

CAPRICORN DESTINATION TOURISM PLAN

*Final Report
March 2014*



Executive Summary

Tourism is both a major economic activity and lifestyle driver for the Capricorn region. The visitor economy injects **\$525 million of direct expenditure** into the destination each year, which, in turn, supports over 5,600 jobs (direct and indirect). Visitor expenditure also supports a range of infrastructure including restaurants, airports and cultural facilities, which actively contribute to developing liveable communities.

To help achieve Central Queensland's 2020 target aspiration of \$1.16 billion, **Capricorn will have to contribute approximately \$787 million** (68% of the Central Queensland 2020 target¹) towards the 2020 target. In order to do this, key market segments need to be harnessed to drive growth in the region.

Recognising this, the following Capricorn Destination Tourism Plan has been prepared to provide the **definitive direction for tourism and events in the Capricorn Region towards 2020**, highlighting the resources required to achieve the 2020 target and create a sustainable and competitive tourism and events destination.

About the Destination

Straddling the tropic of Capricorn and sitting at the centre of the South Great Barrier Reef (SGBR) area, the Capricorn Region offers visitors a truly diverse range of experiences, including: the pristine Capricorn Coast, the 'Beef Capital of Australia' Rockhampton, and the dramatic natural landscapes of the Carnarvon Gorge, Central Highlands and the Sapphire Gemfields. Visitors are immersed in some of the best experiences Queensland has to offer.

The region is predominantly a holiday and visiting friends and relatives destination that possesses **four distinct 'hero experiences'**:

- Southern Great Barrier Reef;
- Carnarvon Gorge and Natural Wonders;
- Caves and Fossicking; and
- Regional Specialties and Culinary Delights.

Opportunities for Growth

Key Markets

Tier One

- Connectors in Regional Queensland and Brisbane (400km radius of the Region)

Tier Two

- Social Fun-seekers and Active Explorers in Sydney and Melbourne
- New Zealand, United Kingdom and North America, promoted as Southern Great Barrier Reef

Tier Three

- Europe, promoted as Southern Great Barrier Reef

New and Developing

- China, promoted as Southern Great Barrier Reef

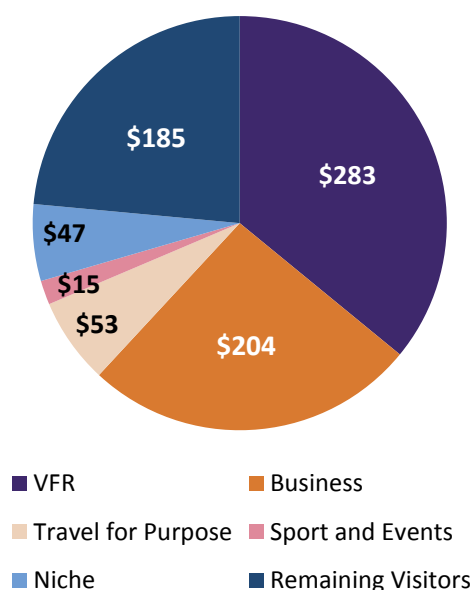
To grow and prosper as a destination and to achieve its \$787M aspiration for 2020 (an extra \$265M), it is recommended that the following markets be considered as key target areas for growth of Capricorn's visitor economy:

- Visiting Friends and Relatives (VFR)
- Business
- Travel for a Purpose (health and education)
- Sporting and Events
- Niche (adventure and marine)

¹ Capricorn's 2020 target aspiration towards the Central Queensland 2020 target has been set

based on its proportion of visitor nights compared to Gladstone for the Central Queensland region.

Figure A: Contribution to the 2020 target by segment (in \$ millions)



Towards 2020

Our Vision

The 2020 Destination Vision for Capricorn is:

For industry and community to embrace the broader visitor economy to support innovative and sustainable island, coastal, mainland and wilderness experiences.

- For the **Capricorn Coast**, this means building recognition of and encouraging new coastal, reef and island experiences.
- For **Rockhampton** this means positioning the city as a real alternative for business, lifestyle and events.
- For the **Sandstone Wilderness** (located in Queensland's Central Highlands) it means gaining national recognition as the next Kimberley and promoting the Sapphire Gemfields.

Our Goals

- Increase the **average spend** for VFR visitors by 25% above inflation, this will require not only new product development with commercial fees but requires **support for operators on**

developing and delivering experiences (incorporating mentoring support) that generate a higher value for money and thus higher spend per visitor.

- Increase the average length of stay of **business visitors** by half a day by linking more business trips to leisure experiences and events.
- Increase the **average spend** for niche visitors coming for marine and adventure experiences by 2% above inflation. This can only be accomplished through a mix of **new product development** and a **major marketing campaign** under the Southern Great Barrier Reef banner.
- Help facilitate the **revitalisation of Great Keppel Island** as a catalyst to **new investments** in reef and island tourism products in the region
- Attract new **event visitors** to the region through the successful **acquisition and attraction of new major** events and increasing the **visitor numbers to existing events**.
- Better market to the **travelling for a purpose** (health and education) segments through more targeted marketing campaigns. This will require **new partnerships** to be formed across sectors that deliver benefits to the entire visitor economy.

Destination Priorities

The following priority strategies have been targeted for the Capricorn Region within the Southern GBR destination:

1. **Support major investments by the private sector** which develop new product and refresh existing assets, including
 - the revitalisation of **Great Keppel Island**
 - **Iwasaki Resort** revitalisation and expansion
 - investment in **youth and adventure product** across the region;
 - a new **boutique nature-based accommodation** in the Southern GBR and Sandstone Wilderness.
2. Secure funding for **major public works for tourism oriented projects** that have a

- broader community benefit through a high quality investment prospectus including:
- **Capricorn Coast foreshore** precinct development (Yeppoon, Causeway Lake, and Emu Park)
 - Development of **Panorama Drive**, Pacific Heights Yeppoon, to provide an alternative, storm surge immune, route to the expanded Iwasaki Integrated Resort development
 - **Rockhampton Riverfront** precinct and **CBD revitalisation**
 - **Mount Morgan** precinct development
3. Target growth in **Business and Sporting Events** through the success of the **CQNRL Bid** incorporating a 1,000 seat Convention Centre and multi-purpose facility. A focus on niche marketing strategies linked to health and education, and including conferences and visiting friends and relatives with links to leisure activities.
 4. The continued financial and product development support of the **Southern Great Barrier Reef destination brand**, targeting domestic and international experience seekers (specifically targeting New Zealand).
 5. Promote the **future potential of the Sandstone Wilderness** through an Infrastructure Plan by the land owners and managers with detailed cost and benefit modelling of key projects including:
 - Road upgrade to Carnarvon Gorge
 - New 2WD and 4WD trail development
 - Additional caravan and camping facilities
 - Gemfields Interpretative Trail
 - 'Dig the Tropic' Education Program
 6. An annual **experience development mentoring program** by Capricorn Enterprise (CE), Queensland Tourism Industry Council (QTIC) and Tourism and Events Queensland (TEQ) to encourage the development of new products that meet the needs of emerging markets.
 7. A long-term increase in the **events marketing budget** to promote leisure activities around business events to implement the priorities of the Events Strategy (2010). This includes **specialist skills in event acquisition and development** to guide the development of existing events and assist in acquiring new major events for the destination, as well as leveraging cultural and heritage assets, existing sporting and leisure facilities, and air access.
 8. Promote and develop the potential of the Region's **Heritage, Culture and Arts** products and experiences, showcasing key attractors in Regional and Local marketing activity where appropriate to target markets, and in particular utilising events to leverage the potential of;
 - Rockhampton's cultural assets and precincts i.e. Quay Street, Archer Park, Mount Morgan, Heritage Village, and Art Gallery
 - Cultural heritage and indigenous attractions across the region
 - Growing length of stay and visitor expenditure by integrating cultural, heritage and arts experiences alongside existing business events with leisure events and unique and authentic arts and cultural experiences.
 9. Leverage the economic diversity of the region through a **strategic approach to growth** in health, education, agriculture, transport logistics, retail, and service sectors to encourage and support population growth that will drive growth in VFR.

Enablers of Success

- Rockhampton Airport to secure customs for international status – not only for leisure, leveraging agriculture, health, education and military.
- Rockhampton and Gladstone Public Transport Link (rail, air, road).
- Secure a commitment to the Central Queensland NRL bid.
- Support the application from Livingstone Shire for City Status of Capricorn Coast to

- support the region's branding and awareness.
- Ensure that planning schemes are proactive in identifying future tourism opportunities and create an investor friendly environment
- Create an integrated digital marketing interpretation platform that allows visitors to explore the region and share their experiences almost instantaneously through innovative Wi-Fi options in remote areas.
- Encourage stronger links between tourism and the arts to proactively encourage art in residential and CBD areas to improve liveability and sense of place.
- Strengthen local and regional partnerships in tourism and economic development including the SGBR partnership.
- Build community appreciation and support for tourism and future investment.

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SETTING THE SCENE

The Capricorn Visitor Economy: Towards 2020

The Capricorn Region is perfectly placed to meet and potentially exceed the 2020 target of doubling visitor expenditure set by the Queensland Government given the right support.

