MT PERRY

Community Development Strategy
2018 to 2020

February 2018

1 EXECUTIVE SUMMARY

This document has been developed by the Mount Perry Community Development Board (MPCDB) with input from the community to provide a framework and direction for the economic and community development priorities for the next three years.

Strategic priorities have been developed to align with the MPCDB and community's development goals, which include increasing quality of life, increasing Mt Perry's population, the diversification of business and employment opportunities and capturing more visitor spend locally.

This has been framed within the context of the current Mt Perry demographic and economic situation, and highlights key approaches such as:
- Event development and marketing
- Product and experience development
- Industry support
- Visitor services
- Community places

It is the intention that the actions within these strategic priorities will revitalise Mt Perry both socially and economically, providing a secure economy for a vibrant and positive community at such a time when the Mt Rawden mine enters closure.

Recommended actions focus on:
- Providing visitors with a reason to stop and stay longer in Mt Perry
- Improving the infrastructure available to visitors and residents with the intention of increasing attractiveness and activities
- Enabling factors that will be integral to the success of community development, including partnerships

These actions will also improve facilities and amenities for the Mt Perry residents.

GAME CHANGING RECOMMENDATIONS

1. Work with the Mt Rawden Mine to develop a **Mine Tour experience** available to visitors and test the concept through Bundaberg North Burnett Tourism

2. Redevelopment of the **park and the Main Street** to become an attraction with the assistance of a volunteer workforce to create an attractive entry to town

3. Lobby for sealing of the **Mingo Crossing Road** through an economic Business Case

4. Revitalisation of the **Mt Perry summit walk** with weeding, signage and ongoing maintenance.

5. Establishment of an **Events Coordination Position** for a minimum of 3 years as a driver of publicity, advocacy and creating further linkages

6. Undertake an **Options Study of the ideal location for a pool** either at the School, Caravan Park and Main Street including cost of development and operating models

7. Investigation of the potential for a **revolving fund for Main Street redevelopment**

8. Development of an **RV friendly low-cost campground** on the Main Street to provide additional capacity to the caravan park. Potentially developed by council with operation subject to expressions of interest

9. Improved **signage** throughout the township to direct visitors to key attractions and tell the story of the town (including the Tank)

10. Seek a partnership to re-establish the **Mountain Bike Trails and event** in town as a driver of visitation and awareness

CONTENTS

DISCLAIMER

The information and recommendations provided in this document are made on the basis of information available at the time of preparation and the assumptions outlined throughout the document. While all care has been taken to check and validate material presented in this report, independent research should be undertaken before any action or decision is taken on the basis of material contained in this report. This report does not seek to provide any assurance of project viability and EarthCheck accepts no liability for decisions made or the information provided in this report.

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A Mt Perry Development Strategy

With a picturesque rural setting and a rich history in natural resources, Mt Perry is home to a small close-knit community along a well-travelled road. Historically a mining and timber town, the community is looking to the future for strategies to economically safeguard their quality of life and set the agenda for economic development as Mt Rawden mine faces an uncertain future and a likely cease to mining in 2025.

The Mt Perry Community Development Board contracted EarthCheck to prepare a community development strategy which acts as a guiding framework for investment, tourism development and sets Mt Perry up as a dynamic small town with longevity.

This document outlines the strategic community development plan for Mt Perry from 2018 to 2020. It comprises three (3) parts:

A **DEVELOPMENT GOALS**
Mt Perry Economic Development Committee's corporate objectives and its organisational vision and goals moving forward.

B **STRATEGIC PRIORITIES**
Priorities for Mt Perry's five key engagement areas – events development and marketing, product and experience development, industry support, visitor services and community places.

C **ENABLERS**
Key elements of success that underpin Mt Perry's ability to deliver the Plan – governance and partnerships.

1 COMMUNITY & ECONOMY

A snapshot of the community and its outlook to 2020

Mt Perry Population
538 people (2016 census)

Forecast
While North Burnett Regional Council has experienced a decline in population over recent years, Mt Perry has exhibited historical growth. If this remains constant, Mt Perry's population in 2020 is estimated to be 580 people

Employment
57% of the population has full time employment, and a further 25% of residents work part-time

In 2016:
47% of people were employed by the Gold Ore Mining industry
19% by the Beef Cattle Farming industry
12.6% of people worked from home **(6% above state average)**
As the mine moves towards closure, the community must make an industry shift to be sustainable

Community Events
Mt Perry's events (Races, Show) have been featured 15 times on regional media platforms in the last 10 years

An existing profile for events indicates a positive reputation and a basis for growth. Attracting new events and dealing with volunteer burn out are key issues for the future

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Industry & Growth Sectors

Home-based businesses	Tourism	` Support Services	Timber	Mining

GROWTH SEGMENTS

Home-based business

Tourism

Support Service

1.1 COMMUNITY & ECONOMY

As the demographics of the country change, so do our working habits. Home-based business is one of the fastest growing segments of the economy, growing at nearly 10,000 businesses per annum (ABS, 2016). Growth sectors include as publishing, fashion, personal finance, and professional services increasing being delivered from a home-base which are growing at double the rate of other businesses at 4.6% per annum (IBIS World, 2017).

