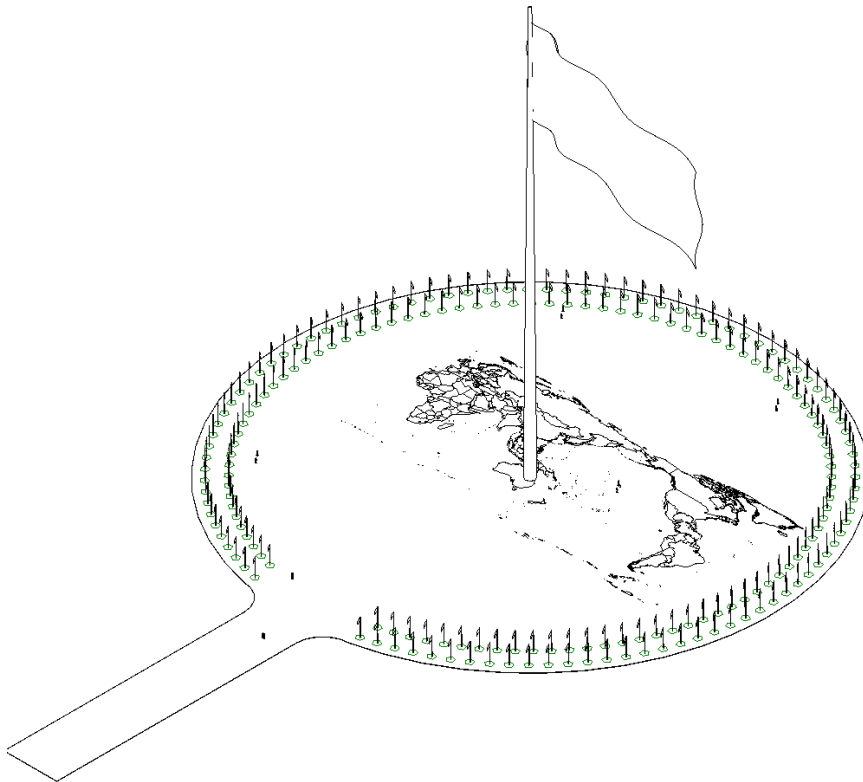




Barcaldine Tourism

Project Business Case



Clean Growth Choices

Final Version: 25 March 2020



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Document Development History

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Extensive resources including case studies are available at: <https://www.cleangrowthchoices.org/>



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1 Executive Summary

This business case reflects the desire of the Barcaldine Clean Growth Choices participants to diversify the economy to increase regional revenue from tourism to balance the increasing uncertainty in agriculture.

The development of the business case has considered numerous opportunities, events, attractions and experiences. During the course of the Clean Growth Choices project a number of key tourism opportunities have progressed including:

1. A Barcaldine Ski Lake (currently under construction)
2. A viewing platform, subject to a grant application (decision imminent)
3. Commencement of works on a new feature entrance to the Australian Workers Heritage Museum
4. A new Muttaborra public art installation commemorating the centre of Queensland located 17km to the north
5. The opening of a number of Freedom Parks in several communities.

The business case provides four options, including:

1. A new monument at the centre of Queensland north of Muttaborra
2. A smart phone guided tour app
3. A viewing platform in Barcaldine
4. An Experience building program.

The business case recommends that the Experience building program (Option 4) be pursued at this stage. The program could incorporate Options 1 and 2 to further develop those options. Option 3 is in progress subject to funding.

The Experience building program will build capability amongst Barcaldine's current and future tourism operators to develop experiences that will add value to the economy over the long-term, thus diversifying the economy.

Our Future State: This business case advances projects that address a number of key government objectives including:

- Creating jobs in a strong economy by creating and maintaining jobs for regional employees in drought-affected communities
- Keeping Queenslanders healthy by reducing financial pressures on regional families and reducing suicides.

1.1 Communities in Transition: Clean Growth Choices

The Communities in Transition (CiT) Pilot Program delivers on the Queensland Climate Transition Strategy's action to build leadership capacity within communities to develop place-based climate transition roadmaps.

These roadmaps, and this business cases, identify opportunities for economic and social development and climate resilience in regional Queensland. They range across a number of sectors including agriculture, waste, water supply, tourism, energy, manufacturing, transport and human services.

The multidisciplinary nature of these business cases means that other Queensland Government priorities are being addressed indirectly, thus offering an opportunity to leverage efforts across Government.

The CiT Pilot Program contributes to reducing emissions by identifying economic opportunities that support the transition to a low carbon economy under the *Queensland Climate Transition Strategy*.

Importantly, this business case identifies not only low-emissions opportunities but offers economic diversification to build resilience in regional economies.

The Barcaldine Living Roadmap outlines how a group of Barcaldine residents came together to develop this business case including the options canvassed by the groups.

2 Introduction/Background

This project has been prioritised by the Barcaldine working groups under a *Creating new values and diversification* pathway. The pathway recognises the potential for key tourist destinations along with a central coordinating strategy to diversify the regional economy.

Tourism has been a source of income for some businesses and employment for the regions that is less affected by the drought. However, it is only seasonal; primarily during the mild and pleasant winter. With projected changes in average temperatures, it will be challenging to attract tourists in summer. Currently, tourists also spend limited time in the region. To increase revenue and employment opportunity from this industry, a tourism development strategy and investment was proposed, aiming to increase the number of domestic and international tourists and the days they stay in different parts of the region. The strategy has to consider expanding and developing amenities as well as big and unique events, and a network of different attractive natural, cultural, historical, food and agricultural trails and experiences.

The *Barcaldine Living Roadmap* outlines the range of strategies and projects that have been determined by the Barcaldine community including four complementary business cases.

3 Overview

3.1 Vision

Diversify the Barcaldine Region economy with a comprehensive approach to long-term tourism attraction with a focus on:

1. Bringing more people to the region
2. Encouraging them to stay longer
3. Encouraging them to spend more.

The strategy will provide a genuine long-term diversification of the Barcaldine economy to enable it to be a sustainable long-term and growing contributor to the region's economy.

The business case considers the development of new experiences to build a critical mass of attractions to achieve the above outcomes. Included is the option to build the largest Australian Flag and a World Geography Centre in the middle of Queensland in the BRC region

3.2 Organisational Objective

To increase the diversity of Barcaldine’s economy through the development of additional tourism attractions to encourage a greater tourism spend in Barcaldine.

4 The Business Case

4.1 Purpose of the Business Case

The purpose of the business case is to identify opportunities to:

1. Outline the potential for increased tourism in Barcaldine
2. Analyse a number of options as proposed by the Clean Growth Choices Working Group
3. Identify costs, benefits and risks
4. Develop a proposal to proceed with the project, or to a funding source for approval for funding for the project.

The business case proposes three project options to achieve the above outcome.

This is a preliminary business case that will, for a number of the projects, provide the working group with:

1. A sound basis for a decision to proceed to a business case
2. Identify the next steps and estimated costs to develop the business case.



In the case of Option 4, however, no further business case development will be required as the program can be delivered with program plan and funding.

Sustainable Development Goals

The project aims to achieve sustainable economic development in Barcaldine and in particular, works towards achieving the following of the [United Nations Sustainable Development Goals](#) (SDGs). The SDGs relevant to this project are:

Number	Goal	Explanation
SDG 8	Decent Work and Economic Growth	Roughly half the world’s population still lives on the equivalent of about US\$2 a day with global unemployment rates of 5.7%, and having a job doesn’t guarantee the ability to escape from poverty in many places. This slow and uneven progress requires us to rethink and retool our economic and social policies aimed at eradicating poverty.

