



COMPANY PROFILE

2022

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OUR WORK REACH



Lord Howe Island (Image credit: Destination NSW)

WHAT WE DO

CONNECTING

PEOPLE,

IDEAS &

SOLUTIONS

Stafford Strategy (A Stafford & Associates Pty Ltd) was established in 1991. It has offices in Sydney, Brisbane, Melbourne and Darwin, Australia and shared office facilities in Auckland and Wellington, New Zealand.

Stafford is committed to:

- > performing work of the highest quality;
- > being aware of the commercial, environmental and social needs of its clients; and
- > ensuring that its work is robust, realistic and adds value.

Stafford focuses on and specialises in economic development and tourism planning. It has expertise garnered by working for corporate and government clients over three decades. It has experience in:

- > strategic advice and facilitation;
- > market demand studies;
- > data analyses and forecasting;
- > economic development feasibilities;
- > global benchmarking and modelling;
- > master planning; and
- > regional development strategies.

OUR PEOPLE



Stafford employs consultants who have experience and backgrounds in planning and development, economics, finance, marketing and the law. It 'hand builds' teams to meet clients' needs.

Together, Stafford has experience in a number of fields, including: tourism and leisure, the cultural sector, economic development, marketing, local and regional government and infrastructure development. They also have experience in working for a variety of public and private sector clients throughout the Pacific Rim and Southeast Asia.

ALBERT STAFFORD



QUALIFICATIONS

- > M.Sc. Economics (Tourism Planning and Development)
- > Bachelor of Arts Hons. (Economics and Public Administration)

ABOUT

Albert's background is in economic planning and strategic marketing. He holds an honours degree in public administration and economics and a master's degree in economics specialising in tourism planning and development.

He has over 25 years' experience in research, planning and advisory work, gained by practising in large corporate firms and in working for government.

Albert has led a number of leading multi-disciplinary teams including coordinating government agency work.

He has served on a number of boards, including the Board of Wairakei Tourist Park, New Zealand. He was also the Manager of Policy Planning and Investment, for the New Zealand Tourism Board.

Well-practised in negotiation skills and well respected as a strategist, Albert is committed to providing realistic and valuable outcomes for his clients.



JULIA PAPAATZIS

QUALIFICATIONS

- > Bachelor of Information Systems (Computer Science)
- > Bachelor of International Business (Economics and Marketing)
- > Master of International Relations
- > Diploma of Modern Languages (Italian) - Currently Completing

ABOUT

Julia is a Senior Associate at Stafford and has been a member of the team for 11 years. Prior to joining Stafford, Julia specialised in web and app development and, consequently, she has a strong understanding of technology and digital marketing requirements.

Throughout her time with Stafford, she has completed a diverse range of projects across the public and private sector, ranging from tourism development and investment strategies to business cases and feasibility studies.

More recently this has included the following.

- > The Business Case for the conversion of Jabiru (situated within Kakadu National Park) from a mining town into a tourism town.
- > The Royal Agricultural Society's Final Business Case submission to NSW Treasury.

- > A visitor attractions assessment for various historic and visitor precincts throughout Sydney on behalf of Federal Government.
- > Destination management plans for New Zealand's South Island, the Blue Mountains, Camden, Hawkesbury, Penrith, Sutherland, Launceston, the Redlands and many others.
- > Visitor master plans for Cape Byron, Wattamolla on behalf of NSW NPWS.
- > Tourism investment strategies for the Kingdom of Tonga and the Cook Islands.
- > Cultural sector strategies including a major long-term creative sector assessment for the Waikato region in NZ (across 10 LGAs).
- > The Business Case for upgrading Ken Rosewall Arena (at Sydney Olympic Park Tennis Centre).

Julia takes a highly consultative approach in all projects, recognising the important need for stakeholder input and involvement at all levels.

GRAEME OSBORNE



QUALIFICATIONS

- > Bachelor Arts (Social Sciences + Maths)

ABOUT

Graeme has led a number of New Zealand's pre-eminent tourism businesses and played a leading role in the regional tourism organisation sector, examples include:

- > General Manager of Tourism Holdings North Island Activities (Kelly Tarlton's, Waitomo Glow-worm Caves & Hotel)
- > Chief Executive and Director of New Zealand Maori Arts & Crafts Institute (a Crown-owned entity)
- > Director and Chief Executive of Tourism Auckland (A council-controlled organisation)
- > Chairman of Hamilton & Waikato Tourism, Director of Destination Coromandel and Foundation Chairman of the Hauraki Rail Trail
- > Elected industry Director of the Tourism Industry Association, Foundation Chairman of the Regional Tourism Organisations of New Zealand (RTONZ) and Tourism New Zealand appointed Director for the establishment of i-SITE New Zealand.

He has also undertaken a variety of consulting projects including the following.

- > The business recovery of the New Zealand Maori Arts & Crafts Institute.
- > The build of Blue Zoo Beijing.
- > Peer review of the Gold Discovery Centre (Hauraki District Council).
- > Provided advice to iwi in relation to the Eastland Destination Management Plan.
- > Provided advice and support to NZ Maori Tourism in relation to strategic partnerships.
- > As Director of Manukau Leisure Services, unified a number of Council assets into a single cohesive Council Controlled Organisation that delivered significant gains in services and efficiencies.
- > As part of the team South Island Destination Plan team.
- > As part of the team undertaking the feasibility study for a tourism passenger rail service for the West Coast for KiwiRail.
- > As part of the team undertaking the review of a future i-SITE network for VIN Inc.



JAMES CORVAN

RELEVANT EXPERIENCE

- > Executive Director Destination Management - Tourism Queensland
- > Director—Tourism and Events Queensland
- > General Manager - Central Australian Tourism

ABOUT

James is one of Australia's most experienced regional tourism practitioners, having successfully marketed and developed a number of destinations in Australia. He gained tourism experience working for domestic and international airlines and in the cruise sector.

James' key strengths lie in his ability to build successful partnerships to maximise outcomes with a minimum of resources. He has successfully managed seven regional tourism organisations in Queensland and the Northern Territory and was a board member on the Brisbane, Sunshine Coast and Whitsundays RTOs.

James spent ten years in executive positions at Tourism Queensland, heading up Destination Marketing and Destination Management areas. He was part of the team that developed the highly successful "Where

Else but Queensland" campaign.

James has also worked in private enterprise running a hotel in Outback Queensland and heading up the sales and marketing team at Dreamworld & Whitewater World. He has been recognised for his service to regional tourism by the Australian Regional Tourism Network and Caravanning Queensland.

From 2012 to 2015 James was a director on the Tourism and Events Queensland Board and a judge on the Queensland Tourism Awards.

James now consults and contracts to the tourism industry specialising in regional tourism and local government tourism areas.

JENNY CALKIN



QUALIFICATIONS

- > Bachelor of Economics

ABOUT

Jenny has more than 30 years' experience in tourism, specialising in strategic tourism planning and policy development. She has worked throughout Australia and the Pacific.

Jenny has held a number of positions with the NSW Tourism Commission and its predecessors. She has senior management experience in project management, organisational change management, business development and research and policy formulation on issues pertaining to tourism, aviation and associated industries.

Jenny has provided policy advice to ministers and government on tourism issues. She has assisted with drafting legislation. She represented the Commission on Government Committees and Inquires, including those related to the establishment of the Sydney Casino, the bid for the Sydney 2000 Olympics and the NSW Air Transport Council.

She was the Project Director and Team Leader for the Tonga Tourism Project - a six year, multi-million dollar tourism development and destination management project funded by the Australian Government.

In 2007, Jenny established Calkin Motels and purchased the Nebula Motel, Cooma. As an owner of an accommodation property in regional NSW, Jenny has hands on experience in growing a sustainable visitor economy in order to support local businesses and the community.

Since establishing her business, Jenny has been involved in a number of corporate planning, strategic tourism planning, tourism development, marketing and tourism policy projects for national, state and local governments as well as the private sector.



FRANK HOWARTH

QUALIFICATIONS

- > Bachelor of Arts (Earth Science)
- > Master of Science and Society

ABOUT

Frank has a background in the cultural and environment sectors and in industry, technology and transport policy.

Frank was Director of the Australia Museum and, before that, Director of the Sydney Botanic Gardens and Domain Trust. In these roles, he helped establish the NSW Department of Environment and Conservation.

Frank has particular strengths in building audiences for culture, science, recreation and leisure focussed organisations and in developing strategies for cultural place and precinct making in towns and cities. He works in delivering better cultural outcomes for indigenous peoples.

Frank has worked to achieve organisational change: a recent focus has been on issues that will change culture and leisure focused organisations, including harnessing the digital revolution to build new audiences and wider community engagement.

Frank has worked to guide organisations through changing funding sources, including reduced government funding and the need to build commercial, sponsorship and philanthropic revenue.

He has also led organisations through master planning and managing major redevelopment programs and is on several cultural sector boards and foundations.

DR BEN MILBOURNE



QUALIFICATIONS

- > Bachelor of Environmental Design
- > Bachelor of Architecture (B.Arch.), Hons. 1st
- > Doctor of Philosophy (PhD), Architecture and Design (completed 2020)

ABOUT

Ben Milbourne is a registered architect with over 15 years of industry experience. He has extensive experience in Australia and internationally across a broad range of projects types and scales, including tourism and development projects.

Ben has worked with Stafford on feasibility and business cases for projects in NSW and Victoria, providing strategic design advice developed through iterative design testing to test and refine the spatial performance of proposed development models.

Key project experience includes:

- > Camden Civic Centre, Feasibility and Business Case
- > Great Ocean Road Experience, Feasibility and Business Case.
- > Latrobe Regional Gallery Redevelopment, Design and Project Delivery
- > Ceasaria Resort, Cape Verde, Masterplan.
- > Alphonse Island Resort, Seychelles, Masterplan.



MICHAEL FORD

QUALIFICATIONS

- > Bachelor of Design Landscape Architecture Hon 1
- > Diploma of Landscape Design
- > Diploma of Horticulture

ABOUT

Michael Ford is a registered Landscape Architect (AILA) with over 10 years' experience. Working with Stafford, he has completed feasibility studies and masterplans in Victoria and the Northern Territory.

He has specialist skills in contemporary design approaches, architectural form and fabrication and has worked on a range of challenging public and community spaces.

He has worked extensively internationally on a range on significant projects ranging in large scale masterplans to regional town centres to community arts precincts.

Michael has delivered a series of project with a key focus on exhibitions, performance and art and the consideration of transformative space centred around events and active space Key project experience includes:

- > Jabiru Business Case and masterplan.
- > Brunswick Civil and Cultural Precinct, Masterplan.
- > Rainbow Arts and Performance Precinct, Masterplan and Staging Plan.
- > Morgan Court Exhibition, Performance and Arts Space, Design and Project Delivery.
- > Scarborough Foreshore, Design and Project Delivery.
- > Great Ocean Road Experience, Feasibility and Business Case.

STUART NIVEN



QUALIFICATIONS

- > Bachelor of Architecture
- > Master of Urban Design

ABOUT

Stuart is an urban designer with 28 years' experience in senior local and government advisory roles and in private practice consultancy in Australia, New Zealand, Southeast Asia and the Pacific.

He is the former Principal Urban Design Advisor to Australia's Victorian State Government and Director of its Urban Design Unit.

For the last six years, Stuart has been a principal urban design advisor to the Auckland Public Waterfront Project – assisting in the development of a major waterfront promenade. This project recently won the world's premier landscape architecture award (the Rosa Barba Prize) awarded as part of the Barcelona Landscape Architectural Biennial in 2014.

In late 2014 Stuart was appointed (as one of seven specialist members) to the Auckland City Council's Public Arts Advisory Panel – to advise the City on art in public spaces and public arts initiatives in general.

Stuart has worked extensively with Stafford, determining urban design changes to enhance economic development growth and tourism. His work has included concept designs for tourism precincts.

Stuart is able to bring global best practice design solutions to projects.



DR DAVID SIMMONS

QUALIFICATIONS

- > Bachelor of Science
- > Master of Applied Science
- > Master of Urban Design
- > Doctor of Philosophy (PhD), Urban Design

ABOUT

David has over 40 years experience in the tourism industry as a Professor of Tourism and Director of Research Strategy at Lincoln University (Canterbury, NZ) and has been working alongside Stafford Strategy for the past two years as a senior tourism consultant.

As a leader in tourism education and the developer of a comprehensive programme of tourism research, David was recognised with the Sir Jack Newman Award for outstanding contribution to the Tourism Sector in New Zealand in 2020.

David has completed a diverse range of projects across the public and private sectors with extensive work in New Zealand, Australia, the South Pacific and South East Asia. By way

of example, these have included (but are not limited to) the Arthurs Pass Destination and Investment Framework, a Destination Management Plan for Mackenzie Country, the comprehensive South Island Destination Management Plan (which covered all 23 Councils in the South Island) and the Sarawak Malaysian Tourism Master Plan.

David has spent much of his life in the South Island of New Zealand and is a keen traveller, skier and tramper.



Qantas Museum Longreach (Image credit: Qantas Founders Museum)





Gunlom Plunge Pool (Image credit: Tourism Northern Territory)

OUR EXPERIENCE



EAST GIPPSLAND TOURISM OPPORTUNITY PLANS

East Gippsland Shire Council – 2021/2022

Stafford was commissioned by Council to develop three separate tourism opportunity plans (TOPs) for Buchan, Cann River and Errinundra to Snowy. The purpose of the TOPs was to provide direction for the sustainable development of the three districts over the next ten years. The TOPs provided Council and project partners with a better understanding of the existing tourism assets and identify short, medium and long-term tourism opportunities to support economic recovery and ongoing prosperity at the district level.



DUNEDIN DESTINATION MANAGEMENT PLAN

Dunedin City Council - 2021/2022

Stafford was appointed to develop a Destination Management Plan for Dunedin. The DMP was developed to: provide a simple and focused vision, suggested key goals to be achieved in the process of delivering on that vision and clear priorities with associated plans; focus on the areas that make the biggest difference acknowledging that Dunedin needs to be specific about how it needs to move forward; and develop and apply good baseline data to inform this project and ensure that there is evidence-based decision-making.



NORTH COAST NSW INVESTMENT PROSPECTUS

Destination North Coast – 2021

Stafford was engaged by the North Coast Destination Network to create an investment prospectus to identify the various tourism investment opportunities across the North Coast. The prospectus focused on eight different projects and were identified through extensive discussions with investors and developers.