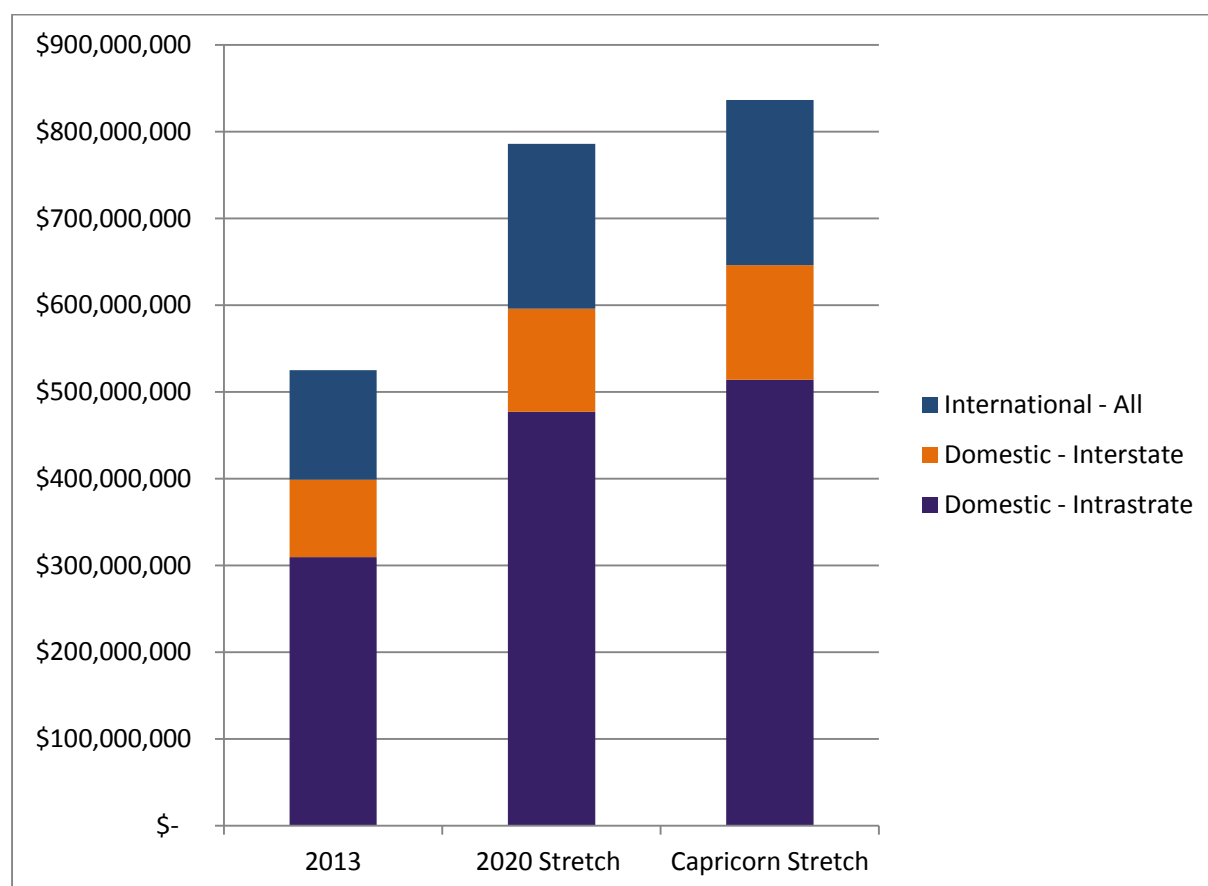
Although this won't be achieved through growth in the leisure market alone, it will be possible through the broader definition of the visitor economy which includes visiting friends and relatives, business visitors, event visitors (including sporting) and those who travel for a specific purpose (e.g. health, military, education).

Tourism is already worth almost \$525M in direct expenditure (based on Capricorn receiving 68% of visitor nights to Central Queensland, this is the same proportion of total expenditure in Central Queensland), which supports over 5,600 jobs (direct and indirect). **The aim is to stretch the value of the visitor economy to \$787M by 2020.**

The Capricorn Region believes they can, with the right level of support, exceed this target by growing the broader visitor economy.

Figure 1 below shows the 2013 expenditure estimates by market segment.

Figure 1: Current and Stretch Target Expenditure by Market Segment



What is a Destination Tourism Plan?

Destination Tourism Planning is the next evolution of destination management. With the emphasis and decision-making moving to the destination, a clear direction for tourism and events in that destination needs to be articulated to its stakeholders. A Destination Tourism Plan (DTP) draws on the existing reports and resources already prepared at a local, regional, state and national level.

The aim of the DTP is to provide the definitive direction for tourism and events in a destination towards 2020, highlighting the resources required to create a sustainable and competitive tourism destination. A key feature of the DTP is that it is directly linked to the State (and National) targets to doubling the value of tourism, while recognising the local challenges and opportunities of the destination's unique tourism assets, unique development, marketing and management needs. Based on available research, consultation and stakeholder feedback, and a review of existing planning, reviews and reports, the Destination Tourism Plan builds on grass roots level support for key initiatives from local tourism organisations, tourism boards, local government, and operators.

Objectives of a Destination Tourism Plan

- Develop and implement a best practice destination tourism plan to attract visitors, distribute economic benefits to the destination and support a sustainable tourism industry.
- Outline the value of tourism and events to the wider regional economy in terms of expenditure, jobs and industries supported by tourism and events.
- Recognise and build on the unique features of the destination and its stakeholder needs.
- Identify unique tourism experience, product and event development opportunities and associated key infrastructure needs required to meet the needs of consumers.
- Confirm a clear tourism and events marketing strategy and direction.
- Confirm a clear events strategy and direction.
- Influence policy and legislation to benefit the tourism industry and to facilitate continual improvement (capacity building).
- Strengthen environmental management and planning for future growth.

The difference is made in open and honest communication and matching the unique assets and people in the tourism network to the trends and opportunities and by prioritising our effort.



Why Prepare a Destination Tourism Plan?

Tourism is recognised as one of the four pillars of the Queensland economy and a significant contributor to employment and the future economic prosperity of the State. The Queensland Government, through the inaugural DestinationQ forum in 2012, acknowledged the fundamental role of the destinations in returning Queensland to its rightful place as Australia's pre-eminent tourism destination. Each destination has its own unique experiences, opportunities and challenges and therefore each needs to set its own clear direction. That is the role of a Destination Tourism Plan (DTP).

There are many reasons for a destination to be proactive in setting and articulating its direction and key priorities towards 2020 through a DTP, these include:

Meeting the future needs of visitors

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

Engaging local, regional, state and national partners

Tourism is everyone's business. Working in isolation, the traditional tourism industry cannot achieve the vision. The aim of the DTP is to gain local, regional, state and national support for Capricorn's priorities based on firm understanding of its opportunities and challenges.

Demonstrate the destination's contribution to the State and National Target – Double overnight visitor expenditure by 2020

Embracing the national direction, Queensland has set an ambitious target of doubling overnight visitor expenditure to \$30 billion by 2020. Each destination has a significant role to play in achieving this target, how that will be achieved is a clear outcome of the DTP process.

Balancing future tourism and events growth with local aspirations

Reaching, or exceeding, the target will have an impact on how the local community feels about tourism and events in their community. The future plans for tourism and events in the Capricorn Region needs to align to, and contribute to, the community's aspirations and that of the organisations that represent their interests including local government, economic development organisations, chambers of commerce, industry associations, community conservations groups and others.

To get the full support of its partners – Capricorn as a region has to articulate where it is going, why and how. That is the role of a DTP.

The Role and Economic Contribution of Tourism and Events

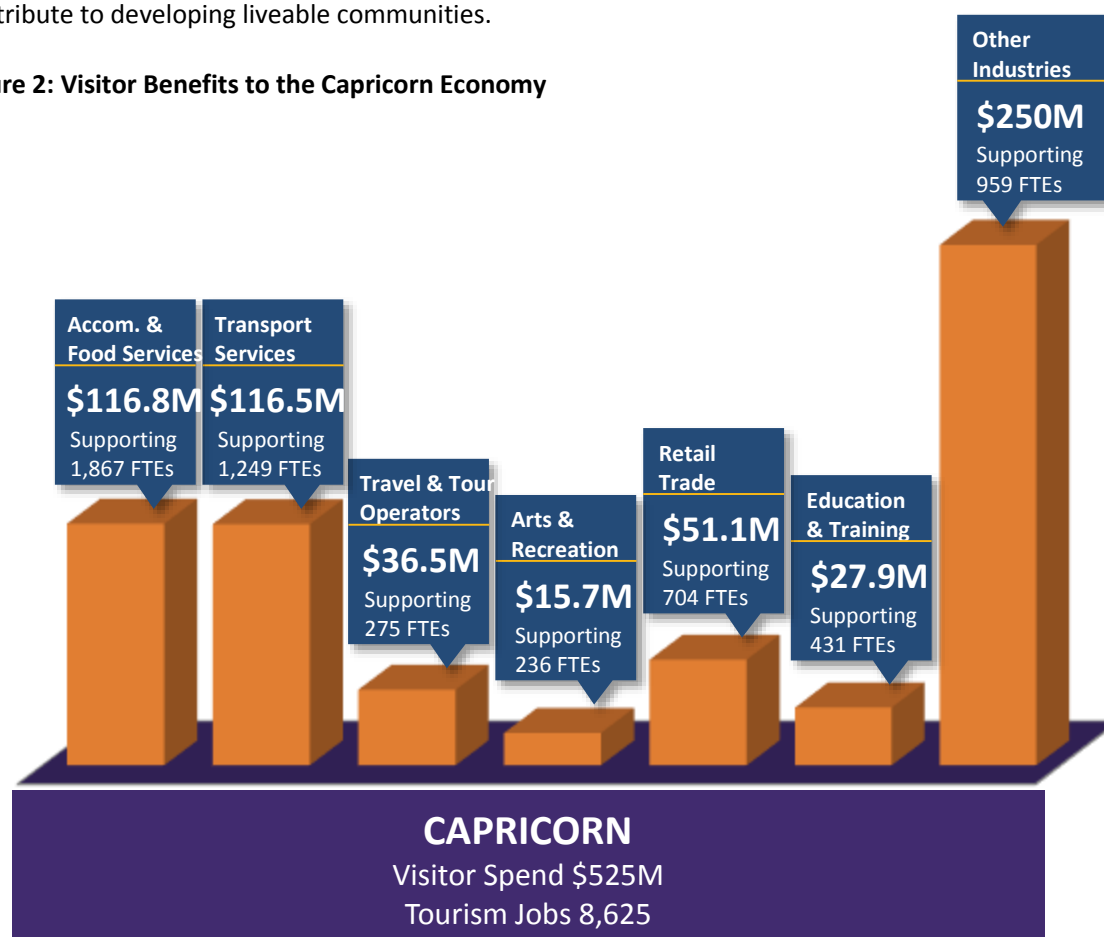
Tourism is both a major economic activity and lifestyle driver for the Capricorn Region. The visitor economy injects **\$525 million of direct expenditure** into the destination which **contributes to nearly \$771 million of direct and indirect expenditure across the sectors** including transport, accommodation and food services, and retail trade.

