# TOURISM OPPORTUNITY PLAN 2021-2025

# **Croydon Shire Council**





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# Why a tourism opportunity plan

"Croydon is an amazing little town" these are words that many a visitor to the Visitor Information Centre have expressed. The goal of the Tourism Opportunity Plan is to provide a roadmap for Croydon Shire Council's strategy for increasing Tourism as an economic activity. This aligns with the Council's Corporate Plan theme of Economic Development and Infrastructure in section 1.1, where the Council aims to have a strategy to focus Council marketing, investment and resource efforts.

COVID-19 has demonstrated it is essential to have diversity in supply chains but also in income sources. Economic activity in the Croydon Shire is largely depended on the following activity.

- Road Maintenance
- Cattle Industry
- Government Services both State and Local

Tourism even in its current level of activity in Croydon Shire has helped sustain local businesses to be profitable when local demand isn't sufficient, this plan aims to provide a strategy to increase visitation and stays with the current drive market but also formalise the Council approach to developing tourism products to attract new tourism segments to add diversity to the tourism market.

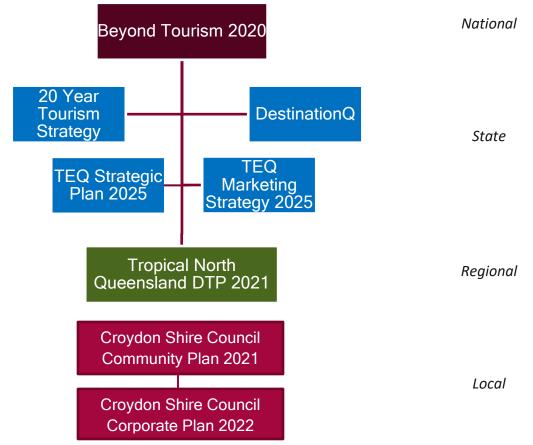
Therefore this Plan aims to:

- Identify new and upgraded tourism products that meet future visitor expectations and demands;
- Identify new investment in infrastructure that supports the ongoing development of tourism;
- Provide relevant research based information on tourism supply and demand,
- Provide an agreed focus and mechanisms for engagement with the tourism industry; and
- Provide market strategy approach.

This plan recognise the local challenges and opportunities of the destination's unique tourism assets, unique development, marketing and management needs.



# Alignment with Local, State and National Plans



Croydon Shire Council has considered the strategies from Tourism Australia, Tourism and Events Queensland (TEQ), Queensland Tourism Industry Council (QTIC) and Tourism Tropical North Queensland (TTNQ). The Council has a membership with TTNQ and Savannah Way Pty Ltd (our Local Tourism Organisation) to stay informed on local and regional events, industry updates and to use advocacy for projects and funding.





### **Destination Overview**

#### Our history

Croydon, a rural town of 288 people, is 220 km inland from the south-east corner of the Gulf of Carpentaria (Karumba) and 520 km north-west of Cairns. It was named after the Croydon Downs pastoral station which was partly owned by William Browne, formerly of Croydon, England.

In 1885 the owners of Croydon Downs discovered gold at the site of the future township. There was a considerable rush and by 1886 batteries were brought in and installed along with masses of corrugated iron for buildings - including two storey hotels. With a population of 2000, a town hospital was opened; with several crushing batteries in operation a foundry was established, continuing until 1920.

The Croydon local government division was established in 1887 and a borough council in 1892. Goldfield towns were established around Croydon: Tabletop, 13 km north; True Blue and Golden Gate, 2.5 km and 6 km respectively north-west and Croydon King, 10 km west. All of these had local schools, and Croydon's first school, the Tabletop School, was opened in 1890. By 1899 the estimated population of Croydon and its satellite towns was about 6000.

In 1886 the colonial government decided to build a railway from Cloncurry to Normanton (on the Norman River upstream from Karumba). With the discovery of gold at Croydon a 21 km deviation to the new town was decided on. Beginning in 1888, the Normanton railway reached Croydon in 1891, ending there and never to be extended. It survives as the Gulflander tourist railway, also known as the train from nowhere to nowhere, and runs weekly services from Normanton to Croydon.

By 1915 the output of gold was beginning to decline and within ten years it had virtually ended. Croydon was reverting to a Croydon Downs economy. From over a dozen hotels in 1900, just three (Club, Imperial and Queens) were listed in the Post Office directory of 1931. The school of arts was still going, and the aeronautical age arrived when a plane landed on the racecourse. An aerodrome was opened by the shire in the mid-1930s, inaugurating a service to Cairns.

Croydon has the Gulflander railway station, the restored shire offices (heritage registered), a museum, a tourist information centre, a café/supermarket, a hospital, a hotel, a caravan park and a primary school. A former hospital, the former court house and the shire hall are listed on the Queensland heritage register, along with nine other sites (including three cemeteries) in and around Croydon.



#### Our environment

Croydon Shire is a region of woodland and savanna grassland, with undulating hills to the North of the township. The wet season reveals wetlands, home of numerous bird species. It brings new life to the region, creeks are flowing, waterholes fill and the area turns green. Croydon is fortunate to have Lake Belmore, a man-made water catchment and main water source for drinking supplies. Lake Belmore is great for fishing, picnics and is also known as the aquatic jewel of the Gulf Savannah region.

Lake Belmore Savannah landscape Waterholes Trails Birds and other Wildlife Littleton National Park



Nature based activities include

Bush walking & trail running Fishing and Boating Water skiing Bird watching Sunset/sunrise watching Night sky gazing

While summer is more favourable for water-based activities due to the higher temperatures, the dry season brings stable weather, reaching 28-32° C during the day and typically in teen's temperatures overnight, perfect for outdoor activities.



### Lake Belmore

Lake Belmore has provided Croydon with a resource more precious than the gold once mined throughout the area – water.

It is the largest body of fresh water in the region providing locals and tourists with a cool, clean, quiet place to swim, fish, ski, canoe and socialise.

The lake is stocked with Barramundi and Sooty Grunter with Black Bream occurring naturally. Barramundi and Sooty Grunter fingerlings are purchased and released into the lake every year to ensure that the seasonally unrestricted fishing is always fantastic.

Situated less than 4 km from town on a fully sealed bitumen road, the earth wall dam was constructed in 1995 as the town's primary water supply.