Between 2013 and 2017 ecommerce sales in Australia grew by 5.5% per annum, **35% of which were on mobile phones**

→ The potential exists for Mt Perry businesses to move into online retail to extend their reach

By 2026 50c in every dollar will be spent by Gen Y Millennials (born 1981 – 1996), as the Baby Boomers move into semi-retirement

→ Opportunities abound for new businesses that operate online and provide flexible work arrangements for semi-retirees

The Queensland Government has a raft of support programs for small and home based businesses

→ Mount Perry could provide a streamlined process of enquiring through to starting small or home-based business with the support of Council

What do Home-based Businesses Want?

Mt Perry has what those starting home-based businesses are looking for:

Lifestyle: an ideal country community offering amenity, rural vistas and a real sense of community

Affordable: with house and land sites going at one fifth the price of city properties ($200,000 per acre) and low rents, it offers a low risk buy-in potential

Accessibility: located just off the main highway and just 1 hour and 15 minutes from a regional airport with four direct services to Brisbane daily for passengers and freight, and links to Rockhampton)

Connectivity: already part of the NBN businesses in Mt Perry can connect to their customers across the globe at up to 100Mbps per second

Scalability: with room to grow over time and access to freight services

TARGET SECTORS

Creative Industries

Financial Services

Craft and Boutique Production

1.2 TOURISM POTENTIAL

Mt Perry is a popular day visit location for those heading west and those returning to the coast and also popular with grey nomads. Nearly half of all visitors are aged 55+ and travel as a couple. 91% of overnight visitors are from QLD, 6% are from NSW, and 1% are from VIC. As data on Mt Perry's visitor market is unreliable, data on North Burnett Regional Council's (NBRC) visitor market has been used as this is the context in which Mt Perry operates.

North Burnett Region receives **26% of visitors to the Bundaberg North Burnett Region**

→ Visitation to NBRC is expected to increase by **26,000 people** by 2020, and 89,000 by 2027

Roughly **388,000** nights spent in the region last year

→ Nights spend within the region are expected to increase by **78,000 by 2020**

Popular activities include bushwalking, fishing, and picnics and BBQ's

→ Visitors engaging in nature-based activities is expected to **increase to 50,000 annually**

Market Opportunities

39% of visitors are on **holiday**

The Short-Break drive market (4-7 days) is expected to increase by 20,000 visitors

36% of visitors are **visiting friends and relatives.** VFR market has experienced growth in recent years

39% of visitors stay in **caravan parks** while 56% of people travelled in a **campervan.** Grey Nomads are an increasing demographic with a propensity for travel

Average length of stay in the North Burnett is 2.8 days . As opposed to 3.6 for the coastal areas of Bundaberg region

TARGET MARKETS

Grey Nomads

Nature-based

Rural & Farmstay

1.3 SUPPORT SERVICES

As the community centre for the surrounding rural properties and those living within the township, Mt Perry plays an important role as a support centre. As the population ages and the availability of services shifts to a mix of online and face-to-face delivery, Mt Perry needs to evolve a range of new support services.

The population is ageing and will have an increasing reliance on community services

➡ The opportunity to centralise services through a service model such as a **Rural Transaction Centre**

Both the resident population and the growing number of visitors will be seeking commercial services.

➡ Encouraging development of the Main Street businesses through a **rolling fund for Main Street investment**

The rural community around Mt Perry is likely to be operating small and more 'hobby' blocks

➡ **Attracting investment in Rural Properties** will support the development of service providers in town

AGNES WATER RURAL TRANSACTION CENTRE

Rural Transaction Centres are one-stop –shops designed for communities of less than 3000 persons . Developed by the community utilising government funding, they can provide banking, Medicare, postal and government services to small communities who lack these facilities. They are operated by a third party, usually the council or community, which provide the infrastructure and staffing costs.

