



BUSINESS CASE

INTEGRATED VISITOR EXPERIENCE
BOWEN, WHITSUNDAYS, NORTH QUEENSLAND

TABLE OF

CONTENTS

EXECUTIVE SUMMARY	3
BACKGROUND	4
Our Mission	
Our Vision	
The Whitsunday Region	
Town: Bowen	
History of the Catalina	
The Catalina in Bowen	
MARKET ASSESSMENT	9
INTEGRATED VISITOR EXPERIENCE	15
Business Objectives	
Visitor Potential	
SWOT Analysis	
Integrated Visitor Experience	
EXCELLENCE IN VISITOR INFORMATION CENTRES	25
MARKETING	29
Market Potential	
CAPITAL EXPENDITURE	32
Community Outcomes	
GOVERNANCE	35
Managing the Project	
COMPARATIVE ANALYSIS	38
Qantas Founders Outback Museum	
Lake Boga Flying Boat Museum	
Hinkler Hall of Aviation	
IMAGE CREDITS	45



EXECUTIVE

SUMMARY

The Whitsunday region has a unique opportunity to create a fully integrated visitor experience in Bowen, North Queensland (NQ). Bringing together visitor information services, a unique museum experience with quality gifts, a WW2 Catalina aircraft, a morning and evening Engine Power Show and a café saluting the region's most famous produce - the mango, will drive overnight visitation and expenditure in the region.

This business case outlines the vision for the project with drawings and costing for the facility and operational budgets outlining the ongoing financial viability of the project.

The project can deliver a 'hero' mainland experience for the region offering visitors an attraction that isn't weather dependent.

BACKGROUND

On Friday 23 March 2018 the Catalina Flying Memorial Limited was successful in receiving funding to conduct a feasibility study into the restoration and relocation of a Catalina flying aircraft to Bowen for static and flying display as a tourist and educational attraction. The grant funding was part of a joint State and Federal Government \$7 million package to boost the Whitsunday region after Cyclone Debbie.

The Catalina Flying Memorial Limited (Sydney) and the Coral Sea Catalina Heritage Museum Inc (Whitsundays) are two not-for-profit groups who are committed to preserving and showcasing the Consolidated PBY Catalina. The Catalina Flying Memorial Limited own a Catalina Aircraft (registration VH-CAT) based in Sydney and will transfer the aircraft for permanent housing, exhibition and flying to Bowen, NQ.

Our VISION

To be an integrated Whitsunday tourism experience housing a visitor information centre, mango inspired café, The Big Mango, Catalina aircraft and museum.

A place that stimulates visitors and promotes the region by showcasing the history, people, produce, culture and natural icons.

A place that creates community pride and economic benefit.

Our MISSION

- To be a place accessible to all so that everyone can learn, share and enjoy
- To engage visitors with unique stories
- To stimulate visitors to explore and generate economic activity in the region
- To communicate with audiences in ways that go beyond simply presenting historical facts, offering inspiration through diverse curatorial approaches and exciting experiences

Our VALUES



Professionalism



Openness



Integrity



Creativity



Focus on People



Passion

THE WHITSUNDAY REGION



As the gateway to the Great Barrier Reef and the magnificent 74 Whitsunday Islands, the Whitsunday region has one of the fastest growing populations in Queensland. Boasting a strong and diverse economy driven by the agriculture, construction, mining and tourism industries; the Whitsunday region has the potential to become the economic powerhouse of North Queensland.

The Whitsunday region encompasses a total land area of 23,862 square kilometres and includes the major townships of Airlie Beach, Bowen, Cannonvale, Collinsville and Proserpine, with numerous rural and coastal communities and residential areas scattered throughout the area. The Bruce Highway is the major transport corridor running north-south through the region, to Mackay in the south and Townsville in the north.

The Whitsunday region is home to approximately 35,500 permanent residents. Due to the strength of the local economy, the region's population is expected to grow at an annual rate of 2.3 per cent over the next 20 years, which exceeds the State average of 1.8 per cent.

Source: Whitsunday Regional Council

Renowned for its relaxed lifestyle, the region boasts beaches, rainforests and large tracts of national parkland. While the region is rural and coastal in its nature, residents and visitors alike enjoy access to contemporary facilities including museums, art galleries, cafes, hotels and restaurants, entertainment facilities and cinemas.

The region enjoys a tropical climate of hot summers and warm winters, with average daily temperatures ranging from 22 – 23 degrees Celsius in the winter months of June and July, and up to 29 – 30 degrees Celsius in the summer months of December and January. The tropical wet season occurs during January to March, with the cyclone season beginning in November and typically ending in April.



TOWN: _____ BOWEN

Bowen is at the top of the Whitsundays, a jewel in the Whitsunday crown with untouched beaches, beautiful bays and a perfect tropical climate. Bowen is one of the undiscovered treats of Queensland and an ideal destination for those seeking a laidback beach holiday.

Bowen is situated in the northern region of the Whitsundays on the shores of Edgecumbe Bay, just 40 minutes' drive north from Airlie Beach. It's a picturesque seaside town that offers a beachcomber's paradise with eight award-winning, palm-fringed beaches to explore plus, there's the reef, beach and estuary fishing. With a daily average of eight hours of sunshine all through the year, it can also lay claim to having Australia's best climate.

The most popular beaches are Horseshoe Bay and Queens Beach. Visitors are well provided for at most beaches in the Bowen area, with facilities including barbecues, picnic tables, children's playgrounds and neatly maintained parkland areas. The Bowen foreshore has recently been redeveloped with fun family activity in mind and boasts a sound shell for outdoor events.

With some of the best fringing reefs of the Queensland coast lying just a few metres offshore, the area attracts snorkellers and divers keen to explore the coral gardens.

Source: TEQ on Queensland.com



HISTORY OF THE CATALINA AIRCRAFT



KEY FACTS

The aircraft was usually equipped with:

- 3 x .30 calibre (7.62mm) Machine Guns (2 x in Nose Turrets, 1 x in Ventral Hatch at Tail)
- 2 x .50 calibre (12.7mm) Machine Guns (1 x in each Waist Blister)
- 4,000 lb (1,814 kg) of Bombs or Depth Charges
- Some also had Torpedo Racks

It requires a crew of 8 – 10 people which include:

- Pilot
- Co-Pilot
- Radioman
- Radar Operator
- Navigator
- Flight Mechanic
- Bow Turret Gunner
- 2 x Waist Gunners and
- Ventral Gunner

The Catalina is a long-range maritime patrol bomber aircraft. The aircraft was designed in the 1930's and saw extensive operations with the allied air forces during WWII in most campaign theatres, especially the Pacific theatre of war.

The Catalina Flying Boat is a fixed wing seaplane with a hull, allowing it to land on water. Its role was a maritime patrol and search-and-rescue seaplane, anti-submarine warfare, fire-bombing and surveying. In peace time, it was used for charter, exploration and fire bombing.

A 'Flying Boat' is an aircraft that can take off and land on water.

The earlier models had wheels that were detached after the aircraft entered the water, with the later models being amphibious and able to land on water and then extend the landing gear to taxi onto land or land at conventional airports or airstrips.

It has 2 Pratt and Whitney R-1830-92 Twin Wasp radial engines, 1200 hp (895 kW) each. These allow the aircraft to reach a top speed of 196 mph (314 km/h) with a range of 2520 miles (4030 km).

The overall size of the Catalina is 63' 10 7/16" (19.46m) long, 21' 1" (6.15m) high, with a wingspan of 104' 0" (31.70m). On conservative power settings, it can remain airborne for up to 32 hours and flights were, at times, sunset to sunset.

The Catalina flying boat was a slow aircraft vulnerable to enemy fighters. Several Catalina's were lost while on reconnaissance flights.

Due to the success of Catalina missions and the Japanese Military not knowing how some of the Catalina feats were being carried out, recognition of the heroic acts was not published and after the war, forgotten.

The Consolidated PB4Y Catalina is also known as the Canso in Canadian service. Catalinas served with every branch of the United States Armed Forces and in the air forces and navies of many other nations.



THE CATALINA IN BOWEN

During World War 2 Bowen hosted an air force base, flying PBY Catalina flying boats to search for enemy ships and submarines. The concrete aprons and ramp are still present and silhouettes of two aircraft have been painted in.

