

THE STRATEGIC VISION & REPOSITIONING OF TOWNSVILLE





THE TRANSFORMATION OF TOWNSVILLE

Stage 2 Report

Developing the Strategic Vision and Repositioning of Townsville

June 2017



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INTRODUCTION & BACKGROUND

Tourism Think Tank is a specialist market intelligence, strategic positioning and brand development firm.

We have been retained by Townsville Council (as part of the Pure Projects multi-disciplinary team) to help develop an entirely new strategic positioning and public narrative to become the long-term foundation and guide for implementing Council's planned major transformation of Townsville.

Council has made clear its objective of developing a comprehensive creative plan for reinventing and transforming Townsville into a genuinely competitive, 21st century aspirational brand of quality experiences and excellence for tourism, investment, tropical living, creativity, the arts, science, education, sports, and recreation.

A simple and easily understood new strategic framework (a complete re-positioning of Townsville), with clear community and key stakeholder buy in, is a vital pre-requisite before any development planning can begin.

CATALYSTS FOR SUCCESSFUL TRANSFORMATION.

The case studies of other successfully reinvented Australian destinations which had chronically lost their way, such as the former economically stagnant Tasmania and heavy industry dependent 'rust belt' Newcastle (and even 'Bleak City' Melbourne in the early nineties) reveal a consistent process of developing the catalysts necessary for transformative change.

Firstly, creating an entirely new, easy to grasp, strategic positioning that becomes the long-term underpinning foundation of what the reinvented city's 'brand' primarily stands for.

Such as is typically the case for the world's most familiar cities and destinations:

- Distinctively unique, authentically different, absorbingly fascinating culture and traditions
- Authentically unique cuisine and local fresh produce, culturally specific to that city/region (hundreds of examples, but notably France)
- Ditto a long-established viticultural history and reputation for famous wines (France again)
- Unique Wildlife (Africa, Australia, Galapagos Islands)
- Adventure tourism (New Zealand, Iceland, Canada)
- A genuinely pristine, visually stunning natural environment (New Zealand, Iceland and Canada again; Queensland's Great Barrier Reef; Alaska; the Himalayas; increasingly, the Antarctic)
- A unique specialist economic reputation (California's hi-tech Silicon Valley, Germany's engineering excellence, Hollywood's movies, Seattle's Boeings)
- A constant program of famous sporting events (Melbourne's F1 Grand Prix, the Australian Open tennis, the Melbourne Cup, the AFL Grand Final)
- Romantic, idyllic escape (the South Pacific Islands)
- Creative Cities designed around the community (Copenhagen, Paris, New York and now even Belfast)
- Arts festivals & large scale community events (Sydney's *City to Surf* race, Sydney's Vivid Festival with its 2.3 million attendees, the Boston marathon, Pamplona's Running of the Bulls)
- Authentically unique cultural - including indigenous - and architectural heritage (the Sydney Opera House & Uluru, most Old World cities),

INTRODUCTION & BACKGROUND

Secondly, supported by an easy-to-understand and motivating public narrative of the totally new positioning and vision, detailing the 'why' and 'how' of the type of entirely new, high quality recreational experiences and infrastructure - along with the required supportive community behaviour - to completely revitalise and transform those stagnant cities.

Finally:

Supported by a permanent marketing, publicity and promotion campaign, on a sufficient scale to significantly raise local and national awareness of the totally transformed city/destination. Such as the hugely successful "you'll love ever piece of Victoria's jigsaw campaign and New Zealand's "100% Pure" positioning.

2016's announcement of Townsville's proposed new Stadium and Entertainment precinct began that catalytic process with the community (with a bang), and has set expectations high indeed for the continued repositioning and reinventing of their city.

Community buy-in is the make or break of any such strategic plan to transform the city, and providing locals in a city the size of Townsville with a plan to deliver (via both the public and private sectors) a suite of exciting new high quality lifestyle experiences and infrastructure, is fundamental to its commercial success.

LOCAL QUEENSLANDERS ARE BY FAR THE BIGGEST MARKET.

Local people are invariably the main source of business in most Australian tourist destinations and attractions, particularly those located in the capital and larger regional cities.

At any given time, the large majority of people on holiday in Queensland, or enjoying out of home fun and/or uplifting recreational experiences, are Queenslanders themselves. Not interstate visitors or those from overseas.

TEQ's *Domestic Tourism Snapshot* for 2016 clearly confirmed:

- Domestic travel represented 90.0% of total visitation to Townsville in the year ending December 2016, up 7.5% to 1.16 million visitors.
- Interstate visitation to Townsville weakened with a 10.5% decrease to 232,000 visitors.

So, out of 2016's total 1.16 million Domestic visitors to Townsville, 928,000 (75%) were fellow Queenslanders, and only 232,000 (25%) came from other states.

This everyday reality usually comes as a surprise to many politicians and commentators, but it is incontrovertibly true.

Significantly improving the quality recreational experience in key areas of Townsville will also obviously be a big new drawcard for more intrastate visitors, as well as the large local community.

This potential game-changing upside to Townsville's economy is the key driver of Council's proposed total transformation of the quality- and variety- of its visitor experiences.

And, of course, attracting increased numbers of interstate and overseas visitors represents the high yield icing on the visitor economy's cake.

However, international and interstate tourism alone will be significantly inadequate to underwrite commercial success.

INTRODUCTION & BACKGROUND

UNDERSTANDING THE EXPERIENCE ECONOMY.

According to the UNWTO, travelling and seeing the world is a common part of the lives of the globe's millennials, with 78% of them choosing to splurge on experiences over "things." (United Nations World Tourism Organisation)

Developing the necessary repositioning strategy for Townsville's proposed transformation requires clear recognition of the centuries-old incurable human yearning (wanderlust) for *cultural immersion* into authentic and unique 'Instagram-moment' bragging rights experiences.

For we now live in *The Experience Economy*, where experiences are:

"A distinct economic offering, as different from services as services are from goods"
(Harvard Business Review, 'Welcome to the Experience Economy').

It is therefore imperative that new world-class products, infrastructure, facilities, services and events are developed, (consistent with an underpinning repositioning strategy) to ensure delivery of exactly the unique 21st century experiences that are craved by global travellers and the local community alike.



INTRODUCTION & BACKGROUND

The current NSW, Victorian and New Zealand Tourism Strategies prioritise this crucial need:

“Common themes across the New South Wales and Victorian strategies include a focus on the visitor experience: -

- *Improve the quality and range of visitor experiences in NSW*
- *Strengthen Victoria’s market positioning and enhance the quality of the visitor experience in Victoria”* Deloitte Access Economics 2016

The New Zealand *Tourism Strategy 2015* articulates the ‘golden rules’ of its renowned *100% Pure* strategic positioning, which we urge Townsville to adopt and execute:

“Remarkable landscapes and natural attractions are not enough. Visitors must receive a world-class experience at every stage of their journey.” NZ Tourism Strategy 2015

“This starts with the image of New Zealand that potential visitors have when planning their trip. Quality marketing is an essential first step to encourage both domestic and international visitors to explore New Zealand.

It continues with the quality of the experience visitors have once they are here. We must provide world-class products, appropriate infrastructure, and unique experiences that provide an insight into New Zealand’s culture.



World-class experiences are authentic, unique, and delivered with superb service. They must stand out as being different from the experiences available in other countries. Within this setting, Maori culture provides a distinctive element.

The key to meeting this outcome is quality. Delivering quality experiences is central to maintaining New Zealand’s reputation as a visitor destination, and to achieving the Strategy’s vision.” (New Zealand Tourism Strategy 2015)

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COMMUNITY AND STAKEHOLDER RESEARCH.

To formulate the necessary repositioning strategy for Townsville, exhaustive desktop, social and market research was undertaken during the Community and Stakeholder Engagement process.

Tourism Think Tank's Report containing these research findings has been completed, and is the vital enabling precursor to preparing a positioning strategy which, by necessity, must be accurately based on community sentiment and expectations

The detailed findings provide an exceptionally clear picture of those expectations, desires and motivations, perceived strengths, weaknesses, hopes and frustrations (the uncensored mind and mood) of the local Townsville community and its stakeholders. Who, by a considerable margin, represent the crucial commercial foundation of Townsville's experience economy.

We were particularly conscious of the need to drill down into Townsville's younger than average demographic mix, and to get closely into the 'mind and mood' of its Millennials, who are now Australia's (and the world's) largest single demographic group.

The life and work values, aspirations and behaviour of Townsville's millennials, in common with millennials globally, are dramatically differently from their Boomer parents, with significant implications for Townsville's future strategic direction.

Detailed analysis of the unique Millennial demographic cohort is contained on pages 27-30.



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COMMUNITY & STAKEHOLDER ENGAGEMENT

SNAPSHOT OF KEY STRENGTHS & WEAKNESSES AS PERCEIVED BY THE TOWNSVILLE COMMUNITY

STRENGTHS	WEAKNESSES
Strong community passion and sense of belonging	CBD has a serious image problem – Locals don't go to the CBD to shop or spend time. Disconnect between CBD and suburbs
Vibrant arts/cultural community	Townsville has little reputation as a tourist destination
The Strand is a very well-liked precinct.	Rock Pool is dirty and isolated from shops and cafes.
Strong reputation as an education community. TVS 'has intellectual grunt'	Airport presents poorly and is totally uncompetitive with Old's major tourism airports
Jonathan Thurston the most inspirational community leader to young people. A very strong sporting community.	Starved of events
New Flinders Street bars/cafes are well liked by younger people	Strongly criticised as being badly lit and unsafe at night
Families enjoy end-of-day relaxing together at Stocklands	Surprisingly low visitation to Magnetic Island by locals. Ferry trips seen as expensive
Gregory Street shops are a microcosm of what CBD retail could be	Young people bored and disenchanted
Laid back, friendly and casual people.	Poor food and beverage culture

STAGE 1

RESEARCH INSIGHTS

THE CBD HAS A SERIOUS IMAGE PROBLEM.