Situational Assessment and Problem Statement

SDG 9	Industries Innovation and Infrastructure	Investments in infrastructure – transport, irrigation, energy and information and communication technology – are crucial to achieving sustainable development and empowering communities in many countries. It has long been recognized that growth in productivity and incomes, and improvements in health and education outcomes require investment in infrastructure.
SDG 13	Climate Action	Climate change is now affecting every country on every continent. It is disrupting national economies and affecting lives, costing people, communities and countries dearly today and even more tomorrow. Weather patterns are changing, sea levels are rising, weather events are becoming more extreme and greenhouse gas emissions are now at their highest levels in history. Without action, the world’s average surface temperature is likely to surpass 3 degrees centigrade this century. The poorest and most vulnerable people are being affected the most.
SDG 17	Partnerships for the Goals	A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships are built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, and are needed at the global, regional, national and local level.

This business case addresses the above SDGs.

4.2 Business Case Sponsor

The sponsor of the business case is the Queensland Department of Environment and Science (DES).

5 Situational Assessment and Problem Statement

This section outlines the benefit to the region for proceeding with the one or more of the proposed options and contains:

- A description of the current situation, challenges and opportunities
- An assessment of how the opportunities are currently being met or not met
- An analysis of the gap between the current situation and the stated objective(s).

Barcaldine is a major inland gateway to the Queensland outback, travelling from the coast via Emerald, or from South East Queensland via Augathella.

Tourism currently contributes significantly to the Barcaldine GRP. The CGC working group considers that the economy needs greater diversification to be able to attract and retain people and maintain a vibrant community. There are currently some appealing tourism assets in the region, but further development and strategy is required to increase the region’s tourism revenue.

Situational Assessment and Problem Statement

It is important to note that the tourism market will increasingly demand low carbon opportunities and as a remote community, this will lead to significant carbon emissions; such as those from air travel to Barcaldine. Projects will need to incorporate an element of carbon neutrality or carbon abatement, with a link to the Barcaldine Carbon Action Plan Project.

Participants at the 2016 Barcaldine Futures Workshop identified the tourism opportunity to diversify the economy:

- Tourism: capitalise on existing features and new ideas: Jericho drive-in, variety bash, selling our lifestyle authentically and making the most of our ecological assets, red-fin blue-eye, GAB and grey rock (sandstone rock, heritage site, Aboriginal cultural heritage) (p. 12)¹.

Realising the RAPAD Big Vision (p. 24)² identifies the potential for Cultural Tourism in the RAPAD region and possibly food tourism.

Barcaldine is listed as part of a six to eight day tour in Outback Aussie Tours' products (<https://www.outbackaussietours.com.au/destination/barcaldine/>), and Outback Aussie Tours has attracted a grant for \$1million to develop a business case for an "Outback Rail Adventure."

The Outback Tourism Association features the Central West and lists a number of Barcaldine Regional Council towns (<https://www.outbackqueensland.com.au/outbackregions/central-west/>).

The RAPAD Tourism Futures plan outlines a number of recent developments in Barcaldine including:

- A Council contribution of \$800,000 towards three Freedom of Choice Parks for Jerico, Aramac and Muttaborra to encourage travellers to stay in these communities
- The establishment of a Barcaldine car hire business.

The Barcaldine Tourism Plan (2013 – 2018) notes the number of visitors to a number of towns indicating that between 12,658 and 18,179 visitors were recorded at the Visitor Information Centres between 2008 and 2011. This is higher than Winton.

A number of key attractions for the region include:

Attraction	Location
Tree of Knowledge Memorial	Barcaldine
Lake Dunn Sculpture Trail	Aramac
Muttaborrasaurus Replica	Muttaborra
The Murals of Alpha	Alpha
Australian Workers Heritage Centre	Barcaldine
Centre of Queensland Monument	Muttaborra
Gray's Rock and Horsetailers Gorge	Aramac
Trackers Tours including indigenous experiences	Barcaldine and Region
Barcaldine Self-drive 4WD Tours	Barcaldine and Region

A number of more recent tourism developments include:

1. _____

¹ <https://www.rapad.com.au/assets/Documents/Pathways-to-Futures/Barcaldine-Workshop-Report-2016.pdf>

² <https://www.rapad.com.au/assets/Uploads/Public-consultation-RAPAD-Big-Vision-1.pdf>

Attraction	Location
New entrance to the Australian Workers heritage centre (currently under construction)	Barcaldine
Waterskiing lake under development	Barcaldine
Muttaburra Centre of Queensland Public Art	Muttaburra
Viewing tower (subject to funding application)	Barcaldine
Alpha Gateway to the West	Alpha
Tourist train between Emerald and Longreach	Emerald – Barcaldine - Longreach

The process has raised discussions about cultural tourism opportunities and particularly the need to determine the potential for a number of cultural experiences including “[The Palace](#)” south of Alpha and Jericho for which a [Scoping Study](#) was completed in 2011 – 2012.

The working group has identified that many visitors currently pass through the region with brief stops, and note that a strategy consists of two important aspects:

- Encouraging visitors to stay longer in the region, and spending more during their stays
- Providing a critical mass of events and attractions to encourage new visitors.

The working group considered the following aspects to be important in the development of any tourism opportunities based around:

- Whole regional experience as people journey from town to town
- Journey to the centre of Queensland via different routes
- Adventure, culture, food, art, history and local experiences
- Everyday people experiences – locals involved, Airbnb including dinner with locals, kangaroo shooting and barbeques
- Outback sunsets.

The working group has discussed several options to increase tourism potential for the area including:

1. Development of the largest flag at the Centre of Queensland site near Muttaburra
2. Developing a smart phone application for the sculpture trail
3. Developing viewing platform – either on the Tree of Knowledge Memorial and/or the Water Tower sites
4. Botanic Gardens at each of the towns highlighting arid species:
 - a. If started in Barcaldine and then each town (Alpha, Jericho, Aramac and Muttaburra) could also develop one to create a garden trail – to give tourists something different to look at and could create employment in each community
 - b. Barcaldine’s gardens could link to the Recreation Park vision
5. Solar train between Barcaldine and Longreach:
 - a. Make use of the tram sitting at the Aramac Museum somehow, though it was noted that various things have been tried/suggested/not progressed, and that there may possibly be heritage issues
 - b. Link to the Outback train experience (funding gained by Outback Aussie Tours to investigate)
6. A video highlighting what people like about Barcaldine and emphasising what a great family location Barcaldine is by regularly sharing suitable imagery such as families riding bikes down the wide, safe streets, families enjoying local sports and festivals, etc
7. Shearing and wool handling display in a local shearing shed based right on the highway close to Barcaldine

8. Indigenous tourism opportunities:
 - a. The rest of the world knows a lot more about what we have, and our Indigenous history and heritage are well presented and understood by younger generations
 - b. Local sites or communities that could be featured
 - c. Allied guided Indigenous tour during the height of the tourist season to visit the rock paintings
9. Outback Experience activities: horse Riding, kayaking, shooting, shearing and camel rides
10. Camp oven dinners and drinks on the balcony at the Museum
11. Geocaching app for tourists travelling around the region, helping them familiarise themselves with important places through audio or video tourism information, and collecting a digital reward exchangeable for something at the Tourism Information Centre.

