – 9 of this report). This analysis leads to the conclusion that the opportunity for Walkabout Creek includes, but is not limited to the following:

- The local community, current visitors, tourists and corporate events are the **priority markets** for Walkabout Creek.
- The potential for the site to provide a great opportunity to be a **hub for adventure, fun and gatherings** located 12km from the CBD of Brisbane.
- An ‘adventure friendly’ Gateway centre providing information and interaction with activities and experiences on the Walkabout Creek site, the D’Aguilar National Park and SEQ parks beyond.
- Strengthening the brand positioning by **re-naming** the Walkabout Creek Visitor Centre to “The Walkabout Creek Adventure Hub”.
- **Integration** of site interpretation into all activities (with educational benefits), rather than a fixed, traditional interpretation centre.
- Position the brand with a **hero experience** - discussions with operators suggests a ‘Trees Adventure/ GoApe’ activity centre would be a key opportunity on this site – including zip line/ropes course etc.
- The potential to enhance Walkabout Creek site opportunities with Seqwater land and in particular activities on and around the **water** (canoeing/trails etc).
- The potential for a range of **new activities** in addition to the ‘hero’ including mountain bike learning circuit for kids and beginners, an art/ interpretive playscape area, access to water for canoeing, linking to walks, rock climbing, abseiling, trails and activities in the Park and around the dam.

10.2. Opportunities for Walkabout Creek

These opportunities are proposed to be integrated into the site in two core opportunities from which all experiences and activities generate. They are:

- The Hub Gateway Visitor Centre (including interpretive display space, al fresco dining, function rooms and centre operations); and
- Activity Centre – the ‘hero’ for increased and return visitation (including zip line and ropes course, water based activities, kayaking and canoeing, MTB skills park).

10.2.1. The Gateway Hub

With its close proximity to a capital city with a growing population that is seeking access to nature based experiences within a short drive, the proposed new Hub can provide a gateway for visitors to learn and experience the opportunities for recreation in national parks in South-East Queensland.

In the south section of the D’Aguilar National Park there are a number of outdoor activities located within the vicinity of the Walkabout Creek and surrounds. These include picnic areas and attractions, walking tracks, MTB tracks and horse riding. Figure 10.1b provides an illustration of the opportunity for Walkabout Creek to become an iconic gateway visitor centre into the D’Aguilar National Park and surrounding region.
10.2.2. The Hub and Activity Centre Concept

The Hub and Activity Centre Concept is an opportunity to present the site such that a range of elements work together to provide an overall visitor experience and gateway to having fun and being active in the Park. Figure 10.2b provides a conceptual overview of these elements which include the visitor centre, activity centre and surrounding site.

The proposed new Activity Centre would form the basis for on-site adventurous opportunities for all ages. Responding to market demand for fun activities for families and helping the community participate and be healthy and active, a proposed zip line and/or ropes course could form the draw card or hero experience for the site.

Integrated within the site could be a range of activities such as a canoe launch, kayaking and canoeing, junior MTB skills park, and interpretive art playscape. These activities and experiences could be linked together and to the Hub and Activity Centre via a family activity trail connecting walkways and access tracks.

The visitor centre would retain its role as the interpretive display and Parks information space with al fresco dining, function rooms and centre operations. It is proposed that in the future vision all ticketing and refreshments would only be available at the Hub to encourage the walk through and visitation traffic and to share information on the broader recreation opportunities within the D-Aguilar National parks and surrounds.

In relation to whether the opportunities provided are commercial or government led, the activity centre is considered to provide a commercial opportunity, whilst the Hub and associated infrastructure is considered to be government led with potential for commercial opportunities located within it such as the café/restaurant/function area.

10.3. Proposed Future Staging

The Gateway Hub and Activity Centre initial concept would need to be delivered through a staged approach that would be dependent on available State Government funding and potential future private investment.

For the initial concept Master Plan it is envisioned that the creation of new recreation activities on site and commercial investment in the zip line and/or ropes course may represent tangible deliverables for the short term.

Over the long term, however, a new visitor centre building, comprising an elevated walkway to provide PWD access, function rooms, centre operations and waterfront café with views of the Park and the water could be considered. Given the dated infrastructure and ageing facilities the Master Plan provides an ideal opportunity to consider directing investment to a new, contemporary visitor centre with expanded capacity to cater for a growing population and increased visitation in the future.