CENTRALUTBACK AT ISA MASTER PLAN

Mount Isa City Council – 2020/2021

Stafford was commissioned to develop a Master Plan for the Outback at Isa tourist attraction. The aim of the Master Plan was to have a coordinated approach to long-term future development of the Site. The outcomes of the Master Plan were to identify opportunities to enhance the economic viability and vibrancy of the Site; achieve high-quality tourism sustainability and business performance; improve the accessibility to, from and within the site for pedestrians, persons with a disability, cyclists, and vehicles; and conserve cultural and heritage values of the community/region.



MORETON BAY REGIONAL TOURISM INFRASTRUCTURE INVESTMENT PRIORITY PROJECT PLAN

Moreton Bay Regional Council – 2020/2021

Stafford was commissioned by Moreton Bay Regional Council to develop a Regional Tourism Infrastructure Priority Project Plan. The primary aim of the Plan was to identify opportunities for capital investment to support Moreton Bay Region's growing tourism industry.

The Plan identified over 50 investment opportunities and 8 catalyst investment projects.



SNOWY MOUNTAINS SAP TOURISM DEVELOPMENT STUDY

NSW Department of Planning, Industry and Environment – 2020

Stafford was commissioned to complete a Tourism Development Study for the Snowy Mountains Special Activation Precinct (SAP). This study was part of a group of studies commissioned to deliver an exciting and sustainable vision for the SAP region. The SAP concentrated on Jindabyne's town centre, the ski resorts and surrounding sections of Kosciuszko National Park and recommendations focused on the potential to: grow year-round tourism to reduce seasonality impacts; grow Jindabyne into Australia's Alpine Capital at the heart of the Snowy Mountains; and increase year-round adventure and eco-tourism in the region.



BAY OF PLENTY TOURISM SECTOR AUDIT

Bay of Plenty Tourism – 2020

Stafford was commissioned by Tourism Bay of Plenty to undertake a major audit of all tourism product – including experiences, operators, accommodation providers – within the Bay of Plenty region. Stafford developed an innovative online visual mapping tool to enable the Tourism Bay of Plenty team to display and manipulate the data with a wide range of filters.



MACKAY TOURISM OPPORTUNITY ANALYSIS

Mackay Tourism Limited – 2020

Stafford was commissioned by Mackay Tourism Limited to develop a Mackay Tourism Opportunity study to identify and assess the viability of new tourism investment to strengthen the competitiveness of the Mackay region. The research and analysis was informed by significant desktop research, structured interviews with industry operators and various government officials, and Queensland and national level tourism investment assessment. The project identified 53 different tourism investment projects for the Mackay region.



ARTHUR'S PASS DESTINATION AND INVESTMENT FRAMEWORK

The Department of Conservation – 2020

Stafford was commissioned by the DOC to complete a Destination and Investment Framework for Arthur's Pass National Park. The overall objective of the project was to enable co-ordinated, appropriate and specific investments to be made within Arthurs Pass National Park, Arthurs Pass Village and along the journey experience to and from Arthurs Pass along State Highway 73 from Springfield to Otira.



WINTON INVESTMENT PROSPECTUS

Winton Shire Council – 2021

Stafford was commissioned to develop an investment prospectus to highlight various tourism investment opportunities in the Shire. The prospectus identified 14 different projects and outlined the competitive advantage of investing in Winton.



SNOWY MOUNTAINS SAP INVESTMENT ATTRACTION STRATEGY

The Department of Regional NSW – 2021

The Department of Regional NSW engaged Stafford to assist in developing an Investment Attraction Strategy for the Snowy Special Activation Precinct (SAP). As part of this, investment opportunities in the tourism sector, along with several other sectors (such as forestry, technology, the screen industry, hydrogen and clean energy, medical etc.) was investigated.



MILDURA RV, CAMPING & CARAVAN STRATEGY

Mildura Rural City Council – 2021

Stafford was commissioned to develop a RV, Camping and Caravan Strategy for Mildura. The purpose the strategy was to establish the strategic direction for Mildura Rural City Council within the sector.

With Mildura's strategic positioning on the Sturt Highway (and close to Silver City Highway) and as a gateway to South Australia and NSW, the opportunity was identified to position Mildura as a major destination hub for RVs, caravans, and camping travellers and to encourage them to stop and stay longer in the region.



TOURISM RESEARCH PROJECT

Destination North Coast - 2019/2020

Stafford was engaged to complete detailed tourism research for Destination North Coast which comprises 14 different local government areas on NSW's north coast. The purpose of the project was to collect visitor data at an LGA level as well as undertaking a detailed product audit and gap analysis. Stafford mapped the results using both GIS and Tableau applications.



ACCOMMODATION REINVESTMENT PROJECT

Destination North Coast - 2019/2020

Stafford was commissioned to develop an accommodation reinvestment project which identified gaps in the North Coast's accommodation mix and ways to stimulate new and increased investment in the sector.



TE WAI POUNAMU - SOUTH ISLAND DESTINATION MANAGEMENT PLAN

South Island Mayoral Forum, MBIE, DOC - 2019/2020

Stafford Strategy was commissioned to complete a Destination Management Plan for the entire South Island of New Zealand, covering 23 council areas and including major iconic destinations such as Queenstown, Milford Sound, Fiordland National Park, Franz Josef and Fox Glaciers, several iconic Great Walks and many others.



CENTRAL WEST QLD TOURISM DATA ANALYSIS

Central Western Queensland Remote Area Planning and Development Board - 2019/2020

Stafford was engaged by RAPAD to complete tourism data collection and analysis for Central West Queensland. Because of the vast size and remoteness of the region, there are significant data gaps and sample size challenges with respect to tourism data. Stafford worked with RAPAD, each council and industry operators to develop a custom dataset for the region and its seven LGAs.



BLUFF MASTER PLAN

Great South - 2019/2020

Stafford was engaged to develop a long-term tourism master plan and vision for Bluff which will be used to guide the revitalisation of the area over the next 20 years. The master plan recognised the strategic importance of Bluff (situated at the most southern point of New Zealand's South Island) and its potential to be a vibrant hub for the local community and its visitors.



SOUTHLAND MURIHIKU DESTINATION STRATEGY 2019-2029

Great South - 2019

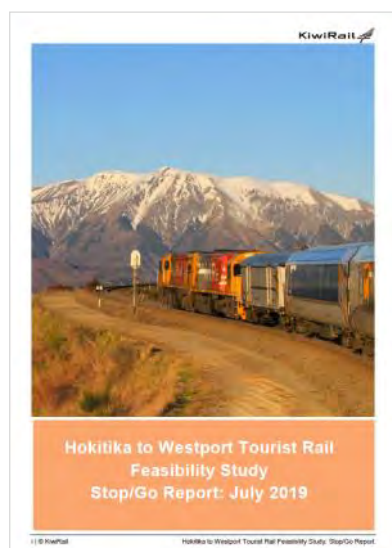
Stafford was commissioned to develop a Destination Strategy for Southland for 2019-2029, which included Te Wāhipounamu World Heritage Area – home to one of New Zealand's most iconic tourism destinations: Milford Sound. The Strategy provided a blueprint for the future, allowing the tourism sector to grow and deliver on its \$1b goal, while also aligning with a variety of social, cultural, infrastructural and environmental requirements.



AUSTRALIA MARKET RESEARCH & ECONOMIC IMPACT ASSESSMENT

Auckland Tourism Events and Economic Development - 2019

Stafford was commissioned by ATEED to develop an Australian marketing strategy and to assess the economic impact of implementing the strategy. Through this process, Stafford developed a Return on Marketing Investment (ROMI) ratio which provided the return on investment from increasing marketing spend.



HOKITIKA TO WESTPORT TOURIST RAIL FEASIBILITY STUDY

KiwiRail- 2019

Stafford was engaged to undertake a feasibility study for a tourist passenger rail service from Hokitika to Westport. The purpose of the feasibility was to verify if a tourist passenger service on the West Coast could be commercially viable for KiwiRail and to identify the benefits which may accrue to the West Coast economy from introducing such a service.



CAMPBELLTOWN DESTINATION MANAGEMENT PLAN

Campbelltown City Council – 2018

Stafford was engaged by Campbelltown City Council to develop a destination management plan for the LGA. The purpose of the DMP was to identify opportunities to sustainably grow Campbelltown's visitor economy and to assist in positioning Campbelltown as the capital of Sydney's south west and the economic, lifestyle and cultural hub for the greater Macarthur region. Rather than just focusing on traditional leisure-based tourism, the DMP focused on the holistic visitor economy which included leisure tourism as well as a variety of other "non-traditional" tourism sectors such as medical tourism, education tourism, sports tourism, and events and conferences etc.



LOGAN DESTINATION MANAGEMENT PLAN

Logan City Council – 2018

Stafford completed a Destination Management Plan for Logan, building on the Tourism Framework which was developed by Stafford in 2016. The DMP was focused on identifying a number of “game changing” opportunities for Logan to grow its visitor economy and the specific steps required to activate these.



LAKE MACQUARIE DESTINATION MANAGEMENT PLAN

Lake Macquarie City Council - 2018

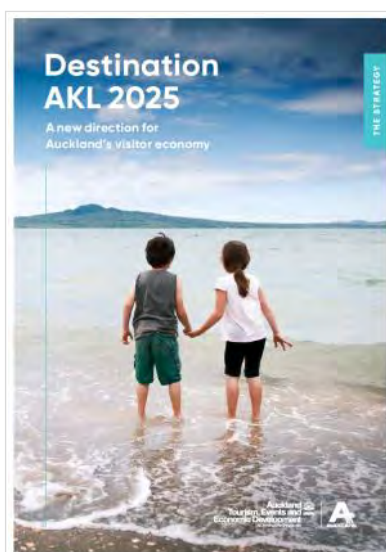
Stafford completed the Lake Macquarie Destination Management Plan 2018-2022. The purpose of the DMP was to create a framework to better understand the visitor economy, including its primary assets and features; challenges to growth; differentiation features; and future opportunities.



TOURISM: SUPERCHARGING AUSTRALIA'S FUTURE

Tourism and Transport Forum — 2018

Stafford, as economic advisors for the Tourism & Transport Forum, was commissioned to examine the overall impact of the tourism industry and its importance to the economy, including an overview of the following key variables: visitation; tourism consumption; tourism investment; Gross Domestic Product (GDP)/Gross State Product (GSP); Employment; and taxes.



DESTINATION AUCKLAND 2025

Auckland Tourism, Events & Economic Development – 2018

Stafford developed the Destination AKL 2025 strategy which set out a new direction for Auckland's visitor economy. The strategy focused on: ways of managing sustainable in visitor demand growth for the City; future infrastructure requirements and investment needs; and future visitor markets Auckland should focus on to grow a sustainable visitor economy supported by the host community.



ALBURY WODONGA DESTINATION MANAGEMENT PLAN

Albury City Council and City of Wodonga – 2018

Stafford prepared the combined Albury Wodonga Destination Management Plan. The purpose of the DMP was two fold: firstly, it was to develop a strategic report that contributes to increases in visitation, length of stay and an enhanced visitor experience; and secondly, it was to assist both Councils and industry to market the two cities as one destination, noting that visitors do not recognise local government boundaries.



WOLLONDILLY DESTINATION MANAGEMENT PLAN

Wollondilly Shire Council - 2018

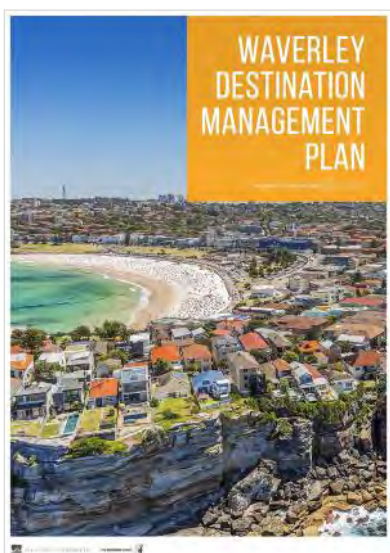
Stafford prepared a Destination Management Plan for Wollondilly Shire, situated on the outskirts of Sydney. The DMP was focused developing opportunities for the Shire which will guide sustainable growth and help ensure the viability and resilience of the tourism industry.



BURDEKIN TOURISM STRATEGY

Burdekin Shire Council - 2018

Stafford was commissioned to complete a Tourism Strategy for the Burdekin Shire, situated approximately one hour south of Townsville. The purpose of the Strategy was to develop the Shire's tourism potential in a coordinated and structured manner that was consistent across the Burdekin.



WAVERLEY DESTINATION MANAGEMENT PLAN

Waverley City Council – 2017

Stafford completed a Destination Management Plan for Waverley which includes one of Australia's most iconic tourist attractions - Bondi Beach. The DMP was developed to assist Waverley in developing a stronger, sustainable visitor economy and to support the continued growth of visitor activity as well as recognising the needs of residents going forward. The need to develop strategies to manage visitor demand at Bondi Beach was a key requirement of this Plan.



REGIONAL TOURISM ASSOCIATIONS CAPACITY BUILDING

Fiji Cardno Market Development Facility (based in Suva) - 2017

Stafford was commissioned by the Fiji branch of the Cardno Market Development Facility to provide technical advice to enable capacity building of four regional tourism associations. The purpose of the project was to: review and strengthen governance and operational systems; build administrative capacity and identify human resource needs; and to review and refine communications and marketing strategies/plans.



HAWKESBURY DESTINATION MANAGEMENT PLAN

Destination NSW – 2017

Stafford was developed a Destination Management Plan for the Hawkesbury State Electoral District on behalf of Destination NSW. The primary objectives of the DMP were to: grow the Hawkesbury region's share of greater Sydney's overnight visitation; help NSW achieve its tourism goal of doubling overnight visitor expenditure by 2020; and focus on tourism product which generates a solid commercial return to grow the sustainability of the region's visitor economy.



CITY COMPETITIVENESS MASTER PLAN FOR KOTA KINABALU

Dewan Bandaraya Kota Kinabalu – 2017

Stafford prepared a City Competitiveness Master Plan for Kota Kinabalu, the first of four to be developed in Malaysia. The CCMP's purpose was to identify how Kota Kinabalu ranks as a global city and how this ranking could potentially be improved. Key principles of competitiveness that increase liveability and stimulate economy growth and which were investigated as part of the Master Plan included: creating density to increase efficiency; expanding transit-oriented development to enhance mobility; and strengthening knowledge-based clusters to facilitate agglomeration and innovation.