#### Sunset at Lake Belmore

Recreational facilities at the lakeside include:

- Beach sand area with huge shade shelter
- Boat ramp and sealed circular driveway around facility
- Free electric barbeques under a huge shade structure with lights
- Children's playground
- Areas for swimming, skiing and canoeing

Lake Belmore is one of the region's best recreational secrets.



### Savannah land

Croydon is dominated by a vast landscape and is home to a wide variety of fauna and bird life. It makes an ideal environment to engage with nature, for an outdoor adventure or to simply take a relaxing breath.



Sunset from Diehm's Lookout

The picturesque view over the savannah landscape is inviting for:

- Bush walking
- Trail running
- Wildlife watching
- Sunset and sunrise viewing
- Reflecting
- Outdoor adventure

There are many fire trails close to town to explore the wilderness of Croydon Shire, that can be walked, ran, ridden or driven. A detailed map is available and a colour code signage will be shortly put in place to indicate the start of the trails.



#### **Croydon Adventure Trails**



www.croydon.gld.gov.au



#### Our heritage

Croydon was established after gold was discovered in the area in 1885, leading to the development of a prosperous town centre still evident in the architecture of the heritage precinct.

The Croydon Shire Council is committed to looking after its heritage and manages the Heritage precinct; Mining Museum; Chinese Temple Site and outdoor displays of mining equipment. The Council also maintains the historic features of the cemetery as well as the remains of a number of small gold mining towns situated in the vicinity of Croydon.

The history and culture of the area is presented through restoration and conservation of a number of historical sites and attractions, a state-of-the-art Visitor and Heritage Centre and a vibrant interpretation of heritage products:

- Museum/Heritage Precinct with interactive and static displays
- Historic buildings and colonial architecture
- Mines shafts
- Early 20<sup>th</sup> Century 35mm projectors
- Collection of mining machinery
- Collection of A10 Locomotive
- Collection of vintage cars
- Collections of artifacts
- Gulflander (operated by and under the responsibility of Queensland Rail)
- Chinese Temple site
- Gold rush era pub
- Cemeteries

# Heritage Precinct

The Croydon Heritage Precinct includes the Police Station and Sergeant's Residence with Gaol, the Courthouse and Town Hall where it was built from 1886. The buildings are open and free for visitors to wander through. The old male ward, now known as the Matron Morrow Hall is another heritage building with impressive architecture that can be enjoyed from Sircom Street.



As part of the ongoing preservation and beautification of Croydon's historical assets, new interpretative displays have been created to preserve and communicate Croydon's history and:

- Tell the story of Croydon
- Promote Croydon

The Heritage Precinct are today used as museums to tell the story of Croydon at the time of the discovery of gold and the years that followed.

### True Blue Visitor Information Centre

The True Blue Visitor Information Centre is the gateway to Croydon's exceptional heritage.



It has a theatre with an excellent short film about Croydon from gold to now; excellent information; gardens with sculptures, machinery, miner's huts and antique cars; and is flanked out front by a collection of old mining equipment and iconic miner sculpture. It has information about Barra fishing and recreation at Lake Belmore, the Chinese Temple, the Iguana Consols Mining Museum and the Croydon Cemetery. It has genealogy information about 18,000 people who lived in Croydon from 1885 to now.



### **Tourism in the Region**

Tourism is a key driver of the North Queensland economy, and the variety of destinations and experiences contributes to Queensland's reputation as a great tourism destination. Tourism is one of the foundations for regional economic development and a source of economic renewal. The region is home to memorable tourism experiences and, combined with new creative ideas, has the potential to place the region on the world map. The journey to the Gulf Savannah is a high road to adventure, a passport to history and an eye-opening experience in one unique package.

As a rural area, Croydon has experienced a significant shift in the traditional sectors of its economy. Croydon's economy relies on cattle, roads, government services and tourism. Some mining exploration is underway however without concrete propositions. Tourism is vital for the viability of local businesses in Croydon. It supports a range of vital community groups and has the most potential for growth and economic diversification in the future.

Croydon can play a significant part in the region's prosperity journey and showcase the lifestyle, uniqueness and beauty of the region.

Croydon is part of the journey on the Savannah Way touring route. Visitors starting their journey in Cairns can take in: the Great Barrier Reef, Cairns Hinterland with its existing mountain biking infrastructure, food and coffee trails around Mareeba and Atherton, and great national parks with excellent attractions. As they travel west towards Croydon other attractions include Innot Hot Springs, Undara Lava Tubes, Talaroo Hot Springs and Cobbold Gorge. This journey is unique in Queensland if not Australia, for within just over 500kms visitor can experience a range of activities. Other attractions further west include Karumba and Lawn Hill Gorge Boodjamulla National Park.





#### Challenges

Globally tourism is becoming more about journeys and experiences than simply viewing or visiting places and destinations. The tourism industry will continue to face enormous change and Croydon needs to be innovative to stand out from the competition of neighboring shires. The Savannah Way is a popular touring route but there is a low awareness of what to do in Croydon. Croydon's geographical position has always acted as a barrier to travel, thus making it harder to convince tourists to travel to this destination.

Tourism in Croydon is highly seasonal with most visitors arriving between May and October each year. Most visitors of Croydon are escaping the cold weather of the southern states to take advantage of the moderate climate of the Gulf Savannah. Summers, or 'the wet' see Croydon deserted of visitors due to high temperatures, heavy rains and risks of floods and road closures.

### **Opportunities**

Croydon Shire has identified opportunities related to heritage tourism, nature-based and adventure tourism.

- Authentic Outback Queensland lifestyle, history and heritage. Heritage tourism provides additional income and employment for local economies and can foster longer term social benefits such as a strengthening local identity and sense of place.
- Nature based and adventure tourism. Croydon has potential for in-land fishing and nature-based activities, and suitable country for trail development. The region can capitalise on its natural landscape. Nature-based tourism can become a sustainability benchmark for the rest of the tourism industry.
- Invest in active tourism products and infrastructures as investment can enhance the capacity of the industry to service a more diversified tourist base and offer more diversified tourism products.



# **Objectives**

- Create and develop stronger tourism products and experiences, that will help provide much needed economic and social benefits to our community.
- Preserve our nature and culture. Natural assets are at the heart of Queensland experience, to be enjoyed by visitors and locals, present and futures. Our heritage and culture are unique, and needs to be preserved and enhanced.
- Safe, clean and green environment.
- Build on our strength and signature experiences and give people reason to visit, stay, explore, return and become ambassadors for Croydon by sharing their story.
- Be competitive and successful in the long term.