Potential staging of the initial concept Master Plan is described in further detail in Section 13.
11. PROPOSED CONCEPT MASTER PLAN

11.1. Overview

The proposed concept master plan was developed through further refinement and engagement of a range of options that emerged from the initial opportunities summarised in section 10. Workshop participants at the Concept Options Workshop on 9th October 2013 were presented with a number of master planning options to collectively determine the preferred Master Plan concept and potential future staging of planning, design and construction work.

Three preliminary options were discussed at this workshop which included the following features:

- Linkage of the Activity Centre and hub;
- Trail heads into the National Park and connectivity pathways on the site through the historic site;
- Access to recreating on the Enoggera Reservoir in the form of canoeing, paddlecraft and kayaking;
- A new access to the site south of Mount Nebo Road for the Activity Centre;
- The existing access point from Mt Nebo Road into the Hub;
- Altered car parking arrangements;
- Options for refurbishment, adaptive re-use and/or potential removal of infrastructure considered unsustainable for the long term;
- Options to include an interpretive art playscape, events lawn and waterside picnicking area;
- Options for continuing wildlife experiences on site now and in the future;
- Options for retention of the QPWS regional office on-site;
- Options for environmental education and community use; and
- Events and function facilities.

Two preliminary options for the future of the visitor centre were also presented at the workshop. These included the option of a new visitor centre with elevated walkways and waterfront outlook and the option of a refurbished visitor centre adaptively re-using elements of the existing building as well as some new design.

The preliminary Master Plan concept options presented at the workshop are included in Appendix A.

The concept master plan for Walkabout Creek presented in this section is the outcome of a series of consultative workshops with NPRSR and key stakeholders, detailed analysis, development of marketing strategies and the proposition of a new business model to provide NPRSR with a vision for creating a unique Gateway Hub for Brisbane’s residents and visitors on the City’s doorstep.

11.2. Proposed Concept

Walkabout Creek Adventure Hub is planned to become a gateway centre providing a jumping off point for further exploration of the D’Aguilar National Park, showcasing a range of adventurous activities for all range of ages and abilities. The proposed Master Plan concept could be delivered in two stages.

The first stage could be new and improved outdoor recreation and activity experiences and facilities on the site. The second stage, considered as part of the longer term vision for the site could be a new and larger visitor centre offering features such as waterfront al fresco dining, new interpretive and information facilities, elevated walkways and staff offices.

11.3. First Step Deliverables

First Step Deliverables have been identified to fit within existing NPRSR capital budget allocations and would be progressed once the final Master Plan has been decided and considering community views on the proposal. These deliverables complement each other resulting in a new adventure destination on the edge of our City. The following is a list of the proposed first deliverables:

- Canoe launch pontoon and gangway – public and commercial operator access;
- Interpretive playscape - top end themed playscape with views to water, linked to existing cafe and new Family Activity trail;
- Family Activity Trail and Connection Pathways – walking, running, bicycle trail linking new busway to existing links to D’Aguilar NP;
- Junior MTB skills park – high demand in Brisbane and option for families to get kids active, also utilise area under a proposed zip-line/high ropes;
- Picnic facilities and shady areas for visitors and families to relax and spend time at site;
- Events lawn for open space events and functions;
- Bus set down and service access for proposed Activity Centre;
- Develop tailored curriculum packages for education groups; and
- Analysis of new governance model - to achieve a business-focussed approach to management with a view to improving outcomes and return on investment for government

Initial cost estimates of these actions indicate they could be delivered within existing available budget; however, this is subject to detailed design and costing.

Early opportunities also include private investment by an operator in a zip line and ropes course at the Adventure Hub and partnerships around future use of the Enoggera Historic cottages.

The following figures 11.2a to 11.2d illustrate the initial concept master plan for Walkabout Creek, focussing on proposed First Steps deliverables (identified above in item 1-7) that could realistically be delivered in the short term. Further details of these deliverables are provided in following section 11.3.1.
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Figure 11.2a Staging Plan

STAGING PLAN

1. Canoe Launch
2. Interpretive Art Playscape
3. Family Activity Trails and Connection Paths
4. Junior Mountain Bike Skills Park
5. Open Space and Picnic Areas
6. Events Lawn
7. Bus Set Down and Service Access
8. Service Road / Access Track
9. Connection to Trails
10. Activity Centre — Zip Line and Ropes Courses
11. Activity Centre Facilities and Storage Workshop
12. Enoggera Reservoir Historic Site

Initial Concept Area
Reserve Boundary

Artists Impression and actual design may change based on detailed design brief.
Figure 11.2b  Canoe Launch
Figure 11.2c Interpretive Art Playscape