LIVEABLE CITIES, ATTRACTIVE DESTINATIONS

Tourism and Transport Forum – 2017

Stafford completed a project titled 'Liveable Cities, Attractive Destinations' for TTF which outlined the key principles for the planning and operation of successful urban precincts. The primary objective of the project was to assist TTF to engage with its members and provide insights when discussing future precinct proposals.



STRATEGIC VISITOR EXPERIENCE ASSESSMENT

Sydney Harbour Federation Trust – 2016-2017

Stafford completed a Visitor Experience Assessment which analysed a number of visitor experience opportunities for its various historic and tourism precincts including North Head (Manly), Middle Head (Mosman), and Cockatoo Island.

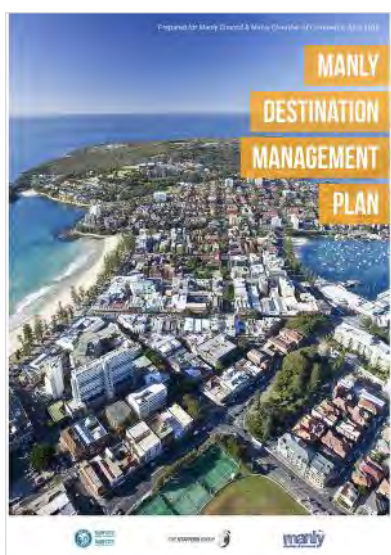
The purpose of the assessment was to: identify, for each site, the best sustainable opportunities and how these might be activated; provide an indication of the potential cost (time and resources) to maximise the opportunities and potential of the sites; provide a business case for each site; offer global benchmarking; and identify appropriate funding models.



BLUE MOUNTAINS DESTINATION MANAGEMENT PLAN

Blue Mountains City Council – 2016-2017

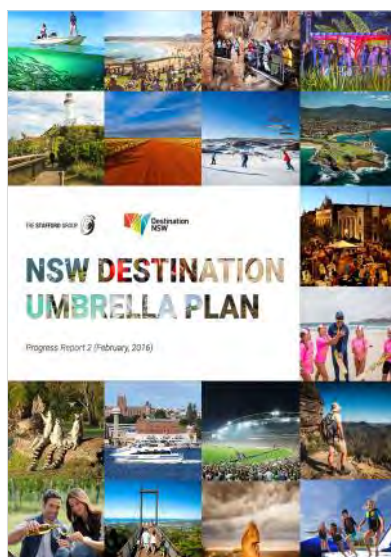
Stafford completed a Destination Management Plan to: help grow the visitor economy; provide solutions to challenges facing the LGA; and to help build stronger community awareness of the importance and value of the visitor economy. A key focus of the DMP was to focus on growing visitor yield rather than increasing visitor numbers.



MANLY DESTINATION MANAGEMENT PLAN

Manly City Council (now known as Northern Beaches Council) and Manly Chamber of Commerce - 2016

Stafford prepared a Destination Management Plan for Manly LGA. The purpose of the DMP was to grow Manly's share of Sydney visitor spend; increase length of visitor stay; support a revitalisation of Manly's laneways; support shoulder and low season visitor growth; and encourage new investment into the night time economy.



NSW DESTINATION UMBRELLA PLAN

Destination NSW — 2016

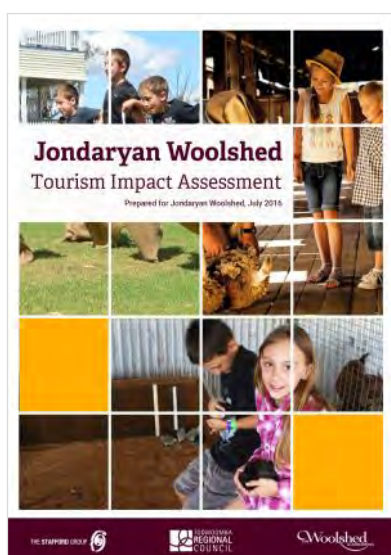
Stafford completed the Umbrella Plan for NSW to map tourism product and identify new product in the pipeline which could increase employment opportunities and higher visitation.



EASTLAND DESTINATION DEVELOPMENT PLAN

Tourism Eastland — 2016

Stafford developed the Development Plan for Eastland (incorporating Gisborne, Opotiki and Wairoa) in New Zealand's North Island. The Plan provided a provide a destination development approach to reposition the region and grow the visitor economy.



JONDARYAN WOOLSHED TOURISM IMPACT ASSESSMENT

Jondaryan Woolshed — 2016

Stafford prepared a Tourism Impact Assessment of a detention facility to determine the impacts this would have on visitation and use of the Woolshed precinct for events, weddings, conferences, accommodation and café use.



LOGAN TOURISM FRAMEWORK

Logan City Council — 2016

Stafford developed a Tourism Framework to assist with determining the needs, expectations and pathway forward for Logan and its visitor economy. The Framework was developed to clarify the needs and expectations of a broad range of stakeholder groups, including a number of cultural and ethnic communities, Council, existing tourism operators, event organisers and others and to provide a pathway for the establishment of a stronger and more robust tourism industry.



COOK ISLANDS TOURISM INVESTMENT STRATEGY

Cook Islands Tourism Corporation - 2016

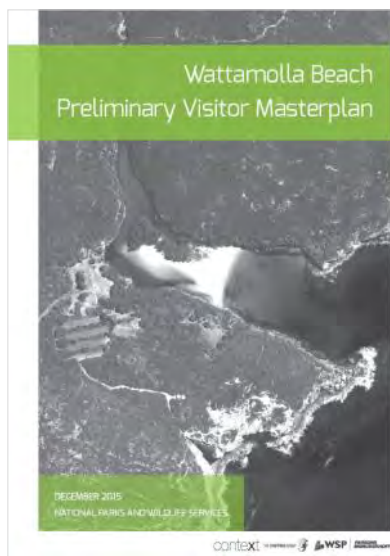
Stafford developed a Tourism Investment Strategy and a separate Investment Prospectus to encourage investment in the tourism industry and to sharpen the competitiveness of the Cook Islands against other competing destinations.



CAPE BYRON VISITOR MASTER PLAN

National Parks and Wildlife Service — 2015-2016

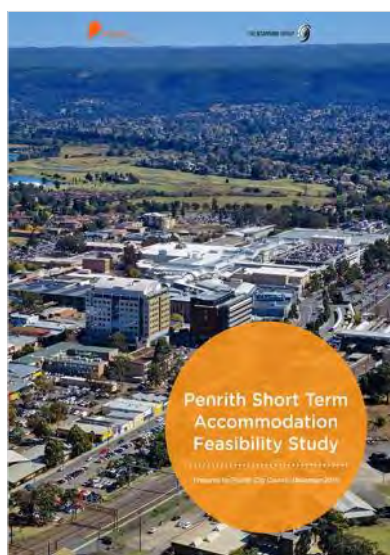
With Context Landscape Architects and Parsons Brinckerhoff, Stafford developed a 25-year Master Plan to allow for visitors to safely access the Cape Byron Reserve while respecting the natural and cultural values of the site.



WATTAMOLLA VISITOR MASTER PLAN

National Parks and Wildlife Service — 2015--2016

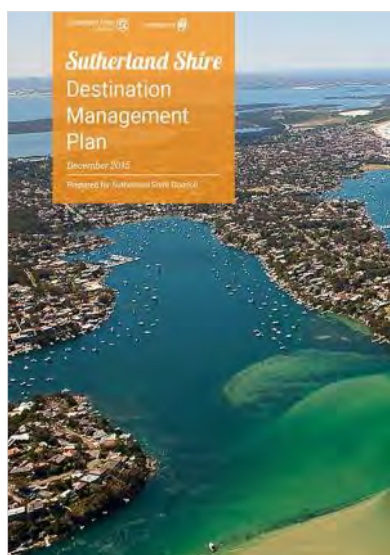
With Context Landscape Architects and Parsons Brinckerhoff, Stafford prepared a 20-year Master Plan that included strategies to manage the flow of visitors during peak visitation periods while maintaining an attractive visitor setting.



PENRITH SHORT TERM ACCOMMODATION FEASIBILITY STUDY

Penrith City Council — 2015-2016

Stafford prepared a Feasibility Study to support the development of short-term accommodation. It assessed market demand for investment and identified mechanisms to encourage appropriate development.



SUTHERLAND DESTINATION MANAGEMENT PLAN

Sutherland Shire Council — 2015-2016

Stafford developed a Destination Management Plan for Sutherland covering marketing and promotion, product development and investment and infrastructure and governance strategies.



SHOROC VISITOR ECONOMY OPPORTUNITIES PAPER

Shore Regional Organisation of Councils (SHOROC) – 2015

Stafford completed a Visitor Economy Opportunities Paper to provide guidance on the potential for expanding the visitor economy in the Northern Beaches. A key focus of this Paper was balancing the needs of the Northern Beaches' community with the desires of visitors.



BANANA SHIRE TOURISM STRATEGY

Banana Shire Council – 2015

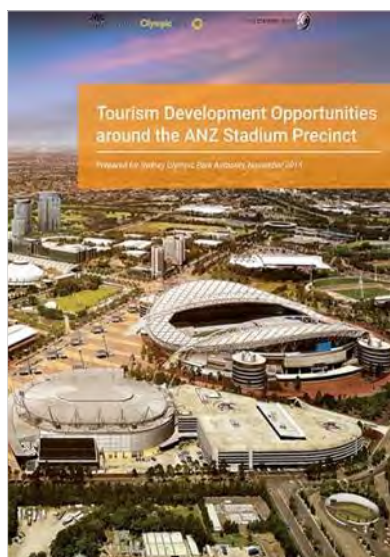
Stafford developed a Tourism Strategy which reviewed tourism activity and potential building blocks for sustainable tourism growth for Banana Shire.



DEVONPORT BRANDING & TOURISM GROWTH STRATEGY

Devonport Business Association – 2015

Stafford developed a Branding and Tourism Growth Strategy which created a destination brand and integrated it with opportunities for maximising visitor yield.



SYDNEY OLYMPIC PARK TOURISM STUDY

Sydney Olympic Park Authority – 2015

Stafford assessed the potential for tourism attractions/experiences to grow visitor yield, offer revenue streams and strengthen the positioning of the Park as a major sport and recreational precinct. The Study included international best practice benchmarking to assess what other stadium precincts globally were achieving.



MACARTHUR DESTINATION MANAGEMENT PLAN

Camden & Campbelltown City Councils – 2015

Stafford prepared a Destination Management Plan and Marketing Action Plan for the Macarthur region. The DMP provided a clear understanding of key visitor markets and segments, major preferences for experiences, visitor forecasts as well as the existing and potential experiential strengths of the region.



CAMDEN DESTINATION MANAGEMENT PLAN

Camden Council – 2015

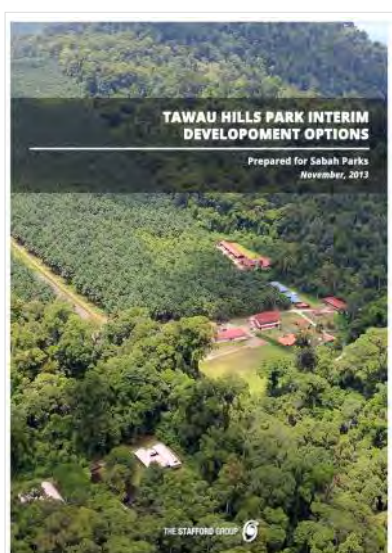
Midway through the development of the Macarthur DMP, Stafford was commissioned to complete a DMP for Camden LGA which focused in on opportunities which were more easily activated by Camden.



PENRITH DESTINATION MANAGEMENT PLAN

Penrith City Council — 2015

Stafford developed a DMP to consolidate and build the visitor economy. It allowed all stakeholders (at all levels of government and private investors) to have a clear view of the tourism investment opportunities and requirements in the LGA.



SABAH TAWAU HILLS PARK DEVELOPMENT PLAN

The State Government of Sabah — 2014/15

Stafford completed a Development Plan to identify development options for Tawau Hills Park (Malaysia) to provide benefits for the local community as well as attracting domestic and international visitor markets.



TWRM VISITOR EXPERIENCE PLAN

The Workshops Rail Museum — 2014/15

Stafford completed a Visitor Experience Plan to determine whether the adjacent Queensland Rail site (land and buildings) could be integrated into the Museum site.



TOURISM INVESTMENT & DEVELOPMENT STRATEGY

Tonga Tourism – 2014/15

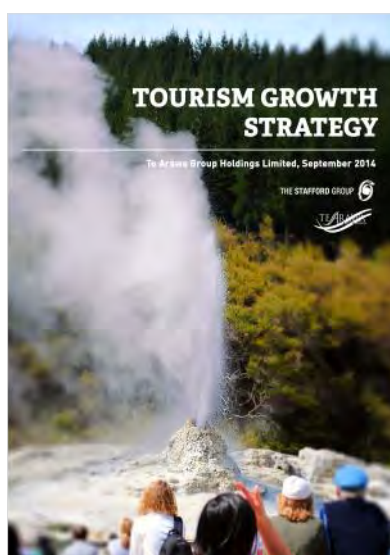
Stafford prepared a Tourism Investment and Development Strategy for the Kingdom of Tonga. As part of this, an Implementation Program was also developed to help facilitate investment into new and existing tourism produce.



REDLAND CITY TOURISM STRATEGY & ACTION PLAN

Redland City Council – 2014

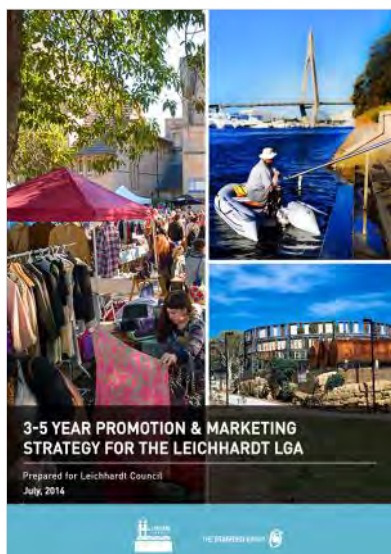
Stafford completed an update to Redlands' 2010–2014 Tourism Strategy for the period 2015–2020 and prepared a supporting 5-year Action Plan. A focus of the Strategy was opportunities to disperse visitors throughout the LGA and to encourage off-peak visitation.