'The CBD should be the hub for the community. They completely avoid it.'

There was a near total absence of positive community feelings or commentary about the CBD from all ages, genders, occupations, status and socio-economic backgrounds.

The CBD is categorically **not** seen as the heart of the city (not even by tourists), and has little evident emotional connection with the local community.

They don't see it as fulfilling any enriching role in their lives and, other than the appeal to millennials of the bars in Flinders St at night, it offers few of the prized exciting/enriching experiences that are craved globally by locals and tourists alike.

It has lost its shopping, movies, family entertainment, socialising, and even its out-of-home eating and coffee 'fix' to the suburban malls.

The community is consequently neither proud of the CBD nor frequent it. The sense of vibrant place, buzzing with happy cosmopolitan people, green, shady and lush with plenty of al fresco cafes and attractive shops - such as Cairns Esplanade, Noosa or Hamilton Island or Brisbane's edgy James Street and Eat Street – is eerily absent.

OBSERVATIONS AND RECOMMENDATION

Clearly, the recommended new Master Plan from Pure Projects for activating the CBD will be the key driver of its vitally needed renaissance. However, the not dissimilar lifeless/empty CBD problem was successfully confronted by Newcastle.

More than 30% of Newcastle's CBD buildings were unoccupied for years after BHP's permanent closure of its steel works in 1999 and the shutdown of the state shipbuilding dockyard a decade earlier. Unemployment hit a dangerous 12%.

Today, a transformed Newcastle has 5.7% unemployment, a thriving tourism and recreation economy and a dramatically more vibrant, creative, green and people friendly CBD.

The Newcastle case study is detailed below on page 45.

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RESEARCH INSIGHTS

THE STRAND IS WELL LIKED BUT HASN'T MOVED WITH THE TIMES.

The Strand is inarguably established as a meaningful and valued Townsville recreational precinct.

However, this is largely in the context of its attractive tropical landscaping, clean beaches and potential, rather than being an all-encompassing *'experience rich'* destination that consistently entertains and meets the recreational wants of the local community.

'Love the Strand. But needs to provide heaps more things to do.'

There was a widespread, very strongly expressed opinion that The Strand is lacking in regular recreational activities and events across sporting, leisure, music, events and culture.

'It's beautiful. But there's absolutely no entertainment. And all the restaurants close around 8:30 or 9pm.'



There was universal frustration at the excessive over-regulation of sporting activities and community recreational experiences. Kayaking, kite surfing, renting SUP's or canoes are all banned, along with enjoying a glass of wine at a foreshore picnic.

'There are far too many silly killjoy restrictions along The Strand. Nanny state. Can't even have a glass of wine. It's ridiculous.'

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RESEARCH INSIGHTS

OBSERVATIONS AND RECOMMENDATION

The Strand cannot hope to realise its recreational experience potential while its restrictive and often excessive 'nanny state' regulations remain in force.

Deloitte Access Economics made specific reference to exactly this Queensland problem of over-regulation of beaches in their 2016 Asian Tourism Strategy recommendations for Tourism and Events Queensland, viz:

Experience Development

"The experiences that attract visitors to Queensland form some of the most important decisions drivers and some of most memorable components of their trip.

Government and industry can work to ensure that these experiences are of an international calibre and go beyond visitors' expectations.

***Review approval processes** across all layers of government for developing experiences and attractions targeted towards visitors. Where these government processes exhibit excessive regulation, investigate how they could be streamlined so as to provide a suite of quality, authentic tourism experiences.*

As an example, access to Queensland's beaches for commercial purposes is often tightly regulated by local councils. This has the potential to inhibit developing quality tourism experiences that showcase Queensland's coastline. (Deloitte Access Economics 2016)



It is inconceivable to ever imagine New York City preventing the pervasive hot chestnuts, pretzels and hot dog carts – and the pop-up trucks – with their happy vendors, operating on nearly every main Manhattan street corner.

For generations, they have been a deeply important part of the unique 'street theatre' character and colour of New York's visitor experience. Just like Sydney's buskers, didgeridoo players and street artists noisily plying their trade 7 days a week at Circular Quay.

Townsville Council should prioritise a formal review of the inhibiting effect on visitation of its excessively restrictive regulations on recreational activities and experiences on The Strand, in line with Deloitte's recommendation.

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RESEARCH INSIGHTS

NOWHERE APPEALING TO SWIM OUTDOORS.

While there is a significant existing rock pool swimming area, there was clear consensus that it is too isolated and unappealing from an aesthetic, comfort (no shade) and cleanliness point of view.

It had a general feeling of little popularity, an observation strongly reinforced by community and stakeholder commentary.

'It's dirty and slimy. Clean seawater is only let in once a week. Disgusting. I recently saw a nappy floating in it. I won't let the kids swim there.'

Parents particularly lamented the lack of protective shading and general amenity surrounding the rock pool. The poor connectivity with The Strand's cafes to get a simple lunch for the kids and a "good coffee" was a universal complaint.

OBSERVATIONS AND RECOMMENDATION

The case studies of Airlie Beach and Cairns clearly demonstrate the significant transformative effect on the visitor experience of their modern, large, safe and spotlessly clean public swimming lagoons.

The desire to swim safely with family and friends in the tropics, particularly in the box jellyfish summer season, is universal.

New 21st century technology enables the creation (and maintenance) of very large major swimming lagoons at a significantly lower cost than a conventional concrete pool.

It is inarguable that The Strand's visitor numbers and visitor experience would be transformed by the permanent provision of such a unique lagoon on its beautiful shoreline.

It is our major recommendation to Council, could well be a private sector project, and is covered in detail in Pure Projects Master Plan recommendations.

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RESEARCH INSIGHTS

MILLENNIALS ARE DESERTING TOWNSVILLE FOR GREENER PASTURES.

For Townsville's Millennials, the lack of 'cool' experiences to draw them into the City presented as a significant issue.

'Townsville is starved of events. People are hanging out for things to do.'

Their disenchantment with being bored in Townsville dominated discussions with local millennials. Who, in common with millennials worldwide, endlessly seek the 'right here right now' instant gratification of exciting new experiences with their peer group.

The global digital revolution has uniquely empowered them to demand (and receive) instant gratification when buying goods, services and leisure experiences. Today's "IWWIWWIWI" ("I want what I want when I want it") global millennials are totally in control of the supplier/customer relationship.

"The millennials psyche has changed everything. It is all about immediacy", (The New York Times).

When asked in focus groups or individually, not one Millennial said they'd still be living in Townsville in ten years' time.



'Wouldn't want to be stuck here. There's nothing to do. Nothing happens after 10pm'

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RESEARCH INSIGHTS

OBSERVATIONS AND RECOMMENDATION

Millennials now comprise Australia's (and the world's) largest demographic cohort, and represent the primary target market for Townsville's repositioning strategy, both now and into the foreseeable future.

An unusually high 41% (76,800 people) of Townsville's total population is aged between 15 and 34 years, compared to 34.2% of the total Queensland population (and 34.2% for Australia), making Millennials by far Townsville's largest demographic group.

(ABS April 2017)

The 50 and over Boomer market is the second largest target market, but has significantly different behavioural priorities and values than their Millennial children, particularly related to their more traditional recreational priorities and their propensity to travel.

But it is Millennials that will shape and dictate Townsville's future (particularly given Townsville's younger age profile), and they without question must be our major priority and focus.

"Young, independent, more sophisticated and craving fun, fun, fun, millennials are aspirational, leading to structural upside in fun related experience based spending." (Goldman Sachs 2016)

We must avoid the trap of the comfortable temptation to have Townsville's new positioning strategy shaped primarily by our older - and dramatically more traditional - community. Particularly male peer groups, who globally



have significantly less decision-making influence in recreational and holiday experience choices than women.

As the global Gallup market research and polling corporation recently observed (see immediately following section)

"Millennials will change the world decisively more than any other generation."

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RESEARCH INSIGHTS

A VIBRANT CULTURAL COMMUNITY ACROSS ARTS AND EVENTS.

We witnessed a thriving, well organised, very strong visual and performing arts sector within Townsville, with quality performances, festivals and cultural events catering to children, families and mature demographics.

Wide ranging discussions with representatives from the Townsville arts community unearthed intense passion, talent and commitment to expand Townsville's cultural capabilities and events.

However, common to the discussions with both cultural stakeholders and the broader community was the despairing of the serious lack of appropriate spaces and quality venues to hold performances and events, along with transport solutions to service these locations.

'The City is lacking quality venues that can bring cultural events to life. The necessary infrastructure doesn't exist. The customer experience just isn't there.'

Beyond the capacity issues, there is a clear sense of frustration at the degree of under-appreciation of the imperative role that arts and culture play in defining a city's identity, and their intrinsic appeal to local, global and tourist audiences alike.



OBSERVATIONS AND RECOMMENDATION

Cultural and arts tourism is thriving in Australia, with mass audiences from local communities, interstate and international tourism participating in arts and cultural events.