The Agnes Water RTC received approved funding from the government of $352,000 in 2004 and has been operating successfully since that time. It is open Monday-Friday and is co-located with the Visitor Information Centre and Library. The centre also doubles as the local disaster recovery centre.

TARGET AREAS

Community Services

Commercial Services

Rural Property Services
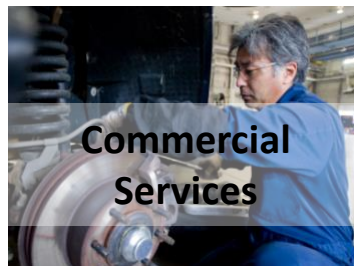
B DEVELOPMENT OBJECTIVES

VISION

Mt Perry will be known as a dynamic and vibrant town that acts a service centre for the region. It will have a healthy economy driven by unique signature experiences in rural and nature-based tourism that provides family-friendly adventures in the real Aussie bush.

MISSION

Mt Perry will maximise its natural assets, community cooperation and proximity to tourist attractions to develop a sustainable township which supports the local community and reflects the collective aims and goals of the community. Through leveraging available products and experiences, Mt Perry Community Development Board will maximise economic benefits for its businesses and community. We will be valued by members and stakeholders, and recognised as a town which has successfully seized the opportunity to reinvent itself as a dynamic and thriving community after mine closure.

GOALS

The overarching goals for Mt Perry for the next 3 years are:

1 **IMPROVING QUALITY OF LIFE**
Goal: Improve service provision to and in Mt Perry

2 **INCREASE POPULATION**
Goal: Promote population growth to secure economic opportunities

3 **DIVERSIFICATION OF BUSINESS**
Goal: To encourage new and diverse business enterprise in Mt Perry

4 **CAPTURING MORE VISITOR SPEND**
Goal: Capturing more tourism expenditure by giving people a reason to spend money in Mt Perry

1 DEVELOPMENT OBJECTIVES

1.1 INCREASED VISITATION

Aim: After establishing a baseline of town visitation, aim for a 10% year-on-year growth.

KPI: Utilising a counter-mechanism in the museum as a visitor tracking approach, this could service as a benchmark for future years. Other options: traffic counts, car park counts or hotel or caravan park usage

KPI 1: Increase visitor numbers by 10% per annum

1.3 A VIBRANT COMMUNITY

Aim: Encourage the community to stay beyond the closure of the mine through employment opportunities, home-based business support, community facilities and events

KPI: Aim to maintain historical population growth trends
Other options: community satisfaction

KPI 3: Maintenance of historical population growth trends

1.2 SUPPORT NEW SMALL BUSINESS START-UP

Aim: increase business and employment opportunities through marketing to home-based businesses, leveraging employment generation grants

KPI: track non-mining employment opportunities, and aim for a 5% year on year increase
Other options: Track impact of marketing materials through surveys or website visitation

KPI 2: Support the development of new start-up businesses in town (home-based and retail)

1.4 INCREASING SPEND LOCALLY

Aim: to capture more money in the local economy through the attraction of more support services (e.g. rural transaction centre, financial services, retail, etc)

KPI: Regional spending (credit card transactions) increases
Other options: business confidence surveys, with an aim to increase business confidence by 2020

KPI 4: Increase the proportion of expenditure that stays in the region.

C STRATEGIC PRIORITIES

PRIORITIES

Mt Perry's five key engagement areas over the next three year period to achieve development objectives are:

1 EVENT DEVELOPMENT & MARKETING

2 PRODUCT & EXPERIENCE DEVELOPMENT

3 INDUSTRY SUPPORT

4 VISITOR SERVICES

5 COMMUNITY PLACES

1 EVENT DEVELOPMENT & MARKETING

THE OPPORTUNITY

The strategic direction for event development and marketing will focus on Mt Perry's hero experiences and leverage the existing reputation Mt Perry has in the events sphere. The focus will be increasing preference for and travel to Mount Perry in a way that increases visibility and pique's travellers' interest to entice them to visit.

Promotional activity will be aligned to signature "hero" experiences and key target markets for the destination such as Grey Nomads, expanding the goals of increasing visitation and length of stay.

Event development should focus on the assets Mt Perry has on hand;

THE PRIORITIES
- Development of a Mt Perry brand statement
- Establishment of an Events Coordinator Position for 3 years
- Structurally marketable aspects: installation of a community pool, beautification of the Mt Perry streetscape to increase the attraction of visitors
- Develop experiences that align with Mt Perry's strengths and "hero" experiences – art, nature-based activities and events promotion
- Focus marketing efforts on the drive market, partnering with other drive organisations to share information, encouraging visitors to spend more time in the region.