INTERPRETIVE ART PLAYSCAPE

1. Interpretive Art Playscape
2. Elevated children sky walk
3. Interpretive sculpture trail
4. Slides to activate the level change between the upper and lower play areas
5. Seating edges
6. Shaded gathering nodes
7. Family activity trails and connection paths
8. Over-scaled reptile inspired sculptures interpreted within the playscape

Artists impression and actual design may change based on detailed design brief.
Figure 11.2d Activity Centre

ACTIVITY CENTRE
1 Activity Centre Facilities/Store/Workshop
2 Drop off and PWD Parking
3 Zip Line Stations
4 Zip Line
5 Service Road / Access Track
6 Junior MTB skills park
7 Events Lawn
8 Family Activity Trail & Connection Paths

Artists Impression and actual design may change based on detailed design brief
Image source: Flickr Creative Commons
11.3.1. Description of Proposed First Step Deliverables

Proposed first step deliverables that are proposed to be delivered within available budgets, but are subject to detailed design and costing:

**Canoe Launch**

A canoe launch facility is proposed to provide access for paddlers to the reservoir in accordance with national safety standards. This facility would be available to the public and a private operator; however, site restrictions may require pedestrian trolley access for public use to the facility. Final design and location would be based on a detailed design brief in consultation with Seqwater.

**Interpretive Art Playscape**

Carefully located between the Hub Building and the upper areas of the facility, the Interpretive Art Playscape would provide Brisbane's residents and visitors with a new destination play experience. Stepping across benched platforms the change in level would provide exciting playground elements, including; climbing nets, sky walks, slides and wildlife inspired interactive sculptures. All the elements of the playground would reinforce the natural assets of the D'Aguilar National Park through the considered and innovative integration of art and interpretive content.

The playground would be accessed via the Family Activity Trail and Connection Paths to the Hub Building and further along to the Activity Centre. Shade structures and integrated informal seating would provide parents with clear sight lines across the terraced playground.

**Family Activity Trails and Connection Paths**

A series of trails and paths would traverse the site to provide family activity trails and connections to all the proposed facilities within Walkabout Creek National Park and cater for walking, jogging, kids scooters and bike riding. This connection accessed off the lowest existing car park would link to a wider network of mountain bike trails through the D'Aguilar Range National Park and connect with adjoining Seqwater and BCC reserves.

**Junior MTB Skills Park**

Young riders would be able to visit Walkabout Creek to gain training and experience in mountain bike riding within a controlled environment. A dedicated training track, managed by the Activity Centre Operator, would provide kids with the skills and enthusiasm to explore the tracks throughout the National Park.

Differing age and ability levels would be challenged by a purpose designed track that incorporates a variety of grades, surfaces, geometries, bumps and mini jumps.

**Open Space & Picnic Areas**

Selective clearing of regrowth trees and shrubs in front of the Hub Building combined with the planting of lawns would open up views and access to the reservoir, strengthening the connections to this unique setting.
11.4. Longer Term Vision

The future vision of Walkabout Creek could include a larger more contemporary visitor centre with an interpretive / information space and improved eating experience for all visitors, gallery and event venue (offering opportunities for community use or to showcase work of local artists for example); new opportunities for commercial partners such as alfresco dining on the waterfront; redeveloped car park; and an adventure friendly space and trailhead at the Hub.

Longer term deliverables, including development of a new visitor centre, are subject to community consultation and funding becoming available.

A key issue for consideration in the longer term visitor centre redevelopment options is the provision of public wildlife exhibits. The Ranger led Connect with Nature program has been a popular offering at Walkabout Creek for many years. The current wildlife exhibits are housed in aged infrastructure and the provision of this type of exhibit into the future would require significant financial investment: visitor expectations of wildlife exhibits is and provided for by a number of operators in the region including Australia Zoo, Dreamworld, Lone Pine Sanctuary and so on. The national park Ranger is central to the new Queensland National Park brand and the continuance of ranger-led activities, including wildlife interactions, is core to the future directions of Walkabout Creek proposed in this concept master plan. Future directions for the visitor centre should carefully consider how best to integrate wildlife to achieve a cost effective and sustainable solution.
12. POTENTIAL BUSINESS AND GOVERNANCE ARRANGEMENTS

The analysis of the existing business model at Walkabout Creek (see Section 8) identified a number of structural challenges faced by NPRSR in operating the existing Walkabout Creek site as a commercial operation. To increase the likelihood that the new vision and opportunities for Walkabout Creek would be realised, both in the short and longer-term, it is recommended that an entirely new business model and governance framework is adopted for the management of Walkabout Creek.