With around 8.5 million visitors annually, Sydney Opera House (SOH) is the 30th most visited tourist attraction in the world. It also has the world's longest and most attended opera performing season.

Deloitte Access Economics found that its patrons are prepared to pay a 38% premium (compared to other world opera houses) to attend a performance, simply because it is held at the SOH.

Deloitte's international consumer research concluded that the SOH was **"considered internationally as a more relevant and esteemed brand than Australia itself."** (Deloitte Access Economics 2013 'How do you value an Icon?')

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For the 8 years since its inception, Sydney's Vivid Festival has used the SOH sails as the defining attraction for the CBD's 23 night festival of creative light.

"Vivid is now the nation's largest event and the largest of its kind in the world. An event combining light, music and ideas which has (in many ways) established Sydney as the creative hub of the Asia Pacific region."

(Australian Financial Review, May 2017).

Last year's event attracted 2.3 million visitors (up 35% on 2015) and injected \$110 million into the local economy from the 88,000 international and intrastate visitors alone.

The major credit card companies report a 90 per cent spike in transactions within the CBD during the event.

More than 2.0 million Vivid visitations were solely from the local Sydney community.

"Vivid remains a community event at heart. It is predominantly free and not owned by private enterprise."

"Moreover, we have to appeal to all age groups and we do across all 23 nights."

"It's not one big amorphous event, it's something people can see and experience over multiple visits. You can't see it all in one night, it takes quite a few days and nights to take it all in."



"It's a safe and fun community event designed to entertain, educate and inspire." (Destination NSW CEO May 2017)

Similarly, the dramatically transformative effect on the Tasmanian visitor economy of the opening of the Museum of Old and New Art (MONA) in Hobart is detailed in the case studies on page 51.

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RESEARCH INSIGHTS

THE MIND AND MOOD OF THE INDIGENOUS COMMUNITY.

Our engagement with members of the Gurambilbarra Wulgurukaba community revealed particularly articulate and strong leadership, willingly forthcoming with passionate views about the role and status quo of aboriginal culture in Townsville.

The mood was underscored with frustration at the low public evidence of celebrating indigenous culture in Townsville, particularly compared to Cairns.

'There's not a lot of public empathy for the indigenous community, and not many people in the region willing to step up and help.'

'There's heaps of indigenous tourism in Cairns, but Townsville's a mining and ports place, not a tourism town.'

'Indigenous kids complain there's absolutely nothing to do. And their own culture is not distilled into them. Many don't see a future in Townsville, other than football.'

The exception was the NQ Cowboys Learn Earn Legend! indigenous education and careers program, seen by the indigenous community as "a great thing."

OBSERVATIONS & RECOMMENDATIONS

To the visitor, Townsville has little visible evidence of the commercial indigenous tourism that is so strongly present in Queensland's major tourism cities and regions.

The Gold Coast has the thriving Yugambah museum and the Yugambah people's Corroboree attraction at Dreamworld theme park, visited by over one million people yearly.

Cairns has its Tjapukai Aboriginal Culture Park, opened in 1987 and is the largest employer of indigenous Australians in the country.

Since 2009, the very successful annual Cairns Indigenous Art Fair has been hosted, and there is a myriad of well patronised quality Indigenous art and craft galleries in the prime tourist retail heart of the Cairns CBD.

Port Douglas has long had similarly attractively presented and very successful indigenous galleries.

Nearby, the attractive new Mossman Gorge eco-tourism Centre, operated by the Kuku Yulangi people, offers high quality indigenous experiences and guided Dreamtime walks through Mossman Gorge, which is within the region's world heritage listed Wet Tropics rainforest.

By contrast, Townsville's indigenous Cultural Centre - in a highly visible Flinders St river frontage location - has been permanently closed and locked up, presenting an unfortunately forlorn image of aboriginal culture to passers-by. We could not find evidence of any other commercial indigenous activity in the CBD.

These very successful Queensland regional examples of the commercial attraction of authentic indigenous cultural experiences demonstrate the considerable potential of similar professionally developed and managed attractions in Townsville.

We strongly recommend working closely with indigenous organisations to develop authentic experiences that showcase Townsville's rich indigenous culture. Developing these experiences would reflect the tourism market's wants through researching consumer preferences, and then working with indigenous community leaders to provide authentic, high-quality, commercially sustainable experiences.

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RESEARCH INSIGHTS

MAGNETIC ISLAND IS UNDERUTILISED AND UNAPPRECIATED.

Despite its extraordinary natural beauty and proximity to Townsville, Magnetic Island seems very much “off the radar” for much of the Townsville community.

There are very low levels of visitation from the locals, even those in senior employment roles with good salaries. Once a year or less is common. Comments from our research highlight this sporadic frequenting of Magnetic Island - or “Maggie” as universally referenced by the locals:

‘Maggie’s a nice place but there’s absolutely nothing to do.’

‘It’s a shame, but Maggie’s gone downhill. It’s not promoted and there’s nothing cool to do there since they banned The Full Moon parties.’

‘Been to Maggie twice in my whole life.’

‘Might visit Maggie once or twice a year.’

‘The Ferries are very expensive. Costs around \$200 to take the family and the car over for the day.’



OBSERVATIONS AND RECOMMENDATIONS

Broader recognition of the immense unrealised potential of Magnetic Island has nonetheless recently caught the attention of private developers, the Queensland Government, the national media and, very significantly, Trip Advisor.

Trip Advisor’s 2017 Travellers Choice Awards for *Australia’s Top Ten destinations* voted Magnetic Island in an unprecedented Number 5 position...ahead of Noosa (6), Margaret River (7), Port Douglas (8), Exmouth (9), and Airlie Beach (10).

<https://www.tripadvisor.com.au/TravelersChoice-Destinations-cTop-g255055>

Recent media coverage of a standout home on Magnetic Island in the Sydney Morning Herald & Melbourne Age Weekend Editions illustrated Maggie’s striking natural beauty and its quality pockets of pared back sophistication, further reinforcing the unrealised major tourism potential this jewel of an island represents for Townsville.

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Implication:

This outstanding current global publicity represents a totally unprecedented opportunity to capitalise on Magnetic Island's unrealised tourism (and local visitation) potential.

That 'right-here-right-now' opportunity for Townsville must not be lost, and leveraging the huge free-kick of this totally unexpected and exceptional publicity needs to be cleverly, creatively and (above all) swiftly implemented.

We also strongly recommend that Council prioritises addressing the current planning codes and zoning (and lack of essential road and water services in key development locations such as Radical Bay) applicable to development on Magnetic Island.

It has been drawn to our attention that these codes and regulations are preventing development of the type of appropriate high quality, low impact eco-resorts that are now so vitally necessary to compete for quality tourism (and increased local visitation) for any Great Barrier Reef Island, let alone such an unspoilt, underused and highly rated environmental jewel as Magnetic Island.

Magnetic Island, spectacularly beautiful though it is, remains significantly uncompetitive in its quality and scale of resort experience offering, compared to nearby islands, cities and villages in the Queensland tropics as well as Fiji, New Zealand's superb Lodges, Bali and Hawaii (even the Maldives, which is experiencing dramatic tourism growth).



All of which are hugely popular holiday destinations for Australians, with very high levels of repeat visitation.

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RESEARCH INSIGHTS

TOWNSVILLE IS A LONG WAY FROM BECOMING A SERIOUS TOURISM DESTINATION.

'Townsville's tourism numbers haven't really moved in 20 years.' (TEL)

Apart from the difficulties for tourism posed by the profound disconnect between the local community and the unloved CBD, Townsville has the inherent disadvantage of being a very long way from anywhere, particularly Queensland's major tourism regions.

It's a four-and-a-half-hour drive from Cairns, and over three hours from Airlie Beach and the Whitsundays.

Townsville is therefore far from a logical 'add on' destination for the vast majority of tourists to Cairns and the Whitsundays. Or frankly from any tourism destination in Queensland.

Hence the importance of Grey Nomad and Drive tourism to Townsville.

'Townsville tourism is 85% to 90% local Drive tourism.' (TEL)

The proven dictum for commercially sustainable tourism success is that the destination must be no more than an hour's drive from a major tourism airport, with regular multiple daily direct services from the major carriers to the capital cities.

Cairns, the Gold Coast, Hamilton Island and Noosa enjoy that huge advantage, with upmarket Port Douglas (just under one hour's drive from Cairns) being the most northerly major tourism destination in Queensland.

The following extract from an unsolicited email received in 2016 from a bright young Millennial male Magnetic Island ferry worker (raised on the island, and with whom we engaged on the ferry ride) is a poignant expression of Townsville's tourism dilemma.

'Is there anything to see or do between Cairns and Airlie Beach?'

"It doesn't take long to browse through social media, travelling blogs and Trip Advisor to see why Holiday Makers love our northern and southern cousins so much.

In Cairns the reef is more accessible & a lot more cost effective, they have a competitive dining scene and the Daintree Rainforest is just a stone's throw away.

Airlie Beach, the 'doorstep' to the Whitsundays is another town driven by tourism, having competitive dining experiences, a great night life and a bucket list of North Queensland experiences on offer.

The reason I started with the question 'Is there anything to do between Cairns and Airlie beach' is because this was a question I was asked by a group of travellers last year whilst dining out in Cairns. They had a

STAGE 1 RESEARCH INSIGHTS

perceived idea that there was nothing on offer in Townsville that they couldn't experience north or south of us at a more cost effective rate.