The Catalina's history is acknowledged by the Whitsunday Regional Council on the Bowen Foreshore Parklands precinct. The design includes:

- Catalina Interpretation Centre – providing visitor information about the historic WWII Catalina Flying boats and a War Memorial Wall that commemorate those who served in various armed conflicts. The structure is iconic and allows the visitor a unique 'cockpit' experience with curved glass panels depicting the flying boats in their historic site context.
- Bowen Soundshell – a unique multi-purpose structure in the centre of the parklands strip provides an outdoor stage, backstage, service courtyard, ablutions, multi-purpose booths and a pavilion dedicated to the film 'Australia' (which was shot on site). The building has additional space and services for a future cafe.
- Various Amenities, BBQ and picnic area structures.



A LEGENDARY CATALINA STORY

In 1943 Qantas, the British Air Ministry and BOAC (formerly Imperial Airways) agreed to a daring plan to re-establish the Australia-England air link that had been cut by advancing Japanese forces.

The plan called for regular flights between the Swan River, Perth, and Koggala Lake, in southern Ceylon (now Sri Lanka).

Qantas crews had gained experience with long over-water flights while ferrying 19 Catalina flying boats to Australia from San Diego, California.

The single Indian Ocean hop of 5,652km would be the longest non-stop regular passenger flight ever attempted in the world. Celestial navigation had to be used to maintain radio silence over waters patrolled by enemy aircraft. The weight of fuel limited the Catalina's load to only three passengers and 69kg of diplomatic and armed forces mail.

The flying boats, travelling at about 200km/h, would take an average of 28 hours to complete the journey, but up to 32 hours nine minutes when winds were unfavourable.

Source: Qantas.com

An aerial photograph of a coral reef in clear, turquoise water. The reef is visible as darker patches and lines on the seabed, extending from the foreground towards the horizon. The sky is a pale blue with some light clouds.

MARKET ASSESSMENT

QUANTITATIVE

The two key sources of Australian visitor data are the National Visitor Survey (NVS) and International Visitor Survey (IVS). The NVS and IVS provide quality tourism intelligence about Australia's domestic and international tourism markets.

DOMESTIC WHITSUNDAY VISITOR ACTIVITY FOR THE YEAR ENDING DECEMBER 2017

Domestic	Number of visitors	% of total
Total domestic overnight visitors to the Whitsunday region	545,000	
Airlie Beach SA2	375,000	
Bowen SA2	n/p	
Number who visited a museum/art gallery in the Whitsunday region	n/p	4%
Total domestic overnight visitors to Queensland	21,781,000	
Number who visited a museum/art gallery in Queensland	1,045,000	5%

The Whitsundays region welcomed 545,000 domestic overnight visitors in the year ending December 2017. This represents 5.3% growth over the past three years.

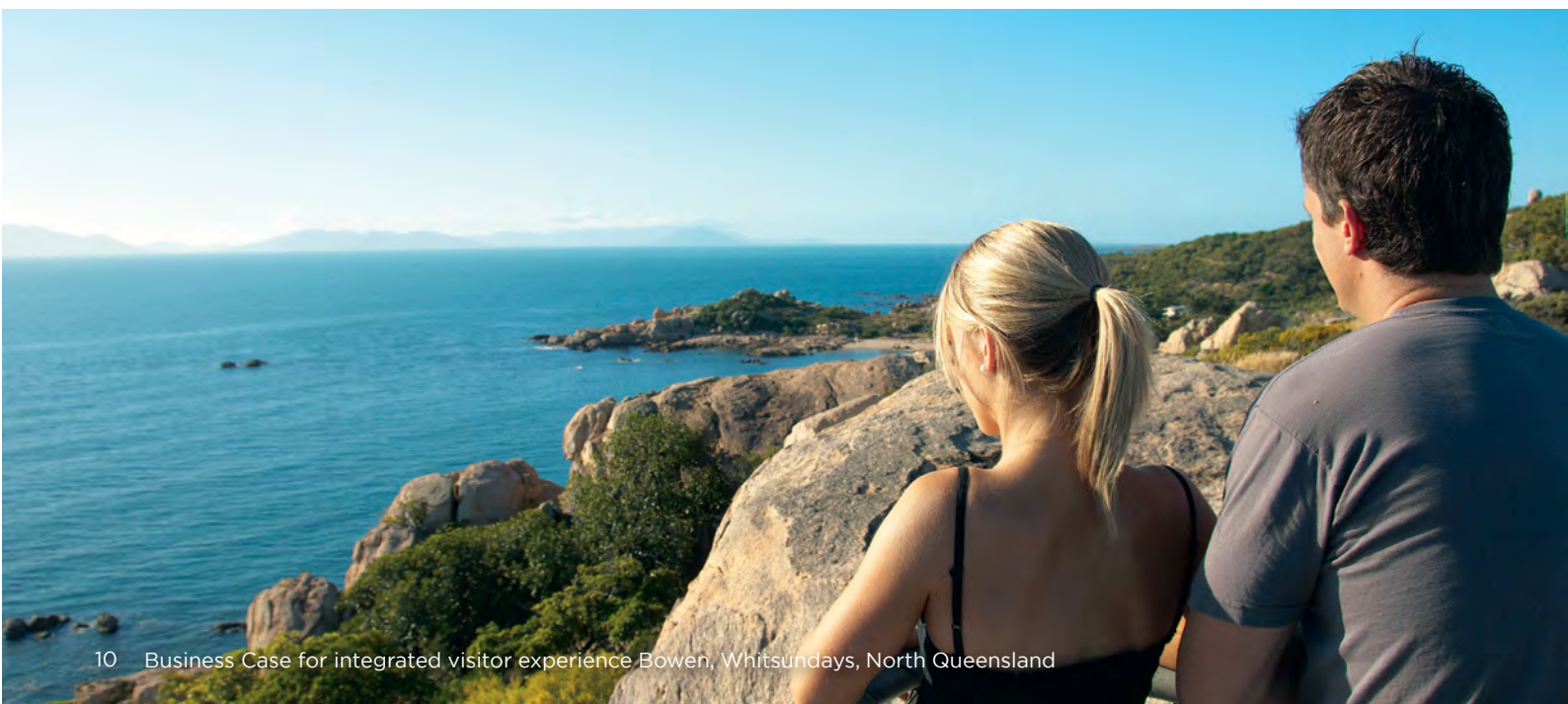
The Whitsundays region bore the brunt of Tropical Cyclone Debbie in late March 2017, and the subsequent recovery effort has likely driven a surge in business visitors. Business visitation grew by 44.5% over the three years ending December 2017 to 144,000.

Holiday visitation appears to have been impacted by the damage caused by the cyclone, with a 1.7% decrease to 296,000 in the three years ending December 2017. On the other hand, visiting friends and relatives (VFR) travel increased 3.6% to 89,000 over the same period.

The intrastate market comprised two thirds (66%) of domestic visitors to the region, with 15.3% growth to 358,000 visitors. Brisbane was the largest intrastate source market and recorded strong growth of 32.6% to 98,000 in the three years ending December 2017.

Interstate visitation declined by 5.9% to 187,000 in the three years ending December 2017. However, visitation from NSW, the largest interstate source market, was relatively stable (+0.3%) with 117,000 visitors coming to the region.

Overall visitor nights grew by 5.1% to 2.5m over the three years. However, this growth was counteracted by a lower average spend per night which resulted in overnight expenditure declining 2.8% to \$467.3m.





INTERNATIONAL WHITSUNDAY VISITOR ACTIVITY FOR THE YEAR ENDING DECEMBER 2017

International	Number of visitors	% of total
Total international overnight visitors to the Whitsunday region	241,000	
Airlie Beach SA2	233,000	
Bowen SA2	10,000	
Number who visited a museum/art gallery in Australia during their trip	120,000	50%
Total domestic overnight visitors to Queensland	2,684,000	
Number who visited a museum/art gallery in Queensland	888,000	33%

The region welcomed 241,000 international visitors in the year ending December 2017, a 2.8% year-on-year decline. The international market accounted for almost one in three (31%) overnight visitors to the Whitsundays region.

While visitation was down overall, the region recorded growth from three of its top five markets, these were Germany, China and Scandinavia. German visitation was up 5.2% to 36,000, Chinese visitation was up 5.5% to 22,000 and Scandinavian travel grew 5.7% to 13,000.

The UK remained the largest source market, with 53,000 visitors, down by 2.6% compared to the previous year. The USA was also a top five market, with 17,000 visitors.