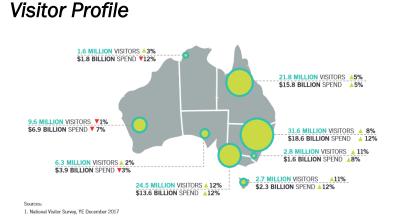
For the region, this can:

- Diversify the tourism experience in the region.
- Open regional economy to a different segment of the tourism market.

The key outcome for Croydon Shire's destination management is a strong resilient tourism industry with dynamic and adaptive product and experience offerings that adapt to the needs of the visitor and the community as the destination evolves and matures.



### **Market Opportunities**

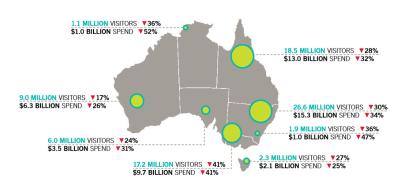


See: https://www.tra.gov.au/Domestic/Domestic-tourismresults/national-visitor-survey-results-december-2017

However, the COVID-19 outbreak had a negative impact on the 2020 figures, especially in the first half of the year. Although the impacts of COVID-19 continue to be significant across all reasons for travel, the September quarter showed improvement in comparison to the June quarter 2020. During the September guarter 2020, there were changes made to border closures and restrictions. These saw most states and territories ease restrictions to varying degrees allowing increased travel movements particularly within state borders. This led to improved results in the September quarter 2020 that were driven by intrastate travel. In many states including QLD, intrastate trips and/or spend were on par or up in September guarter 2020 in comparison to June 2020. (National Visitor Survey September 2020).

#### **Domestic patterns**

According to Tourism Australia and TNS, 2013, Domesticate Summary: Domestic travel is broadly seen largely as driven by a chance to "disconnect and reconnect", allowing travellers to de-tech, slowdown from normal fast -paced lifestyles and foster a more personal connection to families and places. Domestic travelers within Australia are seeking authentic experiences that connect them to a place, let them try something new, being part of an iconic Australian event, or indulging a passion. Tourism Research Australia showed Australian domestic visitor economy in 2017 continued to rise with figures revealing growth in overnight trips, nights and expenditure.

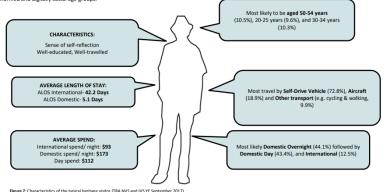


See: https://www.tra.gov.au/data-and-research/reports/nationalvisitor-survey-results-september-2020/national-visitor-survey-resultsseptember-2020



#### 2.3 The Heritage Visitor: A Profile

The heritage visitor is an evolving demographic, but is broadly characterised by a high level of income and mobility, with high levels of education<sup>15</sup> with an interest in learning and exploring new concepts.<sup>16</sup> The heritage visitor spends more and stays almost twice as long than other international visitors.<sup>17</sup> Demographic shifts are underway in the heritage visitor profile, with the fastest growing segment engaging in heritage activities are the younger ages, between 20-34, highlighting the need for the industry to revolutionise its approach to visitor engagement to retain the growth in these highly connected, well informed and digitally social age groups.



#### A heritage visitor profile

According to the National Heritage Tourism Summit Discussion Paper, the heritage visitor is broadly characterised by a high level of income and mobility, high level of education with an interest in learning and exploring new concepts. The heritage visitor stays almost twice as long as other international visitor.

#### 2.4 Heritage Visitors: Primary Target Markets

Typical heritage visitors are recognised to share a set of common set of behavioural and motivational traits, which influence their expectations, interests and needs in heritage experiences. The following psychographic visitor segments have been identified as those with the greatest propensity to engage in heritage activities and experiences. The segments have been adopted locally and internationally by a number of national tourism organisations including Tourism Research Australia and Fáilte Ireland, providing a framework which assists destinations and businesses align experiences with target markets.





#### The drive tourist

Drive tourism has been defined by Tourism Queensland (Olsen, 2002, p.18) as what people do when they travel: away from home for at least one night, on holidays or visiting friends and relatives, in their own, rented or borrowed vehicle, as the primary mode of transport.

This market includes those traveling by road with car only, RV's, caravans, tents. The 55+ market is the largest market for Croydon. It is expected to experience significant growth due to Australia's ageing population and a corresponding increase in retirees who travel around Australia, also known as 'Grey Nomads'. An increasing number of young families are also passing through Croydon.

Drive Tourism is vital for regional destinations. Businesses in rural and regional communities rely on income from drive visitors (who stop), as they often buy local tourism products and services, as well as basic travel necessities like fuel, food and other supplies. Drive is also the only or main way to get to many Queensland destinations.

Research has shown that the drive tourist has a number of key 'wants' to satisfy their travel experience:

- Authentic personal experience
- Social interaction between each other and with the locals
- Experiencing something different than their day to day life
- Understanding and learning about different lifestyle and culture
- Having a layback holiday, with flexible and spontaneous schedule

Other features of the drive tourist are:

- Travel are an important part of their lifestyle
- They travel beyond the cities
- They are 'tourists on a journey'
- They may or may not have a destination in mind however are interested in things to see/do along the way.

The drive market is often passing through Croydon, stopping briefly or overnight only to break up the journey. The drive market is a key focus and opportunity for Croydon Shire tourism economy that needs to be reinforced.

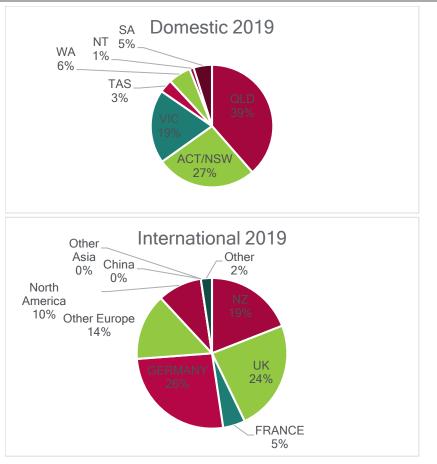


off season
Backpackers: They are budget travellers.
Croydon attracts this segment because of freedom camping. Not likely to be interested in heritage.

### Seasonality

Croydon receives most of its visitors in the cooler months of the year, from May to September.

### Overnight stay pattern



Key International markets for Croydon are the United Kingdom, New Zealand, Germany and France.

This graph shows the number of permits handed out for freedom camping.