Now growing up on Magnetic island it was disheartening to hear that these travellers thought so little of such an amazing and unique location, although after a little research into what was on offer online, I slowly began to realise why!"

"I'll be the first to admit that I'm not an expert in tourism nor what it takes to increase economic growth, but I am passionate about Townsville and tourism on Magnetic Island. I think you will be surprised by what the younger generation has to say about what this city needs."

HOTELS ARE LARGELY OF UNCOMPETITIVE TOURISM STANDARD.

'Townsville's hotel sector's bread and butter is corporate and mining customers, with an average occupancy of 60%' (TEL)

The highest quality hotel is the 4 star The Ville Resort Casino.

By and large, the remainder are serviced apartments, are uncompetitive in quality with hotels at key Tropical North Queensland tourism destinations, such as Cairns, Port Douglas and Hamilton & Hayman Islands, and offer inferior guest experiences and facilities.



STAGE 1

RESEARCH INSIGHTS

TOWNSVILLE AIRPORT IS RESTRAINING THE REGION'S TOURISM POTENTIAL.

'Airports are modern day gateways to cities around the world. Their standard, finish and design also speak to the brand of the destination. We have seen in recent times in Australia a direct correlation between the quality of the airport and growth in capacity both domestic and international as well as visitation. Adelaide and Canberra are two that spring to mind along with the recent upgrading of the Cairns domestic terminal.'

John O'Sullivan, Managing Director - Tourism Australia

Townsville airport is in dire need of major 21st century standard quality repositioning, rebuilding and relaunching if it is to seriously compete for tourism business, especially Australia's high yield international tourist market.

Exactly as the recently rebuilt Cairns, Gold Coast and Canberra airports have done.

Townsville airport is of uncompetitive customer-experience quality, with only one inadequate and cramped domestic Frequent Flyer lounge and ageing terminal facilities, both airside and landside.

The airport is pretty ugly. Needs a lot of work. Not a nice way to introduce people to this place. I'm embarrassed to pick up visitors from there, and then have to drive them right past the jail on the way into town.'

'Cairns airport is really nice.'

Canberra airport's success at the Qantas National Tourism Awards in February 2017 is a perfect case study of how an entirely new, passenger friendly, high quality 21st century standard terminal and supporting facilities can deliver direct international flights to regional Australian cities.

WHY TOURISM?

There was no spontaneous discussion from the community on tourism, and there is clearly no common feeling or perception that Townsville is a meaningful tourism destination.

This is in great contrast to Cairns, where the community consciousness of its overwhelmingly tourism-centric economy is profound, and on significantly highly visible and permanent 24/7 display in every part of the city - from its attractive, recently rebuilt 21st century airport (currently rated 7th of the world's Top Ten Small Airports) to the bustling Cairns CBD, Esplanade and waterfront, to the well patronised tour desks in nearly every hotel, selling as many as 600 tours and attractions.

Townsville's new positioning strategy must embrace the huge future opportunity that Australia's dramatically growing, high yield tourism sector is bringing to the country, to the profound long-term, sustainable benefit of Queensland's major tourism centres.

Over 5 million passengers pass through Cairns Airport each year, compared to 1.58 million passengers (2016 FY) for Townsville Airport.

STAGE 1

RESEARCH INSIGHTS

Cairns enjoyed total passenger arrivals for the 12 months to 31st March 2017 of approximately 2.1 million domestic visitors (up 3.1%) and 330,000 international visitors (up 9.5%). It should be noted that many international visitors fly to Cairns on domestic flights.

Strong growth in Australia's international and domestic visitor numbers has meant that tourism and travel is by far the largest and fastest growing major discretionary consumer market in the Australian economy.

Tourism is also Australia's largest services export.

Total international visitor and domestic tourism expenditure grew by 9% to a record \$116.7 billion in 2016 (60% domestic, 40% international), which was more than three times the 2.5% growth recorded for the Australian economy as a whole.

International visitor numbers to Australia in 2016 grew at an unprecedented 11%, nearly three times the growth rate of total global international travel of 3.9%.

Average expenditure per capita in Australia by each international visitor is approximately \$5,000, which is the highest in the developed world.

Domestic tourism numbers continued the buoyant growth of the past 5 years, posting a 4.85% gain on 2015, also significantly outperforming Australia's GDP growth.

Domestic holiday travel grew by 8.2% in 2016, compared to a 7.1% decline in Queensland mining related travel. (All data sourced from Tourism Research Australia, Deloitte

Access Economics, Townsville Airport and Cairns Airport)

A CONUNDRUM?

The reality is that, for generations, Townsville has been one of Australia's largest government based/government dependent regional cities.

It encompasses, inter alia:

- Lavarack Barracks, Australia's largest Army base
- The substantial RAAF base
- The Great Barrier Reef Marine Park Authority (GBRMPA);
- The Australian Institute for Marine Science (AIMS);
- CSIRO;
- James Cook University
- Central Queensland University
- TAFE
- Townsville's major 580 bed public hospital (with the largest Emergency Department in Queensland)
- Decentralised state government departments and agencies
- Townsville Council, the Stuart Correctional Centre and so on.

AND CONSEQUENTLY:

'Every second employed person in Townsville gets a cheque from the government every 2 weeks, and couldn't give a damn about tourism or changing the place.'

STAGE 1

RESEARCH INSIGHTS

NONETHELESS, AN EXCEPTIONALLY STRONG SENSE OF COMMUNITY.

Despite the harsh grumbling of the community about Townsville's perceived and real problems, there is a quite extraordinary sense of community belonging, passion and pride.

While it is less apparent with the younger community and millennials, they still voice a consistent wish to be proud of Townsville.

Very unexpectedly, there was a remarkable lack of unprompted community comment or complaint about Townsville's post mining boom economic downturn, other than from taxi drivers.

Millennials invariably expressed the pragmatic need to move from Townsville to secure better job opportunities and social 'action', but their wish to be proud of Townsville remained, with many expressing the view that "things were getting better."

When asked, none could accurately state Townsville's 11% unemployment rate, let alone the 17% youth unemployment rate.

Community leaders and key stakeholders to taxi drivers were as one in describing the Townsville community as uniquely easy-going, laidback, authentically friendly and welcoming.

Townsville people are invariably said to be 'real people', consistent with their affectionately embraced heritage as 'a big country town.'

Cairns, by contrast, has a far more transient tourism-centric economy, with nothing like the depth of passion or sense-of-place, of 'belonging,' that so uniquely characterises Townsville's citizens.

Effectively capturing and leveraging this uniquely authentic strength of community spirit is almost certainly the most significant opportunity - with the greatest long-term potential - to successfully underpin Council's bold strategic vision for redefining, repositioning and relaunching a dramatically transformed 21st century Townsville.

UNDERSTANDING MILLENNIALS. TOWNSVILLE'S KEY DEMOGRAPHIC TARGET GROUP.

THE WORLD'S FIRST GLOBAL GENERATION.

"Millennials, the Generation Y cohort born between 1980 and 2000, have grown to recently become the largest generational cohort in Australia, with 4.9 million people, eclipsing Gen X (4.8 million) and Baby Boomers (4.1 million)."

(Roy Morgan, Australian Financial Review May 17, 2017)

"Millennials already form 25% of the workforce in the US and account for over half of the population in India. By 2020, millennials will form 50% of the global workforce." ('Why Millennials matter' PWC)

More so now than ever, the commonalities of today's millennials cut through global, cultural and socio-economic boundaries.

Today we have the world's first global generation.

We have a group of people born in the same era, shaped by the same times and influenced by the same social markers. A cohort united globally by age and life stage, common aspirations, values and priorities, technology, events and experiences.

This Generational diversity is not just a matter of life stage.

For example, ABS data shows the median marriage age for Australian Millennials is 29.8 for a female and 31.8 years for a male. In 1982, it was 22 for females and 24 for males (Boomers).



UNDERSTANDING MILLENNIALS. TOWNSVILLE'S KEY DEMOGRAPHIC TARGET GROUP.

THE FIRST DIGITAL NATIVE GENERATION

Due primarily to the mass adoption of digital technology, Millennials are shaped and connected globally by the same events, trends and developments: they are voracious users of social media and smart technologies, are witnessing an unprecedented ageing in their developed countries' populations, and are more formally educated and travelled than any generation in human history.

From Beijing to Birmingham, from New York to New Delhi, from Moscow to Melbourne, young people are logged on and linked up. We have the globe's first digital native generation accessing the same websites and apps, watching the same movies, downloading the same songs, uploading their Facebook page or 'real time' Instagram moments on their iPhones, and being influenced by the same lifestyle global brands.

This proficiency in digital technology is a crucial defining trait. Millennials are more connected to their peers than any other demographic, with social media the key driver. Smartphone ownership is universal and indispensable.

Millennials are nearly three times more likely to have their own blog or website than non-millennials; see social media as a vital daily part of their identity, and feel bad when their posts online aren't shared or commented upon, particularly when sharing their 'look at me!' travel experiences.



This desire for 24/7 social connectedness translates into their travel preferences, with free Wi-Fi being a key factor when choosing accommodation or even recreational venues and precincts.

"Only 38 percent of Millennials read print newspapers and magazines. Facebook, by far, is their No.1 choice for posting content (43%), followed by Instagram, Twitter, LinkedIn and SnapChat. They avoid bricks-and-mortar stores with 65 % preferring to shop online. Contrary to popular belief, only a tiny fraction live with their parents. Reflecting the new trend toward urbanization, 79 % live or plan to live in cities. "

This gravitation to urban life means that 30 percent see no need to own a car.