Following finalisation of the concept Master Plan and staging plan, there are a number of considerations that may guide the development of an appropriate business and governance model for the site. These include:

- Strategic cultural change within NPRSR to facilitate long term successful partnerships with commercial operators;
- Retaining NPRSR control over the operation of the site through ownership of assets and marketing or branding of the visitor experience, but partnering with commercial operators to facilitate the customer relationship and experience;
- Creating and managing a Walkabout Creek master brand that needs to be aligned NPRSR master brand and a requirement that commercial operators align with this brand;
- Retaining the role of Rangers in being a visible and engaging component of the visitor experience will be crucial and included within a marketing plan;
- Identifying future revenue streams for the site and business models for ecotourism partnerships;
- Incentive payments or seed funding may be available to attract commercial operators for some key activities and attractions e.g. zip line operation;
- Suitable governance arrangements would be agreed and put in place to manage the existing reserve on Walkabout Creek site, Seqwater Enoggera Reservoir land, BCC reserves and the adjacent National Park to provide a seamless visitor experience across all tenures e.g. using the Recreation Area Management Act;
- The ability to re-invest in the site over the long term for the benefit of the recreational activities at the site and the ability to allow such investment to be utilised for the benefit of the site by those with key interests in its success ie for marketing the site; and
- The ability to be entrepreneurial, pro-actively anticipate and respond to market needs, not slowed by bureaucracy.

A new business approach to management at Walkabout Creek Adventure Hub:

- Centre to be managed with commercial acumen as a ‘going concern’ and with an objective to reduce reliance on State subsidy
- Incorporate opportunities for commercial operators eg. zipline, group canoe tours, café, MTB skills park;
- Flexible fee structure for QPWS products that is able to respond to market demands and allow for packaging and wholesaling eg. Ranger guided tours; and
- Hypothecation of revenue to reinvest into centre (similar to current Recreation Areas model).
13. POTENTIAL STAGING

The proposed concept Master Plan would need to be delivered through a staged approach that is dependent on available NPRSR funding, potential future State Government and private investment. The long term vision for the site is to create a new and re-imagined visitor information centre that integrates with the Activity Centre and other recreational opportunities on site to deliver a world class visitor experience.

13.1. Initial Stages – the First Step Deliverables

For the initial concept Master Plan it is envisioned that the creation of new recreation activities on site and commercial investment in the zip line and/or ropes course represent potential deliverables for the short term. The NPRSR budget currently available for the delivery of the Walkabout Creek Adventure Hub would focus on the following:

- Canoe launch pontoon and gangway – public and commercial operator access;
- Interpretive playscape - top end themed playscape with views to water, linked to existing cafe and new Family Activity trail;
- Family Activity Trail and Connection Pathways – walking, running, bicycle trail linking new busway to existing links to D’Aguilar NP;
- Junior MTB skills park – high demand in Brisbane and option for families to get kids active, also utilise area under a proposed zip-line/high ropes;
- Picnic facilities and shady areas for visitors and families to relax and spend time at site;
- Events lawn for open space events and functions;
- Bus set down and service access for proposed Activity Centre;
- Develop tailored curriculum packages for education groups; and
- Analysis of new governance model - to achieve a business-focussed approach to management with a view to improving outcomes and return on investment for government

Initial cost estimates of these actions indicate they could be delivered within existing available budget; however, this is subject to detailed design and costing.

Early opportunities also include private investment by an operator in a zip line and ropes course at the Adventure Hub; and partnerships around future use of the historic Enoggera Reservoir cottages.

13.2. Longer Term Deliverables

The proposed future vision for Walkabout Creek Adventure Hub would include a larger contemporary visitor centre incorporating the following:

- An interpretive display and information space;
- Improved eating experience for all visitors from café to restaurant;
- Gallery and event venue offering opportunities for community and commercial use e.g showcase work of local artists;
- New opportunities for commercial partners such as alfresco dining on the waterfront;
- Redeveloped car park; and
- An adventure friendly space and trailhead at the Hub.

The longer term vision is subject to community consultation and funding.
14. Community Consultation

NPRSR has developed a Discussion Paper based on this concept Master Plan to gain the community’s thoughts and insights into the future vision for Walkabout Creek. The Discussion Paper explores the redevelopment opportunity and the main elements of the proposed concept master plan. Questions have been included in the Discussion Paper and can be used to provide feedback to NPRSR via an online survey.