ACTIONS

Year	Action
1	Development of Mt Perry branding – "A great place to live"/"A town that's doing stuff"/ "Have you seen the tank?"
1	Establish an Events Coordinator Position
Ongoing 1-3	Collaborate with other regions in the NBRC to 'hunt as a pack' to target markets and create working relationships
1	Prioritise "hero" experiences for development
Ongoing 2-3	Create and develop a dedicated marketing campaign focused on Mt Perry's hero experiences and associated events
2	Capitalise on the hero experiences of the region and leverage Mt Perry's proximity to Mingo Crossing to increase visibility to the drive market
2	Target marketing campaigns to the Grey Nomad market, encouraging extended stays linked to the target market activities of nature and rural tourism, whilst also driving demand for caravan-based accommodation

Events and Marketing Performance Measures:
- Branding impact (surveys)
- Unique website visitation
- Visitation numbers to Mt Perry
- Industry linkages

BENEFITS

The Mt Perry community and landscape is an ideal location for a range of local and regional events, and could host national events in identified niche areas such as Mountain Biking, Trail Running, Caravan/Camping Rally and Horse riding.

Events provide an economic boost of up to $1,250 per visitor (2-3 night stay Mountain Bike events) but don't require year-round infrastructure.

For Mt Perry to successfully attract and coordinate events it is recommended that an Events Officer be appointed. This could either be a full-time officer or a part-time contractor (with more experience).

ROI BASED ON 4 EVENTS PA

- **Mountain Bike Event** (250 participants and 350 support and spectators could generate an additional $240,000 in visitor spend in town
- A **trail running event** up Mt Perry (similar to the King of the Mountain in Pomona, or Walsh's Pyramid south of Cairns could bring up to 350 competitors staying 1.8 days and over 1500 spectators staying 1 day could generate an additional $250,000
- A **horse riding trail event** could attract up to 50 competitors and 150 support crew spending 2.8 nights worth an additional $75,000 in visitor expenditure in region.
- A **Caravan / Camping Rally** could bring up to 450 vans spending on average 2.8 nights and $95 per day contributing an additional $120,000 spend in the region.

CASE STUDY: SCENIC RIM EVENTS OFFICER

The Scenic Rim Regional Council, located one hour west of Brisbane, recognized the potential to grow their share of the lucrative events market in Queensland. Now employing 1.5 Full Time Equivalent (FTE) staff in their events team the Council's approach to events is guided by their Regional Events Plan.

Council recognised that events play an important role in increasing the appeal and publicity of destinations for new and repeat visitors. With a small marketing budget, Council invests in events by creating an enticing program of events that creates specific reasons to visit as well as offers the destination the potential to help tackle seasonality and generate additional tourism in the off-season.

Positioning the Scenic Rim as an events destination has not only helped to establish a revitalised public image of the region, but also help to develop a proud social fabric within the community. Currently worth approximately $1.3 million in visitor expenditure, Scenic Rim Regional Council has a target of increasing its share of the sporting events market by 0.5% in 2021, worth an additional $1.8 million and a Food Tourism Event (Eat Local Week) aimed at growing the booming culinary tourism market by $2 million per annum.

The region also recognises the potential of the cultural visitor market (including built and natural heritage environments, public art, indigenous heritage, arts and cultural venues, as well as leisure festivals, exhibitions, performances, displays and shows) as having the potential to grow to by at least $2 million per annum.

2 | PRODUCT & EXPERIENCE DEVELOPMENT

THE OPPORTUNITY

A tourism experience is the emotional feeling or personal achievement a visitor derives from the purchase, participation, or consumption of a tourism product – accommodation, attractions or tours. The "tourism product" is what the customer buys; the "tourism experience" is what they remember.

A "hero" experience is an experience unique to a destination which provides the destination with a competitive edge over comparable places, and which meets the needs of the target markets. It is an experience which thoughtfully combines physical and human assets to provide a positive experience and product for visitors.

In terms of its hero experiences, Mt Perry has great potential in terms of its location and landscape. There is an importance to develop Mt Perry as a holistic, synergistic product with a sense of place, where surrounding opportunities for experiences act cooperatively to provide a range of options. Over the next three years, the strategic direction for Product and Experience Development will focus on the advocacy for investment in hero experiences.

The strategic direction for Mt Perry over the next three years for Product and Experience Development is to advocate for investment in gamechanger projects and develop promotion for these to target markets.