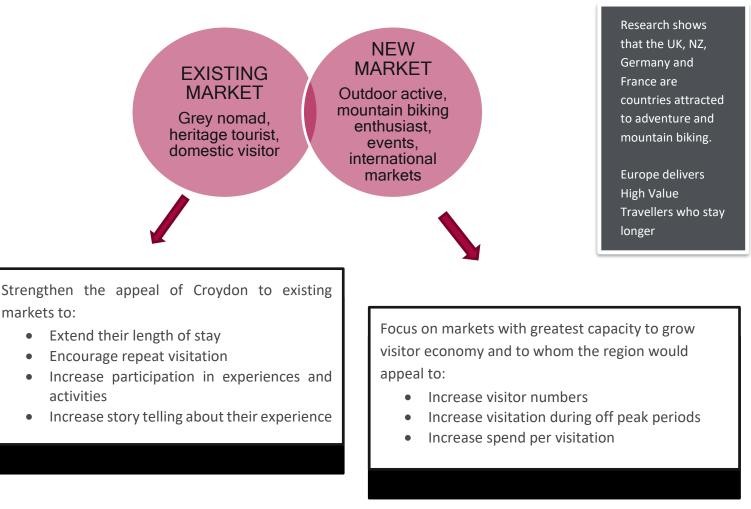
Many visitors to Croydon are on a flexible travel journey and often choose their length of stay on a daily basis. Influences come from the destination choice of activities and the awareness of the range of activities.

The Visitor Information Centre staff plays a crucial role in influencing longer stays by promoting the town, its heritage, people, places and tourism attractions.



### Target Market

The strategic approach is to maintain and reinforce existing markets while also targeting new higher value market. This is important to motivate new people to visit the Shire as well as encouraging repeat visitation. The diagram below summarise the target market to grow visitor economy through focusing on both existing and new markets.





#### **Cycling Tourist Profile**

According to Tourism New Zealand, May 2020 and April 2013, cycling tourism dominant markets are Australia in lead, UK, USA and Germany. Interestingly, 4 to 7% of international visitors are likely to engage in cycling. Comparing the New Zealand research and TTNQ Destination Tourism Plan 2021, the countries that dominate the cycling market are also the countries that dominate the international market share in Tropical North Queensland.

Indeed, TTNQ Destination Tourism Plan 2021 states that Tropical North Queensland is the most popular regional destination in Queensland for international visitors with a 33% market share and 8% share of state's domestic visitors. Interesting statistics include:

- Total Visitors 2.9 million
- International Visitors 863K
- Domestic visitors 2.1m
- Europe 156k visitors
- North America 134K visitors
- United Kingdom 81K visitors
- New Zealand 40k visitors



User/Visitors				
Outdoor Active and Core	e Base Year (Year 1)			
Mountain Bike Markets	40 per week over a 26-week season with 60% staying for an average of 2 nights and 40% staying an average of 4 nights.			
	Growth: increases 5% per year (Y2-10) reflecting recognition of trail by enthusiasts.			
Passing Travellers	Base Year (Year 1) Users of Savannah Way 55,000 per year			
	<ul> <li>7% use trails and stay an extra 1 night in Croydon</li> </ul>			
	<ul> <li>4% use trails and stay an extra 2 nights in Croydon</li> </ul>			
	Growth: users increase by 5% per year (Y2-10) reflecting growth in regional visitors and increasing interested in mountain bike experiences.			
Events	One event held each year. Event attracts average of 120 competitors in years 1-3 and			
	from year 4 an average of 140 competitors. Each competitor has 2 accompanying person/spectators. All stay in Croydon for average of 3 nights.			
Annual Growth	Outdoor Active and Passing Travelers increase by 5% per year for years 2-10			

SOURCE: TRC ESTIMATES, NOVEMBER 2020 & GULF SAVANNAH DEVELOPMENT, TOURISM SURVEY REPORT, MARCH 2018

The table shows relevance of the mountain biking market as a desirable tourism market to retain overnight visitors.

The region has over 400k visitors from countries known as strong source markets for cycle tourism. Tourism Research Australia estimated 290k domestic visitors to Queensland participated in cycling as part of their trip for the year 2017.

The Gulf region has potential to capture some of this market segment with the right product and marketing strategy.



#### **Visitor expectations**

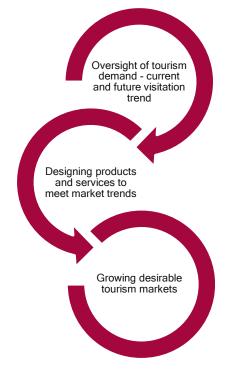
The region's most important market are domestic markets, which will continue to be a significant focus for Croydon Shire in the future. The international market is currently small, however there are opportunities to grow the appeal for international visitors such as adventure-based experiences/mountain biking.

Not only are visitor expectations constantly rising, but forecasts for Australia and Queensland suggest a significant shift in the markets each destination will have to cater for. Almost half of the forecast growth for Queensland will come from key international markets including both traditional markets (Europe/UK and New Zealand) and emerging markets such as India and China. In addition to their origin, destinations need to respond to changing visitor needs as they become more active, adventurous, and engaged as well as shifting travel planning and booking needs.

Tourism and Events Queensland identified five key experiences that sets Queensland apart:

- Reef, Island and Beaches
- Natural encounters
- Adventure and Discovery
- Lifestyle, Culture and People
- Events

Adventure and Discovery and Lifestyle, Culture and People are experiences that Croydon is focusing on, to attract both domestic and international markets.





## Positioning

The positioning framework supports the identified opportunities and redefine the Shire's tourist destination brand to resonate with a wider segment, contemporary tourist and lifestyle market.



at night, that is natural or man-made: sunsets, star gazing, feature lighting, holographic animation and more. It invites visitors to stay overnight and experience a unique package of activities after dark. takes to cater for the outdoor active visitors. The landscape and its features, whether it is part of the environment or purpose built, invites visitors to explore by foot, mountain bike, 4WD, canoe or boat.

visitors to immerse into

past

Oueensland's

third largest town.

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## Strategic areas

These strategic areas and functional actions mesh together to:

- Enhance, maintain and promote existing experiences and assets
- Develop and create new experiences and infrastructures to support the visitor economy with the potential to attract investments
- Act as key game changer initiatives which leverage existing strengths of the Shire and inspire further development of the region.
- Provide a variety of recreation activities that influence tourists' decisions and their motivation to travel to our destination



Attributes determining the attractiveness of a destination include the variety of natural environment and the ability to directly engage with it, the diversity of cultural and heritage assets, the availability of supporting tourism infrastructure and the provision of information services and convenience facilities.