In the Capricorn Region, **the visitor economy directly contributes to 8,625 jobs²**, providing employment opportunities for the local population across a range of industries from accommodation and food services to education and training. Visitor expenditure also supports a range of infrastructure including restaurants, airports and cultural facilities which actively contribute to developing liveable communities.

An increase in visitation and subsequent visitor spend will have a direct positive impact on local and regional employment figures.

Figure 2 shows the direct impact of visitors to Capricorn's economy starting with direct expenditure and jobs and where that money is spent based on estimates from the National Tourism Satellite Accounts prepared by Deloitte Access Economics.³

Figure 2: Visitor Benefits to the Capricorn Economy



² Based on Access Economics estimates in the Tourism Satellite Accounts and for every \$60,863 of visitor spend in Queensland, one full time employee (FTE) is created or supported

³ Visitor expenditure impact is derived from actual overnight expenditure (IVS/ NVS) plus estimated indirect visitor expenditure, plus generated taxation revenues.

Perceptions of Tourism and Events in Capricorn

Visitor Perceptions

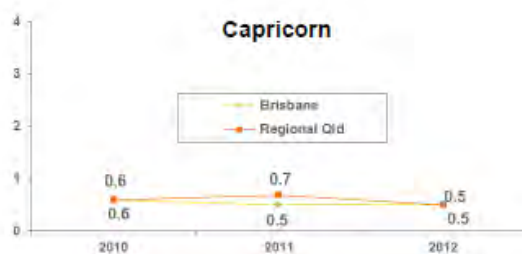
Tourism and Events Queensland's Brand Equity Index (BEI) provides a means of measuring the consumer perceptions of the State's visitor destinations.

The BEI tool quantifies consumers' attitudes giving them a score out of ten (where 0 is low and 4 is considered high). For Queensland destinations, the majority (50%) of BEI scores are under 1.0, 35% of BEI scores are between 1.0 and 3.0, 15% are over 3.0. When BEI is between 1.0 and 3.0 the destination has meaning to a number of customers who are likely to consider visiting and may visit. For scores of less than 1.0, although some meaning may have been established, a limited number of consumers currently know or use the brand.

Capricorn

Amongst Queensland residents, the BEI scores for all destinations in the Southern Great Barrier Reef region (Capricorn, Gladstone and Bundaberg) range between 0.4 and 0.5 on the scoring index. Capricorn received a score of 0.5.

Figure 3: Brand Health Index 2010-2012



In comparison with other Queensland tourism regions, **Capricorn currently ranks towards the lower end of the BEI scoring spectrum** which is topped by Sunshine Coast (2.3), Gold Coast (2.0) and Whitsundays (1.9).

There has been a small decline in the proportion of Queenslanders that would consider holidaying in the region since 2010, reflecting the trend at a State level, and is due to consumer confidence softening and the general trend of domestic holidays.

Southern Great Barrier Reef (SGBR)

2013 is the first year that a brand health check has been carried out for SGBR (including the Capricorn Region) following the launch of branded campaign activity. The BEI benchmark for SGBR in 2013 is 1.0 - a higher score than previously achieved individually by Capricorn, Gladstone or Bundaberg.

In the intrastate market SGBR occupies a similar space to Outback Queensland, the Fraser Coast, Southern Queensland Country, Tropical North Queensland, Townsville, Northern NSW, Western Australia and the Sunshine Coast, as places where you can reflect and recharge, relax, refresh and, revitalise, be spontaneous and carefree and reconnect with family and friends.

The addition of SGBR to the destination portfolio has already driven some perception change – the region is now **more commonly nominated as the best place in Queensland to experience** the Great Barrier Reef, awe-inspiring natural wonders and natural World Heritage sites.

At 81%, **destination awareness amongst Queenslanders for SGBR is higher** than previously achieved by Capricorn, Gladstone and Bundaberg on an individual basis. In 2012 awareness of the individual regions ranged from 66% to 72%, and 44% of Queensland would consider visiting each individual region. **These results suggest that the SGBR has more meaning to consumers.**

Key issues to consider for the Capricorn Region as part of SGBR include:

- Approximately one third of Queenslanders have visited SGBR previously. **First time visitors are a growth opportunity.**
- BEI scores suggest that SGBR **has better traction with Regional Queenslanders than the Capricorn brand.** A challenge for Capricorn and the SGBR is to **increase the number of Queenslanders that would consider taking a holiday in the region.**
- **Strengthening association with core SGBR attributes** (relaxation, recharging, etc.) can help build consumer perceptions of the region.

- While only a **small proportion of potential visitors would not consider** visiting SGBR, barriers cited by Queenslanders included **‘lack of appeal’, ‘prefer a different sort of holiday’ and ‘nothing to do there’**. While the overall study presents a positive picture, feedback on perceived barriers is valuable in informing marketing activity targeted at local audiences.

Community Perceptions of the Capricorn Region

TEQ’s social indicators benchmark provides a means of examining the social impacts of tourism on local communities.

The 2013 study for the Capricorn Region indicated that **almost three in five of Capricorn residents believe tourism has a positive impact** in their community. Against their stated top positive impacts of tourism, comparisons with 2010 show that attitudes remain strong:

- Greater cultural diversity (94% compared with 87% in 2010)
- Important economic benefits (90% compared with 88% in 2010), and
- Increased regional profile (88% compared with 78% in 2010).

The majority of Capricorn residents like tourists (62%) and hold a stronger view than average (61%

compared with QLD 45%) that more could be done to attract them. These findings are consistent with how residents feel about the impacts of tourism on both personal and community levels.

90% of residents also see festivals and events as great ways to attract tourists and raise awareness of the region. Respondents also agree that tourism increases community pride and leads to investment in public facilities and activities. Indeed, more than all other Queenslanders, Capricorn residents are prone to feel the positive effects on their community of local pride (48% compared with 39% of all Queenslanders) and substantially more, the benefits of new infrastructure (65% of residents compared with 49% of all Queenslanders) that flow from tourism.

While to a lesser extent than Queenslanders overall, on the down side, more than one third of residents view the impost on prices as the most negative outcome of tourism. This is felt in two key areas with a hardening view particularly around property values.

Table 1: Contact with Tourists, Feelings and Development

	Queensland %		Capricorn %	
	2013	2010	2013	2010
Feelings About Tourists				
I like tourists	57	49	62	67
I tolerate tourists	31	35	32	27
I adjust my lifestyle to avoid tourists	10	10	3	5
I stay away from places tourists go	3	5	3	1
Contact With Tourists				
I never come into contact with tourists	22	18	15	14
I see tourists around but don’t usually talk to them	51	52	51	45
I often interact with tourists as part of my job	10	13	16	11
I often meet tourists around town and talk to them	15	14	14	25
I have made friends with tourists during their stay but have not kept in contact	7	7	8	10
I have made friends with tourists and kept in contact after they have left	4	5	5	5
Preferred Development Path				
Happy with continued growth	59	59	64	57
Happy but no more growth	25	25	16	20
Want less growth	3	6	3	2
More growth but different direction	13	10	17	21

Source: *Social Indicators 2010-13, TEQ*



ABOUT THE DESTINATION

Destination Profile

Straddling the tropic of Capricorn and sitting at the centre of the South Great Barrier Reef (SGBR) area, the Capricorn Region offers visitors a truly diverse range of experiences, including: the pristine Capricorn Coast, the 'Beef Capital of Australia' Rockhampton, and the dramatic natural landscapes of the Carnarvon Gorge, Central Highlands and the Sapphire Gemfields. Visitors are immersed in some of the best experiences Queensland has to offer.

The Capricorn Region is part of the broader 'Southern Great Barrier Reef' (SGBR) destination which also includes Bundaberg and Gladstone. The SGBR region receives a little under 2 million visitors annually, with nearly 93% from the domestic market⁴. Visitors are attracted to the diverse mix of experiences, dramatic natural landscapes and the pristine Southern Great Barrier Reef.

With great access to road, rail, port and air services, the region is a key service and logistics area for the Bowen Basin resources sector, and the close proximity of the Fitzroy River means agriculture plays another key economic role. These industries help to support a resident population of nearly 146,000, covering an area of approximately 78,324 km².

The region has two significant domestic airports; Emerald and Rockhampton. Emerald services passenger and industry needs and is also a major departure point for Fly in Fly out (FIFO) resource industry jobs. Like Emerald, Rockhampton also serves passenger and industry needs as well as being of importance to defence service activity due to its close proximity to the Shoalwater training area.

From beaches and islands, rainforest and national parks to rugged outback adventures, Capricorn has it all.



Competitive Strengths

The main competitive strengths of Central Queensland & Southern Great Barrier are:

- **Diversity of experiences** across the region offering visitors an authentic holiday;
- **Proximity to the reef and island attractions** of the Southern Great Barrier Reef;
- **Coastal parks and pristine beaches**, spectacular natural attractions, National Parks and gorges, including Carnarvon Gorge and the Sandstone Wilderness;
- Excellent range of **fishing, golfing and other 'niche' holiday experiences**;
- Unique **natural and man-made Geo-Tourism** attractions such as Capricorn Caves, and experiences including fossicking, available across the Tropic of Capricorn;
- **Cultural heritage and unique Indigenous** attractions/cultural experiences;
- Friendly **people & community lifestyle**, tropical climate;
- **Relaxed and peaceful** atmosphere; and
- **Good air access** on Brisbane, Melbourne and Sydney routes, serviced by major airline.