Product & Experience Performance Measures:
- **Annual update on priority actions**

ACTIONS

Year	Action
Ongoing Years 1-3	Advocate and seek to shape the town's hero experiences: Mt Perry bushwalk/hike, Mountain Bike Trails, pool or waterpark installation
Ongoing Years 1-3	Advocate for sealing of the Mingo Crossing Road in segments
Ongoing Years 1-3	Coordinate with NBRC for events to be promoted through the council website
Ongoing Years 1-3	Develop a dedicated Mt Perry website relating to events and experiences
Ongoing Years 1-3	Develop events to utilise Mt Perry's hero experiences, to showcase and increase purposeful visitation to the town

THE PRIORITIES FOR MT PERRY:

The aim of the next three year period is for Mt Perry Community Development Board to drive and be the advocate for creating new and enhanced existing experiences and product that help visitors connect with the destination and promote the towns rural and natural offerings. These could include:
- Sealing the road to Mingo Crossing
- Bushwalk/hike up Mt Perry
- Reopening of the Mountain Bike Park
- Beautification of the Mt Perry streetscape
- Designated free or low-cost camping ground
- Rural experience development: food, farmstays
- Dedicated marketing website

BENEFITS

Sealing Gayndah-Mount Perry road to Mingo Crossing would improve road safety, reduce flood hazard and the likelihood of community isolation during flooding, additionally reducing incidents and council's ongoing maintenance and renewal costs.

Currently, 87 vehicles per day use the road from Mt Perry to Mingo Crossing, amounting to over 30,000 cars per year, a number which is expected to experience peaks during holiday periods and possibly increase with the renewal of the caravan park facilities at Mingo Crossing. Based on population and visitor forecasts, natural growth expects this number to increase to 97 cars per day by 2020, which is an additional 5,000 cars per year.

POTENTIAL USAGE

Assuming that Mingo Crossing achieves Queensland-wide average annual occupancy rates for Queensland caravan parks, and that 50% of those visitors use the road to or from Mt Perry during their stay, it is possible that an additional 25 cars per day will be using the Gayndah-Mt Perry road to Mingo Crossing. Applying natural growth, by 2020 this could mean an additional 10,000 visitor cars per year driving through Mt Perry and utilising the Gayndah- Mt Perry road to Mingo Crossing.

OPPPORTUNITY

If the caravan site performs to potential, it can generate an additional 10,000 vehicles per annum, who may drive through Mt Perry. This market requires road improvements to maximise this potential in terms of value to Mt Perry.

Mingo Crossing, in combination with a sealed road, is an essential piece of enabling infrastructure which could expose Mt Perry to an additional 10,000 visitors per year. Fully leveraging this market is also reliant on the suite of experiences and products that Mt Perry offers.

CASE STUDY: CARNAVON ROAD

Carnarvon Gorge Road is located about 60 kilometres south of Rolleston off the Carnarvon Highway. It is the single method of access to Carnarvon Gorge, which is a regionally significant natural feature and major tourist attraction. The last 15km of road is unsealed, with poor alignment and narrow width, and prone to flash flooding.

It usually carries 113 vehicles a day, amounting to over 41,000/year.

As part of the Business Case for sealing Carnarvon Road, an analysis of the value of visitation was undertaken, resulting in the approximation of an additional $1M of tourism expenditure in the area should the road be sealed. This was based on:

- Feedback from accommodation operators estimating the number of visitors who chose to pass through rather than stop over in the area due to flooding and poor road conditions,
- Estimating that extending the viability of accommodation operation outside of the peak season by just 15 days on either side could encourage an extra 4,000 visitors per year,
- Improvement of road conditions would increase international visitation (primarily during the wet season)

3 INDUSTRY SUPPORT

THE OPPORTUNITY

Mt Perry has a range of industry stakeholders available to provide support for the Development Objectives. Recognising these linkages and identifying how to best maximise the support offered is integral to establishing long-term, mutually beneficial relationships which will secure sustainable economic development for the future. These industry partners can help promote, secure funding and advocate for Mt Perry's objectives.

POSSIBLE STRATEGIC INDUSTRY PARTNERS FOR MT PERRY

- Evolution
- North Burnett Regional Council
- Bundaberg North Burnett Tourism
- Department of State Development
- Other Local Government or Community Organisations
- Media Partners

POSSIBLE STRATEGIC ROLES

- Provide promotional and advocacy support for funding acquisition
- Providing up-skilling and training programs for employment generation and to promote economic dynamism and self-sufficiency
- Facilitation and maintenance of other industry linkages as needs evolve
- Provide guidance for service acquisition
- Establishment of strategic marketing platforms or products which boost Mt Perry's regional profile as a place to visit, live and do business

ACTIONS

Year	Action
1	Approach prospective industry partners with a clear scope of role and business case for partnership
1	Identify local businesses or emerging industries as areas for growth
Ongoing 1-3	Develop a shortlist for priority activities over the next 3 years and establish cases for investment or support from industry partners for facilitation and support
Ongoing 1-3	Create a support package for home-based businesses including rate reductions / offsets.
Ongoing 1-3	Establish a rolling fund for purchase, renovation and resale of main street retail and commercial sites through the Economic Development Board (e.g. Pub purchase)

Industry & Advocacy Performance Measures:
- **Annual update on priority actions**

WHAT IS IT?