UNDERSTANDING MILLENNIALS. TOWNSVILLE'S KEY DEMOGRAPHIC TARGET GROUP.

WHAT CHALLENGES DO THEY DEEM MOST IMPORTANT TO THEM?

27% replied global warming, 24% said terrorism and 22% said the economy and future recession.

They are loyal to brands, particularly Apple, with 80 % buying the iPhone over other providers citing superior design as their motivation. Though they seek change, these Forbes Millennials are not revolutionaries. These young people want to work within the system. They look for meaning in their work and are attracted to non-profit endeavours. Perhaps most importantly, 97% of these millennials are optimistic about what lies ahead for them."

(‘What Do Millennials Want From Life?’ Forbes Media 2016).



UNDERSTANDING MILLENNIALS. TOWNSVILLE'S KEY DEMOGRAPHIC TARGET GROUP.

ARE MILLENNIALS REALLY THAT DIFFERENT?

"People often ask Gallup, 'Are millennials really that different?'"

The answer is yes. Profoundly so. Millennials will change the world decisively more than any other generation.

As Gallup's research shows, millennials will continue to disrupt how the world communicates — how we read and write and relate. Millennials are disrupting retail, hospitality, real estate and housing, transportation, entertainment and travel, and they will soon radically change higher education.

Millennials are altering the very social fabric of America and the world. They're waiting longer to get married and have children, and they're less likely than other generations to identify with specific religions or political parties.

Defined by their lack of attachment to institutions and traditions, millennials change jobs more often than other generations — more than half say they're currently looking for a new job.

Millennials are changing the very will of the world. So, we too must change."

('How Millennials Want to Work and Live' Gallup Inc. 2016).

Other sources: ABS; Goldman Sachs 'The Chinese Tourism Boom'; McCrindle Research; Deloitte Access Economics; the Australian Financial Review



POSITIONING BRAND TOWNSVILLE



TOWNSVILLE BRAND ESSENCE

WHAT?

Dry Tropics	Blue skies
Nature-based escapes	Clear air
Coastal beauty	Clean green
Large scale events	Natural wonder
Sporting passion	Welcoming locals
Adventure	Community pride
Action	Vibrant arts and culture
Nature	Education and research hub
Wildlife	Relaxed and casual

HOW?

- Urban renewal and revitalisation
- Highest quality authentic experiences
- Bringing the community back to the city centre
- Create totally unique local experiences
- Providing high quality recreation and leisure experiences
- World class amenities
- Technology Enhanced

WHY?

Create a vibrant city from the CBD to the suburbs to activate locals and entice tourists to Townsville.

BUILDING THE OPTIMAL POSITIONING FOR TOWNSVILLE

VISION

The transformation of Townsville by reimagining and revitalising the city centre with activated precincts

The local community are attracted to a thriving city centre

Domestic tourists discover a destination thriving with authentic local experiences

- Increase patronage and spend by local community in city centre
- Increase visitation to newly activated city precincts
- Growth in private sector investment in city centre
- Improved visitation to local natural attractions
- Increase domestic tourists visiting Townsville

BRAND POSITIONING

Immerse yourself in unique local cultural experiences and events for all the senses

Live like a local

- Experience Townsville and "Live like a local"
- Discover why the community is so passionate about Townsville

BRAND VALUES

Townsville stands for:

- World class quality
- Unique and diverse
- Thriving community
 - Adventure
 - Learning Excellence
- Clean & Safe/Stress Free
- Unrivaled Lifestyle

BRAND PERSONALITY

Townsville looks, speaks and acts:

- Welcoming
- Relaxed
- Diverse
- Unique
- Social
- Engaged
- Passionate

BRAND IDEA

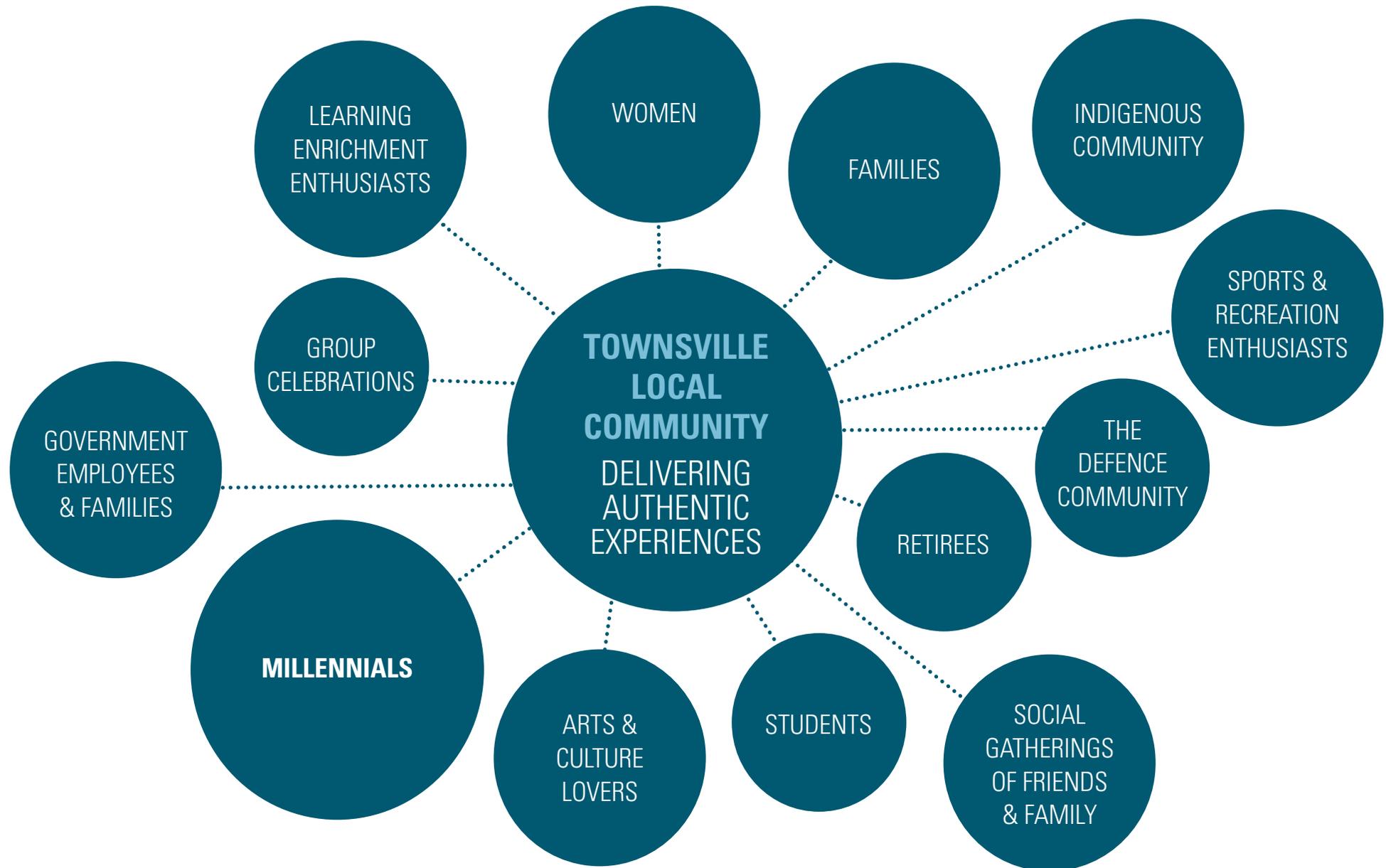
ReImagine
ReVitalise
ReDiscover

We want locals and visitors to discover and experience the transformation of Townsville.



TARGET
MARKET

TARGET AUDIENCE FOCUS





BRAND
TOWNSVILLE

VISION

The transformation of Townsville City into a genuinely competitive, 21st century aspirational brand of highest quality experiences and excellence for community, tourism, investment, tropical living, creativity, the arts, education, sports and recreation.



CREATING THE REPOSITIONING STRATEGY FOR TOWNSVILLE.

WHAT IS STRATEGY?

In evaluating the alternative strategic possibilities for Townsville, it is worthwhile focusing on the critical imperatives of strategic positioning articulated by the acclaimed father of modern business strategy, Harvard's Professor Michael Porter, in his landmark thesis "What is Strategy?":

"The essence of Strategy is the creation of a unique and valuable position that is difficult to match."

"Strategic positioning attempts to achieve sustainable competitive advantage by preserving what is distinctive about a brand."

HOW THEN SHOULD TOWNSVILLE BE REPOSITIONED?

In Townsville's case, that *"distinctive, unique and valuable, difficult-to-match, sustainable competitive advantage"* is – overwhelmingly – its authentically unique community, its authentically unique local people.

"Today's travellers are all about experiences. They want to live like a local and brag about that when they get home. The defining heart of any country is its people and to be successful into the future we must tell that story."

John O'Sullivan, Managing Director - Tourism Australia May 2016

It is a fact of life that any proposed new strategic positioning to reinvent and transform Townsville simply won't get off the ground unless it stems naturally and authentically from the cultural fabric that defines the intrinsic character of the local Townsville community.

Our Community Engagement research gave consistent and clear direction that placing 'Townsville's unique People' front and centre in its new strategic positioning would be the most powerful outcome.

There was unanimity of view that there was no existing meaningful Townsville brand in the community's mind. Respondents (from all demographics and socio economic status) asked one another:

CREATING THE REPOSITIONING STRATEGY FOR TOWNSVILLE.