The timeframes for community feedback and finalisation of the concept Master Plan are as follows:

**Public Release - 20 Dec 2013**
Public consultation 8 weeks; information at each Gateway Centre, on-line Feedback form, community workshop and stakeholder consultation

**Consultation Report - late April 2014**
Review community and stakeholder feedback incorporating key elements of findings and provide Consultation report back to community.

**Final Master Plan - 30 June 2014**
Develop final Master Plan considering community benefits, financial considerations, site constraints and recreation opportunities.

Figure 14.1 Community consultation program
Appendix A:
Preliminary Concept Options Presented at Stakeholder Workshop on 9th October 2013

Figure A1: Site Planning Option 1

Site Planning Option 1
Interpretive Centre
'The Hub' & Activity Centre

- Reconfigure existing centre - create new 'Hub' building and interpretive exhibition.
- Rationalise public car parking
- Create new accessible entry into the centre
- Rationalise staff car parking and service areas
- Create visually accessible views from event, weddings and reception
- Selectively closer houses to minimize views to and connection with water
- Leman lakes and mountain bike trails from 'The Cliffs'
- Create commercially operated Activity Centre and amenity facilities
- Enhance houses and create new connection to Mt Neko Road and public car parking
- Connect to new bus terminal facilities
Walkabout Creek Concept Master Plan: DRAFT FOR CONSULTATION

Figure A2: Site Planning Option 2

**Interpretive Centre**

*The Hub* & Activity Centre

- Reconfigure existing centre - create new Hub building and information exhibit
- Rationalise public car parking
- Create new accessible entry into the centre
- Rationalise staff car parking and service areas
- Create new destination interpretive on playgroup on existing walking/cycling tracks
- Selectively clear trees to provide views to and connection with water
- Launch walking and mountain bike tracks from *The Hub*
- Create conceptually linked Activity Centre and associated facilities
- Demolish houses and create new connection to Mt Nalo Road and public car parking
- Build new access/connector road
- Connect to new bus terminal facilities
Walkabout Creek Concept Master Plan: DRAFT FOR CONSULTATION

Figure A3: Site Planning Option 3

Interpretive Centre
‘The Hub’ & Activity Centre

- Build new visitor centre and restaurant facilities adjacent to water - ‘The Hub’
- Create direct walkway to ‘The Hub’
- Install interpretive panels at trailhead
- Install interpretive panels at trailhead
- Create new accessible entry into the centre entry from new car parking
- Construct new staff car parking, separate access and service areas
- Create new destination interpretive art polygons adjacent to ‘The Hub’
- Selectively clear trees to enhance views to and connection with water
- Extend walking and mountain bike trails from ‘The Hub’
- Create commercially operated Activity Centre and associated facilities
- Create circular hover/lift and access new connection to Mt Nabo Road and public car parking
- Build new cross site connection road
- Connect to new bus terminal facilities

Bus Terminal

New connection to Mt Nabo Road

Mountain Biking

Walking

Canoeling

Lookout

New Visitor Centre ‘The Hub’

Activity Centre

Interpretive art & playground

Site Boundary

Trail

Public Car Parking

Selecting design to enhance views and connection with water

17 December 2013
Site Planning Concept A for Option 1 and 2

WAC Centre ‘The Hub’ Strategy

Refurbish and Extend

- Create new highly visible and accessible building entry forecourt
- Construct new legible and accessible entry with strong identity
- Create new interpretive link and elevated bridge to the new ‘Hub’ experience
- Construct iconic hub building and launch connections out into the park
- Install state of the art interactive information displays in ‘The Hub’
- Install new lift and stairs
- Refurbish existing QPWS buildings and construct New Training Room
- Refurbish and expand Function Facilities and courtyard spaces
Site Planning Concept B for Option 1 and 2

WAC Centre ‘The Hub’ Strategy
Partial Demolition, Refurbish and Extend

- Demolish existing QPWS BBQ building, external toilets and decks
- Create new highly visible and accessible building entry forecourt
- Construct new logical and accessible entry with strong identity
- Create new centralised iconic ‘Hub’ building

- Construct elevated deck and dramatic lookout, lift and visitor connection into the park
- Install state of the art interactive information displays in ‘The Hub’
- Refurbish existing QPWS Annex building and construct new training room
- Refurbish and expand Function Rooms and courtyard spaces

Figure A5: Concept B for Visitor Centre