TOURISM GROWTH STRATEGY

Te Arawa Group Holdings Limited – 2014

Stafford prepared a Tourism Growth Strategy which identified investment opportunities for the Trust, including opportunities to enhance Wai-O-Tapu Thermal Wonderland.



3-5 YEAR PROMOTION & MARKETING STRATEGY FOR THE LEICHHARDT LGA

Leichhardt Municipal Council - 2014

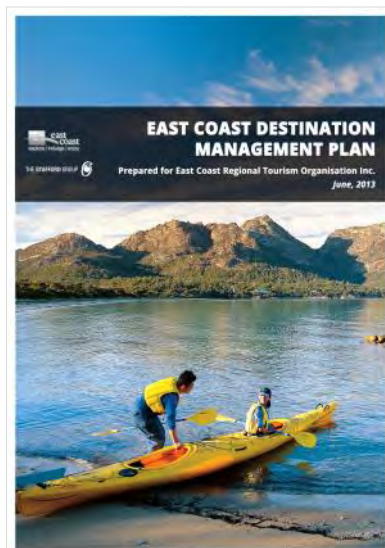
Stafford developed a Promotion and Marketing Strategy that covered a range of initiatives, including place making, branding and high street revitalisation.



SNOWY MOUNTAINS DESTINATION MANAGEMENT PLAN

Tourism Snowy Mountains - 2013

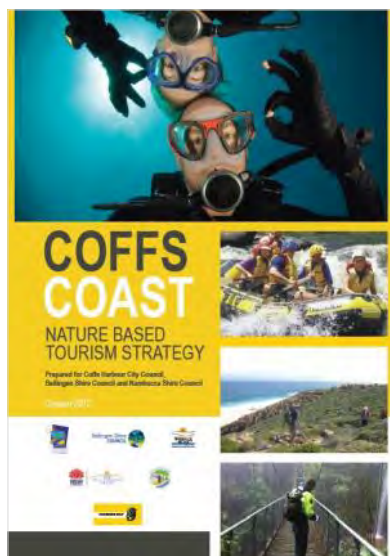
Stafford completed a Destination Management Plan for the Snowy Mountains following the ARTN guidelines for best practice destination management planning. A focus of the DMP was identifying opportunities for strengthening off season (summer) visitor demand.



DESTINATION MANAGEMENT PLAN FOR THE EAST COAST

East Coast Regional Tourism Organisation - 2013

Stafford developed a DMP for Tasmania's East Coast region following the ARTN guidelines for best practice destination management. The DMP focused on opportunities to disperse visitors throughout the East Coast.



COFFS COAST NATURE BASED TOURISM STRATEGY

Coffs Harbour City Council, Bellingen Shire Council, Nambucca Shire Council, NPWS - 2012

Stafford worked with an inter-agency committee to develop a Nature Based Tourism Strategy aimed at encouraging greater partnerships and commercial and recreational use of public lands.



TOURISM DEVELOPMENT PLAN

Diamantina Shire Council - 2012

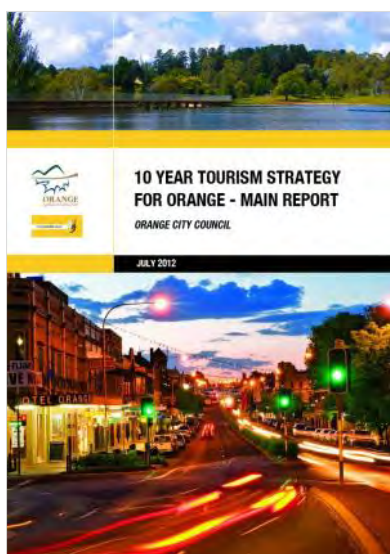
Stafford completed a Tourism Development Plan to assess the branding of the Shire, advertising and promotional initiatives as well as the prioritisation of tourism projects.



LAUNCESTON STRATEGIC TOURISM PLAN

Launceston City Council - 2012

Stafford developed a 10 year Strategic Tourism Plan. While the brief focused on the Launceston LGA, implications for surrounding areas (such as the Tamar Valley wine region) were considered.



10 YEAR ORANGE TOURISM STRATEGY

Orange City Council - 2012

Stafford completed a 10 year Tourism Strategy for Orange, Cabonne and Blayney to identify 10 realistic and opportunities ranging from hard infrastructure to marketing and a mix of Council-led and industry-led projects.



BLUE MOUNTAINS TOURISM DEVELOPMENT AND PLANNING STUDY

Blue Mountains City Council - 2011

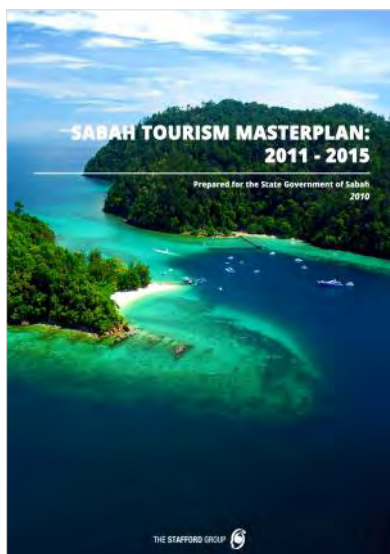
Stafford developed a Tourism Development and Planning Study to identify why tourism investment had not occurred for some time within the region and to identify potential development.



REGIONAL CRUISE STRATEGY FOR NEW SOUTH WALES

Tourism NSW - 2011

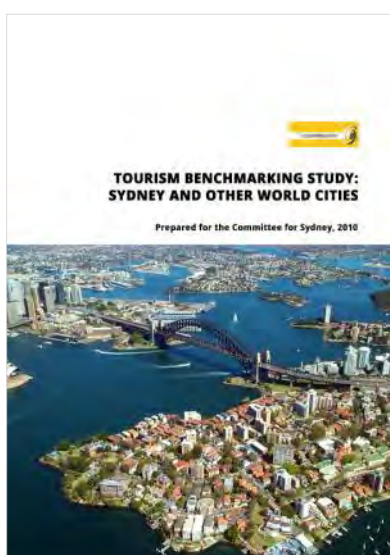
Stafford assisted Tourism NSW to review opportunities and challenges facing NSW regional ports for cruise operations and development. This study addressed how the State could increase its cruise port days, particularly in regional NSW.



SABAH TOURISM MASTERPLAN 2011 - 2025

The State Government of Sabah - 2010

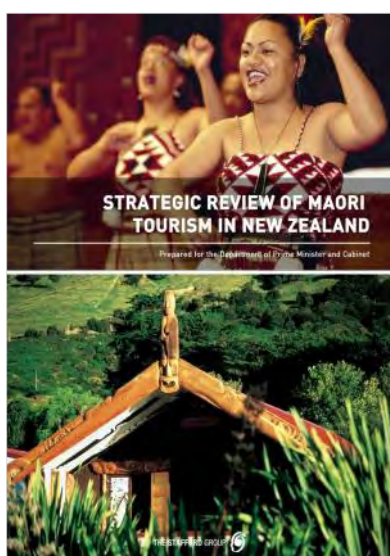
Stafford project managed a team of 15 local researchers, analysts and local consultants. The focus of the Master Plan was better managing tourism flows and the preservation of environmental locations. As part of this, extensive comparative research was undertaken with surrounding competitor destinations throughout Southeast Asia.



TOURISM BENCHMARKING STUDY: SYDNEY & OTHER WORLD CITIES

The Committee for Sydney - 2010

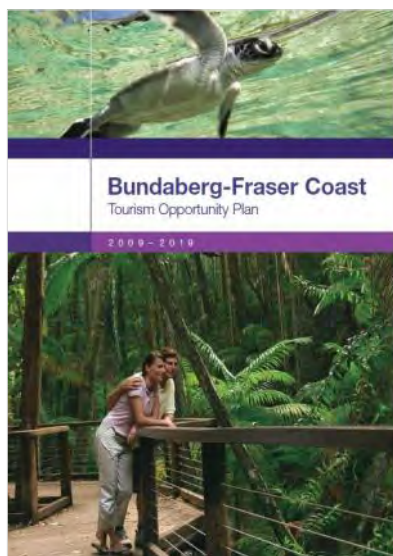
Stafford undertook a benchmarking study to compare Sydney with a number of global cities. Cities that Sydney was benchmarked against included New York City, Los Angeles, San Francisco, London, Shanghai, Hong Kong, Singapore, Tokyo, Vancouver, Melbourne and Brisbane.



STRATEGIC REVIEW OF M ŌRI TOURISM IN NEW ZEALAND

Department of Prime Minister and Cabinet - 2008

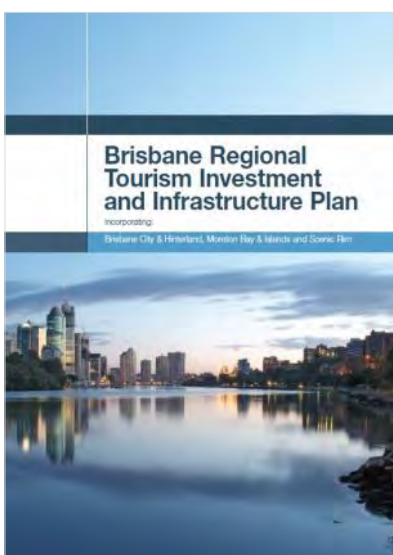
Stafford completed a Strategic Review of Māori Tourism which identified Māori product for international and domestic markets. It also assessed challenges for Māori owned and operated ventures.



BUNDABERG - FRASER COAST - TOURISM OPPORTUNITY PLAN 2008 - 2018

Tourism Queensland & Bundaberg & Fraser Coast Regional Tourism Organisations - 2008

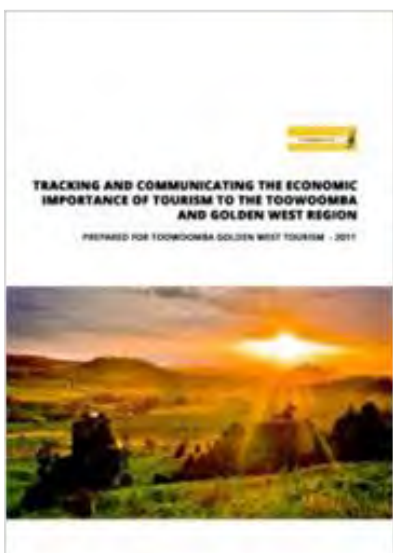
Stafford developed a Tourism Opportunity Plan covering the Bundaberg and Fraser Coast regions. The TOP investigated the need for new product, infrastructure and investment to strengthen visitor demand.



BRISBANE REGIONAL TOURISM INVESTMENT & INFRASTRUCTURE PLAN 2008 - 2018

Tourism Queensland and Brisbane Marketing - 2008

Stafford prepared a Tourism Investment and Infrastructure Plan for Brisbane, covering the need for product, infrastructure and investment to strengthen visitor demand. The Plan focused on: the lack of higher quality accommodation facilities; the need for new attractions and related product; and the need for better access for day excursions.



TRACKING & COMMUNICATING THE ECONOMIC IMPORTANCE OF TOURISM TO THE TOOWOOMBA & GOLDEN WEST REGION

Toowoomba Golden West Tourism - 2011

With scrutiny of Council budgets requiring accurate and compelling justification of the importance of tourism, Toowoomba Golden West Tourism commissioned Stafford to undertake a comprehensive analysis of the value of tourism across the region. This study has been used to support ongoing and higher Council funding of tourism throughout the region by 6 local Councils.



CREATING A FUTURE NETWORK - ISITE NZ

i-SITE New Zealand - 2019/2020

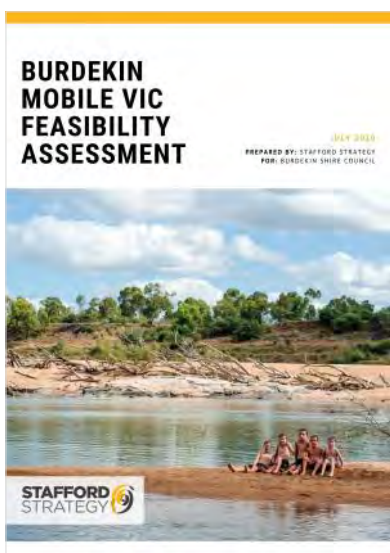
Stafford was commissioned by i-SITE New Zealand to develop a Future Network Strategy (the Strategy) for the i-SITE network (the Network). The project was requested with a desire to make the Network more relevant to New Zealand's visitors, i-SITE owners as well as other stakeholders.



THE FUTURE OF VISITOR SERVICING – GREAT OCEAN ROAD

Great Ocean Road Regional Tourism - 2019

Stafford was commissioned by Great Ocean Road Regional Tourism to investigate the optimum model for delivering a regionalised approach to visitor servicing. The project involved identifying the current performance of visitor servicing throughout the region (which covers six local government areas) and, via cost-benefit modelling, assessing how enhancements could be achieved through a centralised model.



BURDEKIN MOBILE VIC ASSESSMENT

Burdekin Shire Council - 2018

Stafford was engaged to provide a feasibility assessment to support the introduction of a mobile visitor information centre for tourism and visitor services for Burdekin Shire.

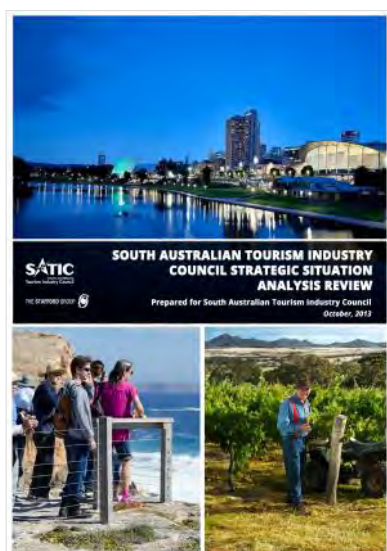
As a result of the project, Burdekin Shire Council purchased a new mobile branded facility which enables both a mobile VIC for major events and a semi-permanent facility.