Barcaldine Approaching 2030 under Section 6.3: *Real Outback*, sets a goal that the area is known for its quintessential Australian Outback Experience (p. 15)³ and highlights a number of tourist attractions and potential opportunities in each of the towns, and identifies opportunities under 7.2 Real Outback Infrastructure Projects, including the Sculpture Trail.

*Smart Central Western Queensland: A digitally-enabled community strategic plan*⁴ recognises the importance of a modern communications network to a successful tourist industry by facilitating experiential tourism, virtual tourism, LPWAN, iBeacons and a range of other opportunities including the ability for industries to establish and have good digital access for customers and business-to-business transactions. There are a number of tourism-related projects identified in Section 6.3.

Despite the town's glowing reviews and good positive reputation, there has been a slow decline in annual tourism numbers. This points to a lack of brand awareness and a major hook to attract more visitors to the region capitalising on the positive promotion received.

Members of the working group indicated that significant effort has been invested in a number of tourism plans and strategies for the region, but that more is required to enable the diversification of the economy.

The Barcaldine economy is heavily reliant on agriculture which has traditionally performed well throughout the region, but the recent drought has had a major impact on local spending. The drought has left local residents more aware of their spending, which has had an adverse impact on local businesses who have seen a decline in regular customer spending. This has resulted in a decline in the employment in the community with many businesses unable to maintain enough business to ensure staff levels remain constant. The drought has also potentially impacted tourism numbers, with the media heavily reporting the dry conditions which are not particularly alluring to potential visitors.

Recently, there has been a major shift from the Queensland Government to promote tourism in the outback and regional destinations using a brand/ tourism hook (for example; the Qantas Museum in Longreach). Places like Barcaldine, that may not have strong levels of branding and awareness, have struggled to compete and capitalise on this opportunity. Whilst Barcaldine has a number of tourism experiences (such as accommodation, food and events), there is an opening for something different to be delivered. Something authentic and connected to families and the "Grey Nomad" generation who want something authentic whilst enjoying a café latte.

1. _____

³ <https://www.barcaldinerc.qld.gov.au/downloads/file/510/brc-approaching-2030-pdf>

⁴ <https://www.rapad.com.au/assets/Uploads/Smart-Central-Western-Queensland-A-digitally-enabled-community-strategic-plan-final-SCREEN-Ver.pdf>

There is also a need for a longer-term strategy that encourages people to want to move to Barcaldine by highlighting the positive aspects of life in Barcaldine, including sense of community, lifestyle, family friendliness and housing affordability.

The long-term strategy includes actions that will assist Barcaldine with tourism⁵:

1. Industry Development
2. Packaging
3. Branding
4. Distribution.

Industry Development is assisting businesses to ready themselves for tourists by:

- Providing facilities such as car parking, toilets, and clear and safe access
- Transitioning farmers into tourism operators or at least, good hosts
- Identifying the experience, and helping to develop it.

Packaging:

- Develop experiences and packages for people
- Build regional itineraries that takes tourists to significant/interesting places in the district
- Identifying experiences that can be packaged up already.

Branding:

- Outback Queensland
- Strong agricultural association with the area, particularly grazing
- History through the Tree of Knowledge and Australian Workers Heritage Centre.

Distribution:

- Identifying the distribution channel and how the region is sold
- Making it easy for a tourism operator to sell. For example, cotton has established channels to market.
- Move to a focus on converting to ticket sales – sell tickets rather than posting photos!
- Consider developing a package such as the *Destination Marketing Package* developed by Townsville Enterprise <https://www.townsvilleenterprise.com.au/tourism/tourism-events-marketing/destination-marketing-toolkit/>

Some other Questions to consider when developing a tourism strategy for the Region:

- Where are the key markets?
 - Where do people come from to visit Barcaldine?
 - People driving west from Emerald, Rockhampton or Brisbane?

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⁵ For this section, the advice of Mr Peter Homan of Southern Queensland Country Tourism (formerly of Outback Tourism) is acknowledged. He attended a CGC Goondiwindi working group meeting on 3 September 2019. The information has been adapted to suit a Barcaldine project.

- When do people from target markets make the decision to come to Barcaldine and when is the most suitable time to market? For example, if potential tourists in Brisbane generally make decisions 3 months in advance, winter events should be marketed in Brisbane in January/February.
- What is the current value to local businesses of existing events and how could local businesses make more out of them?

Queensland's [Advancing Tourism 2016-2020 Strategy](#) notes that with economic growth comes from the opportunity for world-class education and training that can be delivered within tourism hubs and on-site, in regional communities. This further expands the capacity for regional Queensland to take advantage of the demand for high quality Australian produce, experiences and training from international markets. A number of key aspects of the strategy are to:

- [Grow quality products, events and experiences](#)
- Invest in infrastructure and access
- Build a skilled workforce and business capabilities
- Seize opportunities in Asia.

Barcaldine Regional Council has engaged a consultant, Linda Hayley (who attended the May workshops), to be available to advise businesses on a range of matters including marketing plans, strategic plans, insurance, and how to monetise aspects of businesses.

Two tourist projects under development in Barcaldine with the Council and Linda Hayley are:

- An Alpha to Muttaborra Trail incorporating country pubs
- A smart phone app for the [Barcaldine Self-drive 4WD trails](#).

The Council plans to commence developing a Tourism Plan at the end of 2019.

6 Assumptions and Constraints

The business case provides a pre-feasibility level assessment of the project. This business case has been prepared by the Clean Growth Choices team under the direction of the Clean Growth Choices working group. The working group consists largely of volunteers who are providing guidance and input.

7 Identification and Analysis of Options

This is a high-level analysis of the possible alternatives that could be employed to bridge the gap between the current situation and what is proposed, as outlined in Section 4.

7.1 Identification of Options

There are various options available to the working group and it may wish to proceed with more than one option.

List the options that were identified for analysis are:

- Option 1: Flag and monument at the geographical centre of Queensland
- Option 2: Smart phone app for Barcaldine tourism destinations

- Option 3: Sunset viewing platform
- Option 4: Experience building program.

7.1.1 Option 1: Flag and Monument at the Geographical Centre of Queensland

This option involves the construction of the world's largest flag as a monument and tourist attraction at the site of the geographic centre of Queensland. Note that during the preparation of the business case, a [public art installation](#) was developed in Muttaborra commemorating its history and location at the centre of Queensland.

The monument consists of a flag pole bearing the Australian Flag originating from the actual centre point of Queensland, which is also the centre of Queensland as depicted on a map of the world sculpted into the ground. The map of the world is encircled by the flags of the world in two rows (and of standard flag dimensions).

Planted in the centre of Queensland, this would be the largest Australian flag in the country. This project would be a tourism and educational attraction, and the home of multi-cultural festivals.

The entire monument would occupy a circular area with a diameter of 200 metres. An entry feature of 22 metres width would lead visitors to a 100 metre long path down to the flag as shown in **Appendix D**. The site's general dimensions are:

- Flag mast: 170m high
- Australian flag: 70m x 35m
- Other poles: 7.6m high
- Other flags: 1.2 x 0.7 m
- Entry: 22m wide
- Monument circle diameter: 200m
- Size of Australia in the mapamundi: about 15m wide.

Details of the construction of the site include:

- Entry path: crushed granite (TBC)
- Countries of the world: stones of different sizes or textures for each country (TBC)

Estimated Costs to be determined:

- Land Component: Lease, purchase
- Approvals and land tenure
- Design (landscape and concept)
- Engineering (civil and structural)
- Construction costs
- Operational costs.