A rolling (or revolving) fund is a pool of capital created and typically used for heritage conservation, but is a concept which has applications outside of the conservation sphere.

They normally undertake 2 functions:

- Acquisition and re-sale of real estate
- Lending to other individuals or organisations seeking to buy, restore and protect properties. This can involve the Fund's own capital, borrowed from a bank or otherwise in order to make loans which have conditions related to the objectives of the fund[1].

The Fund does not permanently own properties, but acts both as a temporary caretaker and as a facilitator between buying and selling parties.

BENEFITS

In its heritage-based form, revolving funds promote social awareness and the adaptive reuse, restoration and conversation of heritage places. In a broader context, it stimulates the local economy by facilitating transfer of unwanted properties or businesses to those who are willing to take them on.

CASE STUDY: UK HERITAGE

Revolving funds, sometimes called "Building Preservation Trusts" have exited in the UK for almost 100 years, existing in both large regional organisations and small local organisations. They operate in all cases as companies limited by guarantee (to limit liability) and have charitable status for tax purposes. They gain funding from loan repayments, government grants, donations and bank loans. They focus on:

- Acquisition and repair of small cottages and houses in derelict condition
- Acquisition and repair of larger residential buildings
- Occasionally investing in area-wide regeneration schemes

BUYING THE PUB

For Mt Perry, one of the at-risk businesses which underpin both a community hub and acts as a tourism enabler is the local pub.

The social and tourism case for retaining this assets is strong as it is a focal point for the town, has the potential to be a base for events and provides a service both residents and visitors value.

Within Queensland, an average of 16% of every tourism dollar spent is on food and beverages. For the NBRC region, this means that overnight domestic visitors spend on average $20 a day on food and drink.

Working on the assumption that Mt Perry receives 100 visitors a week who stop in at the pub for a meal and a drink, whose daily spend is consistent with the broader NBRC region, the pub represents $2,000 a week to the local economy.

Safeguarding this as a community place and as a tourism enabler is essential to the longevity of Mt Perry, and a revolving fund has the potential as a facilitator to maintain its use as a pilot project.

In this context, a rolling fund can act as a facilitator for main street revitalisation and development.

4 VISITOR SERVICES

THE OPPORTUNITY

Visitor Services are an important part of visitor engagement and retention, often being the first point of contact and a wealth of local knowledge to help shape visitor experiences. They play a crucial role in:

- Informing and educating visitors
- Influencing visitor behaviour and trip decisions
- Contributing to economic benefits derived from tourism.

Visitor services play an important role in not only maximising visitor experience, but also capturing more visitor spend in the local economy by increasing average length of stay and number of activities undertaken. They are also useful for sourcing feedback on offerings and experiences and tracking perception and appreciation of towns by visitors.

Visitor services don't have to be a stand-alone venture, and work best when paired with a co-located enterprise such as a museum, shop or café. Generally all that is required is a knowledgeable, friendly local who is willing to volunteer their time to improve visitor experiences.

THE PRIORITIES FOR MT PERRY

- Leverage existing visitor service provision by formalising the museum as the Visitor Information Centre
- Ensure any informational material is updated as offerings change
- Encourage cross-promotion of activities and experiences
- Establish a visitor survey to source feedback and better tailor services
- Commit to an annual review of provision and adapt to feedback

ACTIONS

Year	Action
1	Formalise visitor service provision through the museum
Ongoing Years 1-3	Aim for an improvement of visitor experience based on a first year benchmark of visitor surveys

Visitor Service Performance Measures:

- **Increase Visitor Service usage**
- **Aim to increase visitor experience s and customer satisfaction levels**

4 GAMECHANGER: VISITOR INFORMATION CENTRE

BENEFITS

Visitor Information Centres play a significant role in improving visitor experiences and raising the profile of experiences within a region. VIC play a unique role in every destination, and facilitate memorable and sustainable tourism services.