WBAC VISITOR SERVICING BUSINESS PLAN

Warren Blackwood Alliance of Councils (WA) – 2016

Stafford developed a Visitor Servicing Business Plan to: identify an optimum way of delivering visitor services; assess roles and responsibilities and resource sharing; identify operational efficiencies and industry engagement; determine resources and delivery tools and offer a timeline and budget for implementation.



SOUTH AUSTRALIAN TOURISM INDUSTRY COUNCIL STRATEGIC SITUATION ANALYSIS REVIEW

South Australian Tourism Industry Council - 2014

Stafford prepared a Review of the operations and direction of SATIC. The Review was precipitated by the risk of losing significant funding from the South Australian Tourism Commission.



VISITOR SERVICES REVIEW FOR THE CRADLE COAST (TASMANIA)

Cradle Coast Authority - 2013

Stafford undertook a Review of Visitor Services to increase the efficiency and effectiveness of visitor services and to demarcate the roles and responsibilities of stakeholders in the delivery of visitor services across the region.



CLARENCE VALLEY TOURISM SERVICES REVIEW

Clarence Valley Council - 2013

Stafford completed a Review of Tourism Services to examine the needs of the tourism industry, provide recommendations for the effective delivery of tourism services and to explore governance options.



REGIONAL TOURISM ORGANISATION & I-SITE REVIEW

Venture Taranaki Trust - 2013

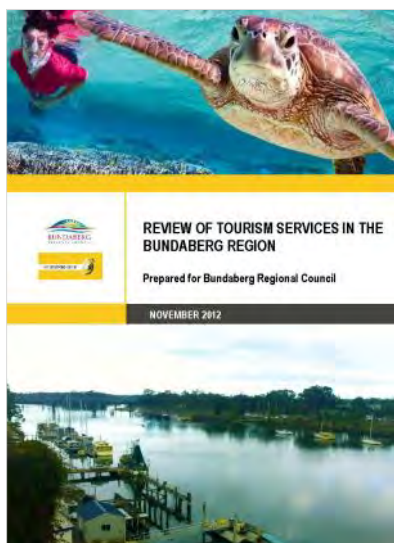
Stafford undertook a Review of VTT and the New Plymouth District Council i-SITE to identify gaps, omissions and the duplication of services.



COOMA - MONARO SHIRE VISITOR CENTRE REVIEW

Cooma - Monaro Shire Council - 2012

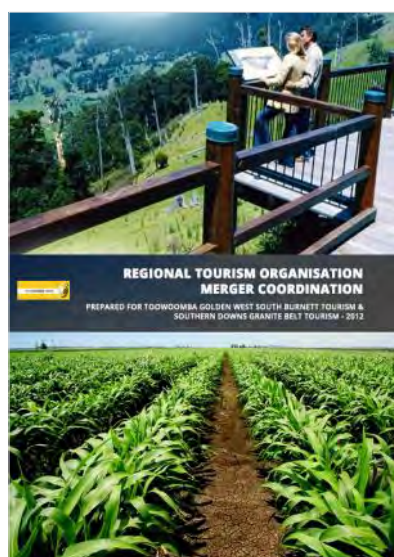
Stafford prepared a Review of Council investment in tourism. It reviewed operations of the visitor centre, conducted stakeholder consultation, identified technology solutions for visitor servicing and determined the implications for economic development.



REVIEW OF TOURISM SERVICES IN THE BUNDABERG REGION

Bundaberg Regional Council - 2012

Stafford completed a Review of Tourism Services and identified ways to enhance visitor services and create cost savings for Council.



REGIONAL TOURISM ORGANISATION MERGER COORDINATION

Toowoomba Golden West South Burnett Tourism and Southern Downs Granite Belt Tourism - 2012

Stafford coordinated the merger of Toowoomba Golden West South Burnett Tourism and Southern Downs Granite Belt Tourism into the new Regional Tourism Organisation - Southern Queensland Country. The completion of this merger included undertaking the independent review of both RTOs as well as assisting local industry stakeholders and councils with tourism and up-skilling.



BYRON SHIRE VISITOR INFORMATION SERVICES STRATEGY

Byron Shire Council - 2011

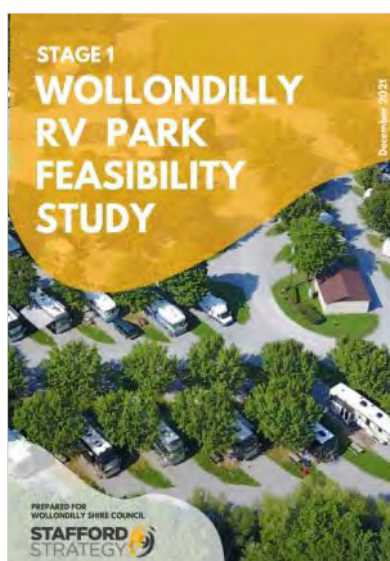
Stafford reviewed visitor information services and investigated ways to meet the needs of industry and consumers. The Strategy identified opportunities to better synergise the Shire's 3 VICs, as well as technology opportunities to enhance the online visitor experience.



ICE SPORTS CENTRE OF EXCELLENCE FEASIBILITY & BUSINESS CASE

NSW Ice Skating Association – 2021/22

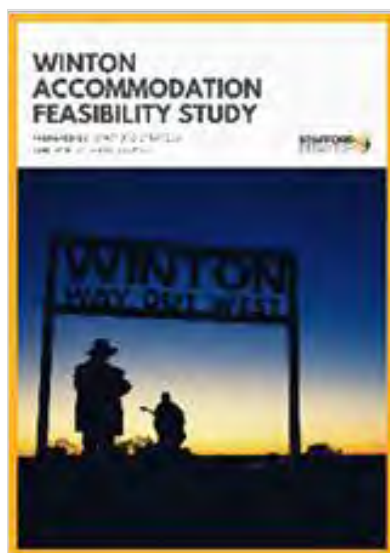
Stafford was commissioned by the NSW Ice Skating Association to prepare a feasibility study and business case for an Ice Sports Centre of Excellence (CoE) at Sydney Olympic Park. The project included a detailed comparative assessment of all skating facilities around Australia to determine product gaps and how the facility could potentially fill these.



WOLLONDILLY RV PARK FEASIBILITY STUDY

Wollondilly Shire Council – 2021

Stafford was to undertake a feasibility study to assess the potential for an RV Park on land that Council controls in Picton. The feasibility assessed a number of different Council-owned sites in the Wollondilly LGA and determined, based on a variety of measures, the most optimal site for the RV Park.



WINTON ACCOMMODATION FEASIBILITY STUDY

Winton Shire Council – 2021

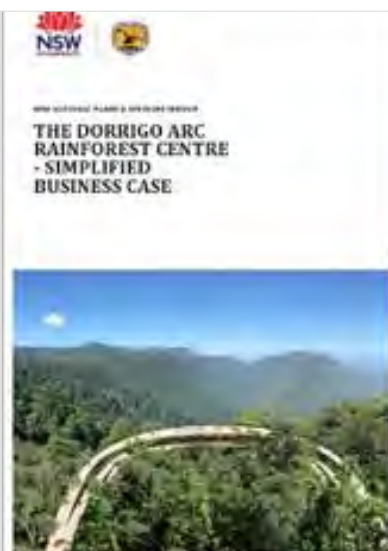
Stafford was engaged to complete a feasibility study for the development of new accommodation facilities in Winton. The Shire has a lack of accommodation to cater to demand and was experiencing economic leakage to other surrounding areas because of this. The Study identified the opportunity for investment into existing properties as well as the development of new properties.



ENTERPRISE PARK (COFFS HARBOUR AIRPORT) MARKET SOUNDING RESEARCH REPORT

Coffs Harbour Airport – 2021

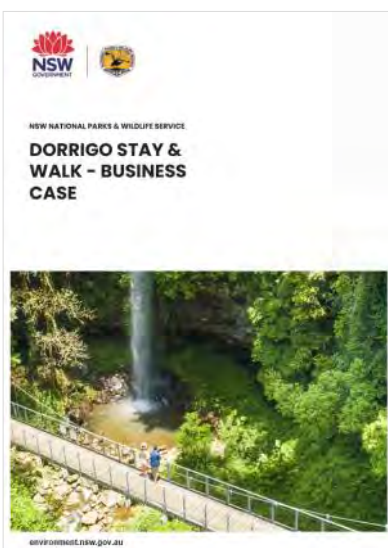
Stafford was commissioned to undertake a market sounding research exercise to provide empirical evidence on the current and future demand for proposed site uses within the proposed Enterprise Park at Coffs Harbour Airport.



THE DORRIGO ARC RAINFOREST CENTRE BUSINESS CASE AND FEASIBILITY

NSW National Parks and Wildlife Service – 2021

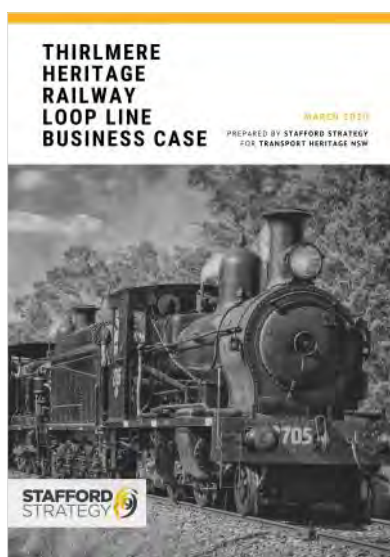
Stafford was commissioned to develop a business case for the Dorrigo National Park Visitor Precinct in Northern NSW. The Business Case, which aligned with NSW Treasury requirements, is being used to support an application for grant funding. The Business Case identified a range of product options to revitalise the location's appeal for international, interstate and intrastate tourism by creating a world-class visitor experience with supporting accommodation options and included a host of new works that will replace the existing ageing infrastructure to create new facilities and experiences in the National Park. In total, approximately \$30 million in new products and infrastructure



THE DORRIGO STAY AND WALK BUSINESS CASE AND FEASIBILITY

NSW National Parks and Wildlife Service – 2021

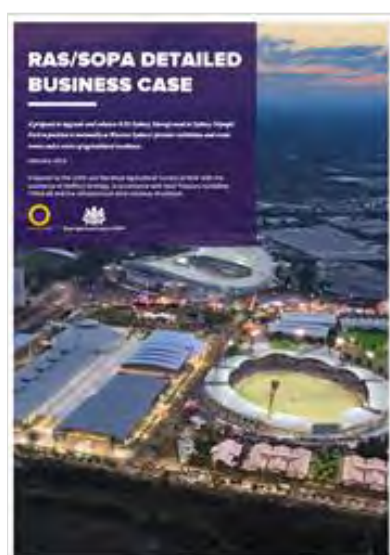
Stafford was commissioned to develop a second business case for a Stay and Walk accommodation package at the Dorrigo Rainforest Centre precinct. The Business Case, which aligned with NSW Treasury requirements, included new accommodation options including camping and cabin accommodation and walking tracks, estimated at \$6 million).



THIRLMERE HERITAGE RAILWAY LOOP LINE BUSINESS CASE

Transport Heritage NSW - 2019/2020

Stafford was commissioned by Transport Heritage NSW to develop a Business Case which Investigates the potential of the Loop Line to become a successful heritage railway and its ability to further grow visitation to the museum and railway and includes the overall operational plan, product and experiences to be offered, the investment required as well as revenue and expense projections.

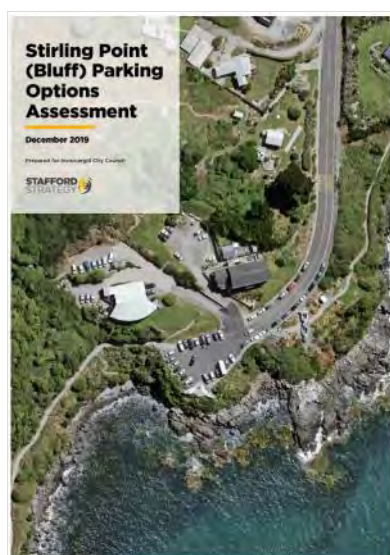


RAS/SOPA DETAILED BUSINESS CASE

Royal Agricultural Society & Sydney Olympic Park Authority - 2019

Stafford was engaged to complete the detailed business case report as part of the NSW Treasury Gateway Review process. This involved completing full financial and economic appraisal of the proposed redevelopment in a format which aligns with NSW Treasury Guidelines.

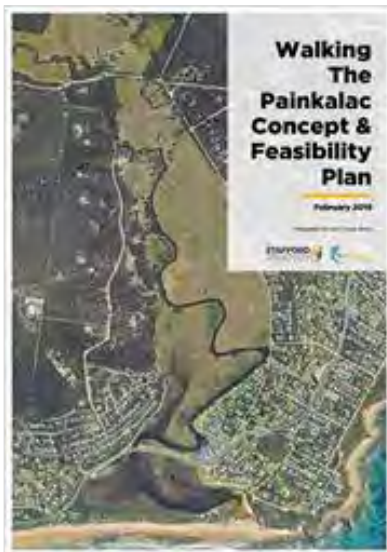
The submission was successful and the project has moved onto the next gate stage of the review process.



STIRLING POINT PARKING OPTIONS ASSESSMENT

Invercargill City Council - 2019

Stafford was commissioned to undertake a review of various parking and related development options for Stirling Point, Bluff. The review assessed the likely benefits and costs associated with each option and the potential capacity increases in parking availability each offered.



WALKING THE PAINKALAC CONCEPT AND FEASIBILITY PLAN

Surf Coast Shire Council – 2019

Stafford was engaged to undertake a concept and feasibility plan for the development of walking trail experiences within the Painkalac Valley (the Painkalac) at Aireys Inlet. The Plan was developed to support a variety of recreational and economic benefits and noting the need to try and find collective support from a variety of community organisations, local and State Government organisations and other stakeholder groups.



WORLD GREEN EXPO 2020 ECONOMIC FEASIBILITY REVIEW

Sydney Olympic Park Authority - 2019

Stafford was engaged to determine the economic viability of Sydney Olympic Park hosting a major international garden event - The World Green Expo. The economic model identified the benefit-cost ratio of hosting the event, provided visitor analysis to illustrate the broader impact on the visitor economy and provided the rationale required by NSW Treasury to determine the merits in hosting the event.



MUSEUM OF SYDNEY HARBOUR BUSINESS CASE

Sydney Heritage Fleet - 2018

Stafford completed a Business Case on behalf of the Sydney Heritage Fleet which assessed a proposed Museum of Sydney Harbour (MOSH). The Business Case's primary objective was to determine the level of market demand and financial viability for the proposed facility.