The working group refined the proposal at its October meeting to:

1. Revise the size of the flag pole and flag, noting the potential cost
2. Consider either the Australian Flag or Queensland Flag as its centrepiece
3. Consider the narrative for the site, including a number of alternative themes for the surrounds as alternatives to the map of the world with the world's flags, including:

- a. Stations of the Central West with their brands;
- b. Dinosaurs of the world with the Muttaborrasaurus as a feature.

7.1.2 Option 2: Tourism Smart Phone App

This option refers to the development of an Application to provide a self-guided tour of key attractions in the district, including the Sculpture Trail.

There are a number of similar apps:

- SPACES Sculpture Trail HSV (USA) - https://play.google.com/store/apps/details?id=com.spaces.hsv&hl=en_AU;
- Sculpture Trails (USA) - <https://www.sculpturetrails.com/>
- North Arts Walking Tour App for the North Sydney Public Arts Trail - https://www.northsydney.nsw.gov.au/Community_Services/Arts_Culture/Public_Art/North_Sydney_Public_Art_Trail.

There are many such apps on the App Store, such as the Palermo Walking Tour and the Geelong Arts and Culture Trail. The Longreach Regional Council has also developed a smart phone and iPad Application called OutbackLRC. Though the purpose of the app is different, the Council should be consulted about development costs and visitor numbers, as well as whether research has been undertaken to determine whether the app has achieved its objectives.

The app should be reasonably cost effective to develop if an app platform is chosen from an existing model that includes:

- GPS link able to provide directions and provide information based on current location
- Ability to show and play videos, photos and audio.

7.1.3 Option 3: Sunset Viewing Platform

This option involves the development of an attraction to allow residents and tourists to have access to viewpoints to see the outback sunset. Suggestions include the Tree of Knowledge Memorial and the Water Tower.

Planning tasks include:

1. Gather detailed measurements of the structures, including the potential for viewing space at the top
2. Conduct a risk assessment of the project, to lead discussions about the potential design for the viewing platform
3. Determine whether the risk mitigation measures would detract from the experience.

The Council has commenced planning for such a project and is awaiting the determination of a grant application for \$1.1M to develop the attraction.

7.1.4 Option 4: Experience Building Program

Given the number of potential experiences in their infancy in the area, the working group discussed the potential for some dedicated resources to assist potential operators to develop new tourism attractions and experiences as outlined in the various options and background above.

The Option would include (but not be limited to) the following elements:

1. An expert in tourism experiences to be made available to provide dedicated tourism experience advice and, in conjunction with Linda Hayley, continue to advice on business planning, strategy and development
2. Expressions of interest to seek four to six potential businesses to benefit in detail from the program
3. A a six to twelve month program for the four to six businesses which will provide specific advice via workshops, presentations and hands-on planning exercises
4. A program of expert visitors during that period to provide free talks and workshops to the selected four to six businesses plus sessions with well-known operators discussing aspects of their experiences, monetisation, market research and market development
5. A small funding allocation to assist in purchasing equipment or infrastructure to support the enterprise
6. A digital grant to build a web site with ticketing capability.

7.2 Comparison of Options

The table below compares the options by summarising the benefits, disbenefits , costs and risks of each.

Criteria	Option 1: Flag	Option 2: App	Option 3: Sunset Viewing	Option 4: Experience Building Program
Benefits: <ul style="list-style-type: none"> • Tourist operators • Council • Barcaldine community 	<ul style="list-style-type: none"> • A new drawcard that may attract visitors or encourage visitors to stay longer in the district 	<ul style="list-style-type: none"> • Once developed, a low-cost way of providing regional information to visitors • Gathering of data on visitors • Easily expanded to other attractions • Link to 4WD trails and wider tourism 	<ul style="list-style-type: none"> • A new drawcard that may attract visitors or encourage visitors to stay longer in the district 	<ul style="list-style-type: none"> • Practical assistance for tourism operators to develop new experiences • Critical mass: Increased number of potential experiences locally
Disbenefits: <ul style="list-style-type: none"> • Tourist operators • Council • Barcaldine community 	<ul style="list-style-type: none"> • Cost 	<ul style="list-style-type: none"> • Cost • Complexity: Many factors contribute to the success or failure of an app 	<ul style="list-style-type: none"> • Cost 	<ul style="list-style-type: none"> • Program cost • Operators not included
Costs: <ul style="list-style-type: none"> • Direct • Indirect • Recurrent 	<ul style="list-style-type: none"> • Design and engineering costs 	<ul style="list-style-type: none"> • Design and programming costs • Operational costs 	<ul style="list-style-type: none"> • Design and engineering costs • Insurance costs 	<ul style="list-style-type: none"> • Program costs

<p>Risks:</p> <ul style="list-style-type: none"> • Initial • Minimisation/mitigation costs • Resulting risk 	<ul style="list-style-type: none"> • Cost of development without market development 	<ul style="list-style-type: none"> • Lack of take-up 	<ul style="list-style-type: none"> • Structural risk • Planning approvals • Heritage approvals (for use of Tree of Knowledge structure) 	<ul style="list-style-type: none"> • Operators are unable to convert the program into a delivered experience
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7.3 Recommended Option

The Working Group considered that Option 4 would be suitable, and could be a catalyst for the development of a wider Barcaldine tourism economy and provide a mechanism for development of the other options.

8 Risks and Benefits

8.1 Matters to be Considered

For the centre of Queensland monument:

- Access to the site: The geographic centre of Queensland is on private property and suitable access arrangements will need to be agreed and implemented. This may include tenure arrangements to ensure continued right of public access to the site. For example, part of the site may be leased or purchased from the current landholder for the proposal
- Road Access: Consideration of access by road
- Market Research: Market research that can be undertaken to determine the potential for such an attraction to determine:
 - The potential for the project to attract current visitors to visit, stay longer and spend additional money in the Region
 - Consult with Aussie Outback Tours to determine whether the proposed options are likely to be viable.

For App Development (Option 2):

Market Research will be required to be able to answer the following questions: What value will an app add to the region? Will it assist in attracting new visitors? Will the development of an App meet the objectives above; increase visitor numbers, increase visitor's length of stay and increase visitor spend?

8.2 Risks

The potential risks associated with the projects are described and based on the assessment in Appendix B.

Option 1:

- Speak to owner regarding access
- Issues to overcome:
 - Biosecurity (existing farm operation – introduction of weeds and pests)
 - Road access and restricting access – providing a shuttle or similar to move visitors to the site from the property boundary
 - Maintenance and insurance
 - Potential for covenant/easement.

Option 2:

- Smart phone applications are expensive and many factors influence their success;
- Market research should be undertaken before developing the concept further
- Consultation with other tourism organisations and attractions that have developed apps would help to determine success factors.

Option 3:

- Planning and Development for heritage and land use
- Structural Risks:
 - Modification of structure to accommodate the visitor infrastructure
 - Modification of structure to ensure visitor safety.

Option 4:

- The perception of the project. It is an innovative project that with targeted funding, will access specific expertise to assist operators and potential operators to develop appealing experience
- The potential that no projects result from the exercise. For example, the program may be work with an operator to develop the experience but the owner may still not proceed.

8.3 Potential Benefits

Below is a list of benefits that may result from the project. They have been classified into direct and indirect.