While visitation grew, international visitors stayed fewer nights and spent less in total. This may be due, in part, to holiday visitors shortening their stay because of Cyclone Debbie which hit the region in late March 2017 and interrupted the operation of many tourism businesses.

The region saw visitor nights decline by 23.9% to 1.3m and subsequently expenditure decreased by 7.9% to \$189.5m.

In late March 2017, Cyclone Debbie and subsequent flooding interrupted tourism operations in several tourism regions, including the Whitsundays. This may be related to fewer holiday visitors and more business travel in some regions.

Sources: International and National visitor surveys, year ending December 2017, Tourism Research Australia and TEQ research data. n/p = not publishable due to low sample size. SA2 = Statistical Areas Level 2, a geographic area defined by the Australian Bureau of Statistics.

VISITORS USING BRUCE HIGHWAY

Whilst there is no formal way to measure how many visitors travel past the current Visitor Information Centre (VIC) or Bowen Airport (both located on the Bruce Highway) a review of Tourism and Events Queensland data from the National Visitor Survey (NVS) indicates domestic overnight visitors who had a stopover in Townsville or the Tropical North Queensland (Cairns) Tourism Regions, whose main form of transport was self-drive vehicle, and who live in SEQ (Brisbane, Gold Coast, Sunshine Coast), NSW or VIC indicates the following:

Place of Residence	Visitors Per Annum
South East Queensland	131,000
New South Wales and Victoria	136,000
Total visitors	268,000

Source: TEQ and Tourism Research Australia, National Visitor Survey year ending March 2018

If allowing for at least one of the south or northbound journeys to be coastal (v's inland) daily Bruce Highway visitor numbers translate to:

Place of Residence	Visitors Per Day
South East Queensland	358
New South Wales and Victoria	372
Total visitors per day	730

NB: visitor numbers are amortised over a 12-month period (365 days). Seasonal peaks and troughs occur throughout the year.



NORTHBOUND BRUCE HIGHWAY TOTAL VEHICULAR ACTIVITY FOR THE YEAR ENDING DECEMBER 2017

Total vehicular traffic numbers are outlined below. Whilst there is no direct correlation with the above table, the figure of 1,766 vehicles per day at Little Goodbye Creek does give insight into the market potential.

Location	Daily vehicle average	growth over last 10 years
Site 1: South of Duck Creek	2,114	+2.93%
Site 2: Bruce Highway 1km South of Bowen Connection	3,199	+2.22%
Site 3: Bruce Highway 200km North of Don River	3,247	-0.59%
Site 4: North of Little Goodbye Creek	1,766	+2.53%

Source: Department of Transport and Main Roads, Mackay Regional Office. Southbound traffic is approximately the same as northbound.

BOWEN VISITOR INFORMATION CENTRE VISITORS F/Y 2017/2018

The current Bowen Visitor Information Centres receive 44,193 visitors per year split across the two sites.

Site	Daily visitor average	Percentage by site
Bruce Highway	91	75%
Thomas Street	30	25%

Source: Tourism Bowen - annual visitors 44,193. Visitor source - 48% Queenslanders, 30% interstate, 22% international





QUALITATIVE

Telephone interviews have been conducted with the Queensland Tourism Industry Council (QTIC), Tourism Australia (TA), Tourism and Events Queensland (TEQ) and Visit Queensland (appointed auditor of Queensland Visitor Information Centres (VIC) to ascertain their views of an integrated VIC and tourism attraction. Without exception they all agreed a co-located facility would be beneficial for both the museum and the Visitor Information Centre.

A telephone interview was conducted with one of Australia's largest coach companies (The Travel Corporation) re the integrated visitor centre concept. They indicated the experience would be of interest for coach groups, particularly for morning/afternoon tea and lunch stops. Itinerary planning for this company has 24-month window.




INTEGRATED VISITOR EXPERIENCE

BUSINESS OBJECTIVES



FINANCIALLY SUSTAINABLE

Create a financially sustainable business that helps generate overnight visitation and expenditure in the Whitsunday region




INFORMATION SERVICES

Provide the world's best visitor information services



WORLD CLASS MUSEUM

Provide a world class museum experience



RETAIL OUTLET

Create the world's best retail outlet for fresh, frozen, dried and processed mango products



DUAL PURPOSE

Create a facility that can be repurposed during natural disasters



COMMUNITY PRIDE

Create a facility that will instill a sense of community pride

BENEFITS AND LIMITATIONS






BENEFITS

- Opportunity to grow visitor expenditure and length of stay
- Provides a competitive edge to other destinations
- An opportunity to showcase the Bowen mango and sell mango related product
- An integrated tourism facility
- A significant capital project for the Whitsunday region
- Community pride
- Facility available for use during natural disasters

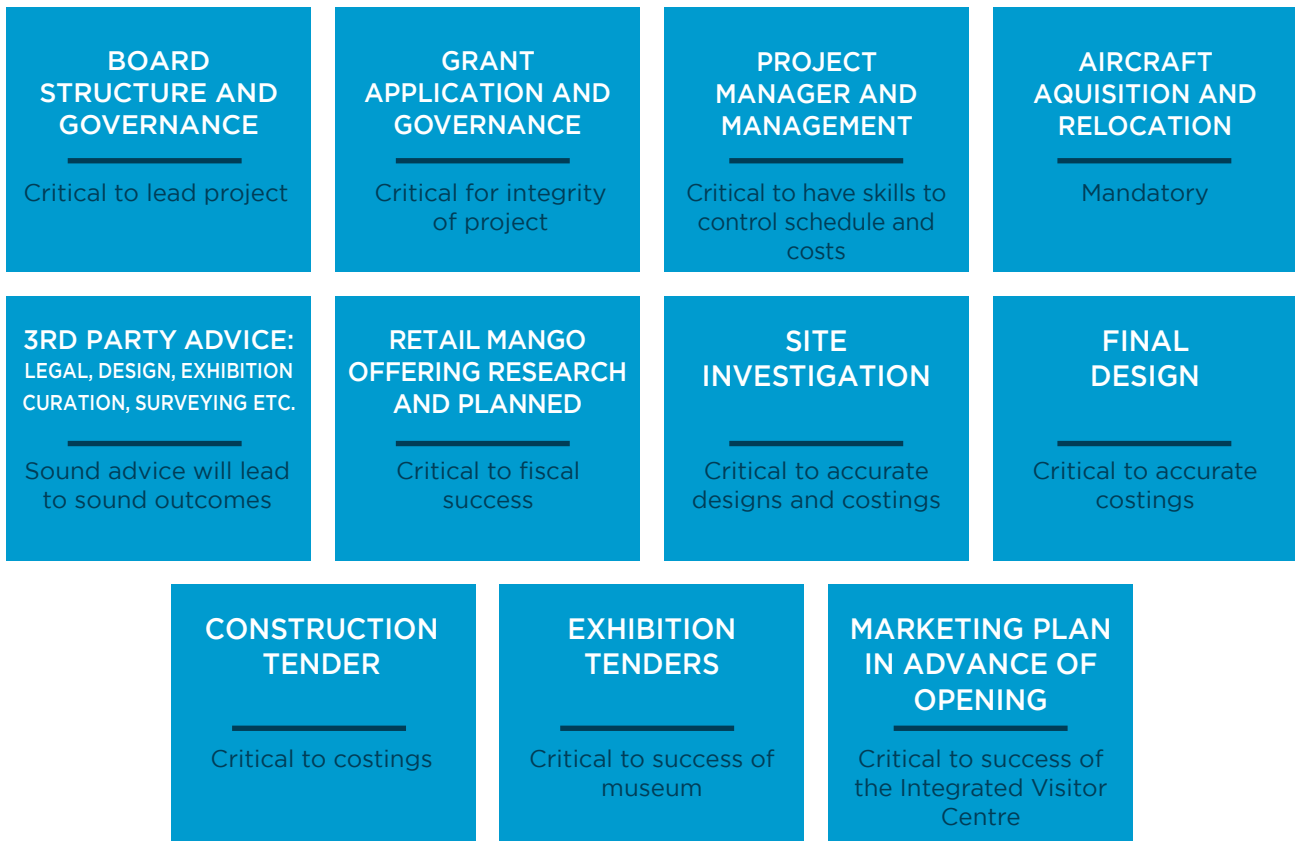
LIMITATIONS

- Inability to have all passing visitors stop
- Other destinations and companies offer experiences visitors are seeking
- Some visitors may consider the Big Mango to be "kitsch" or may not like mangoes
- Whilst an integrated facility can deliver the opportunity to engage more visitors, not all visitors will take the opportunity to stay and spend in region after visiting the VIC
- Some capital expenditure will be spent outside region
- Locals not visiting the integrated centre
- Will not always be available for emergencies. i.e: 1 in 100-year floods

OPTION IDENTIFICATION AND SELECTION

	Comments	Recommendations
Stand-alone aircraft without museum or VIC	Lower level of interest without museum and Visitor Information Centre	
Stand alone Visitor Information Centre	Road traffic past 10 years static, thus growth limited. Existing facility doesn't provide contemporary experience.	
Aviation Engine Power Show	Opportunity to create overnight visitation	
Integrated Visitor Centre	New facility, all under one roof	
Inclusion of mango products in cafe/sales	Opportunity to be world leader in mango menu/products	

SCOPE AND IMPACT



VISITOR POTENTIAL



WHO IS THE TARGET MARKET?