#### Strategic area 1 – Nature and Adventure

Natural attractions are geographical or biological features that have a specific appeal to the tourism market. Nature-based tourism is a broad term that covers all tourism experiences centered on wild or natural environments. Adventure tourism is tourism that usually (but certainly not always) takes place in wilderness environments that present a feeling or experience. Often, the natural environment is a venue or backdrop for adventure activities and the focus is on the activities rather than the environment.

Natural attractions promote visitation through a desire:

- To enjoy the grandeur of nature.
- To escape from the pressures of urban life.
- To escape from humanity.
- To explore different landscapes.
- To experience outdoor adventures in a natural setting.
- To learn about the environment.
- To participate in conserving the environment.
- To initiate a closer engagement and experience with native fauna

Nature based tourism is a growing market. There is an opportunity to further investigate the potential of naturebased activities. Development of new products, to cater for new tourism market segments and changing consumer preferences, is considered an important opportunity that would further grow and diversify the industry.

The country to the North of Croydon has been identified as suitable for an mountain biking trail network. The undulation of the savannah country has the bonus of Lake Belmore. The outback ruggedness brings a different experience to the coastal and rainforest trails or the east Tropical North Queensland. The vastness and remoteness of Croydon makes it a unique MTB trail in Far North Queensland.



### Strategic area 2 - Heritage & Culture

Cultural tourism is defined as: "A type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions".

Globally, heritage tourism has become one of the largest and fastest-growing tourism sectors, with the United Nations World Tourism Organisation estimating that more than 50% of tourists worldwide are now motivated by a desire to experience a country's culture and heritage.



#### Opportunity

Heritage tourism provides an excellent opportunity to showcase heritage places across the region, to increase understanding and support for their conservation and to promote innovative contemporary uses for our heritage assets.

It is important to invest in heritage places as effective conservation does not require that historic places remain frozen in time and never altered. The best way to protect historic places is to ensure they remain in active use, are well maintained and contribute to our vibrant community. (Queensland Heritage Strategy).



### Strategic area 3 - Marketing

Destination Marketing is a proactive, strategic, visitor-centered approach to the economic and cultural development of a location, which balances and integrates the interests of visitors, service providers, and the community.

For Croydon to compete with alternative destinations, marketing must remain a key priority. Croydon Shire will undertake a range of destination marketing activities targeting specific markets and:

- Enhance the profile of Croydon
- Build a competitive position.

To attract the target market's attention, it is important to create experience-rich imagery, highlight the uniqueness of the destination and provide with options of what to see and do. Some products and experiences that already exist simply need an enhanced approach to promotion.

With the spread of digitalisation, the sources that inform and influence the consumer purchase cycle are changing. Physical mediums such as direct media and brochures are no longer the only mechanism to access information. Customers have access to online channels including social media, travel review websites and applications. Destinations are required to have an increased presence on multiples online spaces to be most visible and guarantee shares in a highly competitive market. To cater to the growing self-drive market, destinations must consider how to provide high quality, interesting and current information to visitors before, during and after their trip. And this needs to be done in a variety of online and offline ways.

Croydon's most relevant and most influential marketing tools are word of mouth, story-telling, online travellers' platforms such as Wikicamps and the Visitor Information Centre.

STRATEGIC AREA	IMPLEMENTING STRATEGIC ACTIONS	LINK
NATURE & ADVENTURE	The Croydon Mountain Bike Trail Network	Active Croydon
ADVENTORE	Cemetery Swamp Concept Plan	Active Croydon & Croydon at night
	Mining Maze	Active Croydon & Heritage Capital of the Gulf Savannah
	Littleton National Park	Active Croydon
	Indigenous Tourism Opportunities	Active Croydon
HERITAGE & CULTURE	Heritage Feature Lighting	Croydon at Night
COLICIAL	Chinese Temple Site Concept Plan	Heritage Capital of the Gulf Savannah & Croydon at Night
	Prisoner Hologram	Croydon at Night
	Town Hall Projectors Viewing Platform	Heritage Capital of the Gulf Savannah
	Relocation and Preservation of Heritage Assets	Heritage Capital of the Gulf Savannah
	Restoration of Heritage Transportation	Heritage Capital of the Gulf Savannah
MARKETING	Create partnerships	
	Online presence	
	Town Entrance signs	

This strategic plan is inclusive of areas and experiences that make Croydon the destination for Nature & Adventure and Heritage & Culture. Each strategic action of the Nature & Adventure and Heritage & Culture strategic areas are linked to one or several positioning.

# The Croydon Mountain Bike Trail Network

### Opportunity

- In Outback Queensland there isn't any purpose-built trails for mountain biking.
- Croydon has suitable terrain on its door step as identified in the Concept Plan.
- Croydon can offer an authentic outback experience. Come to our Outback.
- Littleton National Park about 35km east of Croydon will be opening to visitors in 2021. It is made of waterholes, escarpment views and tracks, which could be attractive to MTB riders.
- Integrating MTB riding with the Gulflander train with options to ride out and meet the Gulflander or vice versa. Bike/Ride the Gulflander.
- Visitors can leave Sydney and Brisbane in the morning and be in Croydon later in the afternoon the same day.
- Plenty of wildlife, and it has come across in a number of reports that MTB riders enjoy this interaction with nature.
- The weather in Croydon from mid-May to end of September is pretty stable with most days reaching between 28 to 32°C with little rain. It makes Croydon's on season the opposite of most other well-known MTB areas in Australia and if not New Zealand.

# Nature and Adventure

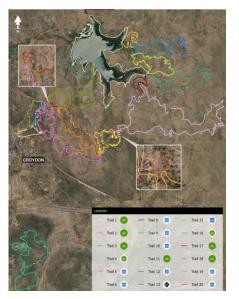
### Project description and objectives

The Mountain Bike Trail Network will consist of over 97km of purpose-built trail network. The aim is to create a tourism product that will attract a new tourism segment and to increase overnight stays in the current drive market.

The trail will attract a different tourism segment. Research conducted by the Council indicates MTB riders are after new authentic experiences and Croydon can offer this. MTB tourist is likely to consume more services as they are not as self-sufficient as the current drive market. Council has observed that many travelers from the drive market carry bikes on their vehicles. A MTB trail network has the potential to increase their length of stay.