⁴ Southern Great Barrier Reef Regional Snapshot, YE March 2013, Tourism and Events Queensland

Regional Differentiation

In certain circumstances, the Capricorn Region is sometimes grouped with other regions:

Southern GBR

The Southern Great Barrier Reef (SGBR) region incorporates the areas of Capricorn, Gladstone and Bundaberg. The aim of this partnership is to collectively market the region according to its competitive advantages and create products and infrastructure that reflect this.

The marketing and positioning of the Southern Great Barrier Reef is beginning to deliver results, (as documented in the BEI research on page 9). Capricorn has the potential to continue to drive results and position itself as a primary gateway to the Great Barrier Reef. For this reason, additional visitor information, opportunities and challenges for Capricorn from a SGBR context are summarised in Appendix 1.

Figure 4: Map of SGBR Region



Central Queensland

The Central Queensland region is used by the Government for reporting purposes. It incorporates the tourism areas of Capricorn and Gladstone.

Figure 5: Map of Central Queensland Region



Sandstone Wilderness

The Sandstone Wilderness (also known as the Central Queensland Sandstone Belt) covers approximately 82,000 square kilometres and includes at least 25 separate mountain ranges that radiate from the Great Dividing Range. It is home to a spectacular but fragile assemblage of Aboriginal rock art along with towering multi-tuied cliffs, caves and overhangs, clear running streams and a mosaic of vegetation communities.

This grouping is largely promoted by Queensland Parks and Wildlife Service and includes Carnarvon, Expedition, Isla Gorge, Nuga Nug, Blackdown Tableland and Cania Gorge National Parks.

Destination Hero Experiences and Themes

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

In alignment with the Capricorn Destination Tourism Strategy 2012-2016, four destination 'hero' experiences were developed in 2012 to deliver the region's 2016 tourism vision, brand

promise and the 'themes' that underpin the destination vision and brand.

Hero experiences are world class experiences that:

- Provide a destination with a real competitive advantage over other destinations,
- Focus on what is truly unique or memorable or engaging about a destination, and
- Meet the needs of the identified target markets.

The four themes and associated 'hero experiences' identified for the Capricorn Region are:

Southern Great Barrier Reef

Immerse yourself in the stunning world of the Southern Great Barrier Reef, just a stroll off the long sandy beaches of Great Keppel Island.



Carnarvon Gorge and Natural Wonders

Explore coastal rain-forests or escape into the ancient world of sandstone gorges with unique plant life and 19,000 year old Aboriginal art.



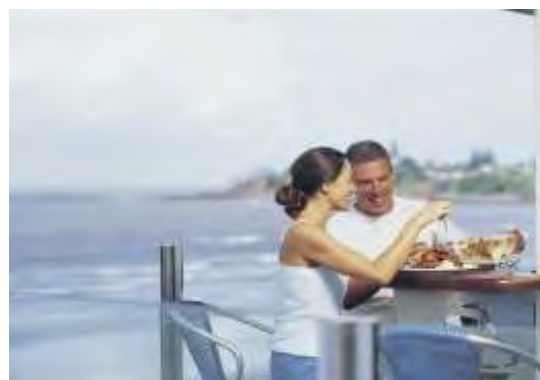
Caves and Fossicking

Unlock the secrets of the ages as you visit limestone caves or unearth natural treasures fossicking in a country embedded with great mineral wealth.



Regional Specialties and Culinary Delights

Learn about and enjoy the culinary delights of the coast and country, from beef, to crocodile to mud crab to tropical fruit.



Destination Vision and Brand

The 2020 Destination Vision for Capricorn is:

For industry and community to embrace the broader visitor economy to support innovative and sustainable island, coastal, mainland and wilderness experiences.

- For the **Capricorn Coast**, this means building recognition of and encouraging new reef and island experiences.
- For **Rockhampton** this means positioning the city as a real alternative for business, lifestyle and events.
- For the **Sandstone Wilderness** (located in Queensland's Central Highlands) it means gaining national recognition as the next Kimberley and promoting the Sapphire Gemfields.

Brand Hierarchy

The brand message delivered to a target market differs depending on how far away the market is from the destination. As a rule of thumb, the further away a customer is from the destination, the larger the area they are aware of. The exception of this rule is where they are travelling for a specific purpose (VFR, business, special interest) in which case they will know a particular location by name (see Figure 5 below). In this way, the Southern GBR is a primary vehicle for international and interstate leisure travellers, then Central Queensland and Capricorn for Queensland travellers, followed by the sub-regions as the campaign gets more specific. For locals, using town names is an easy way to engage.

The region is a part of a number of marketing partnerships to reach its consumers. These include those outlined in Table 2. Depending on which market the destination is promoting will dictate the core brand promise:

- In some intrastate, and in interstate and international fly and fly-drive markets it is the **Southern Great Barrier Reef**.
- In the interstate and long-haul drive market it is the touring routes and **Southern Great Barrier Reef and Capricorn Sub-Regions**.
- In niche markets and for locals the destination will use the **sub-regions (Rockhampton, Capricorn Coast, Sapphire Gemfields and Sandstone Wilderness)**.
- From the emerging education and geotourism niches the **Dig the Tropic** brand has been created.

The core brand promise used in a campaign is not designed to exclude the other brands, but to identify how the key elements of our broad range of visitor experiences contribute to the broader Queensland brand family. The resulting marketing activity aims to maximise overall growth opportunities for the region and needs to leverage the brand with the greatest awareness and retention. In some cases internationally, the core brand promise is Queensland Australia, which does not exclude recognition of our other many regional and local strengths and use of these in marketing initiatives for local target markets where appropriate.

Figure 5: Google Trends (Search Popularity)

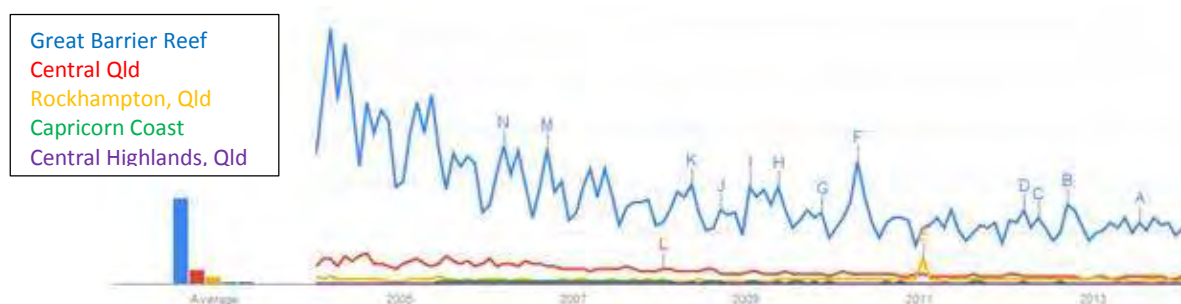
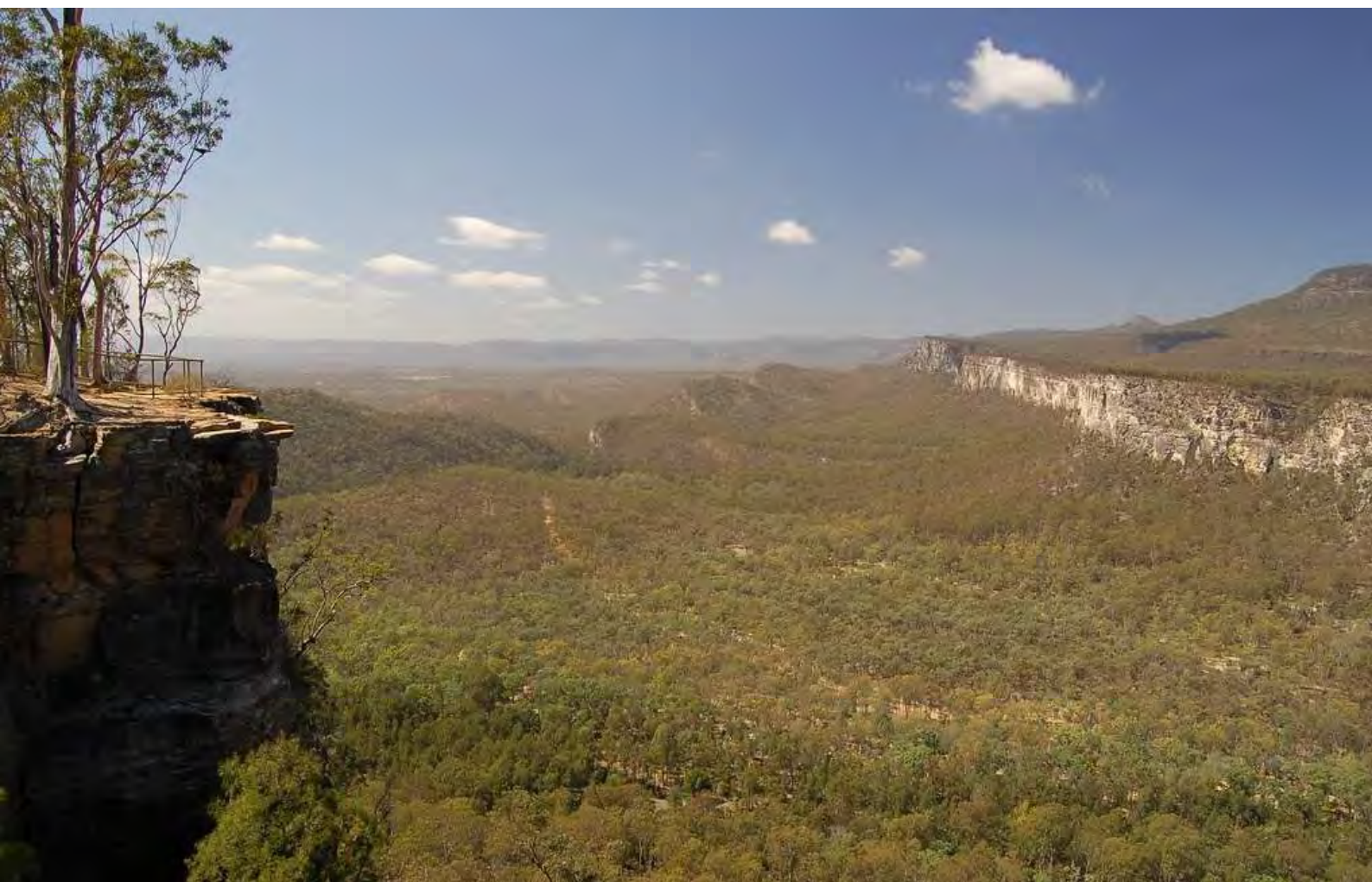


Table 2: Brand Messages by Market

	Locals / CQ residents	Brisbane/ SEQ	QLD	Interstate	Niche Markets	International
Capricorn Queensland		✓			✓	
Central Queensland		✓	✓			
Southern GBR		✓	✓	✓	✓	✓
Dig the Tropic	✓			✓*	✓	
Sub regions: Rockhampton	✓				✓	
Capricorn Coast	✓				✓	
Sapphire Gemfields	✓			✓*	✓	
Carnarvon Gorge / Sandstone Wilderness	✓			✓*	✓	

*Drive market only (caravan and camping shows)



Competitor Analysis

The Capricorn Region is predominantly a holiday and visiting friends and relatives destination that possesses **four distinct 'hero experiences'**:

- Southern Great Barrier Reef;
- Carnarvon Gorge and Natural Wonders;
- Caves and Fossicking; and
- Regional Specialties and Culinary Delights.