JABIRU BUSINESS CASE

Gundjeihmi Aboriginal Corporation and the Department of the Chief Minister – 2018

Stafford Strategy was commissioned to develop a business case that: identifies appropriate strategies for developing the tourism industry at the township of Jabiru (NT), with flow on benefits for Kakadu National Park and, in a broader sense, Darwin; offers mechanisms for improving the town and its residential components, educational and related infrastructure benefits and which offer environmental best practice solutions for sustainability; and includes design concepts for a Jabiru Lake tourism precinct, so that the area is transformed into a highly attractive and unique visitor destination in its own right.



HAKA CULTURAL EXPERIENCE FEASIBILITY STUDY

Tainui Waika Tourism Inc. – 2017

Stafford completed a feasibility study investigating the viability of developing HAKA and associated cultural experiences for Hamilton and the broader Waikato region. The Waikato, which is rich in Māori culture and history, does not currently have a major experience which authentically showcases this. The need was also seen to introduce new experiences for the region to drive increased overnight visitation and greater yield.



MURRAY RIVER INTERPRETIVE CENTRE FEASIBILITY STUDY

Swan Hill Rural City Council – 2017

Stafford developed a feasibility study for a new interpretive centre in Swan Hill. The model created focused on: indigenous cultural needs; art and creative sector needs; wider community needs; and the Murray River and other unique elements (such as extensive agricultural production) of Swan Hill.



TWEED VALLEY RAIL TRAIL DEMAND ASSESSMENT - BUSINESS CASE REVIEW

Tweed Shire Council – 2017

Stafford completed a review of the existing Business Case for the Tweed stage of the Northern Rivers Rail Trail. This involved identification of market demand and the growth opportunities to redevelop the former rail corridor from Murwillumbah to Crabbes Creek.



BLUE MOUNTAINS VISITOR USER-PAYS STRATEGY

Blue Mountains City Council – 2017

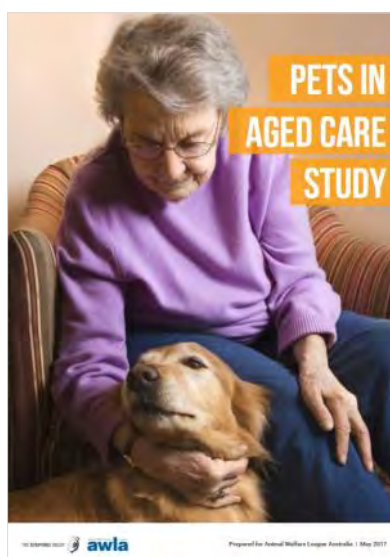
Stafford developed a Visitor User-Pays Strategy for the Blue Mountains, which is one of NSW's most visited tourist destinations. The purpose of the Strategy was to assess the potential (via cost benefit analysis) to introduce a variety of visitor user fees including parking, camping, toilet and potential industry operator fees. The need was seen for additional income streams to address the challenge which the Council faces of growing visitor demand, combined with increasingly high maintenance requirements at key tourist sites and the lack of adequate budget to maintain sites to a consistent standard.



GREAT OCEAN ROAD MARKETING, CONCEPT PLAN & BUSINESS CASE

Surf Coast Shire - 2017

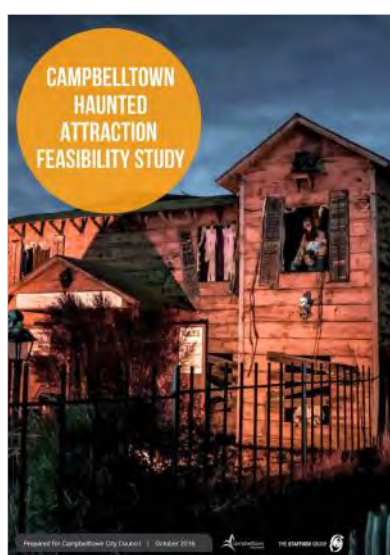
Stafford developed a Marketing, Concept Plan and Business Case Consultancy for a Great Ocean Road experience. The purpose of the project was to define the feasibility of introducing a major visitor experience in Torquay to: reframe the Great Ocean Road visitor journey to an immersive experience; and to transform Torquay to a 'must do' destination to mark the Eastern beginning of the Great Ocean Road.



PETS IN AGED CARE STUDY

Animal Welfare League Australia – 2017

Stafford completed a study into strategies which could encourage aged care services to become more “pet-friendly”. As part of this study, a variety of potential operating models to achieve this have been identified. These cover options for residential aged care facilities as well for in-home care.



CAMPBELLTOWN HAUNTED ATTRACTION FEASIBILITY STUDY

Campbelltown City Council – 2016-2017

Stafford assessed the potential to introduce a haunted-themed attraction within the Campbelltown LGA. The purpose of the study was to: identify best practice comparative examples globally; determine market demand and operator interest; and identify potential sites (Council and privately owned) for the attraction.



AWLSA BOARDING BUSINESS PLAN

Animal Welfare League of South Australia – 2016

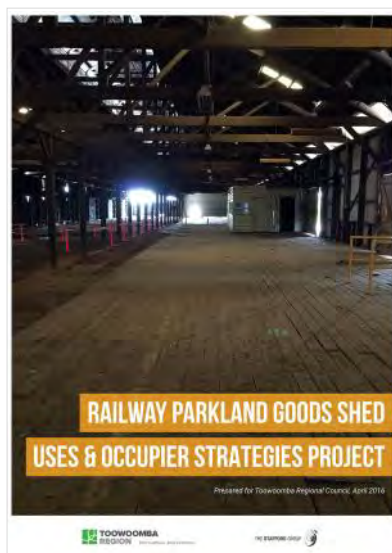
Stafford completed a Business Plan for AWLSA’s pet boarding operation to investigate performance and the potential to grow this operation to meet market demand.



HAMILTON HOTEL DEMAND ASSESSMENT & INVESTMENT MEMORANDUM

Hamilton City Council – 2016

Stafford prepared a Hotel Investment Memorandum to highlight the development potential for a 4.5 star hotel. The memorandum was based on the Hamilton Hotel Demand Assessment completed by Stafford in early 2016.



TOOWOOMBA SHED SITE MASTER PLAN

Toowoomba Regional Council – 2016

Stafford assessed potential uses of the Railway Parkland Goods Shed as part of the major redevelopment of the Toowoomba City Centre.



SYDNEY FISH MARKET BUSINESS CASE

Sydney Fish Market Pty Ltd – 2015

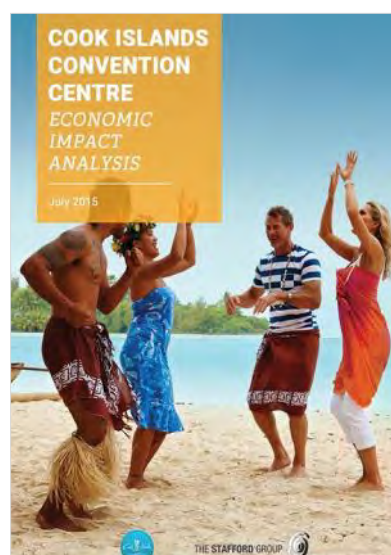
Stafford completed an update to its 2014 Sydney Fish Market Business Case. The Business Case identified opportunities and highlighted global best practice options.



SYDNEY TENNIS CENTRE BUSINESS CASE

Sydney Olympic Park Authority – 2015

Stafford prepared a Business Case to assess the impact of a roof over Ken Rosewall Arena as well as introducing other amenities/facilities to make it a more usable venue for a range of sports (such as netball, basketball and volleyball). Since completing the Business Case, funding has been approved for the project.



COOK ISLANDS CONVENTION CENTRE FEASIBILITY/EIA

Cook Islands Tourism Corporation – 2015

Stafford developed an Economic Impact Analysis on the development of a convention centre in Rarotonga. The purpose of the EIA was to determine impacts that the centre would have on the Cook Islands' economy.



PET CARE INDUSTRY GROWTH ASSESSMENT

Animal Welfare League of SA – 2014

Stafford assessed the potential for growth within the pet care industry. It required international research to gather trends from the US, the UK and Europe.



BUSINESS CASE REVIEW FOR THE CAPITAL WORKS PROGRAM AND THE ROAR AND SNORE ECO RETREAT

Taronga Zoo – 2014

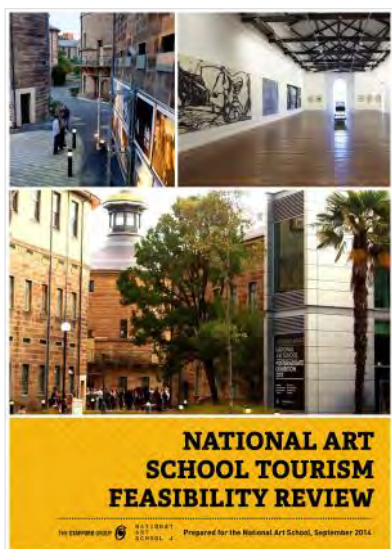
As part of a Treasury Gateway Review, Stafford assessed the Zoo's capital works program and proposed eco-resort.



SYDNEY FISH MARKET ECONOMIC IMPACT ASSESSMENT & BUSINESS CASE DEVELOPMENT

Sydney Fish Market Pty Ltd – 2014

Stafford completed an Economic Impact Assessment which quantified economic benefits arising from the redevelopment of SFM and the broader Bays Precinct.



NATIONAL ART SCHOOL TOURISM FEASIBILITY REVIEW

National Art School– 2014

Stafford prepared a Tourism Feasibility Review to identify tourism opportunities and associated revenue streams.



STORY MAPS TRAVEL MARKETING STRATEGY - INDIGENOUS TOURISM

Story Maps Travel – 2014

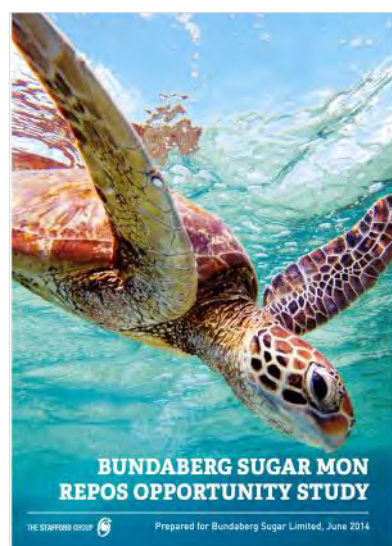
Stafford completed a Marketing Strategy that focused on resources and strategies required to grow Story Maps' indigenous tourism experiences.



BEST PRACTICE OPPORTUNITIES FOR THE SYDNEY FISH MARKETS

Sydney Fish Market Pty Ltd – March 2014

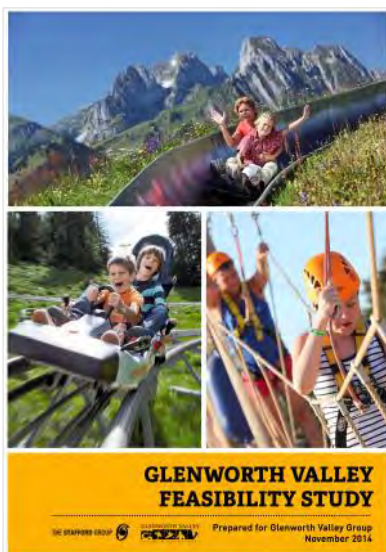
Stafford assessed best practice elements of fish and produce markets around the world. It delivered a top line analysis of the introduction of these elements on the SFM.



BUNDABERG SUGAR MON REPOS DEVELOPMENT OPPORTUNITY STUDY

Bundaberg Sugar Limited – 2014

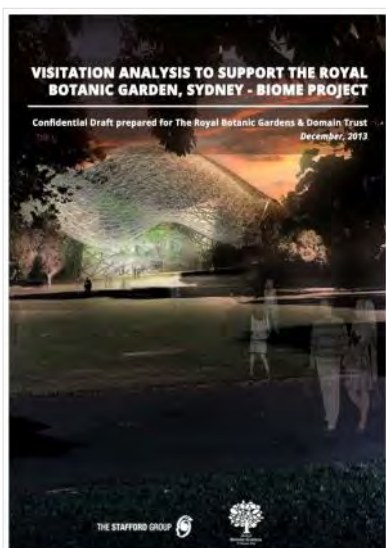
Stafford conducted a Tourism Opportunities Study to: identify land uses compatible with the activities at the Mon Repos Rookery; identify product gaps; and to provide an indication of likely visitor demand and income streams.



GLENWORTH VALLEY FEASIBILITY STUDY

Glenworth Valley Group – 2014

Stafford prepared a Feasibility Study of two new attractors with a view to maximising profitability, sustainability and operational performance for the eco-based recreation precinct.



VISITATION ANALYSIS TO SUPPORT THE ROYAL BOTANIC GARDEN, SYDNEY - BIOME PROJECT

The Royal Botanic Gardens & Domain Trust – 2013

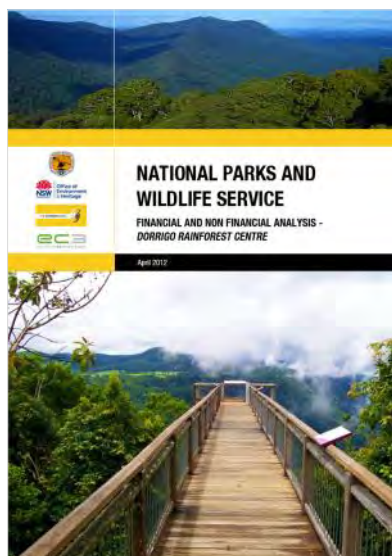
Stafford developed a Visitation Analysis of patronage and likely demand from specific visitor markets to the proposed Biome at the Royal Botanic Garden, Sydney.



FEASIBILITY STUDY FOR A NATIONAL FOOD & INNOVATION CENTRE

Lockyer Valley Regional Council - 2013

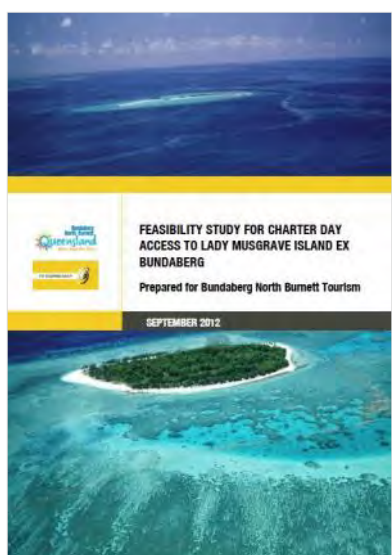
Stafford completed a Feasibility Study into the model for and the merits of a National Food and Innovation Training Centre, leveraging off the strong agricultural focus of the LGA.