Active and adventure-based tourism is a growing market, comprising of people looking for new and different experiences. Derby in Tasmania is an excellent example of this.

This network would also be a great community asset to encourage active and healthy lifestyle choices that are accessible, repeatable and low cost.



Proposed trail network

# Cemetery Swamp Concept Plan

### Opportunity

The MTB network will have a standalone track around the Cemetery Swamp. The two projects can merge and add value to each other.

The cemetery swamp has impressive views for sunset watching however is currently largely unappreciated and unpromoted to visitors. If developed and promoted for bird watching and sunset viewing, it can become an additional consideration for tourists to extend their stay.



#### Cemetery Swamp proposal

### Project description and objectives

Council as part of developing of Community and Tourism asset has engaged Landscape Architect LandPlan to develop a concept plan for the improvement of useability and features of the Cemetery Swamp area.

Cemetery Swamp is an area suitable for improvement on a number of fronts, even in its current state has active bird and fauna life. The Council through the concept plan wants to start the journey to achieve the following goals:

- Improve the area's suitability to attract bird and fauna life
- Create a sunset bird watching area looking across the water
- Increase the stormwater catchment area with the introduction of swales along the existing tracks.
- Excavate a sediment basin (inlet zone) to store stormwater and distribute it to the main wetland.
- Exclude cattle from the main wetland and provide a water source in the form of the Inlet zone.
- Reshape main wetland (macrophyte zone), increasing surface area and volume.
- Shape edge batters to improve safety.
- Plant batters with appropriate mash grass species.
- Provide pedestrian access in the form of decomposed granite paths.
- Provide viewing areas for points of interest.
- Introduce logs and boulders for bird roosting.
- Reshape excavation stockpiles and introduce picnic areas with shade trees.
- Provide porous hardstand parking for RV and standard vehicles.
- Introduce an entry statement.
- Incorporate rock swale with entry while also functioning to discharge high flow water channel.
- Realign maintenance track south of stockpile mound.

### **Mining Maze**

### Opportunity

This would be part of the innovative regeneration projects giving a new life to Croydon's old mining heritage.

The MTB network will have a track in close proximity to these pits. This connection adds value to each other.



It adds an outdoor active aspect to visiting heritage places.

Note: Council, at this point in time, does not intend on developing this project, however sees the value in such opportunity and willing to maintain its viability for future considerations.

### Project description and objectives

Croydon Shire has identified six abandoned open mine shafts five kilometers from town.

Instead of filling them much the same as the rest of the shafts that have been found in the Croydon Shire area, there is potential to transform this abandoned site into a site of significance and a tourism attraction.

The idea is to create pathways leading from the road (dirt road linking highway to the back of the Lake) to the shafts, to cage, fence or block the opening of the shafts for the safety of the visitors, and ideally create a light and sound effect animation and/or an informative trail and signage. A short easy trail would take you to the entrance of this forgotten gold mine shaft.

This project would add to the Croydon experience and:

- Encourage longer stay.
- Provide a unique and realistic mining experience with special effect.
- Give visitors interpretation and sense of what it was like to work in a mine shaft.



Open mine shaft

# Littleton National Park

### Opportunity

National Parks are attractive in their own right. Protected areas are appealing and attract a large number of visitors.

National Parks are also promoted through State Government channels.

National Parks are increasingly recognized as playing an important role in the development of nature-based tourism destinations.

Tourists who visit national parks are more likely to spend in the local area.

Much of the economic benefit of tourism in Croydon comes from the spending in fuel, coffee, food etc. The opening of Littleton National Park may encourage visitors to do this in Croydon.

### Project description and objectives

Littleton National Park is a former cattle station that has been acquired by the Department of Parks and Wildlife in 2017. Considerable rehabilitation work has been done to allow nature, fauna and flora to return to its original state. It is comprised of lakes, swamps, wetlands and woodlands, providing essential habitat to birdlife, amphibians and reptiles.

The park is located on the land of the Tagalaka people. There are significant aboriginal sites in the area.

There is a conservation dimension to preserve and protect a fragile environment. It promotes effective management of natural resources and socio-economic development. Research scientists also discovered unknown species of fish inhabiting one of the numerous waterhole present within the National Park boundaries.

The tourism dimension is to provide new options of activities:

- Bush camping
- Bush walking
- Bird watching
- Opportunity to get closer to a larger diversity of wildlife that are endemic to Croydon's area
- MTB on existing tracks



Waterhole in Littleton National Park

# Indigenous Tourism Opportunities

### Opportunity

Both Federal and Queensland Governments offer grant programs specific to Indigenous Tourism.

Federal program known as Indigenous Tourism Fund will enable Indigenous business owners to apply for grants and access mentoring to help start up, diversity or grow their business.

Queensland Government Growing Indigenous Tourism Fund, has some key objectives;

 Support the development of new, unique and Innovative indigenous tourism products and experiences, particularly

in regional areas, that will contribute to increasing overnight visitor expenditure for Queensland;

- Increase the ability of indigenous owned business to develop and/or deliver enhanced Indigenous tourism products and experiences and/or develop strong business cases.
- Directly improve economic opportunities and create jobs or career pathways for Aboriginal and Torres Strait Islander Queenslanders;

### Project description and objectives

With the Mountain Bike Network Trail Network, Cemetery Swamp Concept Plan and Littleton National Park, there is an opportunity for indigenous business owners or new start up business to add indigenous dimension to these Active Croydon themes.

With the Mountain Bike Network for example it could include guided bike or walking tours, stopping at points of interest, explaining about bush tucker used by Tagalaka people and how they survived in the Gulf Savannah country.

Cemetery Swamp offers opportunity of bird watching tours at various times of the day including sunset.

Littleton National Park again offers opportunities with its diverse fauna and birdlife and indigenous led tours could share indigenous knowledge and use of the wildlife and country that exists within the park. If the Mountain Bike Network proceeds, there is potential to shuttle riders out to the park and maybe combine this with some form of guided tour.



Passing on knowledge

# Heritage Feature Lighting

### Opportunity

Heritage hold visitors for a short visit but not overnight, unless it presents a specific nightlife purpose.

No other heritage building in the region has such feature, it is a unique attraction of Croydon.

It gives a different perspective of Croydon at night and an opportunity for photographic enthusiasts.

It recreates a vibrant, prosperous and enliven place for those who live and work in Croydon.

It fits with the existing street lighting consisting of four original kerosene lamps and recent replicas.