INGREDIENTS FOR SUCCESS

- Secure Council's support to drive regional tourism investment
- Development of a story around hero experiences which can be used as a theme
- Engage with community to capture local stories
- Develop strong partnerships with private sector and Queensland government
- Secure the support of local industry
- Recognise the contributions made by partners

CASE STUDY: JULIA CREEK VIC

Julia Creek Tourist Interpretive Centre was developed as a joint venture between McKinlay Shire Council, Queensland State Government and the private sector with supporters such as BHP Billiton. Located along Overlander's Way since 2009, it is managed by 2 paid staff members who promote local, regional and interstate tourism products to visitors by providing a range of maps and brochures.

The Centre also acts as a high quality, safe and interactive educational venue to residents, bringing to life the story of Julia Creek and McKinlay Shire through the themes of water, country and people.

It is subject to regular reporting through Council to monitor its performance: revenue, visitation and expenses are all tracked and reported on, and forecasted figures are used as goals for forward planning.

5 COMMUNITY PLACES

THE OPPORTUNITY

Community identity and pride is reflective of the spaces in which the community gathers and promotes; creating a sense of place by developing usable, dynamic spaces which can become hubs for the community indicates to visitors a sense of pride and vibrancy.

In that sense, creating community places has a two fold effect; instilling community pride and a sense of connection and belonging, and improving visitor perception and desire to stay.

A place as longed-for by the community such as the pool indicates that it will be a hub for the community and promises that it will encourage events for locals and visitors. Improving community facilities such as a the park and main street will encourage community use and the facilitation of events as well as increasing interest from visitors.

THE PRIORITIES FOR MT PERRY

- Revitalisation of the main streetscape through repainting of shops, footpath alteration and revegetation
- Improved signage
- Revegetation and revitalisation of the Main St Park
- Options Study for the pool including location options and running costs
- Publicise the refurbishment outcomes
- A community Pool or water play area

Community Places Measures:
- **Annual update on priority actions**
- **Aim for improvement in community usage and pride in areas**

ACTIONS

Year	Action
1	Prioritise activities and establish those which require funding or industry support
1	Seek funding support through industry partners
Ongoing Years 1-3	Organise maintenance or staged improvements to key community assets including the main street and its park
Ongoing Years 1-3	Review the options and develop a plan for a community pool / water play area

BENEFIT

Pools have a great many community benefits, promoting safety and health to children and non-impact exercise for users of all ages.

POOL USAGE TRENDS

According to the Australian Bureau of Statistics, the national average for recreational swimming participation is 6.4% for males and 8.4% for females, 52% of which use public amenities. However, in areas which have lower private pool ownership, this may be significantly higher.

CASE STUDY: POINSETTIA COMMUNITY CLUB POOL

Poinsettia Community Pool has a key-fob membership system for local residents and other regular users. Using this, and with adherence to pool rules and regulations, members can gain access to the pool outside of guarded hours. Access to this membership indicates that members will follow all rules and regulations, and acknowledge that the pool is not liable for their actions and subsequent consequences during their use of the pool and its facilities.

- $300 for residents (and family memberships) , $320 for non-residents
- Normal annual memberships without fob access is $100 for residents and $120 for non-residents regular users

IMPORTANT CONSIDERATIONS

- With an ageing population, accessibility must be incorporated into pool design
- Children and school groups make up a significant number of users, and so designs need to consider children and families
- Creating appropriate opening hours is integral for use- or, utilising a waiver-based key fob membership system for regular users is an option
- Good understanding of ongoing maintenance costs
- Providing activities such as hydrotherapy and family friendly activities could be effective strategies to maintain usage

CASE STUDY: BARLCALDINE REGIONAL COUNCIL

As part of a series of upgrades to public pools in the region, the Alpha Swimming Pool was upgraded in 2014, resulting in a heated, partially shaded, 8 lane, 25 metre swimming pool and 8 lane, wheelchair accessible 50m pool with accompanying change rooms and kiosk.