A comparison of Capricorn against other destinations has been made to identify the destination's biggest competitors or which destinations are similarly positioned in terms of 'experience' offerings (Table 3).

In the domestic arena, Capricorn competes with other 'Connector' destinations both coastal and inland in Queensland and NSW. Primarily these include the drive market, family beach holidays and active exploring along with a range of niches including fishing, education and geotourism.

Internationally, Capricorn is in the very early stages of building a reputation with a range of marketing messages including *The Southern Great Barrier Reef* (which includes Bundaberg and Gladstone), the *Pacific Coast Touring Route* (which stretches from Sydney to Cairns), the *Country Way* (connecting Sydney and Rockhampton), the *Leichhardt Highway* (stretching from Goondiwindi to Yeppoon), the *Great Inland Way* (from Hebel to Cairns) and the *Capricorn Highway* (linking Rockhampton with Western Queensland). In terms of international competitors, the region competes with other parts of the GBR for its share of visitors, as well as other reef and island destinations (Thailand, Micronesia, Mexico), other geotourism and niche markets including parts of the US, and cruising destinations (Florida, etc.) which appeal to the older Australian market.

Capricorn needs to continue to partner with its neighbours to gain some market share and ensure its own 'hero experiences' stand out against its competitors by meeting global best practice in terms of marketing strategies for continued visitation growth.

Table 3: Competitor Analysis against the Hero Experiences

Destination	Reef Experiences	Natural Wonders	Caves and Fossicking	Regional Specialties/ Culinary Delights
Capricorn	✓	✓	✓	✓
Bundaberg	✓	✓		✓
Fraser Coast	✓	✓		✓
Sunshine Coast	✓	✓	✓	✓
Coffs Harbour		✓		✓
Central Coast		✓		✓
Port Macquarie		✓		✓
South Pacific		✓	✓	✓
Thailand		✓	✓	✓
Bali	✓	✓	✓	✓
Micronesia	✓	✓	✓	✓
Mexico	✓	✓	✓	✓
Florida Keys	✓	✓		✓
Mediterranean		✓	✓	✓
Indian Ocean		✓	✓	✓
Savannah Way	✓	✓	✓	✓
Matilda Highway		✓	✓	
West Country (WA)	✓	✓	✓	✓

Delivering Community Vision through Tourism and Events

The role and economic contribution of tourism and events in the Capricorn Region has been well-recognised and incorporated into a wide number of corporate strategies to direct planning, economic and social outcomes⁵. A full summary of policy and strategy documents will be appended with the final DTP but key strategic plans include:

At a local level tourism is identified as playing an important role in **diversifying the regional economy**:

- The *Rockhampton and Central Highlands Regional Council's Corporate Plans* recognise **the important role of Capricorn Enterprise** in promoting the tourism potential and economic development of the region.
- *Both Council's Community and Economic Development Plan's* highlight the importance of **a partnership with industry** to deliver a range of **environmentally friendly tourism options** that increases broader economic benefits.

At a regional level **the tourism direction** has been clearly articulated in:

- The *Capricorn Region Destination Tourism Strategy, 2012- 2016*, identified growth markets to maximise **the tourism potential of the Southern Great Barrier Reef** through a **commitment to sustainable island and coastal tourism development** primarily targeting the 'Connectors' market.
- **Key projects** identified in the *Central Queensland Tourism Opportunity Plan 2009 – 2019*, included:
 - **Accommodation** development on Great Keppel Island, Rockhampton 4-5 star, and Backpackers
 - **New tourism precincts** at the Yeppoon Beachfront and Rockhampton Riverfront
 - **Sports and Events** Tourism Development; and

- A Sapphire **Gemfields Interpretive Trail** and niche **trail development**

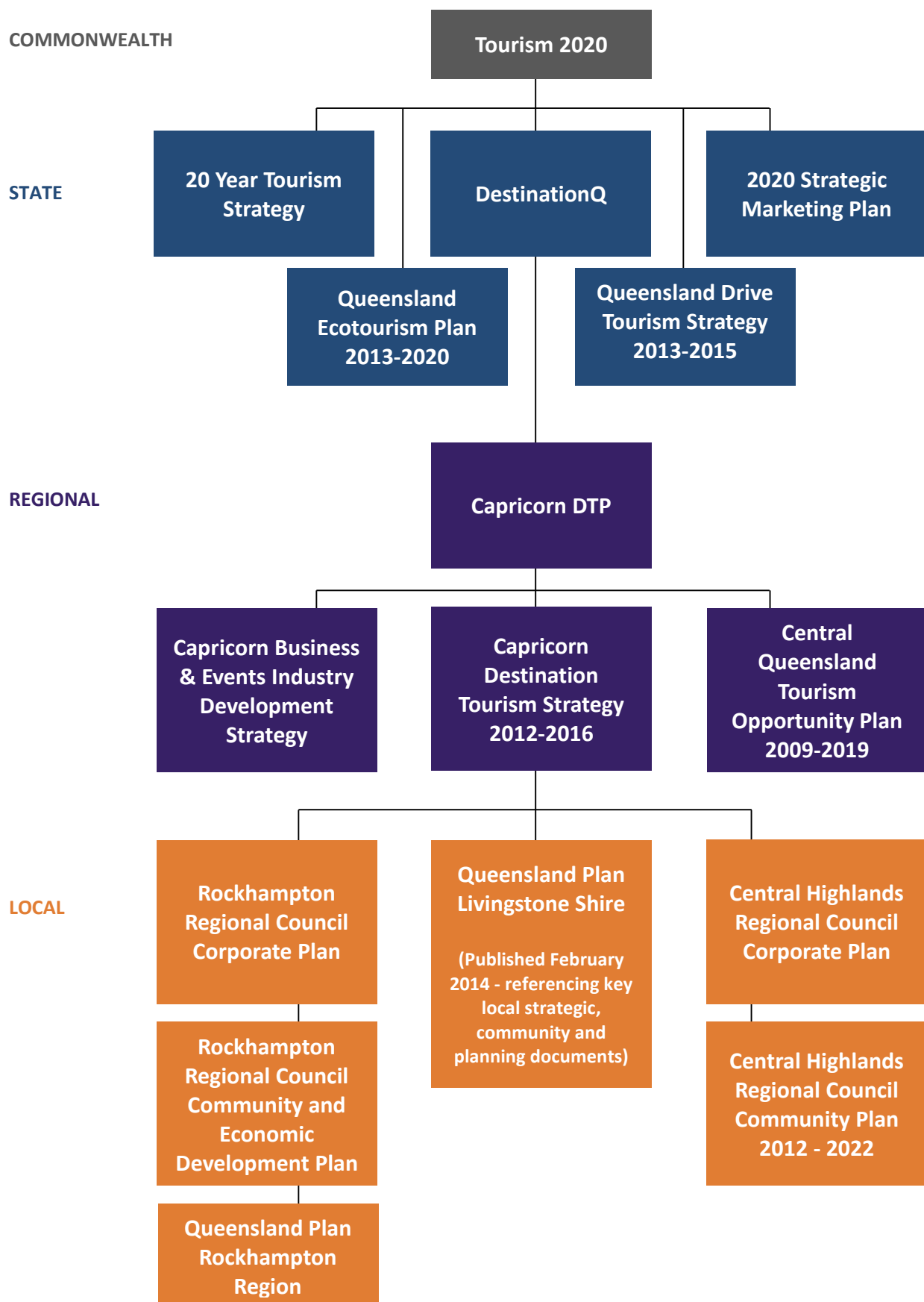
- Since the TOP the *Capricorn Business & Events Industry Development Strategy* and Dive Opportunities study have identified potential in the **dive market** and the **business events** market including the need to develop a Convention Centre and build the success of leisure events.

The State priority of doubling the value of tourism by 2020 (which builds on the Federal target) is supported by:

- The *20 Year Tourism Strategy* and the outcomes of *DestinationQ* around **investment facilitation** and attraction, **nature-based tourism**, the **drive market** (including the *Queensland Drive Tourism Strategy 2013-2015*), and the **important role of events** (*2020 Strategic Marketing Plan*).
- The *Queensland Ecotourism Plan 2013-2020* provides a clear direction for **investment in facilities on parks** and for Queensland to regain its position as the number one ecotourism destination through **world-leading interpretation** and presentation.
- **The Arts for all Queenslanders strategy 2014-18** prioritises cultural tourism as a niche market with potential to contribute to tourism targets. Though relatively small in number, cultural tourists stay longer and spend more. The strategy aims to support delivery of original, imaginative and high quality arts and cultural events and experiences that attract visitors and strengthen local community identity and pride.