# Heritage and Culture

### Project description and objectives

The four buildings of the heritage precinct are amongst the most popular places to visit and photograph in Croydon. Featuring historical exhibitions inside and an impressive late 1800's architecture from the street, the old buildings are a symbol of Croydon former mining success.

With the installation of feature lighting, the buildings come to life at night. Showcasing the heritage buildings at night will:

- Drive visitation
- Encourage overnight stays which means bigger expenditure
- Get people to talk about it (word of mouth)
- Reveal the architectural form in a different light

The feature lighting will be part of the town's promotion made by staff at the Visitor Information Centre. It will become a driver for visitors to stay overnight if they are in the process of decision making.

Heritage feature lighting on former Police Station (top) and Courthouse (bottom)



# Chinese Temple Site Concept Plan

### Opportunity

Croydon is uniquely positioned to tell the story of Chinese contribution to Far North Queensland – it's a remarkable local story, significant to the state and of national importance. The uncovering of the Chinese temple and settlement site and state heritage listing in 2000, opened both an opportunity, and a responsibility for the town to explore and share the story of a Chinese community in a remote outback town.

Connecting the temple site with the illumination of other town heritage features will create a 'Croydon by Night' experience for those straying overnight.

### Project description and objectives

The concept employs a layered approach for enhancing the site through an attractive entrance, signage, a sound train and evening illumination. An illuminated footpath will link the town to the site.

The concept plan aims to:

- Enhance the visitor experience of the temple site through layered interpretative elements: updated signage, sound, light, access and amenity.
- Increase the things for visitor to see and do in Croydon though improving the visibility of the site, offering it as an evening activity, and connecting the site to other features.
- Cement Croydon as a 'must stop and stay' destination on the Savannah Way
- Broaden the audience and interest in Croydon as a Chinese settlement site
- Develop understanding and broaden the interest in Croydon's Chinese heritage
- Acknowledge and protect the site's heritage significance for future generations.

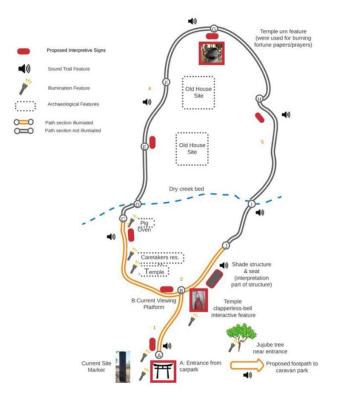


Diagram for Chinese temple site proposal

### Prisoner Hologram

### Opportunity

Deliver an experience that is unique in the region, innovative and appealing to cross generations.

It will add to the night time experience of the heritage precinct feature lighting.

Virtual reality is becoming increasingly popular, in particular with the younger population who will soon become the next generation of travelers.

The Gold Coast Holographic Dinosaur museum has recorded the highest crowd in Queensland a year after its launch. Holograms could keep museums and history alive and increase attendance.

### Project description and objectives

Croydon Shire Council manages the town's Heritage Buildings, including the old goal cells located behind the former police station. We currently have an audio (prisoner talking) activated by a movement sensor. The current setup in the cell is an old metallic bed frame with a real size doll (the prisoner) lying in bed under a scruffy blanket.

The proposed idea is to create a holographic projection of a ghost like prisoner in the old goal to add to the audio presentation that is currently in place. The hologram would be active in the evening and early mornings. This would add to the Croydon at night experience to retain overnight visitors.

An image similar to the one below will be imported into the visual effects computer. it will create a 2-minute animation of an ethereal, floating, wispy ghost. The ghost will hover in mid-air with moving wisps trailing around it.

The objective of this proposal is to:

- Drive visitation and appeal to a new market
- Encourage overnight stays
- Get people to talk about it (word of mouth)
- Create a product that is unique, unusual and of curiosity



Croydon ghost proposal (left), virtual reality impression (right)

### Town Hall Projector Viewing Platform

### Opportunity

Council and Croydon Heritage Preservation Association see a significant asset in developing a viewing platform. It will:

- enhance cultural memory, focus on people, objects and places of significance through interpreting the cultural scenes and shows, restoring historical structures and recognising the past in an interesting way
- connect the visitor, the place and the cinematic professional, and keep alive a profession that is becoming obsolete in the modern era of the cinema

### Project description and Objectives

Croydon Shire Council owns two original 35mm projectors of the 1920's in working condition. Regular movie screenings were formerly a feature of life in Croydon. The projectors were in use recently for specific event such as the annual Heritage Week.

The projectors are located in the Town Hall, a Queensland Heritage listed building constructed in 1896. Designed to host community events, such as dances, concerts, gatherings and movie nights, the Town Hall has kept this purpose to present days. The Town Hall is open to the public as part of the Heritage Precinct and self-guided walking tour of Croydon.

Visitors are welcome to walk in the Town Hall, contemplate its architecture and imagine the social life as it was in the early days. The projector room is however closed to the public for safety and preservation reason, and only accessible to the Croydon Shire staff and Heritage Preservation Association members.

The project aims to offer the opportunity to the community and visitors to observe the vintage projectors from a new viewing platform. The project includes the making of a short interpretative video, narrated by a person who has spent most of his working life associated with the cinematic industry, recorded and edited by a professional photographer to be displayed on a mobile computing device at the top of the viewing platform.



1920's 35mm projectors

### Relocation and preservation of heritage assets

### Opportunity

The space at the Visitor Centre is dedicated to hosting heritage assets and artefacts. There already are two sheltered spaces for the three A10 locomotives and vintage cars.

Croydon is already presented as a living museum. Visitors' feedback show that it is a tidy town, well presented.

It gives a second life to old equipment and it is important in the course of preserving Croydon's mining history.

### Project description and objectives

As part of the ongoing preservation and beautification of Croydon's historical assets, new sheds and shelters are being designed to be built in the garden of the True Blue Visitor Information Centre. It is Croydon's Shire Council responsibility to manage the collection of old machineries. There is a variety of historical items, ranging from A10 locomotives parts, mining machineries, vintages cars and their parts sitting unprotected around the township.

The relocation of some of Croydon's heritage assets is to:

- Save historical objects from weathering
- To connect present and past living
- Collect, identify, present and interpret the collections
- Retain their cultural significance and heritage value

The new shelter will mainly house the collection of mining machineries that is currently by the side of the administration building. The shelter will be designed with old world character and built with locally sourced timber.