No	Topic	Direct/Indirect	Details
1	Genuine centre of Queensland	Direct	The project establishes an attraction based on the actual centre of Queensland rather than its current location.
2	Tourism income	Direct	Additional revenue to the area from more tourist activities.
3	Employment – more jobs including more seasonal jobs	Direct	With an increase in attractions driving an increase in tourists and visitors, there are likely to be more workers required.
4	Increased revenue to other regional businesses	Indirect	Other businesses are likely to benefit from increased visitor numbers as people purchase fuel, incidentals, souvenirs, and stay in accommodation longer and purchase meals in Barcaldine.
5	Training and	Direct	The Experience Building Program will offer

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	development		training to businesses in customer services and other skills.
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8.4 Other Opportunities

Other ideas for the project

Additional attraction consideration:

- Digital aspect: A live map showing where visitors have come from
- People can add a stone to the map on their country of origin
- The topography is amazing, so the project could consider other value adds such as picnic spots or camping spots.

Amalgamate with other options

The projects could be combined in some areas, such as an arid botanic gardens at the proposed site of the largest flag.

Highlight other features of the area

The working group meeting discussed some of the scenic landforms adjacent to the site that could be attractive to visitors.

Incorporate into a Loop

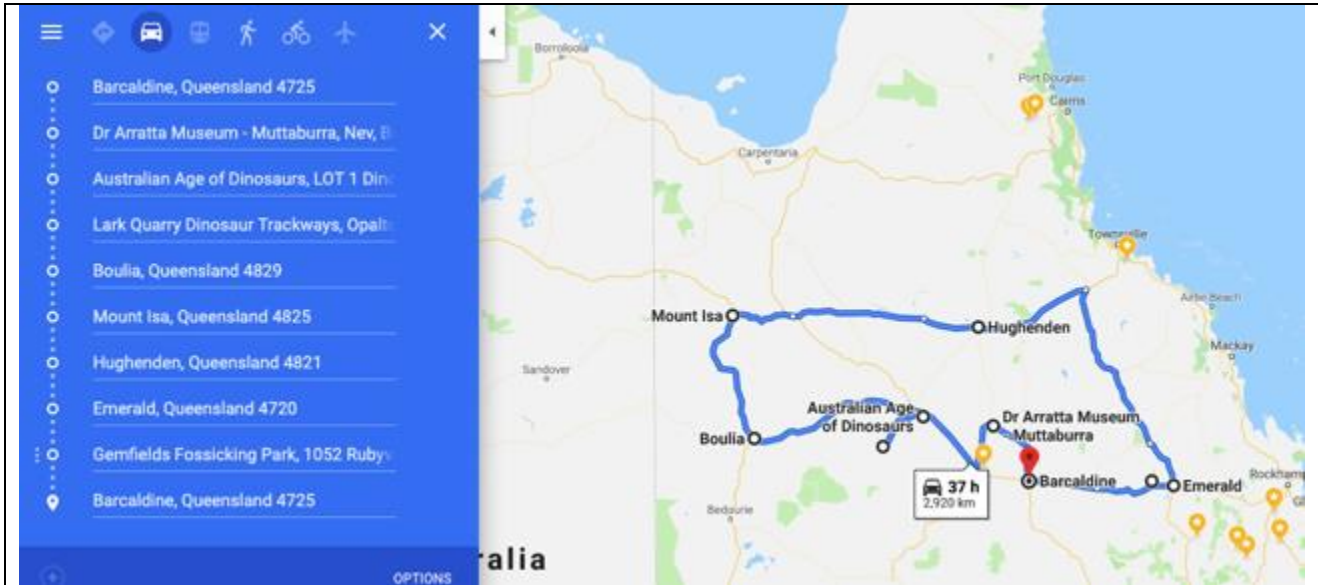
There is the potential to integrate the site into a wider branded tourism trail similar to the Natural Sciences Loop⁶. The map below indicates the possibility of a Gems and Fossils Loop. The loop shown is significantly longer than the Natural Sciences Loop so work would be required to prioritise attractions and routes. This and other features in the Barcaldine Region would provide attractive stops in a gems and fossils loop, with major fossil sites in Muttaborra, Winton, Boulia and there's a town missing here

There is an existing Dinosaur Trail⁷ incorporating Winton, Hughenden and Richmond that may be able to incorporate Muttaborra and include the largest flag.

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⁶ <https://www.outbackqueensland.com.au/drive/natural-sciences-loop/>

⁷ <http://www.australiasdinosaurtrail.com/>



The Loop concept may encourage more visitors to spend more time travelling in the area. It is important to also note that a loop does not need to be all things to all people. For example, there may be features that could be included in a number of smaller loops, for example:

- A Cultural Loop with features such as The Palace, the Lake Dunn Sculpture Trail and the Heritage Workers Museum
- A Dinosaur Loop with Muttaborra incorporated into the Australian Dinosaur Trail Map



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- Outback Queensland is promoting a Northern Tourist Loop with similar themes to that which could be promoted in a loop centred around Barcaldine.

Solar Train

With the rail line between Barcaldine and Longreach operating twice weekly, there is an opportunity to consider the possibility of a solar train, similar to the Byron Solar Train, to connect the two centres. The Aramac Tram could possibly be used for this purpose - <https://byronbaytrain.com.au/sustainability/>



9 Implementation Strategy

9.1 Project Title

Barcaldine Tourism

9.2 Target Outcomes

The target outcomes will be agreed for the investment grade business cases ultimately put forward. Ideally, the investment grade business case could be adopted and progressed by industry.

9.3 Outputs

Largest flag: A scope of works for an engineering and planning assessment of the costs and benefits of the proposed development.

Tourism app: An assessment of the app’s potential, likely development costs, and examples of similar apps and how they have benefited local communities.

Sunset viewing platform options: An investment grade business case providing detailed information to assess the feasibility of a project including engineering and heritage assessment.

9.4 Work Plan

For Option 1, a number of steps are required:

No	Stage	Details
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1	Consultation	Gain support for the concept from: <ul style="list-style-type: none"> Land owner Barcaldine Regional Council Outback tourism Tourism and Events Queensland Muttaburra residents
2	Access RAPAD major project facilitation	Seek endorsement from RAPAD to provide project facilitation
3	Concept design	Develop a more detailed concept design
4	Market research	Establish need and desire for the project
5	Business model	Develop a comprehensive business model including a management plan or overall project direction/report, vision, mission, objectives, strategies and action plans
6	Approvals	Develop and gain approval for a detailed design phase plan
7	Detailed design and costing	Prepare detailed designs and budget estimates
8	Raise funding	Prepare an application to the Building Better Regions Fund for the 4 th round of the program which is anticipated to open in the second half of 2019
9	Final approvals	Gain all planning and environmental approvals
10	Tender and build	Institute competitive process to engage developer

9.5 Budget

The major areas of work identified above will need to be implemented, and indicative costings for all projects, other than the viewing platform, are outlined below. The viewing platform is the subject of funding applications:

Overall Project Coordination:

Work Package	Details Discipline	Est Cost.
Project management	Establish collaboration group, steering group and coordinate all activities over 24 months initial period	\$130,000
TOTAL		\$130,000

Option 1: Centre of Queensland

Work Package	Details Discipline	Est Cost.
Project management	Establish steering group and coordinate all activities part-time over 24 months initial period	\$75,000
Market research	Establish the likely visitation for the project	\$50,000
Site acquisition	Purchase or lease	\$100,000
Design	Concept design	\$50,000
Technical and scientific advice	Engineering and other technical advice	\$100,000
Legal advice, agreements etc	Contingency for legal advice and agreements	\$30,000
TOTAL		\$405,000

Option 2: Tourism App

Work Package	Discipline	Est Cost.
Project management	Project management and coordination costs	\$37,500
Develop a specification	Develop a brief for a programmer	\$10,000
Content development	Writing and collating material, take and collate photos, film a number of videos	\$30,000
App development	Outsourced technology company	\$50,000
TOTAL		\$127,500

Option 3 is not budgeted as the project is already the subject of funding applications.