⁵ Please note – this is not an exhaustive list of the region's corporate strategies, rather a highlight of some of the key documents that link to tourism.

Figure 6: Alignment with State and National Plans



Marketing and Promotion

The Capricorn Region will be collectively promoted under the creative framework of Brand Queensland, the State tourism approach for Tourism and Events Queensland - a strategy that ensures Queensland's destinations and experiences are positioned in a way that focuses on competitive advantages and connects with visitors. A cornerstone of the Brand Queensland strategy is four key experience themes:

- Queensland Lifestyle;
- Islands and Beaches;
- Natural Encounters; and
- Adventure.

The key attributes and selling points of the Capricorn Region will be showcased via all four of these experience themes.

The Capricorn Region will also be collectively promoted under the umbrella of Southern Great Barrier Reef in partnership with the Bundaberg North Burnett and Gladstone regions. The Great Barrier Reef project, led by TEQ, will guide this positioning.

The Capricorn Region will take ownership of its share of the Southern Great Barrier Reef through the key experiences of Great Keppel and Pumpkin Islands and the Capricorn Coast. The marketing of the Southern Great Barrier Reef will be a key factor in attracting visitors to the region.

A priority is growing Capricorn's suite of regional events to increase visitor dispersal and attract the touring market. For the youth/backpacker market the focus is on leading with the regions strength in education and work opportunities.

Product and Infrastructure Development

Grow destination appeal and deliver on the destination aspiration through the development of innovative tourism projects, including the Catalyst Projects identified in the Central Queensland Tourism Opportunity Plan:

- Revitalising Great Keppel Island
- Yeppoon Beachfront Tourism Precinct
- Rockhampton Riverfront Precinct
- Sports Tourism Development (support the Central Queensland National Rugby League bid)
- Sapphire Gemfields Interpretive Trail
- Rockhampton 4-5 Star Accommodation
- Backpacker Investments.

Foster new product development in the Capricorn Region in recognition of the recommendations of the State's Great Barrier Reef project.

Niche trail development that promotes dispersal throughout the Capricorn Region.

Industry Development

Build the reputation of the destination for delivering quality product and service standards, through industry development programs such as: domestic and international ready, better business practice, service delivery, digital ready, and crisis management.

Establish the Capricorn Region as a leading 'sustainable tourism destination' through sustainability and climate change programs.

Deliver world class marine tourism experiences in accordance with the recommendations of the State's Great Barrier Reef project by conducting specific skills and training programs.



MARKET OPPORTUNITIES

Current Visitor Profile

Visitors

This past year (YE June 2013), Capricorn received approximately **842,000 domestic overnight** and **1.34 million domestic day trip visitors**. This represents a **1% decline** in domestic overnights and a **6% decline in day trips** over the past five years.

In terms of international visitors, the Capricorn Region saw **68,000 international visitors** this past year (YE June 2013), noting a 3% decline in visitation from 2008.

Visitor Nights

In the Year Ending June 2013, there were **3.1 million domestic overnight visitor nights** in Capricorn and **689,000 international visitor nights**. These represent a **2% and 4% increase in nights** respectively from 2009.





Origin of Visitors

Domestic overnight visitors are **primarily intrastate** (81%), with the majority of these visitors from **Regional Queensland** (78%). Intrastate visitors are primarily from New South Wales.

All domestic **day trip** visitors are from **Regional Queensland**.

The top three international visitors to Capricorn are the **United Kingdom, Germany and New Zealand** (Table 4).

Table 4: International Markets to Capricorn

Country of Residence	% of Int. Visitors to Capricorn
 United Kingdom	18%
 Germany	15%
 New Zealand	13%
 USA (incl. Hawaii)	9%

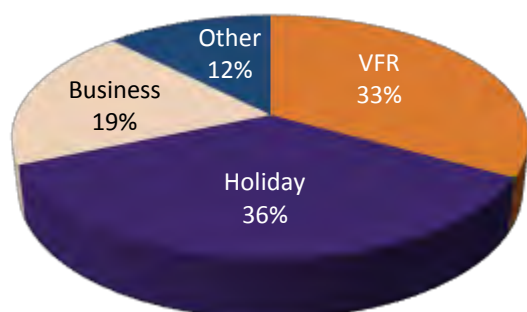
 France	7%
Other Countries ⁶	41%

⁶ All other countries have been combined due to low sample sizes.

Purpose of Visit

The primary purpose of visit for both domestic overnight and international visitors is **holiday**, followed by **visiting friends and relatives (VFR)**.

Figure 7: Purpose of Visit – Overnight Visitors



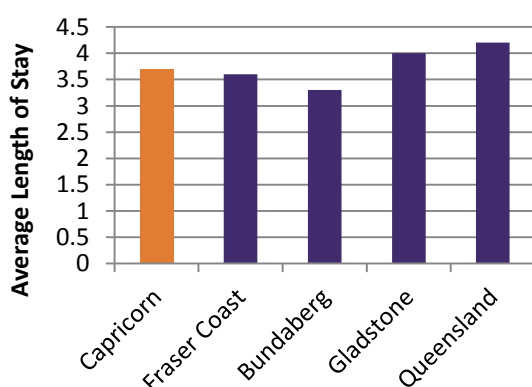
Expenditure

According to the latest research from Tourism Research Australia for Central Queensland (which includes Capricorn), average nightly expenditure for **domestic overnight** visitors is **\$132** and **\$67 for international visitors**⁷. This is significantly **lower than the State average** of \$181 and \$92 respectively.

Average Length of Stay

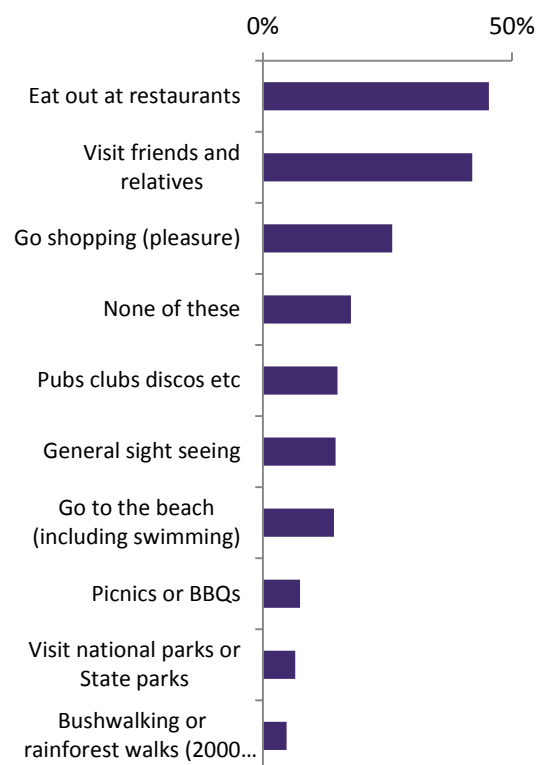
The average length of stay (ALOS) for **domestic** overnight visitors to the Capricorn Region is **3.7 nights** (YE June 2013) and has increased by 3% over the past five years. This is slightly higher than competitors Fraser Coast (3.6) and Bundaberg (3.3), but lower than Gladstone (4.0) and the State average (4.2).

Figure 8: Domestic ALOS vs. Competitors



International average length of stay for Capricorn is **10.1 nights** and this has increased by 7% since 2008. This is higher than Fraser Coast

ALOS (5.8), however significantly lower than the State average of 22.3 days.



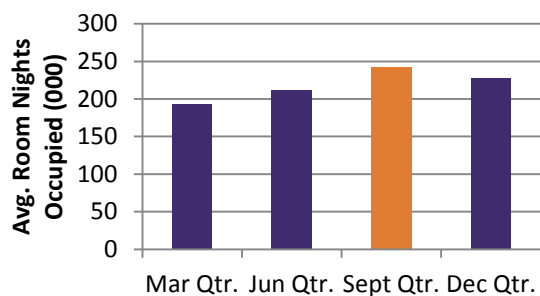
Seasonality

Accommodation data from the Australian Bureau of Statistics (ABS) for Central Queensland indicates a mild seasonality pattern in room nights occupied. **September and December quarters are the most occupied**, indicating a possible preference for travel during the warmer months and/or during school holidays.

Figure 9 below depicts the five year average of room nights occupied for Central Queensland showing this trend.

Figure 9: Average Room Nights Occupied 2008-2013 (YE June)

⁷ Regional Tourism Profiles 2011/12



Activities

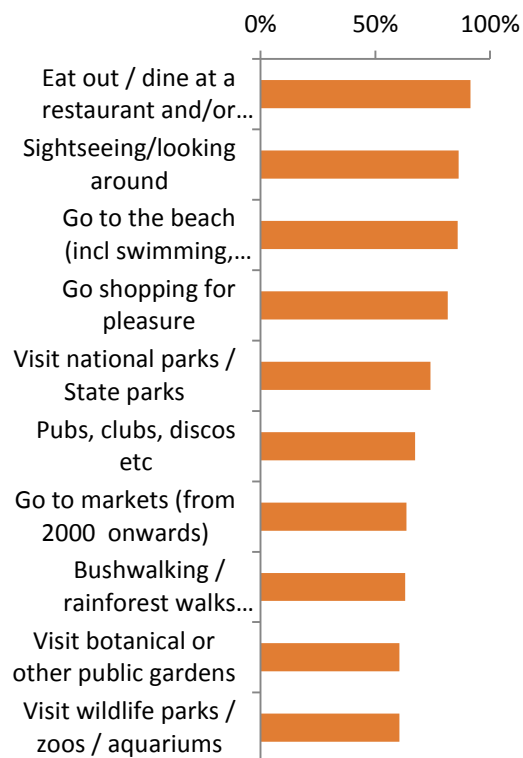
Eating out at restaurants is the most popular activity for domestic overnight and international visitors to Capricorn. This is followed by **visiting friends and relatives for domestic** visitors and **sightseeing/looking around for international** visitors.

Data suggests a preference towards social and nature-based activities in both markets.