The existing vintage car shelter will be extended to add an additional classic vehicle once returned to its former glory. Screen to each sides of the shelter will allow protection from early morning and late afternoon sun.

Croydon takes pride in the authentic presentation of its history, giving the impression of an open-air museum.



VIC plan and shelter location proposal

# Restoration of heritage transportation

### **Opportunity**

Croydon is seen as a 'living museum' by residents and tourists alike. Many physical structures from Croydon's past can be seen in town and its surroundings. Old cars are amongst these. Croydon has many old cars languishing in its dry climate, perfect conditions for the preservation of vintage vehicles. They are very popular for residents and travellers. Restored and presented in an outdoor exhibition, they will provide a different dimension for travelling enthusiasts. The vehicles that have been recovered and restored are used for community events such as street parades.

The collection of A10 brings many train enthusiasts to Croydon, and add to the experience of the Gulflander.

According to the statement of significance (J. Wegner), the A10 Fairlie collection has national significance for the rarity of the locomotives and their historic importance. The condition of two of the locomotives and the tenders is fair, sufficient to provide a good interpretative display of early steam locomotives and how they worked.

### Project description and objectives

This project is made possible by an ongoing partnership between Croydon Shire Council and Croydon Heritage Preservation Association.

#### Vintage cars

This project activity will preserve, restore and allow the exhibition of Croydon's vintage vehicles that have played an important role in Croydon's development. Some progress has already been achieved with a 1932 British Bedford and a T-ford successfully restored and attained concessional registration. This project has the ability to keep alive the history and heritage and allow current day residents be part of this process and outcome. The restoration of a 1926 Chevrolet Truck has started and awaiting funding for further progression.

#### A10 Locomotive

The collection of A10 locomotives in exhibit in the shed at the back of the Visitor Information Centre is undergoing restoration. Queensland Rail staff have considerable knowledge and skills to assemble and repairs the old locomotives and with the support of Council, volunteers and donations, the restoration is in progress.

The purpose of this display is to showcase the nationally significant collection and to complete the assembly and restoration of No. 202.

It will present our heritage, to raise awareness, knowledge and appreciation of our history and culture.



A10 exhibition shed

### Create Partnership

#### **Opportunity**

A partnership approach to marketing provides greater strength, unity, and leveraged results, which will more effectively market the destination together when compared to individual efforts.

A regional collective marketing approach has the potential of increasing the attractiveness of the region as a destination by either offering the same benefits and targeting the same market segments or providing complementary products which increase the consumption value of consumers.

"TTNQ provides an Ambassador of Tourism membership on a complementary basis to all LTO and Local Tourism Association members wanting more connection to the RTO, including opportunities to participate in tourism cluster groups and co campaign initiatives" (TTNQ DTPO 2012)

### Marketing

#### Project description and objectives

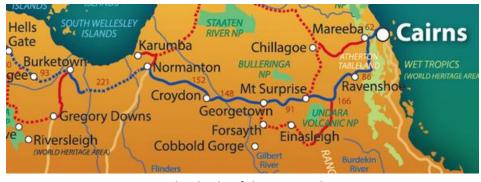
Build a collaborative relationship with local and regional bodies, neighboring shires and tourism products along the Gulf Savannah drive.

To combine marketing efforts into a coherent voice to facilitate the common goal of:

- Reach the audience
- Attract awareness
- Excite interest
- Convert into action

There are a range of important stakeholders who can help grow targeted markets in the region. There is a common interest to increase visitor arrivals and expenditure that will benefit the region. Tourism Tropical North Queensland and Savannah Way Pty Ltd are two of Croydon's most crucial stakeholders.

The idea is also to spread the cost of marketing activities among several destinations in the region and be noticed in a competitive destination environment.



Queensland side of the Savannah Way

Major towns on the Savannah Way in Queensland are Cairns, Atherton Tablelands, Ravenshoe, Mt. Garnet, Mt Surprise, Georgetown, Croydon, Normanton, Burketown and west to the Northern Territory Border.

### **Online presence**

### Opportunity

Many use the internet to pick their travel destination.

Travel is one of the most shared topic on social media big 3 (Facebook, Twitter, Instagram). The way travelers conduct their trip research has changed. Not only do they do almost all of their planning online, they often turn to social media to ask questions.

Word of Mouth has long been the most effective form of marketing because people trust their peer's experience.



The mountain biking market relies on social media and online platforms, travel apps etc.

#### Project description and objectives

#### Social media

Recently, social media platforms have also become an excellent resource for gathering information about destinations, accommodations, activities, dining, and more.

Travel photos and videos are among the most popular types of content shared online, and the most popular places to share these are on the top social networks.

Social media presence aims to:

- Increase brand awareness
- Earn customer attention
- Channel word of mouth
- Share stories
- Advertise new products and upcoming events

#### Apps and online platform

 Travel apps such as Tripadvisor, or Wikicamps, which is the most commonly used travel app, make essential planning tool. It is used by all segments, ranging from the young backpacker to young couple, holiday families to retirees. It is also the most trusted travel app.

Council continually works on updating content and adding visibility to Croydon as a convenient, fun and low cost overnight stop.

• Specific apps, such as Trailforks, which is the largest database of mountain bike trails, make it easy to plan, explore and navigate MTB routes.

Council aims to add Croydon's MTB network and various points of interests. Apps make a great tool to target specific markets.

### Town entrance signs

### **Opportunity**

Visitor signage is a key part of destination management. Tourists, and in particular the drive market can connect with the product and the experience

Artistic features can attract people to the destination and contribute to the overall experience of the trip. It draws attention to visual aspects of the town. Art calls for the emotional impact.

Visitors enjoy taking photographs posing next to or in front of sculptures and unusual signs, to later on post it on social media.

### Project description and objectives

Croydon currently has a unique town entrance sculpture on the east side of the Gulf Developmental road. The idea is to design and create another entrance art feature to place at the western entry point and showing representation of the outdoor themes of Croydon: (mountain biking, hiking, bird watching) to promote the popular activities and experiences of Croydon.

The objectives of this project are to:

- Capture the attention of the drive market
- Influence people to stop, take pictures and post it on social media and other online tools such as Wikicamps and niche apps.
- Promote the outdoor active positioning and what is unique to the community
- Add to the experience to leverage tourist trend
- Complete the heritage focus art wall that is placed at the eastern side of town
- Add information signage to these locations to promote 'Things to see and do in Croydon'



This is a miniature version of the eastern entrance art wall