The upgrade was comprehensive due to the expectation of population increases and the possibility of more mines opening within the area. Several additional considerations were included during the upgrade:

- Heating allowed an additional 2 months usage per year
- During closure, a winter setting allow the pool to remain at a clean level during winter to minimise treatment prior to summer
- Dry chemicals were used as they keep longer in the heat
- Work also restabilised the foundations in order to prolong its life for the next 50 years

Operation:

- The council leases the pool
- The lessee is responsible for operation, insurances, training and club and carnival usage
- Pricing: $3 per adult and $2 per child

Outlay:

- Barcaldine Regional Council contributed $2.8 million
- Federal Government contributed $1.8 million

6 RECOMMENDATIONS

SENSE OF PLACE:
- Redevelop the park the Main Street to become and attraction with the assistance of a volunteer workforce to create an attractive entry to town
- Refurbishment of playground
- Seek a cost-price arrangement from Dulux of National Trust to repaint Main St shops

PARTNERSHIPS:
- Seek a partnership to re-establish the Mountain Bike Trails and event in town as a driver of visitation and awareness
- Establish an Events Coordination Position for a minimum of 3 years as a driver of publicity, advocacy and creating further linkages

NATURAL ATTRACTIONS:
- Revitalisation of Mt Perry walk: de-weeding and ongoing maintenance

GREY NOMAD ATTRACTION:
- Development of an RV friendly low-cost campground on the Main Street to provide additional capacity to the caravan park. Potentially developed by council with operation subject to expressions of interest
- Improved signage

GAMECHANGERS:
- Undertake an Options Study of the ideal location for a pool either at the School, Caravan Park and Main Street including cost of development and operating models

ACTIONS

Year	Action
1	Establish a priority plan for actions included in this document
1	Establish working relationships with industry partners
1	Develop marketing approach based on current and prioritised actions
2	Establish baseline data for benchmarking progress in following years

C ENABLERS

ENABLERS

Enablers are the facilitators that underpin and provide the best opportunities for sustainable development.

The following are the overarching enablers of success for Mt Perry:

1 **GOVERNANCE**

2 **PARTNERSHIPS**

1 GOVERNANCE

THE OPPORTUNITY

The re-affirmation of clear and consistent governance for the Mt Perry Community Development Board is integral to the achievement of Development Goals . A commitment to maintaining transparency, clarity of long-term objectives and minimising risk to the organisation is a key enabler for success, as is the ability to adequately represent the local community by promoting common ownership and an ability to adequately interact with, and maintain relationships with, key stakeholders and industry partners.

Governance functions should include an ability for review and alteration of processes that are impeding the progress of Development Objectives, or which are undermining the function of the organisation. They should also promote consistency and stable governance mechanisms that are resistant to personnel changes and maintain focus on commonly accepted goals.

THE PRIORITIES FOR MT PERRY COMMUNITY DEVELOPMENT BOARD

- Include an opportunity for annual review of progress of priorities, actions and Development Objectives
- Succession planning, including processes for maintaining engagement with stakeholders and industry partners with a change of committee
- Solidify organisational Terms of Reference

ACTIONS

Year	Action
1	Prepare a crisis management plan for the organisation.
1	Prepare a succession plan with adequate processes
Ongoing Years 1-3	Commit to annual reviews of progress and processes

Governance Performance Measures:
- **Annual update on priority actions**
- **Actions for areas of improvement**
- **Successful maintenance of stakeholder and industry relationships**

2 PARTNERSHIPS

The following represent key partnership (existing and new) priorities for Mt Perry over the next three year period.

Local	Regional & State	National
Bundaberg & North Burnett Communities	Department of State Development	Tourism Australia
Community Members	Tourism & Events Queensland	
Evolution Mine	Bundaberg and North Burnett Region Tourism Organisation	
Media Partners: Bundaberg News Mail ABC Wide Bay Seven Southern Cross Austereo Bundaberg Broadcasters	Queensland Tourism Industry Council (QTIC)	
Bundaberg Regional Council	Queensland Parks & Wildlife Service (QPWS)	
North Burnett Regional Council	Department of Tourism, Major Events & Small Business (DTESB)	
Creative Regions	Department of Transport & Main Roads (DTMR)	
	Queensland Rail Caravanning Queensland	
	Regional Development Australia – Wide Bay Burnett	

The community of Mt Perry reviewed the recommendations made throughout this report at a community meeting in January 2018. At this meeting, the recommended projects were put to a vote to establish priorities moving forward. Based on these votes, four priority projects were assigned a ranking based resources and cooperation of industry and Council who were present at the meeting to aid in the delivery of results.

Please note that Mingo Crossing road sealing, which received significant community support, was excluded from the priority project list as Council indicated that action is already being taken.

Each priority project has been nominated a community champion and a Board representative to lead the development of each project, with the assistance of Council, industry partners and EarthCheck.

Ranking	Project	Votes Received
1	Town branding and signage	21
2	Free camp/dump point	13
3	Park upgrade/summit walk	31
4	Mine tours	11
	Mingo Crossing Road	22
	Events Coordinator	5
	Pool	5
	Mountain Bike Trails	4
	Visitor Centre	2
	Mainstreet	1