The following figures highlight the top ten activities for each market.

Figure 10: Top Ten Domestic Overnight Activities (YE June 2013)

Figure 11: Top Ten International Activities (YE June 2013)



Market Opportunities

Visiting Friends and Relatives becomes a key market opportunity when considering 42% of all domestic visitors come to Capricorn to visit friends and relatives. A small increase in the percentage of locals that invite relatives to stay or in the length of stay by visitors could dramatically impact on the value of the visitor economy.

Business Tourism accounts for almost one in five domestic visitors to the Capricorn Region (24%) including day visitors. While most have only short stays in the region, a dedicated program of increasing average length of stay by adding leisure experiences could generate significant additional value to the region.

Niche markets including adventure and marine tourism (diving, snorkelling, and watersports) represent opportunities for growth from a low base. In 2013 less than 6% of all domestic and international visitors came to the region for adventure or marine activities.

Sports and Events Tourism are a growing trend nationally, particularly participation in sports and events. With less than 10% of domestic visitors travelling to the region for events, there is potential for this to grow.

Travel for a purpose is an often overlooked market segment, but with a large regional population Capricorn attracts around 8% of all domestic visitors for either health or education travel. With investments planned in both areas this could be a growth potential for the region.

Building awareness is vital to growing numbers. Table 5 below shows what brands are promoted into which markets.

Table 5: Target Markets per Region

	Locals / CQ residents	Brisbane/ SEQ	Queensland	Interstate	Niche Markets	International
Capricorn Queensland		✓			✓	
Central Queensland		✓ ⁺	✓ ⁺			
Southern GBR		✓	✓	✓	✓	✓
Dig the Tropic	✓			✓*	✓	
Sub regions: Rockhampton	✓				✓	
Capricorn Coast	✓				✓	
Sapphire Gemfields	✓			✓*	✓	
Carnarvon Gorge / Sandstone Wilderness	✓			✓*	✓	

*Drive market only (caravan and camping shows)

⁺ Applicable to economic development/ investment

Market Segments

International

Tourism Australia (TA) has defined its international target market as the **'Experience Seeker'** who are globe trotters looking for authentic interactions, brag-able locations to get off the beaten track and to immerse themselves in local culture. Experience Seekers are Australia's highest yielding international market and are **more likely increase to their length of stay and average spend** in comparison to others.

To promote the vast array of unique Australian adventures to this target market, seven key Australian Experience Themes have been identified:

1. Nature in Australia
2. Aboriginal Australia
3. Journeys
4. Outback Australia
5. Australian Coastal Lifestyle
6. Australian Major Cities
7. Food & Wine

Internationally the Capricorn Region currently offers products that deliver to four of the seven experience themes (excluding Aboriginal, Major Cities or Food and Wine) however more international ready product is needed.

Connectors – Connectors see holidays a chance to connect with people they care most about. They will often subordinate their own preferences in terms of activities to ensure everyone has a good time.

Social Fun-seekers – For this market, the essence of a holiday is having a fun time. While they do a lot of different activities, it is sharing the experience with friends and other holiday makers that make the difference.

Active Explorers – Holidays are about pushing boundaries through challenging themselves via physical activity. They enjoy the company of others, but their focus is on exploring the extremes of their physical environment and themselves. It's about feeling alive.

Domestic

Tourism and Events Queensland's (TEQ) extensive research into the domestic market has defined six market segments based on visitor needs and wants giving valuable insight into consumers' emotional connection to what they expect from a holiday.

These market segments are seeking experiences that Queensland can offer under the following experience themes:

1. Natural Encounters
2. Queensland Lifestyle
3. Islands and Beaches
4. Outback

The Capricorn Region offers experiences that deliver on all four of the primary Queensland experience themes but none are exclusive to the region. The challenge remains to carve out a unique selling point in the same way other destinations (Bundaberg turtles, Whitsunday island luxury, etc.) have been established.

CAPRICORN TARGET MARKETS

Tier One

- Connectors in Regional Queensland and Brisbane (400km radius of the Capricorn Region).

Tier Two

- Social Fun-seekers and Active Explorers in Sydney and Melbourne
- New Zealand, United Kingdom and North America, promoted as Southern Great Barrier Reef.

Tier Three

- Europe, promoted as Southern Great Barrier Reef.

New and Developing

- China, promoted as Southern Great Barrier Reef.



TOWARDS 2020

Vision and Goals

Our Vision

The 2020 Destination Vision for Capricorn is:

For industry and community to embrace the broader visitor economy to support innovative and sustainable island, coastal and wilderness experiences

- For the **Capricorn Coast**, this means building recognition of and encouraging new coastal, reef and island experiences.
- For **Rockhampton** this means positioning the city as a real alternative for business, lifestyle and events, maximising the appeal of its cultural, heritage and arts products and experiences.
- For the **Sandstone Wilderness** (located in Queensland's Central Highlands) it means gaining national recognition as the next Kimberley and promoting the Sapphire Gemfields.

Our Goals

- Increase the **average spend** for VFR visitors by 25% above inflation, this will require not only new product development with commercial fees but requires **support for operators on developing and delivering experiences** (incorporating mentoring support) that generate a higher value for money and thus higher spend per visitor
- Increase the average length of stay of **business visitors** by half of a day by linking more business trips to leisure experiences and events.
- Increase the **averages spend** for niche visitors coming for marine and adventure experiences by 2% above inflation. This can only be accomplished through a mix of **new product development** and a **major marketing campaign** under the Southern GBR banner.
- Help facilitate the **revitalisation of Great Keppel Island** as a catalyst to **new investments** in reef and island tourism products in the region
- Attract new **event visitors** to the region through the successful **acquisition and attraction of new major** events and increasing the **visitor numbers to existing events**.
- Better market to the **travelling for a purpose** (health and education) segments through more targeted marketing campaigns. This will require **new partnerships** to be formed across sectors that deliver benefits to the entire visitor economy.

What Does the Future Hold? Megatrends

CSIRO and the Queensland Government recently identified seven megatrends that are likely to shape the Queensland Tourism sector to 2033. The publication, entitled *The Future of Tourism in Queensland* aims to help develop a dynamic, collaborative 20 year plan for the industry.

A megatrend is defined as:

A substantial shift in environmental, economic, social, technological or political conditions that has major supply-side or demand-side impact on tourism in Queensland.

The seven megatrends identified for Queensland are:

1. The Orient Express

The world economy is shifting from west to east and north to south. This is creating new markets and new sources of competition.

- Asia is increasingly making a greater contribution to global wealth creation.
- Over a billion people in the Asian region will cross the income threshold to middle class over the coming 20 years.
- Asia is a fast growing market – but it is not a homogenous consumer market.

Implications for Capricorn

Asian visitors currently make up a very small proportion of Capricorn's overseas visitors. If the region (including the SGBR) is to capitalise on the anticipated national growth, it must have a clear Asian market strategy including:

- The need to build understanding and awareness of market needs.
- Exploring opportunities from the VFR sector via residents of Asian origin now living in Australia (connectors based in major cities)
- More businesses being 'international-ready'.

2. A Natural Advantage

In a world where ecological habitats are disappearing the unique natural assets of Queensland will become a stronger drawcard.

- Globally, climate change, poor management and urbanisation will continue to threaten biodiversity.
- Around the world, the ability to connect with nature will become rarer and more expensive.
- Queensland has rare and world heritage natural assets, and the means to preserve them.

Implications for Capricorn

Capricorn has strong assets in terms of its national parks, providing opportunities to leverage increased visitation, expenditure and support for employment. Capricorn needs to stand out from the crowd –with some iconic investments and experiences (such as Great Keppel and potentially new low-key island resorts, as well as Sapphire Gemfields and Carnarvon Gorge).

3. Great Expectations

Tourists of the future will have expectations for authentic and personalised experiences often involving social interaction.

- People's social media networks are a way for them to make personal connections when they travel.
- Consumers have access to increasing amounts of information in real time.
- Consumers are taking more control and seeking personal interaction.

Implications for Capricorn

Capricorn businesses need to respond to the challenge and deliver quality service and experiences.

4. Bolts from the Blue

Climate change and infectious disease outbreaks combined with safety concerns will have increased impact.

- Major events such as extreme weather, terrorism, political unrest, disease outbreaks and financial market fluctuations will continue to impact people's travel choice.
- Different events will have positive and negative impacts for a destination.

- We can't predict when or where they will occur.

Implications for Capricorn

Businesses and tourism managers need to monitor opportunities and be ready to respond, with imaginative marketing, packaging and pricing offers.

Tourism measures should be embedded in overall regional rapid response plans, and businesses and destination managers also need to be 'disaster-ready' and have individual resilience plans in place.

5. Digital Whispers

People are changing the way they access and trust information in an online world.

- Like the childhood game of Chinese whispers, as people relate their stories across digital audiences, they can take on a life of their own.
- People are increasing their networks of trusted peers who inform their travel choices.
- An operator's digital presence and functionality is increasingly important.

Implications for Capricorn

The region needs to embrace a multichannel approach to communication and promotion. This includes building business skills and capacity and delivering new virtual travel/experiences in the form of providing rich information.

6. On the Move

Humanity is increasingly mobile. Trade, business, events, education and healthcare are causing more people to travel further and more frequently.

- People are more mobile, encouraged by low cost airfares and reducing travel times.
- More Australians are travelling overseas.
- It's about more than just leisure – sectors like education, business and events are growth travel market.

Implications for Capricorn

Maintaining air capacity is key to maximising the potential of this trend. In the case of Capricorn, the linking role of Rockhampton and other regional airports providing links to international hubs and entry points is crucial.

7. The Lucky Country

Australia and Queensland are increasingly wealthy, but expensive destinations gifted with cultural and demographic diversity.

- The profile of the domestic tourist is changing –working harder, more educated, wealthier, older, and with greater international connections.
- Queensland is a safe and friendly western destination.
- Queensland is an expensive destination in a region of emerging, low cost destinations.