SELF-DRIVE VISITORS SEEKING LOCAL INFORMATION



VISITORS ON EXTENDED COACH TOURS



SELF-DRIVE DAY VISITORS FROM AIRLIE BEACH AREA



AVIATION ENTHUSIASTS VISITING FOR ONE OFF EVENTS



DAY TOURS FROM AIRLIE BEACH

Note: both domestic and international visitors are targets for the integrated facility

WHAT IS THE APPEAL?



LOCAL INFORMATION FROM EXPERTS



BIG MANGO PHOTO OPPORTUNITY



UNIQUE MUSEUM EXPERIENCE



AVIATION ENGINE POWER SHOW



WORLD'S BEST RETAIL OUTLET FOR FRESH, FROZEN, DRIED AND PROCESSED MANGO PRODUCTS

HOW TO REACH THE TARGET MARKET

- Create solid foundations:
 - Branding
 - Hero images and detailed content
 - Web site / social channels
 - Press kit
 - Local Bowen community support
- National accredited visitor information centre network
- Word of mouth support from accommodation providers in/near Airlie Beach
- Word of mouth support and sales from Whitsunday tour desks
- Coach and school groups
- Aviation publications
- Positive online reviews
- Road signage

WHAT/WHO IS THE COMPETITION?



**TIME POOR
TRAVELLERS**



**A LACK OF KNOWLEDGE
ABOUT THE OFFERING**

Note: whilst other aviation museums could be considered 'competition' it is thought they are each too unique to compare and very geographically dispersed



SWOT

ANALYSIS

STRENGTHS

- Highway position
- Strong local committee
- Combined facility drawing greater numbers for VIC and museum
- All weather mainland attraction
- Diversity of attraction
- Broad appeal
- Best of its kind in the World (Dedicated to the Catalina Air and Ground crew that operated in WWII worldwide)

WEAKNESSES

- Bowen not well known and understood
- Seasonal road traffic to North Queensland

OPPORTUNITIES

- Low number of mainland attractions
- Available for emergency use during severe weather events
- Special events such as:
 - Fly in's
 - Memorials
 - Hangar events
- Regular flight opportunities
- Educational days (air cadets, school students)
- Secure storage for borrowed items (memorabilia and logs from crews worldwide)
- A place for community social interaction
- Available for events

THREATS

- Local committee losses focus
- Cyclone or extreme weather conditions impacting visitation
- Aircraft damage due to usage (mitigate with regular servicing and upkeep)
- Aircraft damage due to unacceptable public behaviour (mitigate with restrictions and limitations)
- Volunteer or public injury (mitigate with appropriate safety measures)

A photograph of a yellow slatted structure with a sign that reads "BOWEN VISITOR INFORMATION". Above the sign is a blue square with a white arrow pointing up and to the right. The background is a clear blue sky.

BOWEN VISITOR INFORMATION

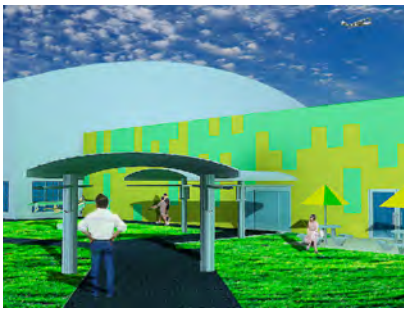
INTEGRATED VISITOR — EXPERIENCE

FREE ENTRY

Visitor Information and Engagement Centre	Knowledgeable, professional staff, skilled in customer service, unbiased and authoritative information and regional displays and stories
Big Mango	Relocated Big Mango (possible creation of baby mangos)
Cafe and Mango Product Range	Simple quality food and coffee experience (scalable for future growth). Mango juices, ice creams, dried, recipe books, online sales
Gift Range	Extensive range of Catalina related gifts including, shirts, caps etc

PAID ENTRY TO MUSEUM

Catalina People	Catalina People, 100 faces, 100 stories
Video Wall	Internal combustion radial engine video loop
Social Media Opportunity	Interactive social media photo opportunity - Cockpit (staged)
Digital Touch Screens	Exploring Catalina aircraft parts
VR Flight Experience	Catalina VR simulator
Cinema Experience	5-7-minute video telling the story of the Catalina and the Whitsundays
The Catalina Hangar	Guided 20-minute tour of the hangar and Catalina aircraft
Aviation Engine Power Show	Daily 9am and 4pm "Aviation Engine Power Show" 30-60 minutes



VISITOR INFORMATION AND ENGAGEMENT CENTRE

Australia's most trusted and welcoming visitor information centre. Consistent high-quality reviews from visitors and award winning at the local, state and national tourism awards.

CAFÉ AND MANGO PRODUCT RANGE

A contemporary Australian café serving high quality coffee and speciality foods. Australia's most respected retailer and online seller of mango related products, books and merchandise.



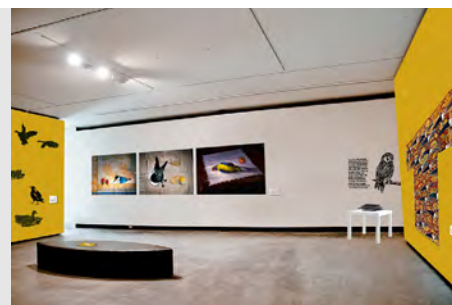
GIFTS RANGE

A high quality range of Catalina merchandise that provides ongoing promotion of the museum and region. Items available for online purchases as well.

MUSEUM (PAID ENTRY)

CATALINA PEOPLE

100 stories of the people and families involved in the creation, flying and servicing of the Catalina Aircraft. Told via a photo and accompanying short story about the subject.



VIDEO WALL

A video (loop) showing the inner workings of a large radial engine. The engine is a crucial and highly important component of an aircraft in the same way engaged visitors are to a museum. What better way to showcase the miracle of flight and aviation than by displaying a video wall of the most essential part of an aircraft - the engine. Just as having engaged visitors is important to a museum, engines are important to aircraft. Without the engine, there would be no functioning aircraft. No aircraft would mean no miracle of flight. No miracle of flight would mean no aviation museum. What better way to engage an audience in the wonder of flight than by developing their insight and knowledge into the inner workings of the single main component that helps make flight possible.

INTERACTIVE SOCIAL MEDIA PHOTO OPPORTUNITY

A cut away of a cockpit with stairs and disabled ramp access for a 'leaning out of cockpit window' photo opportunity. This will generate publicity and promotion for the museum because of people posting the photos on their social media accounts. Within the contemporary social culture, people tend to enjoy sharing their participation in new experiences and events online with friends, and providing them with an easily accessible, captivating, and unique photo opportunity gives them a way of curating the image of being a fun-loving, curious person within their community. It also serves as a talking point for people to relate the experience of visiting the museum to others, as well as potentially offering them insight into the operation of the Catalina.



DIGITAL TOUCH SCREEN TABLES

Touch screens allowing visitors to look at the detailed drawings and workings of a Catalina Aircraft. Large multi-touch surfaces offer opportunities for people of all ages to learn the inner workings of the Catalina Aircraft. Touch tables allow users to fully immerse themselves within the aircraft, allowing them to obtain a clearer understanding of the inner machinery of the plane, especially through interactive measures designed to foster a greater understanding of where plane parts lie in relation to one another and the interplay between different plane parts.