“What’s the voice of Townsville?”

“What does Townsville stand for?”

“What’s its personality?”

“Where’s its unique identity?”

(Verbatim comments from Community research March 2017)

A POWERFUL SENSE OF COMMUNITY

But, universally, there was an extraordinarily strong sense of place; an acute sense of community belonging, passion and pride.

Community leaders and key stakeholders to taxi drivers were as one in describing the Townsville community as uniquely laidback, easy-going and open, authentically friendly and welcoming.

Townsville people were said to be ‘real people,’ consistent with their affectionately embraced heritage as ‘a big country town.’ With by far the best outdoors lifestyle (helped by its unique Dry Tropics climate) in Queensland, if not the world.

PEOPLE NOT PLACES.

Given the key global priority placed on authentically unique cultural experiences (especially by the prime target market of millennials), the strategic repositioning focus should be on the quality, uniqueness and emotional uplift of those experiences; the joy of mixing and engaging with local people.

In that sense, the quality of the prized cultural immersion experience will be judged on the quality of the interaction between the visitor and the locals, not simply the beauty of the landscape or seascape alone.

“Remarkable landscapes and natural attractions are not enough. Visitors must receive a world-class experience at every stage of their journey.”

(NZ Tourism Strategy)

In other words, it’s all about experiencing the authentic character and warmth of Townsville’s people, not just viewing Townsville’s places.

Unlike their boomer parents, our prime target market of millennials simply won’t sit inside a tour bus, passively looking out.

They want to be outside the bus, actively joining in. Mixing, interacting and having fun with happy local people.

Living like a local, not just sightseeing or shopping.

People, not just places. Experiencing real Queenslanders, not just Queensland.

Bonding with the most Queensland of all Queenslanders, the local Townsvillians.

CREATING THE REPOSITIONING STRATEGY FOR TOWNSVILLE.

TOWNSVILLIANS. THE MOST QUEENSLANDER OF ALL QUEENSLANDERS.

Focusing on the unique character of the legendary Townsville community, not just Townsville the place, is the essence of our recommended strategic repositioning.

Effectively capturing and leveraging this uniquely authentic strength of community spirit (*Townsvillians, the most Queenslander of all Queenslanders*) is almost certainly the most significant opportunity - with the greatest long-term potential - to successfully underpin Council's bold strategic vision for redefining, repositioning and relaunching a dramatically transformed 21st century Townsville.



5 KEY STEPS

1.
BRAND IDENTITY

2.
BEAUTIFICATION
& GREEN SPACES

3.
EXPERIENCE

4.
CONNECTIVITY

5.
COMMUNITY

ENABLERS

1 BRAND IDENTITY

- Tap into 'Friendly, welcoming' sentiment of citizens
- Build on Civic pride
- Reflect heritage and culture mix of citizens
- Maintain character, authenticity & purpose
- Distinctive identity that builds on unique strengths of Townsville
- Co-create (Gov and people)
- Mean something to the people of Townsville and beyond

2 BEAUTIFICATION & GREEN SPACES

- Introduce impactful greenspaces & enliven streetscape
- Connect the CBD to the waterfront
- Unite the city centre and the harbour to improve experience of being in and moving around the city
- Rejuvenate & illuminate urban parkland
- Build green linkages, incorporate shade
- Introduce public art that integrates and connects
- Build on strong and distinctive local identity
- Utilise new technology
- Incorporate different cultural perspectives.

3. EXPERIENCES

- Deliver experiences not just things
- Implement technology as an enabler
- Promote 'experiences' as the new 'capital of urban design (and where commercial value truly lies)
- Incorporate play, joy and fun
- Eg. interactive public art installations, permanent table tennis tables, water play etc
- Encourage participatory Events (Art trails, urban garage sales
- Create memories

4. CONNECTIVITY

- Safe, attractive and secure pathways and links between centres, landmarks and neighbourhoods
- Facilitate green networks that link public and private open space
- Activate key CBD streets, shade & protect
- Lively, safe & dynamic public spaces
- Access must facilitate contact among people
- Connected transport, Parking, walkability, cycling
- Navigation & way-finding for residents and visitors
- Provide formal and informal opportunities for social and cultural interaction
- Provide environment that encourages people to become more physically active.

5. COMMUNITY

- Tap into 'friendly' city
- Welcome the community
- Be inclusive
- Build linkages
- Create connections: cultural, social, sporting,
- Foster creativity & culture of innovation
- Involves communities in meaningful decision-making processes
- Focus on 'great place to work, live and play'
- Incorporate art and artists in the design process at an early stage to contribute to creative approaches
- Provide opportunities to celebrate cultural life of the community

NEW ZEALAND 100% PURE

1

The United Nations World Tourism Organisation says that new Zealand has one of the strongest destination brands in the world, and that 100% Pure New Zealand has helped transform the world's perception of the country. <http://www.tourismnewzealand.com/media/1544/pure-as-celebrating-10-years-of-100-pure-new-zealand.pdf>

With only a tiny marketing budget to get its brand onto the world's billboards, the team at tourism new Zealand had to be clever.

When the 100% Pure new Zealand campaign was launched it aimed to bring the core messages of what makes new Zealand unique back onto centre stage and express better The Real Kiwi experience. It worked because New Zealand's unique attributes all added up to the country being an authentic destination, and that authenticity was reflected in the new advertising. The imagery and promotions rang true with potential visitors.

Vincent Heeringa, publisher of idealog magazine, says that he believes this is one of two reasons that the campaign has endured for ten years.



“One is that it has been consistently executed with a really determined strategy,” he says. “But the second reason is much more profound, and that’s that it’s actually true. NZ is pure. It’s pure adventure, pure hospitality, it’s pure jaw-dropping inspiring landscapes ... so there’s no great dissonance between the message and the experience — and that where brands fail.”

REVITALISE NEWCASTLE

The NSW Government has committed more than \$500 million to revitalise Newcastle's city centre through the Revitalising Newcastle Program. Revitalising Newcastle aims to bring people back to the city centre by strengthening connections between the city and the waterfront, creating job opportunities, providing more public places and spaces, and delivering better transport.

THE vision is delivering an activated city and waterfront that attracts people, new enterprises and tourism. Over time, Revitalising Newcastle aims to build on the strengths of the city to encourage innovative and enterprising industries to thrive with longer term goals to strengthen the city's position on the regional, national and international stage <http://yoursay.revitalisingnewcastle.com.au/newcastle-urban-transformation>

In concert with Government projects, community lead program 'Renew Newcastle' was founded in an effort to bring back some life to the CBD. The idea was to find a way for

the strong creative community in Newcastle could occupy some of the empty shops and offices on short-term leases.

Feeling the effects of decline due in part to downturn of heavy industry and the Newcastle earthquake, the shift from 'main street' to 'shopping mall' drained people away from the CBD. By 2008, Newcastle's CBD had 150 empty buildings. Marcus Westbury, an entrepreneur and festival organizer has created a grass roots strategy for its renewal.

Westbury states that the problem was not a Capital works (hardware issue), it was a software issue. The previous building uses had evaporated and those that wanted to use them could not. The solution was to simply lower the barriers to entry to make it easy for people with interesting ideas to access them (failure and success is part of the process) by offering short term leases.

As a result Renew Newcastle Hunter Street Mall has become a buzzing Main street again. The Renew strategy is not the panacea for all city issues but works as an integral part of a larger city strategy generating publicity



BEAUTIFICATION & GREEN SPACES

2

The most important element in successful public urban green space is PLANTS. We now know that plants have the power to soften and civilize public urban space, even in places once thought to be dangerous. These green oases give pleasure to millions who crave a connection with nature in their lives.

City improvements with plants in parks, on footpaths, and on median strips offer huge benefits, both social and economic. New York's Highline with its thousands of plants in lower Manhattan has transformed an ugly area into a destination that attracts millions of visitors each year. Sydney's Barangaroo has returned a headland park to the people of Australia with rich native plantings and has revitalized an area once dominated by a large, ugly industrial buildings. And Brisbane's Southbank is widely visited by tourist and locals alike.

Successful towns and cities maintain, celebrate and add to their best environmental attributes. They enhance these qualities by maintaining and sometimes recreating natural networks throughout their urban areas.

Critical to the success of a reimagined CBD of Townsville is a rejuvenated urban heart and enlivened streetscapes, greening that creates seamless linkages and 'green gateways' that engage and inspire local communities to co-create a more beautiful Townsville.

ACTION:

- Introduce impactful greenspaces & enliven streetscape
- Connect the CBD to the waterfront
- Unite the city centre and the harbour to improve experience of being in and moving around the city
- Rejuvenate & illuminate urban parkland
- Build green linkages, incorporate shade
- Incorporate art and artists in the design process at an early stage to contribute to creative approaches
- Introduce public art that integrates and connects
- Build on strong and distinctive local identity
- Utilise new technology
- Incorporate different cultural perspectives.

JAMES STREET BRISBANE

2

From humble beginnings, the James Street precinct now finds itself mentioned alongside Sydney's Oxford Street and Melbourne's Chapel Street

More akin to a brand rather than an inner city street. The obsession with creating a branded precinct began with a passionate vision some two decades ago. Inspired by Dean & DeLuca on Broadway in Manhattan in the late 90s, the team behind the James Street vision set about first creating a destination marketplace with a talented set of providers, with the intention of developing a market-like retail forum that would house experts in their fields providing great service and exceptional product to their customers – a greengrocer, fishmonger, baker, butcher, wine merchant and more. Despite initial obstacles, since opening in 2002 the James Street Market has experienced exceptional growth and has been the underpinning element to subsequently drawing an array of brands to James Street.