Option 4: Experience Building Program

Work Package	Discipline	Est Cost.
Project management	Coordination of events, calendar for Expert in Residence, facilitate participation by businesses	\$50,000
Expert in Residence - Tourism	Provide direct support primarily to the six selected businesses, plus other support to other prospective tourism businesses. Funding could be sourced from the Expert in Residence Program though a contribution will be required	\$120,000
Speakers and events program	A program of recognised tourism operators and other relevant people to visit, providing workshops, presentations and follow-up information to Barcardine tourist businesses Education including customer services skills	\$50,000
Mentoring	Mentors accessed and introduced to businesses through the Mentoring for Growth Program to a maximum value of \$2,000 each (for a wider pool of potential operators)	\$30,000
Experience development	Six participants receive a grant to assist with aspects of the experience development, possibly with the assistance of an Ignite Ideas Fund grant	\$120,000
Web development	Six participants receive a special allocation from the Small Business Digital Grants Program	\$60,000
TOTAL		\$430,000

Options for funding the above packages can be identified and may include the programs identified above.

9.6 Other Resources

Options for facilitating and funding the above packages can be identified and may include:

- Access Major Project Facilitation as identified in the *RAPAD Tourism Futures Action Plan* (p13)⁸;
- Building Better Regions Fund with two streams for 'Infrastructure Projects' and for 'Community Investments' (<https://www.business.gov.au/assistance/building-better-regions-fund>);

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⁸ <https://www.rapad.com.au/assets/Uploads/Tourism-Futures-Action-Plan-Final-190429.pdf>

- Northern Australia Infrastructure Facility (NAIF); and
- Tourism and Events Queensland provides experience development resources - (<https://teq.queensland.com/industry-resources/how-to-guides/experience-development>).

10 Project Management Framework

10.1 Governance

A key question for this project is “Who Owns the Project?”

It is important to ensure that this project continues to facilitate the participation of working group members and other interested members of the community such that local people continue to have a say in the future of their region.

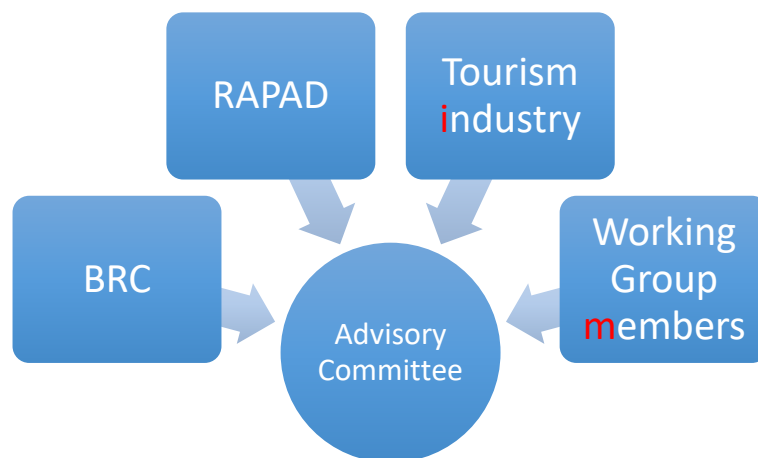
The governance system is proposed to deliver the business case as follows, with the exact representation to be determined at the commencement of the project:

- Steering Committee: Responsible for the delivery of the project, meeting its objectives on time within budget. The Steering Committee members will also consult strategically with external stakeholders to ensure that the project has the support of a wider network.
- Working Group: Responsible for advising the Project Manager on technical and operational aspects of the project and will meet to advise the Project Manager; and
- Project Manager: Reporting to the Advisory Committee. The Project Manager should sit within the RAPAD or BRC structures and have access to relevant expertise, including through regular meetings of the Working Group.

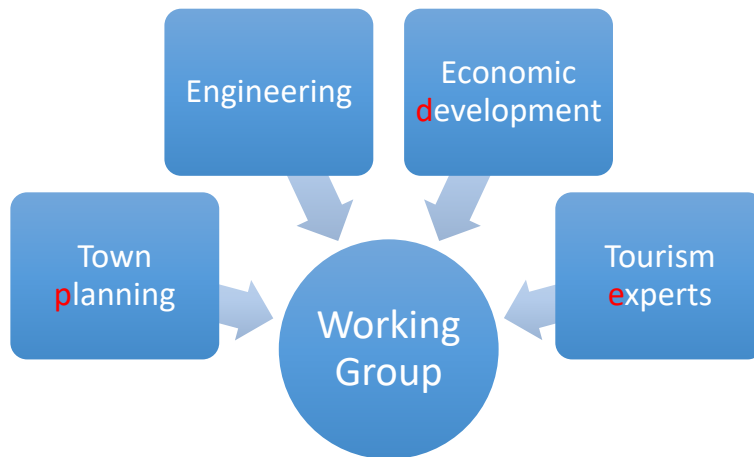
The Project Manager will be responsible for the delivery of the project.

The Advisory Committee should be established with representatives from the Barcaldine Regional Council, RAPAD and industry representatives. The Project Sponsor should be represented, particularly if funding is provided.

The potential structure of the Project Advisory Committee:



The potential structure of the Project Working Group:



The business case should be progressed by a Project Manager with the close advice of key agencies and advisors in an operational working group as suggested above.

10.2 Project and Quality Management

A detailed project plan will need to be prepared for the project incorporating a number of factors including:

1. Organisational Impact: How the work being undertaken during the project will impact on the organisation and how will these impacts be addressed
2. Outcome Realisation: how outputs will be managed once they are delivered, and who will be accountable. This may change as the project evolves
3. Quality Management: Define suitable standards, requirements and best practices for the project to deliver against, and the internal quality requirements
4. Post-project Review: How the group will capture the lessons learnt throughout the project and what review will be done to assess whether the initiative delivered the intended benefits.

The Project Manager will need to ensure that the final project developed is robust and based on sound science. Financial analysis should be sufficiently robust to allow decision-making, so initial consultation should occur, with potential funders and financiers, regarding the level of detail required.

Appendix A: Benefit Analysis

Option 1: Largest flag

The brief assessment below lists the potential benefits that may occur if the project is developed.

Stakeholder	Positive Impact	Negative Impact	Overall
Tourism businesses	<ul style="list-style-type: none"> An additional attraction of this scale may create the critical mass for visitors Opportunity to promote their businesses to tourists 		<ul style="list-style-type: none"> To be determined following detailed feasibility
Council	Opportunity to promote businesses to tourists		<ul style="list-style-type: none"> To be determined following detailed feasibility
Land owner	<ul style="list-style-type: none"> Proceeds from land sale or lease 	<ul style="list-style-type: none"> Potential for additional revenue from partial sale or lease of land Potential for spin-off business such as camping 	<ul style="list-style-type: none"> To be determined following detailed feasibility
Other Murrumbidgee businesses	<ul style="list-style-type: none"> Potential to drive additional revenue with new visitors for the area 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> To be determined following detailed feasibility

Option 2: Tourism app

The brief assessment below lists the potential benefits that may occur if market research is conducted and determines that the development of an app will increase tourism spending.