VR FLIGHT EXPERIENCE

6-person virtual reality / mechanical Catalina ride - approximately 5 minutes in duration. A traditional museum encounter is usually based on exhibits and relies heavily on visual or audio information. A VR ride takes visitors to a higher level of engagement with the Catalina aircraft by allowing them to actually EXPERIENCE what it 'feels' like to fly! Comfortable seats are mounted on a hydraulic system which realistically simulates the movement of flying.



CINEMA EXPERIENCE

5-7-minute video telling the story of the Catalina and showcasing what the Whitsunday has to offer visitors. The video can take visitors from the black and white film history of the Whitsundays and WW2 to present day regional experiences.





HANGAR AND AIRCRAFT

A guided hangar walk through and ‘up-close’ experience of the Catalina Aircraft. Small groups, a bespoke experience delivered by knowledge and informative guides.

PAID ENTRY TO AVIATION ENGINE POWER SHOW

A twice daily 9am and 4pm 30 to 60-minute show highlighting the power of aviation engines. Timed to encourage overnight stays in the Whitsunday region. Scaled to demonstrate the power of the Cessna up to a large radial engine (longer term - acquisition of a jet engine).



SPECIAL CATALINA AIRCRAFT EVENTS

Air show attendance, engine start-ups, taxi/runway runs and short flights are all possible ways to utilise the aircraft. For the sake of budget planning, \$12,000 net income has been allocated in the budget from 6 special events per year.

Feedback from aviation contacts indicate a willingness for many people to be involved with the maintenance and flying of the aircraft. Volunteer bunk house accommodation is planned for the hangar.




EXCELLENCE IN VISITOR INFORMATION CENTRES (VICS)



THE TOP THREE FEATURES THAT VISITORS LOOK FOR IN A VISITOR CENTRE

1. 
**KNOWLEDGEABLE,
PROFESSIONAL STAFF,
SKILLED IN CUSTOMER
SERVICE**

2. 
**UNBIASED AND
AUTHORITATIVE
INFORMATION**

3. 
**REGIONAL DISPLAYS
AND STORIES**

In a report about the future of Visitor Information Centres in Western Australia the author wrote:

“there is a potential disconnect between visitor expectations and the current focus of some WA visitor centres on sales and revenue generation at the expense of servicing and information provision. By way of example, the South Australia study uncovered anecdotal evidence of some visitors being turned off by the change in visitor centre staff attitude once they realised the visitor was not there to book a tour or accommodation.”

Source: The future of visitor centres in Western Australia (Haeberlin Consulting)

FIVE KEY AREAS OF FOCUS FOR VISITOR INFORMATION CENTRES

WHAT'S ON THE OUTSIDE MATTERS

Getting visitors to stop and come in, with signage strategies etc.

CHANGING THE LANGUAGE

Why it's important to humanise it.

DISCOVERING YOUR OWN BACKYARD

Becoming an advocate for your own region.

THE INSIDE

The product mix, stimulating the senses, story-telling etc.

UTILISING IT

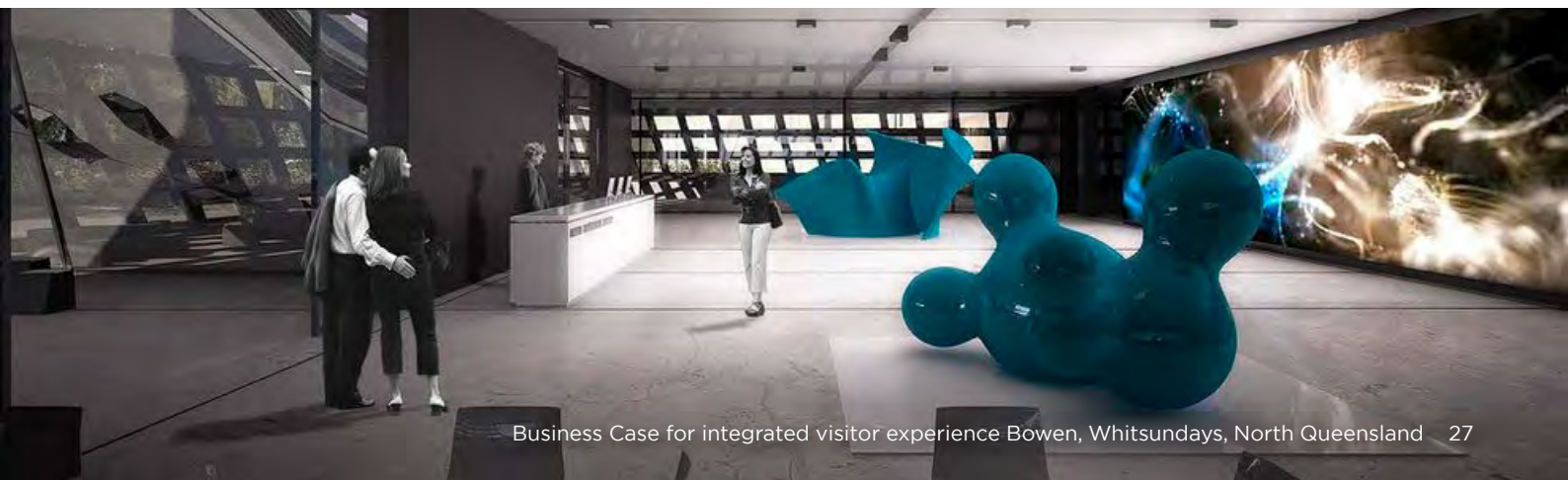
How we can better connect with our visitors, using technology

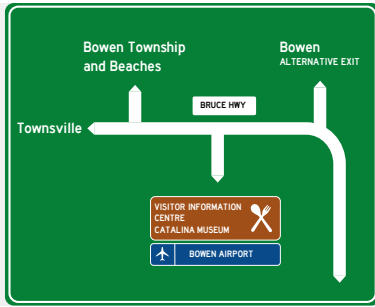
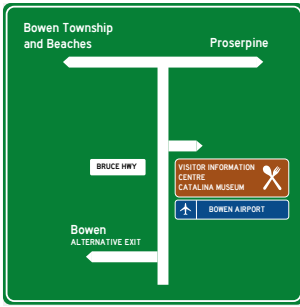
Source: Kiikstart Training and Consulting Services

INGREDIENTS FOR VISITOR INFORMATION CENTRE SUCCESS

1. Build positive working relationships with the tourism industry, civic leaders and the wider community to increase understanding of the economic and community benefits generated through investment in the Centre and other tourism products and facilities in the region
2. Develop close partnerships with Tourism Whitsundays, Tourism and Events Queensland and the Queensland Information Centre Association
3. Provide staff and volunteers with the appropriate training needed to maintain a high level of customer service
4. Engage with the local community through school visits, sporting groups, education programs and attendance at local events
5. Establish a comprehensive distribution channel to market the facility
6. Pursue funding opportunities through external grants
7. Seek to provide tourism product that is available all year

Source: TEQ report - Accredited Visitor Information Centre Case Studies - Insights into their valuable contribution to tourism and communities





ROAD SIGNAGE BRUCE HIGHWAY

Easy to understand directional road signage is a critical element to any visitor attraction and/or information centre that relies heavily on passing road traffic. Sample road sign concepts are attached.

MAINLAND ALL WEATHER EXPERIENCES

An integrated visitor experience will provide the Whitsunday region with an all-weather activity for visitors. Industry feedback has identified a lack of non-water related experiences as a regional opportunity.



MUSEUM SPACE FOR EVENTS

Utilising discrete wheels, exhibition assets can be temporarily relocated to allow for special events. The museum area (air-conditioned) can house approximately 400 people for cocktails or 200-250 for seated catered events. The hanger (non air-conditioned) can house approximately 1,500 people for cocktails or 1,000 for seated catered events. This business opportunity has potential to add income for the integrated facility.

EMERGENCY USE

The integrated visitor experience can be repurposed during natural disasters for use by emergency services. Whilst the facility may not always be available (IE: potential storm surge) it can be an asset for the entire Whitsunday region. The airport was used by emergency services during tropical Cyclone Debbie.



MUSEUM GIFTS

Quality giftware to cater for adults, children and families. Despite the disparate agendas of visitors, one thing unites them all - an interest in learning. This can lead to an interest in buying suitably branded and priced giftware.