The landowners along the James Street precinct shared a common vision for the street and took great care to resist the temptation of making James Street

homogenous with large-chain retailers. Each tastemakers in their own right, they've prioritised greenery, design and public art – all essential elements in developing James Street precinct into a brand. Recognising the extent to which James Street had evolved from a street into a brand, in 2010 the James Street Initiative (JSI) was formed by a group of property owners – A marketing office to strengthen and formalise the James Street brand through an annual calendar of events and other activities and imprint it as a leading fashion, food and lifestyle precinct. Collaborations with fashion and design publications have evolved into hugely successful events.

For the original creators of James Street, there's a passionate commitment for James Street to remain unique and relevant by providing vibrant places for people to meet, shop and gather – a truly distinctive village experience that celebrates the diversity of this precinct.



HIGH LINE NEW YORK

2

In New York City, running more than two kilometres from Gansevoort Street in the Meatpacking District to 34th Street on Manhattan's west side, is the High Line, a public park built on an historic elevated rail line.

The park offers its visitors attractive greenery, views of the Hudson River and a full program of events, including art installations and performances.

The High Line has served as a catalyst for gentrification within this part of Manhattan: people want to live near the High Line; restaurants, boutiques and galleries want to be in close proximity to it and rents have risen accordingly. It has also strengthened the local community, which was engaged throughout the project.



The initiative has been a major success, attracting close to five million visitors a year.



CAIRNS FORESHORE

2

The revitalisation of the Cairns waterfront has incorporated two significant precincts – The Cairns Esplanade and Ports North’s northern end of the working Port.

The Cairns Esplanade has been progressively rejuvenated in recent years, most notably with the development of the swimming lagoon, amenities, public art, pedestrian promenade and Marina Point restaurant complex. Part of the intention of the project was to create a distinct community and tourism identity for the lagoon, differentiated from the more organic South Bank, Brisbane and Airlie Beach lagoons. The large lagoon is capable of holding 1000 swimmers at any time. It is a free resource where locals and tourists can safely swim in an artificial pool and forms a triangle of water which extends back

to the city edge to create physical and visual connection between the city and harbour. Planting, park and lagoon shelters have all contributed to a tourist-friendly, lively, idyllic and welcoming destination – Complimented by grassy picnic areas, walking tracks, public barbeques, children’s playgrounds, shops and restaurants.

Addressing the connectivity of the waterfront is a major urban revitalisation project, which has transformed the northern end of the working port into a vital cultural and tourism precinct. Led by Port North, redevelopment of the waterfront upgraded the tourist promenade south of the marina, to link the cruise terminal at Trinity Wharf to the hotels precinct at Marina Point. Within the port precinct, the revitalisation project restores, adapts and secures the historic Wharf Shed No. 2 for future uses. There is



also an impressive new timber pavilion structure scaled to accommodate possible future use as a restaurant or kiosk. Specific views and memories are also embedded in the landscape. Recycled timbers contain peepholes bored to align to culturally significant landscape elements and distinctive native vegetation. Interpretive artworks tell indigenous stories of the landscape. Along the foreshore walk are remnants of the earliest timber wharf piers, in varying degrees of erosion and decay. A simply reconstructed section of wharf has a new life as a fishing jetty, complete with stainless steel silhouettes identifying the most common species alongside new fish-cleaning tables. The foreshore redevelopment has been designed with a simple visual elegance, but has a strong visceral connection to its tropical landscape setting.

EXPERIENCE

EXPERIENCES are the new 'capital of urban design]and where commercial value truly lies. Cities and towns that Incorporate play, joy and fun. Interactivity includes public art installations, play grounds and recreation spaces, permanent table tennis tables, water play.

Experiences are also what people increasingly use to define themselves across social channels. Take a spin through your Instagram and Facebook feeds, and you're more likely to see a friend's trip to Angkor Wat or pictures of their baby on the beach in Tulum versus photos of a Vuitton bag or new pair of Louboutins.

With this backdrop of shifts in how consumers spend their money, it follows that marketing budgets should shift, too. Brands, Advertisers and Cities are all thinking beyond channels like TV or outdoor or online, and starting to focus on how to create moments of enjoyment for their customers and citizens.

As Harvard Business School Professors Pine & Gilmore say:
Organizations that wrap experiences around their goods and services:

1. Achieve differentiation from competitors.
2. Can charge higher prices and increase them over time because of the added value created for consumers.
3. Are in a position to resell their services again and again - simply by altering some elements of the total experience mix.
4. Do something memorable.
5. Provide value that lingers in the memory of the individual.

ACTION:

- Deliver experiences not just things
- Technology as an enabler
- Promote 'experiences' as the new 'capital of urban design (and where commercial value truly lies). Incorporate play, joy and fun
- Interactive public art installations, permanent table tennis tables, water play etc. Encourage participatory Events
- Create memories

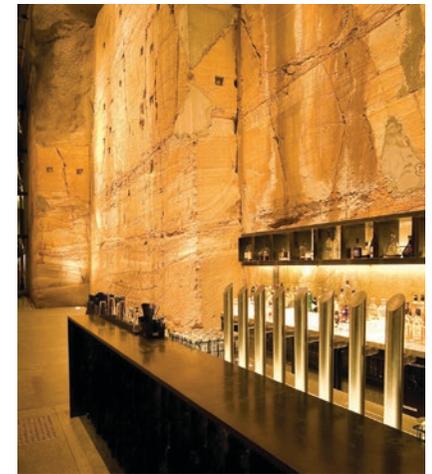
MONA HOBART

3

Since opening in 2011, the Museum of Old and New Art, located 30 minutes' drive from the Tasmanian capital of Hobart, has succeeded in transforming not only the cultural landscape of the city but its economic fortunes as well.

The collection has been amassed by David Walsh, a professional gambler and art collector. MONA represents the largest privately funded museum in Tasmania and as the eclectic name suggests, it presents a broad range of antiques as well as modern and contemporary art. The philanthropist collector describes it as a 'subversive adult Disneyland'.

The destination, complete with high-end restaurant, luxury accommodation and on-site brewery, has reinvigorated the tourism industry of this economically challenged part of Australia. Undeniably, MONA is a major tourist drawcard, attracting visitors from all over the world.

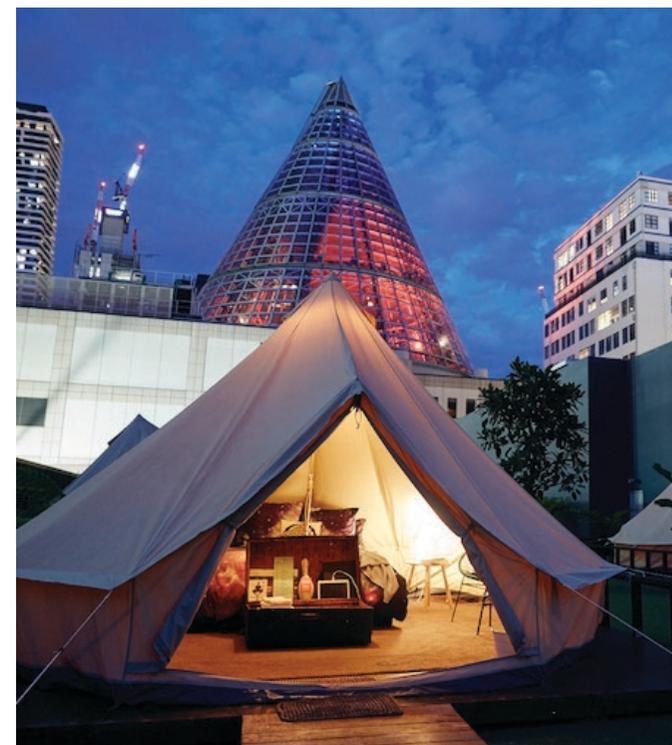


At St Jerome's – The Hotel, Melbourne, guests can experience five-star, or limited-edition, camping in luxury safari-style tents.

A 2200-square-metre space on the roof of the Melbourne Central shopping centre in Swanston Street sat empty for several years. Jerome Borazio — known for his involvement in the laneway scene and for transforming numerous unused spaces in the city — learned of this space and set out to install 20 luxury tents at the site. St Jerome's – The Hotel opened in May 2015.

Originally it was planned that the hotel would be available for around six months, but it remains open. Tents come in two sizes, four by four metres and five by five metres, and include a bed, heating, a portable en-suite and external native planting for privacy.

The hotel has teamed up with some of Melbourne Central's tenants, allowing the guests to access amenities including a gym, hair and nail salons, cafes and bars. Guests can also call the concierge to arrange to have items brought to their tent.



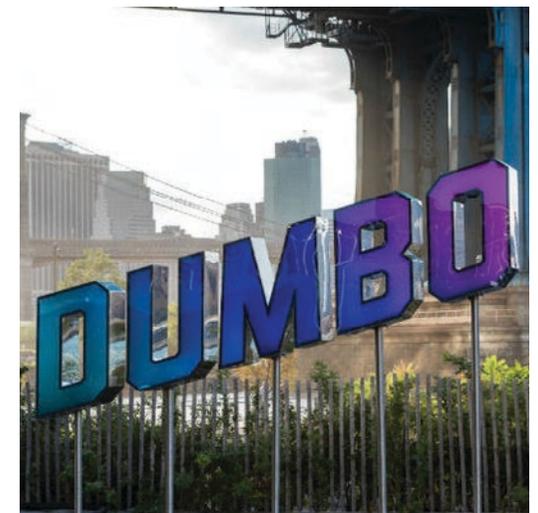
DUMBO DISTRICT NEW YORK

3

DUMBO — which stands for Down Under the Manhattan Bridge Overpass — is a thriving community in the New York borough of Brooklyn.