Stakeholder	Positive Impact	Negative Impact	Overall
Tourism Operators	<ul style="list-style-type: none"> Potential to increase visitation and spend by alerting businesses 	<ul style="list-style-type: none"> Cost Opportunity Cost – diversion from other promotional activities 	To be determined following detailed feasibility
Council	<ul style="list-style-type: none"> Opportunity to centralise information Potential to gather information about the way visitors travel through the region 	<ul style="list-style-type: none"> Cost. 	To be determined following detailed feasibility
Other Businesses	<ul style="list-style-type: none"> Opportunity to promote their 	<ul style="list-style-type: none"> Nil 	To be determined following detailed feasibility

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	businesses to tourists		
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Option 3: Sunset Viewing Platforms

The brief assessment below lists the potential benefits that may occur if the project is developed.

Stakeholder	Positive Impact	Negative Impact	Overall
Tourism Operators	<ul style="list-style-type: none"> Additional Attractions available Business Opportunity 	Nil	Positive
Council	<ul style="list-style-type: none"> Another business opportunity in Barcaldine leading to 	Nil	Positive
Community	<ul style="list-style-type: none"> Potential employment opportunities 	Nil	Positive

Option 4: Experience Building Programs

The brief assessment below lists the potential benefits that may occur if the project is developed.

Stakeholder	Positive Impact	Negative Impact	Overall
Tourism Operators	<ul style="list-style-type: none"> Additional Attractions available Training and Advice in developing suitable experiences 	Nil	Positive
Council	<ul style="list-style-type: none"> Facilitated development of a number of additional tourism experiences 	Nil	Positive
Community	<ul style="list-style-type: none"> Potential employment opportunities 	Nil	Positive

Appendix B: Risk Analysis

As a pre-feasibility level business case, this is an initial consideration of risks, and what strategies can be put in place, or what investigations into further work can mitigate these risks.

Option 1: Largest Flag

Major Risk and what does it do to the project?	Mitigation Strategy
Unable to get access to the site and so the project is untenable	Consult as early as possible with the landowner
Excessive Cost	Conduct high level estimates early and develop a detailed business case to weigh up costs and benefits prior to commencement of project.
Tourists not interested in travelling for the monument	Conduct Market research to understand likely visitation and to determine what other initiatives or experiences would need to be incorporated to make the project feasible

Option 2: Tourism app

Major Risk and what does it do to the project?	Mitigation Strategy
Unable to Raise Funds for the App Development or the project becomes too costly.	Ensure the detailed business case has an investment attraction strategy. Gain an accurate cost assessment
10.2.1.1.2 App does not lead to increased visitor numbers	The team will need to understand the latest application technology and design innovation as the success of Apps are a function of a number of variables including design and user-ability.. The risks of the app not appealing to customers need to be considered. Detailed consultation with potential customers should be undertaken.

Option 3: Viewing platform

Major Risk and what does it do to the project?	Mitigation Strategy
Engineering and safety: Ensuring that the risk of injury during construction and operation is minimised.	Determine and meet suitable standard. Design by suitably qualified engineers. Once in operation, develop standard operating procedures.
Planning considerations such as heritage may delay or prevent the project.	Conduct a review of the planning scheme and relevant planning and heritage documents to determine any planning related risks.

Option 4: Experience building program

Major Risk and what does it do to the project?	Mitigation Strategy
Businesses are not keen to engage with the program so participation wanes..	Understand what businesses would like to get out of the program. Effective communication of the benefits of the program.
No projects materialise from the program – with either no applicants or no viable projects identified.	Communicate the intent of the program to potential applicants. Provide some assistance and facilitation to people who may consider applying. Program is low risk so there would be no adverse consequences other than opportunity cost of the funds.
Trying to replicate programs that would be better led by tourism bodies.	The program is designed to be place-based, so that businesses in the Barcaldine region should be able to participate. There will need to be some local knowledge incorporated into the project considerations as well as some tourism expertise. Consider including relevant tourism bodies in the Project Advisory Group or Working Group identified in Section 10.1.

Appendix C: Background Information

Case Studies of success in other places where similar projects have been developed:

- Guinness World Record of Largest Flag Flown. It measures 2,448.56 m² (about 70 x 35 m), and was achieved by Trident Support Flagpoles and Sharjah Investment and Development Authority (both UAE) in Sharjah, UAE, on 2 November 2017. The attempt happened to show appreciation for the UAE during flag day
- The International Flag Display (the Display) in Canberra's Parliamentary Zone colourfully acknowledges the international presence in Australia's national capital. Originally launched in 1999 by the Governor General, the Hon Sir William Deane, the display has become an important attraction for tourists and locals alike. The Minister for Regional Development, Territories and Local Government, Dr John McVeigh, opened a revitalised display on 13 June 2018 which saw the addition of 10 additional flags. The revitalised display now consists of 110 flags in total, representing 108 missions that have a diplomatic presence, as well as flags for the European Union and the United Nations
- The Lions Park in Blackwater is well known for one of the largest displays of flags in the world, each flag being a representative of one of the 37 nationalities who laboured together in their efforts to establish the district's coal industry. It is situated on the corner of McKenzie Street and the Capricorn Highway
- Dalhousie Public School has become a landmark for visitors to the hill station in Himachal Pradesh, thanks to its 33m national flag, touted as the tallest in the state. Visible from afar with Dhauladhar mountain range providing the perfect backdrop, the flag stands proud next to other attractions of national pride at the school like a MIG 21 fighter, surface-to-air Pichora missile and the T-55 battle tank. It attracts 25,000 visitors a month during the tourist season
- Perhaps the most identifiable symbol of Parliament House is the distinctive flag mast and flag. The Australian flag, which is flown over Parliament House 24 hours a day, seven days a week, marks the exact centre of the building. The flag is about the size of the side of a double-decker bus, measuring 12.8 metres by 6.4 metres. The flag mast is 81 metres high and weighs 220 tonnes, making it one of the largest stainless steel structures in the world. The flag is changed every four to six weeks. Fourteen flags are rotated regularly so they wear evenly. It takes three people to raise and lower the flag. A hydraulically-operated cage called the Alimak is used to transport two people 60 metres up the flag mast to a platform, while below one person controls the winches used during the operation. The Alimak doesn't remain vertical for the whole journey, but follows the 45 degree angle of the flagpole, which means the occupants spend part of the journey almost lying down. For safety reasons, the flag can't be changed if it is too windy or stormy.