BUSINESS PLANS FOR DORRIGO, SEA ACRES, MINNAMURRA, FITZROY FALLS & BLUE MOUNTAINS VISITOR CENTRES

National Parks and Wildlife Service – 2012

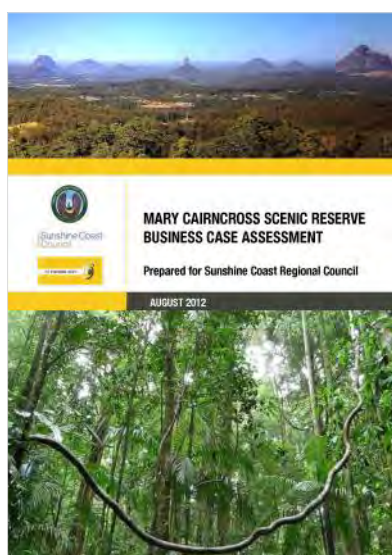
Stafford developed Business Plans to inform the management of visitor centres located at Dorrigo, Sea Acres, Minnamurra, Fitzroy Falls and the Blue Mountains. The purpose of the Blue Plans was to identify innovative ways of delivering visitor information.



FEASIBILITY FOR CHARTER DAY ACCESS TO LADY MUSGRAVE ISLAND EX BUNDABERG

Bundaberg North Burnett Tourism – 2012

Stafford completed a Feasibility Study for a charter vessel operation from Bundaberg out to the southern point of the Great Barrier Reef. The Study required comparative research into marine-based business ventures.



MARY CAIRNCROSS SCENIC RESERVE BUSINESS CASE ASSESSMENT

Sunshine Coast Regional Council – 2012

Stafford prepared a Feasibility Study on four development scenarios to determine the most sustainable redevelopment and operating scenario while respecting the original intent of a trust deed.



FINANCIAL ANALYSIS REPORT ON THE DISCOVERY PROGRAM (SOUTH COAST REGION)

National Parks and Wildlife Service - 2012

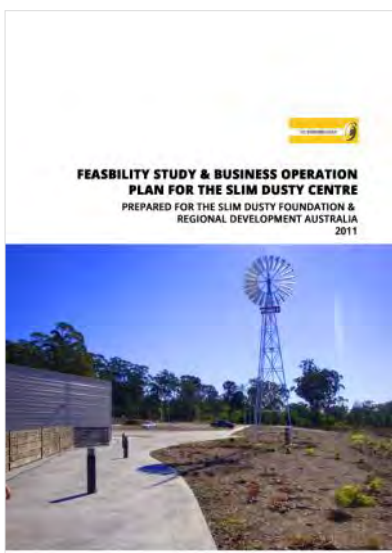
Stafford completed a Financial Analysis of the Discovery Program to assist with onsite education tours and presentations. Each of the 25 tours had different criteria and charging arrangements, requiring detailed analyses.



COST BENEFIT FEASIBILITY STUDY FOR ALILA RESORT MALAYSIA

Tekun Cemerland Snd Bhd – 2011

Stafford prepared a Feasibility Study (including a cost benefit analysis) for an Alila branded 5-star boutique eco-resort. This property is currently being developed, with an expected completion date of early 2017.



FEASIBILITY STUDY AND BUSINESS OPERATIONS PLAN

Regional Development Australia and the Slim Dusty Foundation - 2011

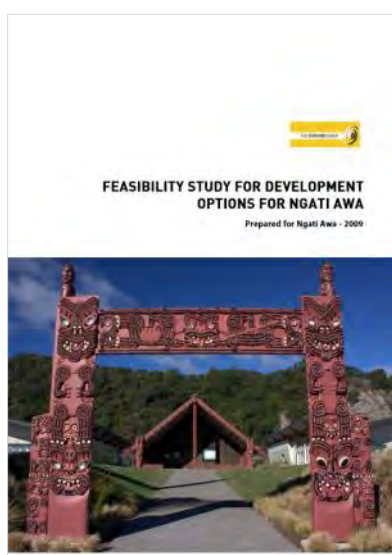
Stafford developed a Feasibility Study and a Business Operations Plan for the Slim Dusty Centre. The purpose of the Plan was to create a commercially viable operating model for the Centre.



BUSINESS PLAN AND OPTIONS ASSESSMENT

Coffs Harbour City Council - 2010

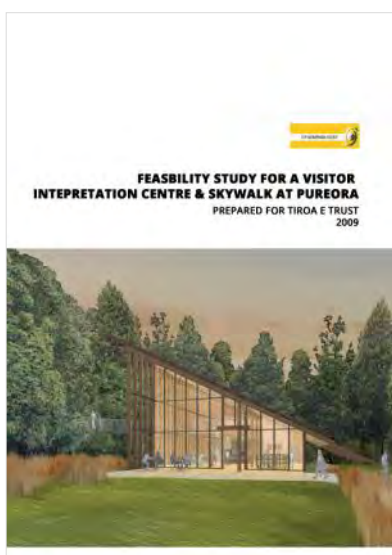
Stafford prepared a Business Plan and Development Options Assessment on behalf of an interagency group including National Parks, Forests NSW, Coffs Harbour City Council, Department of Industry and Investment NSW and the Premier's Department and Cabinet NSW.



FEASIBILITY STUDY FOR DEVELOPMENT OPTIONS FOR NGATI AWA

Ngati Awa - 2009

Stafford developed a Feasibility Study for Development Options for interrelated projects for Ngati Awa. This involved a feasibility assessment on an interactive cultural experience, a ground level escarpment railway and interactive Māori Pa sites.



FEASIBILITY STUDY FOR VISITOR INTERPRETATION CENTRE AND SKYWALK

Tiroa E Trust - 2009

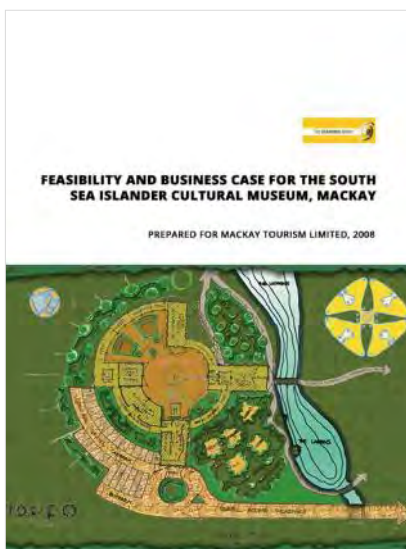
Stafford prepared a Feasibility Study on a canopy walkway, a visitor interpretative centre, a camping ground and a chalet development as an investment and employment initiative for the Trust's Māori community.



FEASIBILITY AND BUSINESS PLAN FOR WAITOMO CAVES VISITOR CENTRE

Tourism Holdings Limited - 2009

Stafford completed a Feasibility and Business Plan for the Waitomo Caves Visitor Centre, located on Māori owned land (managed by the Department of Conservation and leased to THL) and above an internationally significant limestone cave network. The Plan informed the design brief for the architect and has led to the development of an internationally significant structure which offers global best practice green technology outcomes.



FEASIBILITY STUDY & BUSINESS CASE FOR A SOUTH SEA ISLANDER CULTURAL MUSEUM, MACKAY

Mackay Tourism Limited - 2008

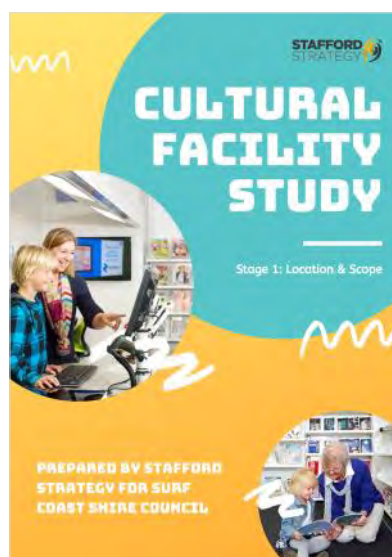
Stafford prepared a Feasibility Study and Business Case into the viability of an Australian South Sea Islander Cultural attraction which encompassed a cluster of tourism attractions.



DIVE WRECK FEASIBILITY STUDY

Tourism Whitsundays and Tourism Queensland - 2008

Stafford developed a Feasibility Study on a dive wreck trail in the Great Barrier Reef Marine Park which involved positioning up to eight dive wrecks at different depths to cover experienced and amateur divers.



TORQUAY CULTURAL FACILITY STUDY

Surf Coast Shire Council - 2019/2020

Stafford was engaged to complete a feasibility study on developing a new and enhanced library facility to cater for Torquay's growing population. The feasibility also investigated the potential to co-locate several other cultural facilities with the library, including an art gallery, black box theatre space, visitor information centre and potentially the Australian National Surf Museum.



AUCKLAND CULTURAL HERITAGE SECTOR REVIEW

Auckland Council - 2018

Stafford completed a review of Auckland's major cultural heritage institutions, including: Auckland Museum, Auckland Art Gallery, MOTAT, the National Maritime Museum and Stardome. The purpose of the review was to establish: whether there was a case for change to achieve greater strategic and structural coherence and value from Council investment in the cultural heritage sector; the strategic priorities Council and the sector should pursue in future from ongoing investment in the institutions; and the nature of any structural or governance changes necessary to achieve those priorities.



NEW PLYMOUTH CULTURAL FACILITIES STRATEGIC REVIEW

New Plymouth District Council - 2017

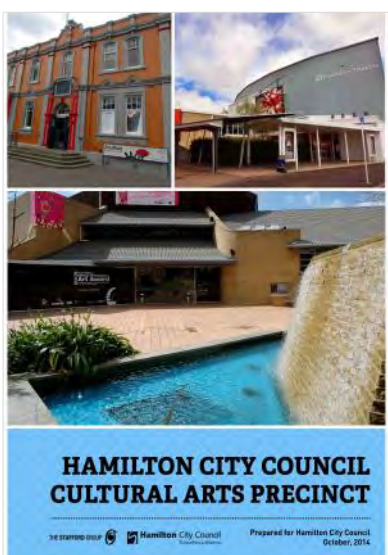
Stafford completed a Cultural Facility Strategic Review of New Plymouth's major cultural institutions, being Puke Ariki, the Govett-Brewster Art Gallery and the Len Lye Centre. The Review focused on the ability of each institution and its supporting Trust or Foundations to take advantage of the visitor growth occurring into Taranaki as well as capitalising on the changing market conditions for local, domestic and international visitor activity and investment.



COWRA FESTIVAL OF UNDERSTANDING REVIEW

Cowra Council - 2017

Stafford reviewed Cowra's Festival of Understanding which has been running for the last 52 years. Specifically, review assessed the Festival against several criteria aimed at seeing whether it was meeting its objectives and contributing to the Cowra community in a sufficiently positive way to justify the ongoing funding contribution from Council.



HAMILTON CITY COUNCIL CULTURAL ARTS PRECINCT

Hamilton City Council - 2014

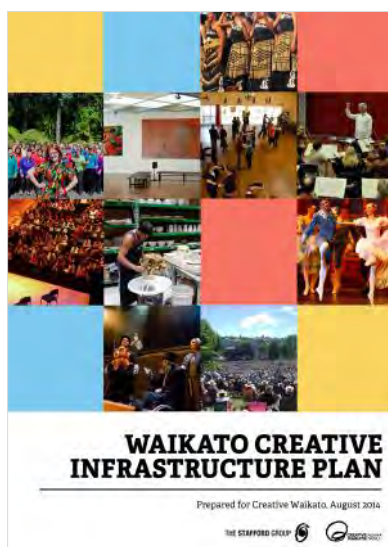
Stafford developed a Cultural Arts Precinct Plan outlining pathways for developing a dynamic cultural precinct for the City.



SABAH CREATIVE INDUSTRIES MASTERPLAN

The State Government of Sabah - 2014

Stafford prepared a Creative Industries Masterplan to grow visual arts, performing arts, heritage, digital technology, writing and literature. The Masterplan also assessed how creative industries had expanded in Australia, Singapore, Canada, New Zealand and Hong Kong.



WAIKATO CREATIVE FACILITIES PLAN

Creative Waikato - 2014

Stafford completed a Creative Facilities Plan for the Waikato region (covering 10 separate LGAs) to: paint a picture of arts facilities and infrastructure; identify sector needs; provide gap analysis; and deliver a direction for arts infrastructure development.



HAMILTON CITY COUNCIL THEATRE REVIEW

Hamilton City Council - 2013

Stafford prepared a Review of three theatre venues (Founders Theatre, Clarence St Theatre and The Meteor) in Hamilton. The Review assessed: whether the theatres were meeting the needs of the performing arts sector; costs, revenue streams and associated use of the venues; and an optimal operating structure for the venues were.



REVIEW OF THE AUSTRALIAN MUSEUM MASTERPLAN

The Australian Museum - 2012

In order to maintain the status of the Australian Museum as a world class cultural and research institution, Stafford conducted a Review of the Museum's Masterplan. The Review focused on: options to better showcase the Museum's collections; increase visitation; enhance learning and improve research; and provide new indigenous cultural engagement.



BUSINESS CASE TO SUPPORT A NEW MASTERPLAN FOR THE ART GALLERY OF NSW

The Art Gallery of New South Wales – 2011

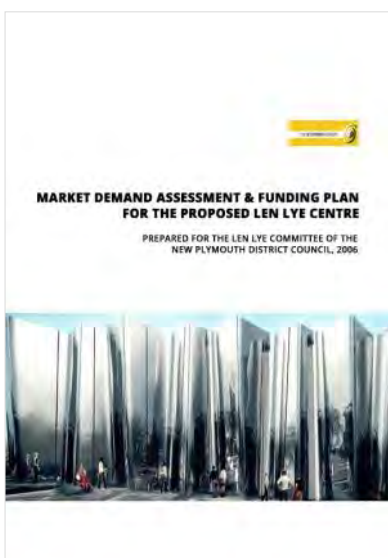
Stafford completed a Business Case to support the need for a major expansion to maintain the Art Gallery of NSW's competitive advantage as a leading international art museum. The Business Case also analysed factors which link major cultural institutions to competitive global cities.