Only 30 years ago DUMBO was a desolate post-industrial port suburb; these days, it's known for its cobblestone streets lined with hipster boutiques, cafes, bars and art galleries. Its continued growth and popularity can be credited to insightful strategies by both developers and local community organisations.

In the 1980s developer David Walentas, founder of the Two Trees Management Company, devised a strategy to attract residents who would pay a premium to live in the industrial area. From the disused factories and warehouses he created a mixed-use residential and commercial district. He drew stand-out local retailers and restaurants to the neighbourhood and also made sure to prioritise space for galleries and cultural activities to entice more affluent



residents. Strategies included offering low or no rent to cultural organisations, such as live performance space St Ann's Warehouse, in order to help them flourish.

DUMBO has also profited from the rise of the tech industry. In the 1990s the large industrial spaces in DUMBO appealed to the tech start-ups. The Two Trees Management Company helped sustain their interest by offering leases of two to four years, as opposed to the usual ten-year leases, lowering credit requirements, leaving the spaces unpolished, and by allowing pets in the buildings. Recent strategies to continue this interest, led by Walentas and others, have included offering free public wi-fi — DUMBO was the first neighbourhood in New York to provide it — beautifying the streets, tackling homelessness and addiction and creating better infrastructure.

Effective collaboration has benefited DUMBO enormously. Initially the collaboration between Walentas and local artists helped support and grow the local art community. Later, once DUMBO had become more established, it became a Business Improvement District, and also joined the Brooklyn Triangle Tech force. This allowed local members of all different industries to have a say in shaping and improving the future of the local area. The Business Improvement District's website offers visitors access to DUMBO public transport information, event listings and featured businesses, giving the impression that the neighbourhood is a bustling hub of activity.

CONNECTIVITY

4

Bring people back to the city centre: Reimagine the Townsville CBD as an enhanced destination, connected by new wayfinding, pathways, technology experiences, and public domain that will attract people.

Connect the city to its waterfront: Unite the city centre and the harbour to improve the experience of being in and moving around the city.

Good connections enhance choice, support social cohesion, make places lively and safe, and facilitate contact among people.

Quality urban design creates safe, attractive and secure pathways and links between centres, landmarks and neighbourhoods facilitates green networks that link public and private open space, places a high priority on walking, cycling and public transport, incorporates technology, anticipates travel demands and provides a sustainable choice of integrated transport modes.

ACTION:

- Provide formal and informal opportunities for social and cultural interaction
- Provide environments that encourage people to become more physically active
- Safe, attractive and secure pathways and links between centres, landmarks and neighbourhoods
- Facilitate green networks that link public and private open space
- Activate key CBD streets, shade & protect
- Create lively, safe & dynamic public spaces
- Access must facilitate contact among people
- Connected transport, Parking, walkability, cycling
- Navigation & way-finding for residents and visitors
- Include technology such as wi-fi hotspots and i Beacons

CENTRAL PARK CHIPPENDALE

4

Fraser properties took on a challenging urban renewal site to create an inner city precinct on the site of a former Brewery. Following extensive consultation with local stakeholders over 12 month period, the developer learned that the location was home to many and varied creatives who where concerned about being displaced.

Fraser Properties in an uncommon move agreed to give Chippendale Cultural Precinct (CCP) \$150K in funding which then allowed them to attract grants from City of Sydney. They went on to build a successful not for profit model and reputation and encouraged cooperation with others along Kensington Street such at UTS.

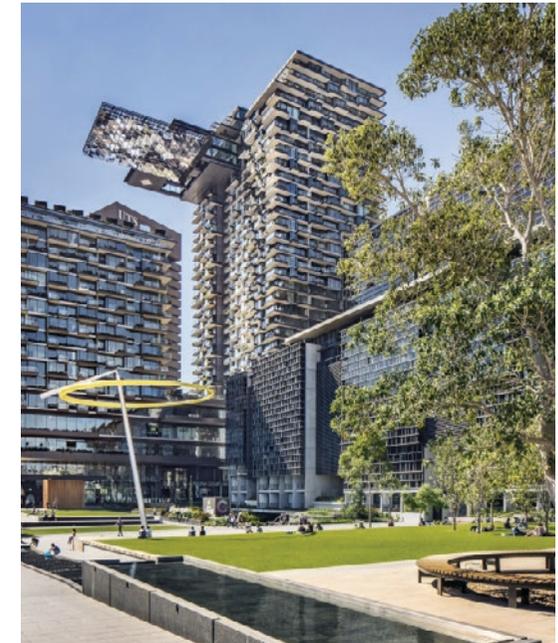
A Community connected by more than just laneways and bike paths: it features Central Park residential at the epicentre, whose plant-clad tower represents the precinct's collective nod to a sustainable future with respect to the past. Visitors eat, shop and play at the Living Mall or stroll through the Chippendale Green, a natural meeting place for the area's students, creatives and entrepreneurs to come together in the sunshine.

Beneath Central Park's vertical garden walls, the celebrated Kensington Street serves as a focal point of Sydney's best new restaurants ranging from casual hawker-style dining to exquisite culinary marvels, and from quirky boutiques to sophisticated cosmetic clinics.

Additionally, visitors are invited on various cultural odysseys such as time-travelling strolls through Chippendale's past on

our monthly Explore Chippendale Historical Walking Tours, and ventures through global cuisines on our regular Food and Wine Safari culinary extravaganzas.

CCP continues to nourish artistic expression through initiatives such as the BEAMS Arts Festival, the Chippendale New World Art Prize, the free monthly Explore Chippendale Gallery Walking Tours, Chinese New Year celebrations, and the entertaining of Good Food Month.



COMMUNITY

5

Successful towns and cities accommodate all citizens and offer opportunities for young and old, people on low incomes and people with disabilities. The benefits of urban life are widely shared. They provide access to jobs, housing, services and community facilities.

Such cities build a strong sense of community, and encourage people to participate in making decisions that affect them. A successful town or city is equitable and everyone feels a sense of ownership, which is reflected in their safe and dynamic public spaces. They have clear sense of direction and a widely shared vision and nurture a genuine engagement with communities and leadership at many levels.

A sense of ownership and responsibility is felt by all residents and visitors.

Creative ideas are encouraged and freely exchanged between people and government. A Community that embraces creativity facilitates new ways of thinking, and a willingness to think through problems afresh, to experiment and rewrite rules, to harness new technology, and to visualise new futures.

ACTION:

- Tap into 'friendly' city
- Welcome the community
- Be inclusive
- Build linkages
- Create connections: cultural, social, sporting etc
- Foster creativity & culture of innovation
- Emphasise innovative and imaginative solutions
- Involve communities in meaningful decision-making processes
- Focus on 'great place to work, live and play'
- Provide opportunities to celebrate cultural life of the community

GARAGE SALE TRAIL

5

The Garage Sale Trail is an annual Australia-wide event, promoting re-use and sustainability and bringing communities together through thousands of garage sales held on the same day.

Sellers can list their garage sale or stall on the Garage Sale Trail site and buyers can create their own Treasure Trail.

Since its inception in 2010, the program has expanded rapidly, thanks to the support of 164 councils across the country. In October 2015 the event boasted more than 13,000 garage sales and stalls and over 350,000 participants.



Following a series of earthquakes that devastated Christchurch in 2011, one of the early signs of the city's resurgence was the pop-up shopping precinct Re:START at Cashel Mall, which used a series of eye-catching shipping containers, painted in bright colours, to re-establish the main retail area.

An initiative of Christchurch's Property and Building Owners Group, this temporary solution allowed retail to take place in the CBD area well ahead of the significant extended phase of construction that was necessary after the quakes.

The Re:START Container Mall was immediately welcomed by locals looking to congregate during a fairly bleak period. It has grown steadily and now boasts more than 50 retailers, including fashion boutiques, gift stores, food and beverage providers and other service offers. There are also market stalls and street performers, creating a vibrant atmosphere.



This temporary solution allowed retail to take place in the CBD area well ahead of the significant extended phase of construction that was necessary after the quakes'



Once nicknamed Melboring or Bleak City, Melbourne has reinvented itself as a creative, exciting city centre, with buzzing neighbourhood hubs and famous for its food, wine, sports and arts.

With Australia's liveliest independent music scene, most inventive theater, and finest restaurants, exuding the feisty creative energy seen in other revived second cities like Glasgow, Antwerp, and Barcelona.

It isn't hard to see how Melbourne has changed. Fabulous architecture, parks by the Yarra River that draw in kayakers and bicyclists. Federation Square, with soaring atriums and the inner-city grid of Bourke and Collins streets, with its café tables spilling out over the sidewalks.

And, the Economist Intelligence Unit—a business-consultancy group—ranked Melbourne “the world's most liveable city” in 2011 and again in 2012.

Melbourne's many laneways hold hidden treasures, like the Chuckle Park Bar, serving tapas and cocktails such as raspberry mojitos and espresso martinis from a camper off Little Collins Street.