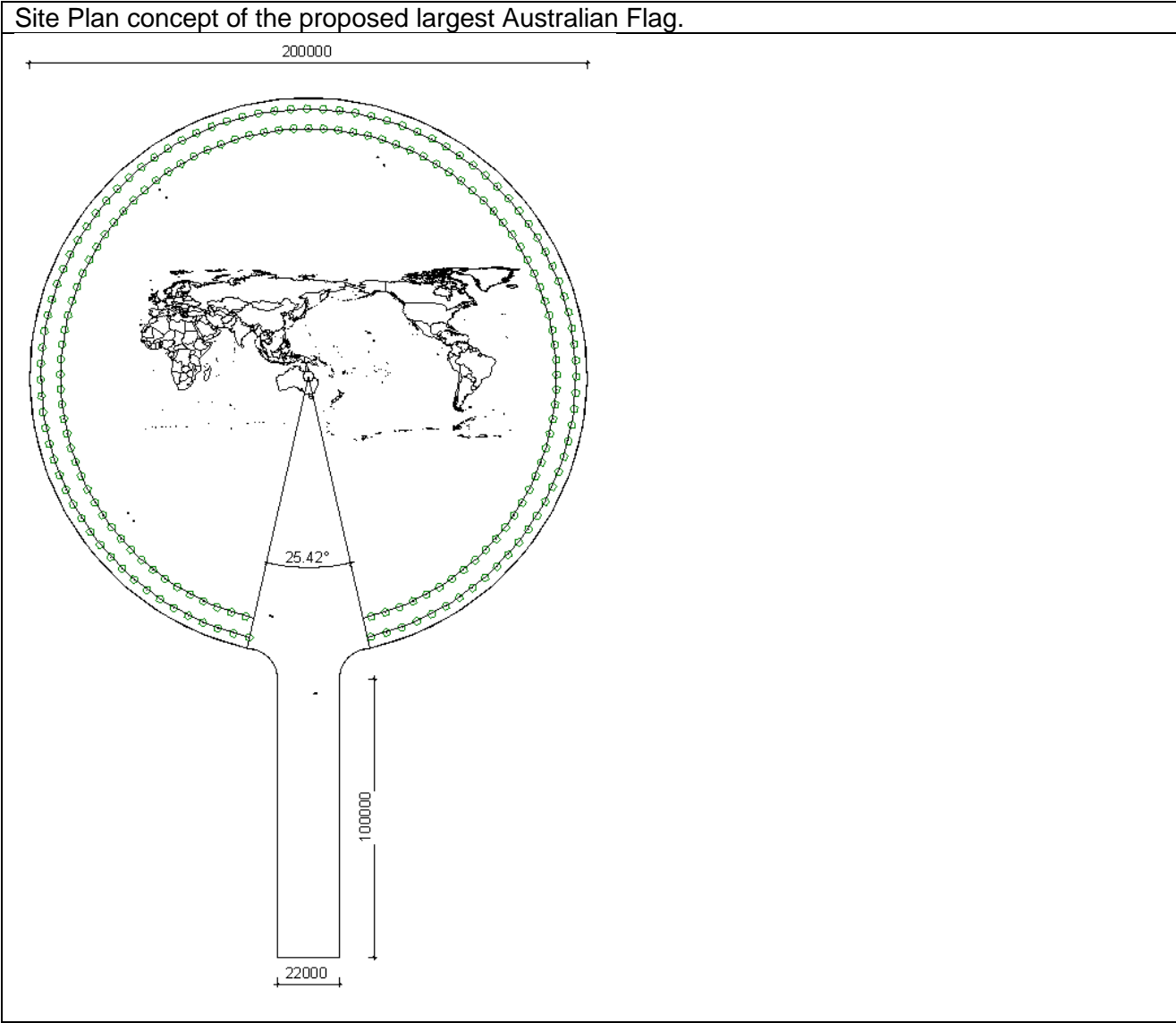
Flag	Flag Width (m)	Flag Height (m)	Flag area (m ²)	Pole Height (m)	Flag Weight (t)	Pole Weight (t)
Saudi Arabia	49.35	32.5	1604	171		

Background Information

Mexico	60	34	2040	120	300	160
UAE	70	35	2449			
Himachal	9	6	54	33	0.0085	1.5
Canberra	12.8	6.4	82	81		220

<https://www.pmc.gov.au/government/australian-national-flag/australian-national-flag-protocols>

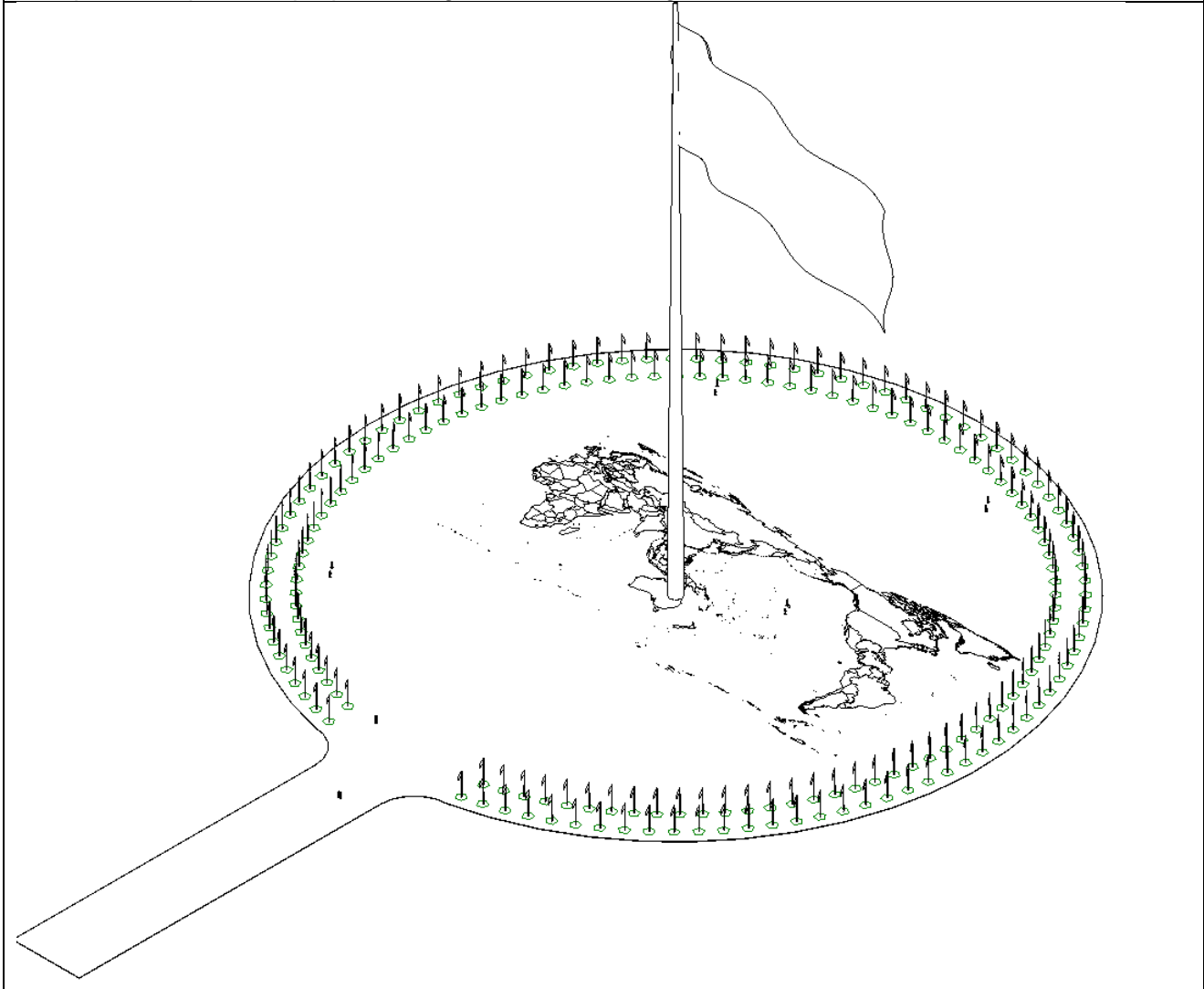
Appendix D: Site Plan and Oblique



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Oblique concept of the proposed largest Australian Flag.



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