BUSINESS CASE AND FEASIBILITY STUDY - TE PAPA REDEVELOPMENT PROGRAM 2008-2009

The Museum of New Zealand – 2008

Stafford prepared a Business Case and Feasibility Study to assess the Te Papa Redevelopment Program. The Study looked at the strategic direction of Te Papa, determining the future space needs and building the business case for a successful bid to New Zealand Government for funding.



MARKET DEMAND ASSESSMENT & FUNDING PLAN FOR THE PROPOSED LEN LYE CENTRE

Len Lye Committee of the New Plymouth District Council – 2006

Stafford developed a Market Demand Assessment and Funding Plan for the purpose-built facility to house and provide increased public access to the work of internationally acclaimed New Zealand artist, Len Lye. Since the Plan's development, the Centre received funding from Council and opened in late 2015.



ECONOMIC IMPACT ASSESSMENT FOR A MAJOR INTERNATIONAL SPORTING EVENT IN NSW

NSW Office for Sport – 2018

Stafford was commissioned to develop an economic impact assessment, including a detailed cost-benefit assessment on hosting a major international sporting event in NSW. Specifically, the economic model created was designed to: provide analysis to ascertain the benefit cost ratio from hosting the event; providing visitor analysis to illustrate the broader impact on the visitor economy; and providing the economic rationale and related analysis as required by NSW Treasury to determine the benefits which help support the case for hosting the event.



LOCKYER VALLEY ECONOMIC DEVELOPMENT PLAN 2018-2022

Lockyer Valley Council – 2018

Stafford was commissioned to develop the 2018-2022 Economic Development Plan for the Lockyer Valley, a major agricultural region in South East Queensland. The purpose of the plan was to: update the region's economic profile; identify key industry sectors, including emerging sectors; identify partnership opportunities; re-evaluate economic development strategies; develop strategies to support business and industry; and identify competitive advantages and how to capitalise on them.



LOCKYER VALLEY HORTICULTURE RESEARCH PROJECT

Lockyer Valley Council – 2018

Stafford developed a report on horticultural production within the Lockyer Valley Region. The purpose of the project was to: offer a greater understanding of the horticultural production industry; and provide a guide to Council and industry to assist with future planning and decision making.



INNER WEST ECONOMIC OVERVIEW AND BUSINESS MIX INVESTMENT PROSPECTUS

Inner West Council – 2017

Stafford prepared an Economic Overview profile for Inner West Council as well as a Business Mix & Investment Prospectus for Balmain-Rozelle area. The purpose of the two reports was to demonstrate existing strengths of the Inner West economy and areas of opportunity for investment and diversification.



CANBERRA TOURISM EMPLOYMENT PLAN

Australian Trade Commission – 2015

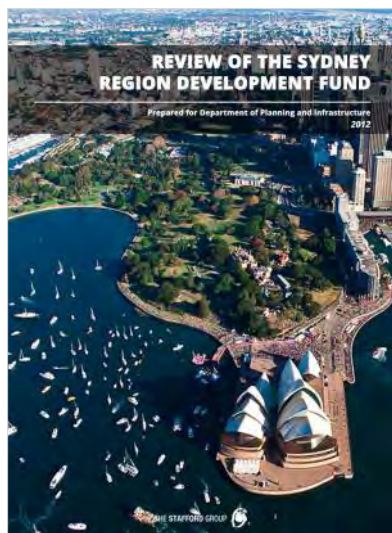
Stafford prepared a Tourism Employment Plan for Canberra to deliver strategies to assist the tourism and hospitality industry alleviate labour and skills issues.



SYDNEY TOURISM EMPLOYMENT PLAN

Australian Trade Commission – 2014

Stafford completed the Sydney Tourism Employment Plan which covered 16 LGAs throughout Sydney. The Plan involved consultation with government, industry, industry bodies, education bodies and training groups. The purpose of the Plan was to develop short, medium and long term strategies to alleviate labour and skills issues.



REVIEW OF THE SYDNEY REGION DEVELOPMENT FUND

Department of Planning and Infrastructure - 2012

With GoldbergBlaise, Stafford completed a Review of the Sydney Region Development Fund to assess the performance of the Fund, its Business Plan, its objectives and its administration.



INDUSTRY ACTION PLAN FOR VOCATIONAL TRAINING EXPANSION

GTA NSW - 2012

Stafford developed an Industry Action Plan to identify innovative ways of growing the apprenticeship and trainee sector, to address youth unemployment, skills shortages and to expand the equity program for the disadvantaged.



BUSINESS PLAN FOR A REGIONAL INDUSTRIAL TRAINING AND EMPLOYMENT CENTRE

Commonwealth Government Department of Education, Employment and Workplace Relations - 2012

Stafford prepared a Business Plan to support funding for indigenous employment initiatives across the mid north coast of NSW.





MARKET ANALYSIS REVIEW OF THE PORIRUA CITY CENTRE REVITALISATION STRATEGY

Porirua City Council - 2011

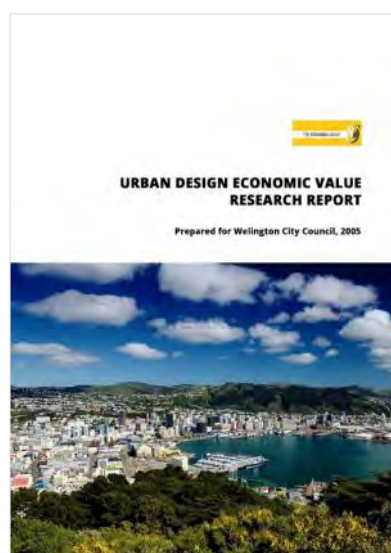
Stafford prepared a Market Analysis Review before Council embarked on a major investment program to revitalise the City Centre. The Review involved assessing market demand, employment options and the potential to create a centre that attracts users and investment.



ROTORUA LAKEFRONT MASTER PLAN

Rotorua District Council - 2009

With a multidisciplinary team of urban designers and landscape architects, Stafford prepared a Master Plan for the undeveloped component of the Rotorua Lakefront. Extensive consultation was undertaken with key stakeholders including local iwi groups, the business community and businesses already using the lakefront including float planes, tour operators and helicopter operators. For each development option, an extensive market demand and cost benefit assessment was undertaken.

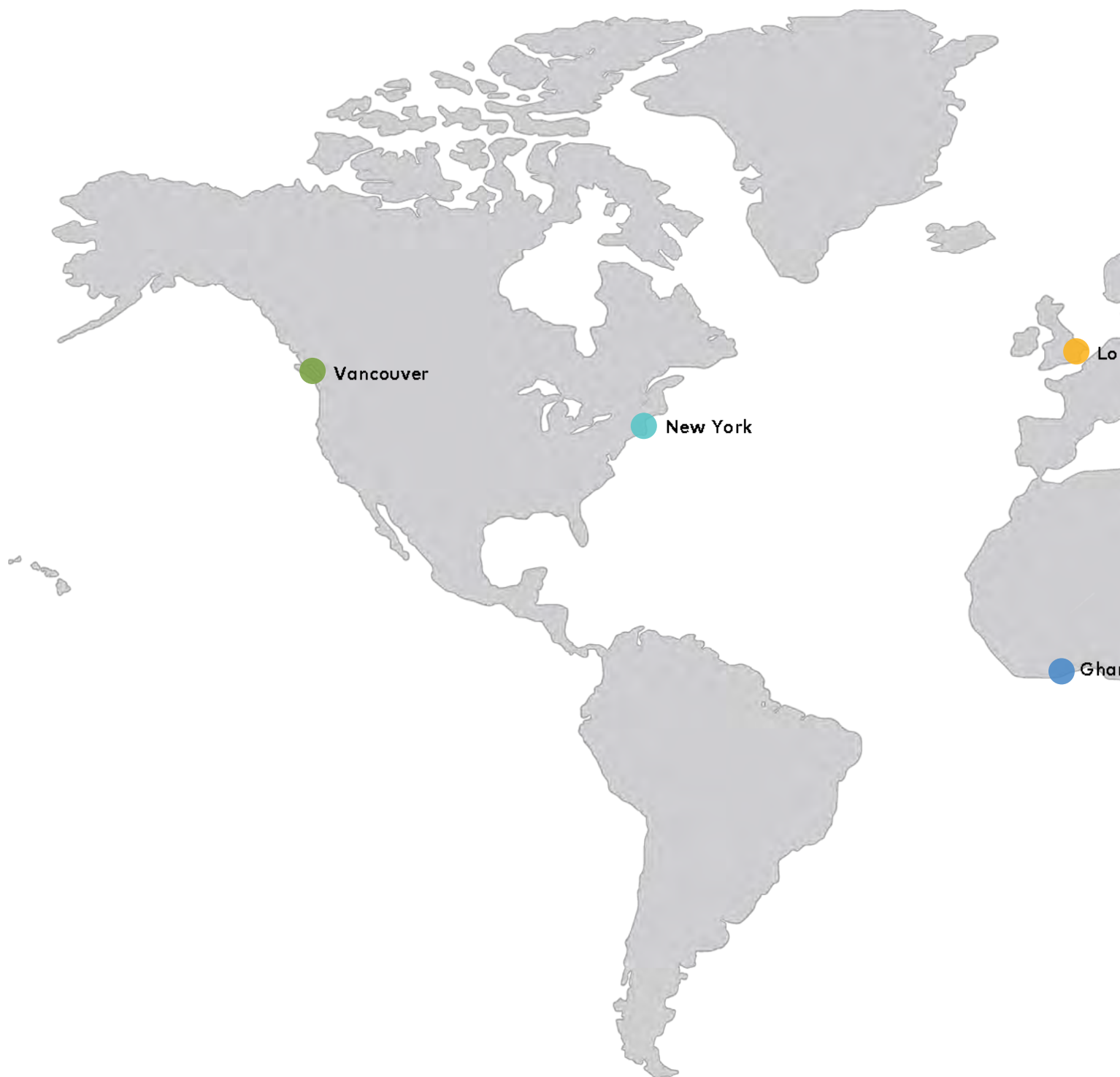


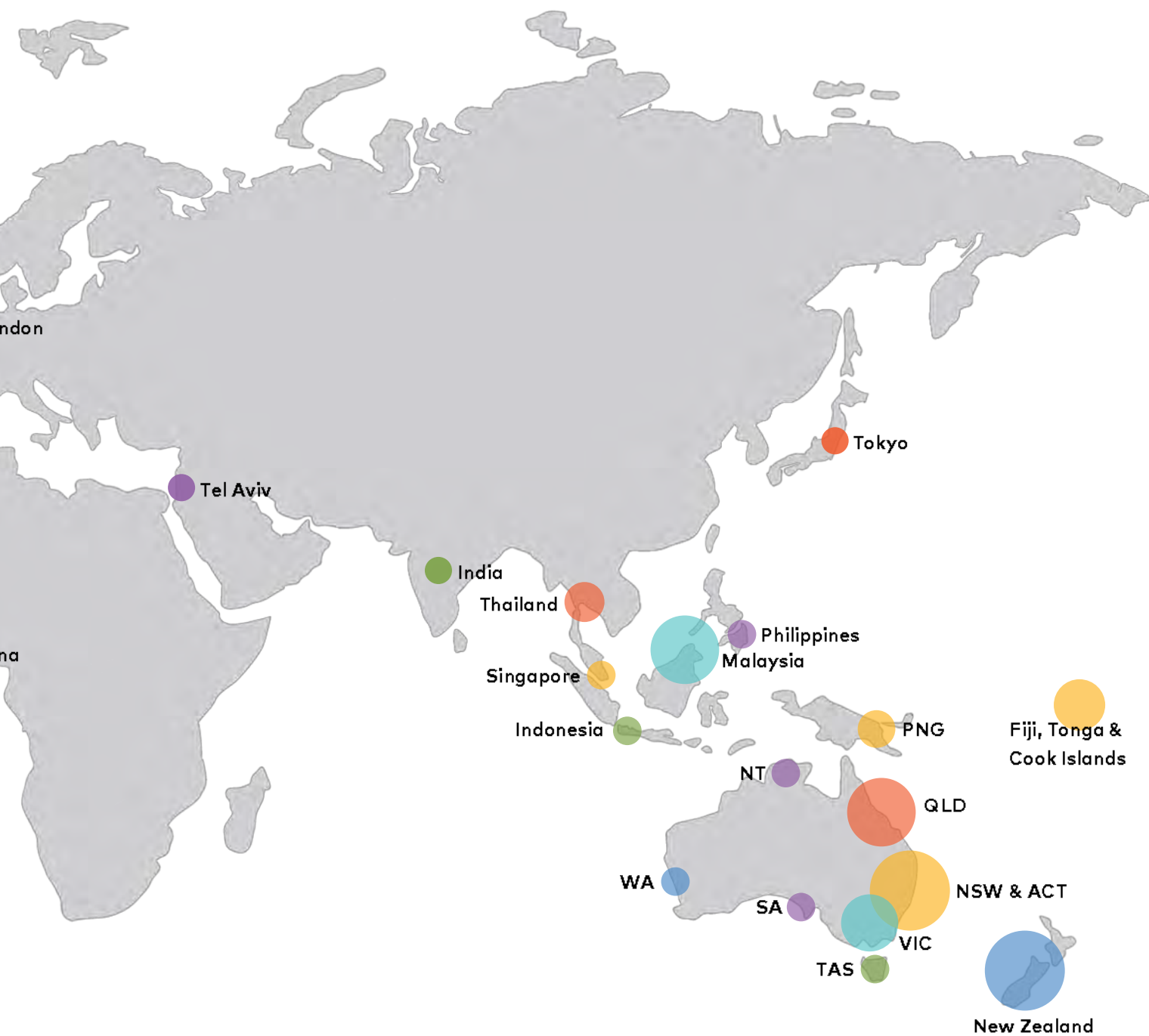
URBAN DESIGN ECONOMIC VALUE RESEARCH REPORT

Wellington City Council - 2005

Stafford worked with urban designers and the Victoria University School of Architecture and Design to look at expansion opportunities for the Wellington Waterfront. A number of initiatives were identified, including an expanded sports precinct as an extension of the Waterfront Stadium and future uses for port land.

OUR WORK REACH







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