MARKETING

A strategic marketing plan will help deliver successes for the project. The five stages of marketing to be considered are:

- Announcement / commencement of project
- Strategic marketing plan written (18-24 months pre-opening)
- Pre-launch marketing – engagement with community, branding, trademarking, web site, social channels, awareness with coach companies etc. (18-12 months pre-opening)
- Opening marketing – 3 months pre-opening
- Ongoing plan – reviewed and reported on monthly post opening

VIC AND MUSEUM MARKET POTENTIAL

Market	Item	Number	Comments
SEQ, NSW and VIC	Potential visitors per day - self-drive	730	Refer to data in table on page 11
Regional QLD	Potential visitors per day - self-drive heading north or south to Cairns and/or Townsville/Outback	75	Estimate
SA, TAS, ACT, WA and NT	Potential visitors per day - self-drive heading north or south to Cairns and/or Townsville/Outback	75	Estimate
Coach Extended Touring	One coach of 50 pax every second day (equivalent to 25 pax per day)	25	Estimate
International	Potential visitors per day - self-drive heading north or south to Cairns and/or Townsville/Outback	50	Estimate
School Groups	20 groups per year - 25 children per group - 500 children per year total	1.3	Estimate
All Markets	Visitors staying in Airlie Beach area who may visit for day trip (Inc. Cruise ship pax)	1.6	
Total		978	
	Rounding >	1000	<Rounding

Notes:

heading to / from Townsville or the Tropical North Queensland (Cairns). Refer data in table on page 11

International visitors - The total number of international overnight visitors to Whitsunday region is 241,000 per annum. 33% of those visitors indicated they had visited a museum/art gallery in Queensland during their stay. Sources: International and National visitor surveys, year ending December 2017, Tourism Research Australia and TEQ research data.

Domestic visitors - museum/art gallery patronage in the Whitsunday region is 4% (NVS) thus 21,800 per year.

Coach Groups - Research information on coach groups isn't available however one coach visit every second day is achievable.





PROJECTED VISITATION

A well governed, managed, marketed and executed experience has the potential to deliver 200 visitors per day to the centre with 100 per day opting to visit the museum (amortised over the full year).

		Visitors Per Day
Potential	Refer table on page 29	1,000
Target for VIC	Conversion rate of 20%	200
Target for Museum	Conversion rate of 10%	100

MUSEUM ENTRY PRICES

ENTRY TYPE	PRICE EX GST
Adult	20.00
Concession/Student	15.00
Child	12.00

- Family bundles – consideration could be given to offering families reduced rates
- Product bundles – combining food, the Engine Power Show and entry could increase overall sales
- Active and retired military – service personnel could be acknowledged with free entry
- RACQ – partnerships and or offers for motoring club members may bring additional sales
- Groups – net rates would be required for coach and tour groups to proactively promote and sell the museum
- Whitsunday residents – residents could gain free entry if accompanied by a paying guest

CAPITAL EXPENDITURE

Option	\$ Ex GST
A	
As per drawings	\$5,811,373.00
Fit out and exhibition	\$2,463,800.00
Total	Total \$8,275,173.00
B	
As per drawings with:	
• upper floor and stairs removed hangar size reduced by 100 sqm	
• Reduce museum by 100 sqm	
• Reduce VIC by 100sqm	
• Cut access pavement area by 4,370 m2	\$4,569,673.00
Fit out and exhibition	\$2,463,800.00
Total	Total \$7,033,473.00

Refer workings for details

VISITOR PROJECTION/SALES

<p>VISITOR INFORMATION CENTRE</p> <hr/> <p>200 people per day</p>	<p>MUSEUM TICKET SALES</p> <hr/> <p>100 people per day averaging a sale price of \$14.50 pp ex GST</p>	<p>GIFT SHOP</p> <hr/> <p>average sale \$5.50 pp ex GST</p>	<p>CAFE</p> <hr/> <p>average sale \$5.20 pp ex GST</p>
--	---	--	---

OPERATIONAL INCOME AND EXPENSES

	\$ Ex GST
Income	\$1,074,200.00
Expense	\$1,017,105.00
Retained Earnings	\$57,095.00

Refer workings for details



COMMUNITY ——— OUTCOMES

EMPLOYMENT

Direct employment generated by the museum would be the equivalent of 8 to 10 full time employees (calculated on staff wages, book keeping, cleaning, gardeners)

\$567,790

OVERNIGHT VISITATION IMPACT

The early morning and late afternoon Engine Power Shows will encourage overnight visitation to the region. In addition, one off special events will bring visitors from across North Queensland and potentially further away. The integrated experience has the potential to generate 3,650+ additional visitor nights in region (10% of projected museum visitation). The spend of these additional visitors is projected at \$279+ per night per person (NVS March 2018)

\$1,018,350

MUSEUM EXPENSES

Items such as café food and gift purchases

\$391,815

COMMUNITY PRIDE

Whilst there is no way to measure the dollar value of community pride, the facility will help foster better social connections by strong community engagement

\$ IMMEASURABLE

EMERGENCY USE

\$ IMMEASURABLE

TOTAL

\$1,977,955





GOVERNANCE

STRUCTURE

It is recommended that one entity build and operate the integrated centre.

The success of the integrated visitor experience will rely heavily on the board governing the facility. Detailed planning and reporting, particularly in the design/construct phase and early operational phase are all critical to success.

The underlying principles that promote good governance are:

ROLES AND RESPONSIBILITIES

There should be clarity regarding individual director responsibilities, organisational expectations of directors and the role of the board.

BOARD COMPOSITION

A board needs to have the right group of people, having particular regard to each individual's background, skills and experience, and how the addition of an individual builds the collective capability and effective functioning of the board.

PURPOSE AND STRATEGY

The board plays an important role in setting the vision, purpose and strategies of the organisation, helping the organisation understand these and adapting the direction or plans as appropriate.

RISK - RECOGNITION AND MANAGEMENT

By putting in place an appropriate system of risk oversight and internal controls, boards can help increase the likelihood that their organisation will deliver on its purpose.

ORGANISATIONAL PERFORMANCE

The degree to which an organisation is delivering on its purpose can be difficult to assess, but this can be aided by the board determining and assessing appropriate performance categories and indicators for the organisation.

BOARD EFFECTIVENESS

A board's effectiveness may be greatly enhanced through: careful forward planning of board-related activities; board meetings being run in an efficient manner; regular assessments of board performance; having a board succession plan; and the effective use of sub-committees, where appropriate.

INTEGRITY AND ACCOUNTABILITY

It is important that the board have in place a system whereby; there is a flow of information to the board that aids decision-making, there is transparency and accountability to external stakeholders, and the integrity of financial statements and other key information is safeguarded.

ORGANISATION BUILDING

The board has a role to play in enhancing the capacity and capabilities of the organisation they serve.

CULTURE AND ETHICS

The board sets the tone for ethical and responsible decision-making throughout the organisation.

ENGAGEMENT

The board helps an organisation to engage effectively with stakeholders.

Source: Australian Institute for Company Directors – NFP sector

MANAGING THE — PROJECT

The project has budgeted a Project Manager for 24 months. An alternative could be to utilise an architectural company to provide a turn-key solution.

Meetings have been held with Fulton Trotter Brisbane (works as part of the i5 collective) who have experience in museum design and curation of content (ie: Hinkler Bundaberg).

COMPARATIVE COST

PROJECT MANAGER EMPLOYED BY COMMITTEE	EXTERNAL PARTY
\$300,000	Option A \$765,000 Option B \$510,000

*** These figures were supplied by Fullton Trotter prior to the project being honed thus are indicative only.*

OPTION A	Building - \$5.1 million (75%) Interp - \$1.7 million (25%)	Professional fees budget 15% of \$5.1 million= \$765,000 TOTAL Architectural fees 6.9% of \$5.1 million= \$351,900 (included in the \$7.65K)
OPTION B	Building - \$3.4 million (50%) Interp - \$3.4 million (50%)	Professional fees budget 15% of \$3.4 million= \$510,000 TOTAL Architectural fees 7.25% of \$3.4 million= \$246,000 (included in the \$5.1K)

IN — CONCLUSION

The Whitsunday region has a unique opportunity to create an integrated tourism experience in Bowen NQ. The facility will:

- provide world class visitor information services
- become a global leader in the retailing of all things mango
- acknowledge the history of the classic Catalina Aircraft
- create community pride
- generate overnight visitation and spend



COMPARATIVE ANALYSIS

LOOKING AT OTHER SIMILAR MUSEUMS

LONGREACH

QANTAS FOUNDERS OUTBACK MUSEUM



The Qantas Founders Outback Museum is an independent not-for-profit community organization and registered charity, operating since 1996, to commemorate the ethos and preserve the material heritage of Qantas Airways Ltd.

Today, they are an award winning, world-class museum and cultural display, eloquently telling the story of Qantas through interpretive displays, interactive exhibits, original and replica aircraft and an impressive collection of genuine artefacts.

Their aircraft collection incorporates four of the world's most significant aircraft – the Consolidated PBV Catalina Flying Boat, Douglas DC-3, Boeing 707 and the legendary Boeing 747. In addition, they have full scale replicas of some of the most important aircraft in the early Qantas fleet – de Havilland DH-61 Giant Moth, de Havilland DH-50, and Avro 504K Dyak; Qantas' first aircraft.

Although they are not owned or operated by Qantas Airways Ltd, and receive no recurrent funding from them, they enjoy a good working relationship and have benefited from occasional grants and donations from the company and its employees past and present.

Source: qfom.com.au



LEARNINGS FROM THE QANTAS FOUNDERS OUTBACK MUSEUM, LONGREACH

- \$1m+ wages bill, 35 staff
- Visitor numbers 43,000 per annum, seasonal (winter strongest period)
- Open 7 days
- Off season 2 for 1 deals with Queensland Rail
- Museums and Galleries QLD and Museums Galleries Australia membership - very useful for advice
- Extra workshop space has been of value to QFM with ongoing aircraft acquisition and restoration
- Volunteers village, 3 phase power, toilets/showers, washing machines, BBQ area, room for 4-5 vans, 1-week volunteer stays taken up to 4 weeks (due FOC - yet still spending money in town)
- Volunteers working in all areas - examples: history and engineering
- Training and induction manuals a necessary tool
- JFK moon approach - begin with the end in mind
- Look at how other museums do it, constant learning. Staff visit other museums to learn. Acts as an incentive for staff to stay current / fresh / valued
- Involve community in everything that is done "buy- in" from community one of the most important aspects of QFM continued success (test drive ideas - previews of new attractions - engagement)
- Example of community engagement - new Super Connie exhibition launched to community July 2018 - visitor launch August 2018
- Stories of people - the museum story is much more than aeroplanes. Farmers, communities where Qantas landed, staff at Qantas - pilots, mechanics, other employees
- In marketing - focus on people images, not just aircraft
- National Film and Sound archive. All (aircraft) sounds available. Light and sound story telling is low maintenance yet meaningful
- Have fresh proposals always ready to go when funding available v's funding available and then having to find a project
- Virtual reality potentially off trend ... if you have it how do you manage it
- Exhibitions keep it simple ... light and sound (use motion sensors)
- On site community updates undertaken quarterly
- Retail shop - shirts, fridge magnets, tea spoons, items for children, teddy bears, caps and local art work all sell well. Reduced sizes suit travellers
- Community champions are local businesses (IGA, pharmacy etc)
- Annual electricity cost is \$140,000
- Community dinners ... ie: Italian night, Turkish night, Indian night etc held each year
- Primarily paid staff used. Volunteers utilised for special occasions such as 707 days (plus long-term engineers etc)
- School holiday experiences popular. IE: 45 min curator for the day session
- Breakfast with engineers' mornings popular
- Consider disabled access for Catalina
- Prices - Adult \$28, Concession \$23, Child \$18, Family \$80
- The museum bundles various offers and value adds to drive sales. Their platinum package retails for \$165 adult

LAKE BOGA, VIC

LAKE BOGA FLYING BOAT MUSEUM



The idea of building a memorial to the service men and women who had been stationed at the No.1 Flying Boat Repair Depot at Lake Boga during World War II was first discussed by a few local Lake Boga Lions Club members over a few beers at the local pub in 1983.

From this humble beginning, countless volunteer hours, “blood sweat and tears” and many more beers, the “dream” finally came to fruition when the modern hangar which houses a restored Catalina and other exhibits was officially opened on 21st April 2012.

The aircraft on display is a Catalina PBY5. It depicts the type and size of aircraft that were used as patrol bombers during World War II and was built in the USA by the Consolidated Aircraft Company. It was originally a Netherlands aircraft that was adopted by the Royal Australian Air Force in 1942 and given the registered number A24-30. After the war it was sold to Kingsford Smith Airlines, who used it for spare parts. The body was sent to Lake Boga for scrap, but it was purchased by a local farmer and taken to Nyah. The farmer used some parts but left the rest lying under a tree for forty years. His family donated it to the Lake Boga Lions Club who has painstakingly assembled and semi-restored it to something of its former glory.

From 1988 until 2010 the aircraft was displayed in the open parkland adjacent to the original secret underground Communications Bunker. In early 1997, work began on developing the Bunker into a museum to house the many exhibits and artefacts that had been collected and donated. The Bunker museum was officially opened in November 1997. Following its 24 years exposed to the elements and after a long and arduous process to procure funds to enable a hangar to be constructed over the plane, it was restored again in 2011. Late in 2011 the museum was relocated from the Bunker into the hangar with the Catalina and the Bunker re-constructed using original plans and photographs to resemble its wartime state.

Source: Flyingboat.org.au

LEARNINGS FROM LAKE BOGA FLYING BOAT MUSEUM, LAKE BOGA VIC

- Visitor numbers 20,000 per annum
- Staffing 1 manager (4 days per week) and 4 casuals plus volunteers (wages \$120,000 - \$140,000 p/a)
- Income \$200,000
- Adults: \$15.00 Children: \$8.00 Family: \$30.00 Concession: \$12.00
- Entry fees carry the operational costs, souvenirs provide the cream
- On site café has new tenant trial then weekly rent (\$500-\$800 range)
- Established by Lions 1985
- 2008 grant of \$870,000 to build hangar
- Recent grant of \$447,000 to build café
- Move from a volunteer model to staffed for more consistent visitor experience (it's all about 'story telling')
- 10-minute DVD shown (footage from national archives) + 8 minutes story telling
- Souvenirs t/o \$80k-\$100k p/a – margins stubby cooler \$2/\$10, model aircraft \$25/\$60, t-shirts for grandchildren are popular
- Hard at present to get WW2 project support as WW1 current focus of grants – 100 year anniversary
- 20,000 visitors' p/a, 68% grey nomad (who have low add on spend) Operates as a viable business
- Learnings re grants – requires excellent corporate governance, clarity by all involved re guidelines for spending funds
- 1hr 30min average stay
- Solid marketing plan in place
- Air show every March – 75th anniversary drew 5,000 people at \$20 pp (1,500 went into museum on the one day at a special rate of \$10 pp)
- One goal of museum is to help the region gain an extra night stay – attraction currently adds \$2.5m to the tourism economy
- Quarterly engine start-up days, variety of engines, 500-600 people attracted
- Open 7 days

BUNDABERG, QLD

HINKLER HALL OF AVIATION



The Hinkler Hall of Aviation is a tourist attraction and visitor experience operated by the Bundaberg Regional Council. The complex is an outstanding example of several communities working together with all levels of government to celebrate and honour the life and pioneering efforts of Bundaberg's own aviation pioneer, Bert Hinkler. The Hinkler Hall of Aviation pays tribute to Bert Hinkler as a pioneer of flight and as a person who was significant in the advancement of aviation during the early 20th century.

The Hall itself is a modern, dynamic and unique structure, made of soaring glass and steel, and filled with the personal story of Bert Hinkler. In this very building, Bert's accomplishments are brought to life, offering the ability to view and obtain a real understanding of the historical, social, technical and physical impact arising from the achievements of one of Australia's leading aviators. The experience brings together every element of Bert's earliest dreams of adventure and imagination and stands as one of Australia's most significant cultural and educational attractions, catering for residents of and visitors to Bundaberg, history students and the budding aviation enthusiast.

A key element of the Hinkler Hall of Aviation is its foundation as a cutting-edge interpretive facility that educates and entertains through the preservation of Hinkler artefacts and memorabilia. Much more than a museum, the Hinkler Hall of Aviation celebrates pioneering aviation in all forms and seeks to enrich our lives as a living storybook. The facility houses original documents and photos plus restored replicas and an original version of the five key aircraft associated with Bert Hinkler's aviation history. Interactive displays, touch screens, an aircraft simulator, atmospherically controlled display gallery, lecture theatre, artefact work preservation and restoration facility and archival area all feature in the modern complex, designed to replicate the sleek and dynamic design of an aircraft wing.

Source: Hinklerhallofaviation.com

LEARNINGS FROM HINKLER HALL OF AVIATION, BUNDABERG QLD

- 20,000 visitors p/a
- Average stay 1 hour
- \$18 Adult, \$10 Child, \$12 Senior, \$40 family, \$28 family 1 ad + 2 child
- FTE 1 + 4 perm part time
- Volunteers - 6 regulars
- 3 staff M-F - 2 staff weekends
- Pens, postcards, bi-plan model, t-shirts, pencil sharpeners all popular
- Hands on interactive popular - ie: climb on aircraft for photo opportunity, dress up props
- Wages biggest cost
- Air-conditioned 24/7 due to items on loan from Queensland Museum
- Coach groups targeted
- No two days the same
- Open 7 days



IMAGE CREDITS

While all effort has been taken to identify and acknowledge image sources, there may be some attributions that are incorrect at time of publishing.

Cover

Visitor Information Centre, July 2009. Photo by Amber Toms. Courtesy of Tourism and Events Queensland.

Page 3

Space Gallery. Image by Geralt. www.pixabay.com

Page 5

Hill Inlet, September 2003. Photo by Chris McLennan. Courtesy of Tourism and Events Queensland.

Page 6

Michaelmas Cay, September/October 2017. Photo by Andrew Wilson. Courtesy of Tourism and Events Queensland.

Page 7

Catalina in flight – PBY over Salton sea, n.d. Image courtesy of Palm Springs Air Museum.

Page 8

Bowen Foreshore. Qld, 2009. Photo by Vaughn Bowden. Courtesy of Whitsundays Regional Council.

Bowen, qld. 1943. Catalina (pby) flying boat of no. 11 squadron or no. 20 squadron RAAF, early in 1943. It has been beached for maintenance by the no. 1 flying boat maintenance unit. Photograph by Elliott Brand. Courtesy of the Australian War Memorial.

Bowen Flying Boat Base during WWII. Image courtesy of ozatwar.com

Bowen, Qld. 1944-05-09. RAAF fitters working on the engines of a Consolidated PBY Catalina flying boat. Photo by John Thomas Harrison. Courtesy of the Australian War Memorial.

Catalina on Display, n.d. Creator unknown

Page 9

Aerial of Heart Reef. February 2004. Photo by Paul Ewart. Courtesy of Tourism and Events Queensland.

Page 10

Bowen. July 2008. Photo by Paul Ewart. Courtesy of Tourism and Events Queensland.

Page 11

Whitehaven Beach, Hill inlet. October 2013. Photo by Maxime Coquard. Courtesy of Tourism and Events Queensland.

Page 12

Unnamed Road, Altaysky District, Russia. n.d. Photo by Aleksandr Kozlovskii. www.unsplash.com

Page 13

Visitor Information Centre, July 2009. Photo by Amber Toms. Courtesy of Tourism and Events Queensland.

Page 14

Airlie Beach, June 2016. Photo by Jules Ingall. Courtesy of Tourism and Events Queensland.

Page 15

Touchscreen. Image by Edar. www.pixabay.com

Page 18

Group of friends standing near the car looking at map. Creator unknown. www.pixabay.com

Page 19

Couple talking together at the airport. Image by Rawpixel. www.shutterstock.com

Page 20

Bowen Visitor Information Centre, July 2009. Photo by Amber Toms. Courtesy of Tourism and Events Queensland.

Page 22

Artists Impression of VIC, n.d. By Kosuke Maruyama.

Modern Café, n.d. Creator unknown.

Aerosoft PBY Catalina Qantas Model. n.d. Creator unknown. www.mymahoganyamodel.com

Gallery mockup, 2011. Photo by Phozographer. www.flickr.com

“World’s largest Kinect driven interactive video wall.” Still image from a YouTube video by BUT nv. www.youtube.com

Page 23

Man hanging out of cockpit window, n.d. Creator unknown

Interactive Table , n.d. Creator unknown

Virtual Reality Flight Simulator, 2016. Photo by Bob Crosslin. Courtesy of Fortune Magazine.

Cinema Seating, n.d. Creator unknown

Page 24

SaxonAir hangar, n.d. Creator unknown.
<https://saxonair.com/services/flight-support-handling/>

Engine, n.d. Creator unknown

G-PBYA Miss Pick Up is the name of this venerable old Consolidated PBY Catalina, 2012. Photo by Kevin Clarke. Alamy Stock Photo

RM Muster and Catalina Arrival into Longreach, October 2011. Courtesy of Tourism and Events Queensland.

Page 25

Future Pavillion of MBAM, 2014. by Manon Asselin and Jodin Lamarre Pratte Architects.

Page 26

Reception, n.d. Photo by Photomix Ltd. www.pexels.com

Page 27

Architectural concept proposal for contemporary art museum in Wroclaw, 2008. Image by Nizio Design International

Page 28

Catalina Museum Road Signs, 2018. By Celeste Davidson-Riza.

Ellis Island, New York State, USA. n.d. Photo by Keith Levit. www.fotosearch.com

Function Space, n.d. Creator unknown

Cyclone Debbie - "Tropical Cyclone Debbie (13P) approaching eastern Australia", from the LANCE Rapid Response MODIS images database

Aerosoft PBY Catalina Qantas Model. n.d. Creator unknown. www.mymahoganymodel.com

Page 29

Hook Island, June 2016. Photo by Keiran Lusk. Courtesy of Tourism and Events Queensland.

Page 30

Bus and cruise ship, n.d. Creator unknown. <https://seattleexpress.com/tour/pre-cruise-city-tours/>

Page 31

Busy business center. Rush motion, 2013. Photo by Photocreo. www.depositphotos.com

Page 32

Close up of male hands with pen using calculator, n.d. Photo by Mangostar. www.shutterstock.com

Page 33

Catalina Sign - Bowen foreshore, Whitsunday Regional Council, 2009. Photographer: Vaughn Bowden, Tract Consultants

Page 34

Bowen28, 2016. Photo by Gareth McGuigan. Courtesy of Tourism and Events Queensland.

Page 35

Portrait of confident business partners looking at camera with smiling leader in front, n.d. Photo by Pressmaster. www.shutterstock.com

Page 37

Bowen, July 2008. Photo by Paul Ewart. Courtesy of Tourism and Events Queensland.

Page 38

Colorful tile sign of museum typography text sign near grass with blue sky, Waterloo Region Museum, n.d. Photo by Scott Webb. www.unsplash.com

Page 39

Qantas Outback Founders Museum (Outdoor), n.d. Creator unknown. Courtesy of www.australiantraveller.com

Qantas Outback Founders Museum (Inside), n.d. Creator unknown. Courtesy of www.qfom.com.au

Page 40

Qantas Aircraft tail, n.d. Photo by Squirrel_photos. www.pixabay.com

Page 41

Lake Boga Flying Boat museum (outside), n.d. Creator unknown. www.flyingboat.org.au

Page 42

Catalina in flight, 2018. Photo by Paul Johnson/Flightline. www.walesnationalairshow.com

Page 43

Hinkler Hall of Aviation, n.d. Creator unknown. www.hinklerhallofaviation.com

Page 44

Avro Aircraft, 2018. Creator unknown. www.hinklerhallofaviation.com

This document should be read in conjunction with the projects financial workings, drawings, conceptual images and the 3D video walk through.

DISCLAIMER AND IMPORTANT INFORMATION

This report has been prepared independently by Seark Pty Ltd ATF Chelsea West Trust t/a Tourism Partners at the request of the Coral Sea Catalina Heritage Museum Inc. The report recommends ways the Whitsunday community can create an integrated visitor experience in Bowen, North Queensland. The views expressed in this report are not necessarily the views of the Coral Sea Catalina Heritage Museum Inc. The information, statements, statistics, plans, costings, videos, images and commentary contained in this report have been prepared by Tourism Partners from data supplied by the Coral Sea Catalina Heritage Museum Inc., publicly available data/material, from discussions held with stakeholders, advice by professional and non-professional sources. Tourism Partners does not express an opinion as to the accuracy or completeness of the information provided, the assumptions made by the parties that provided the information or any conclusions reached by those parties. The Information contained in this report has not been subject to an independent audit. All monetary amounts in this report are ex GST except for the economic impact figure and the entry prices shown for other museums. All amounts are in Australian dollars. A professional survey, geotechnical report, searches re floods and the contaminated land register have not been undertaken on the proposed Bowen Airport land. Use of this material for business planning may or may not result in business success.