Implications for Capricorn

The need to compete on quality, experience and



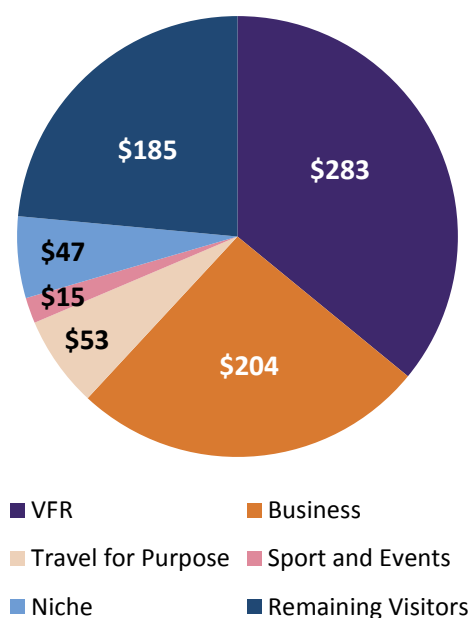
service will have implications for investment and

development decisions at both destination and business levels.

Opportunities for Growth

As outlined on page 24, five market segments have been identified with the potential to grow to reach the 2020 target of \$787M (an extra \$265M) across international and domestic markets. They are: VFR, business, Niche (marine and adventures), Sports and events, and Travel for a Purpose (health or education). Remaining visitors are expected to grow at TFC growth rates (Figure 12).

Figure 12: Contribution to the 2020 target by segment (in \$ millions)



The following opportunities will need to be progressed for the Capricorn Region to achieve its aspiration for 2020:

1) VFR

In order to achieve the VFR 2020 target of \$283M (\$61M higher than TFC 2020 forecasts), Capricorn will need to grow its current market share by 7% per annum. This equates to an additional 112,500 visitors and an additional 489,000 visitor nights by 2020.

- If **one in every three residents** brought in one **additional VFR** next year, Capricorn would see an **additional 26,800 visitors**.
- Increase the **average spend** for VFR visitors by 25% above inflation, this will require not only

new product development with commercial fees but requires **mentoring of operators on delivering experiences** that generate a higher value for money and thus higher spend per visitor.

2) Business

In order to achieve the Business Tourism 2020 target of \$204M (\$44M higher than TFC 2020 forecasts), Capricorn will need to grow its current market share by 8% per annum. This equates to an additional 65,900 visitors and an additional 322,900 visitor nights by 2020.

- Increase the average length of stay of **business visitors** by half of a day by linking more business trips to leisure experiences and events. This will only occur when the Capricorn Region's business community sees the value of extending stays and showcasing the region.

3) Niche Tourism (marine and adventure)

In order to achieve the Niche Tourism 2020 target of \$47M (\$10M higher than TFC 2020 forecasts), Capricorn will need to grow its current market share by 2% per annum. This equates to an additional 15,200 visitors and 71,500 visitor nights by 2020.

- Increase the **averages spend** for niche visitors coming for marine and adventure experiences by 2% above inflation. This can only be accomplished through a mix of **new product development** and a **major marketing campaign** under the Southern GBR banner.
- Help facilitate the **revitalisation of Great Keppel Island** as a catalyst to **new investments** in reef and island tourism products in the region

4) Sport and Events

In order to achieve the sport and Events 2020 target of \$15M (\$3M higher than TFC 2020 forecasts), Capricorn will need to grow its current market share by 1% per annum. This equates to an additional 4,400 visitors and 26,500 visitor nights by 2020.

- Attract new **event visitors** to the region through the successful **acquisition and**

attraction of new major events and increasing the visitor numbers to existing events.

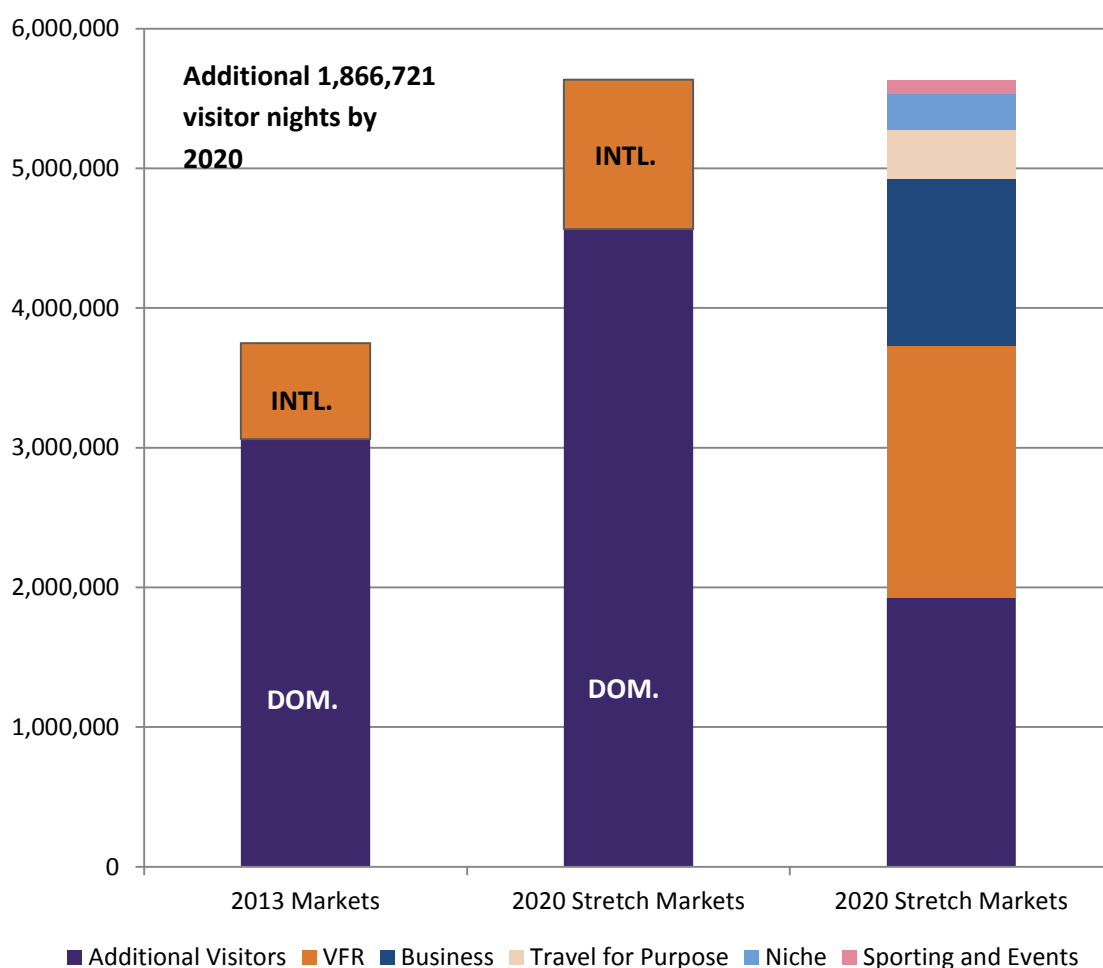
- Leverage existing business events with leisure events, and unique and authentic arts and cultural experiences
- Effective growth in events has the potential to allow Capricorn to exceed its 2020 target and/or help to alleviate pressure off of the other growth area contributions.

5) Travel For a Purpose (health and education)

In order to achieve the Travel for a Purpose market 2020 target of \$53M (\$11M higher than TFC 2020 forecasts), Capricorn will need to grow its current market share by 4% per annum. This equates to an additional 31,700 visitors and an additional 94,200 visitor nights by 2020.

- Better market to the **travelling for a purpose** (health and education) segments through more targeted marketing campaigns. This will require **new partnerships** to be formed across sectors that deliver benefits to the entire visitor economy.

Figure 13: Market Mix Contribution (by Visitor Nights)



Destination 2020 Target

To help achieve Central Queensland's 2020 target aspiration of \$1.16 billion, **Capricorn will have to contribute approximately \$787 million** (68% of the Central Queensland 2020 target⁸) towards the 2020 target. In order to do this, key market segments need to be harnessed to drive growth in the region.

Table 6 below identifies the market mix for Capricorn and how these will play a role in achieving the 2020 target aspiration. Market figures have been identified based on the Deloitte Access Economics forecasts for Queensland and the Central Queensland region, and are based on the assumption that Capricorn markets will grow proportionately to State market forecasts based on the region's current market share.

Table 6: Key Market Segments Towards Achieving the 2020 Target

Market Segment	Current Share of Total Visitors	Forecast Share of Total Visitors in 2020	Additional Visitor Nights	Additional Expenditure (estimated)	%Contribution to 2020 Target	\$ Contribution to 2020 Target
Intrastate (QLD)	84.6%	84.1%	1,326,151	\$104,959,339	51%	\$ 401,387,602
Interstate	9.0%	8.9%	538,089	\$55,354,377	27%	\$ 211,687,316
TOTAL DOMESTIC	96.2%	95.6%	1,775,361	\$149,133,372	73%	\$ 570,318,826
New Zealand	0.6%	0.6%	115,624	\$14,985,418	6%	\$50,551,424
United Kingdom	0.7%	0.8%	80,329	\$10,411,018	4%	\$27,846,403
Germany	0.5%	0.5%	16,819	\$2,179,843	1%	\$ 7,542,753
USA	0.3%	0.3%	42,655	\$5,528,280	2%	\$17,767,715
France	0.2%	0.2%	17,786	\$2,305,162	1%	\$6,209,757
Remaining International	2.7%	3.2%	282,628	\$36,629,988	21%	\$ 172,267,188
TOTAL INTERNATIONAL	3.8%	4.4%	111,360	\$14,432,767	27%	\$ 216,060,930
TOTAL VISITORS	100.0%	100.0%	1,886,721	\$163,566,139	100%	\$787,379,755

⁸ Capricorn's 2020 target aspiration towards the Central Queensland 2020 target has been set based on its proportion of visitor nights compared to Gladstone for the Central Queensland region.

Figure 14: Destination 2020 Target

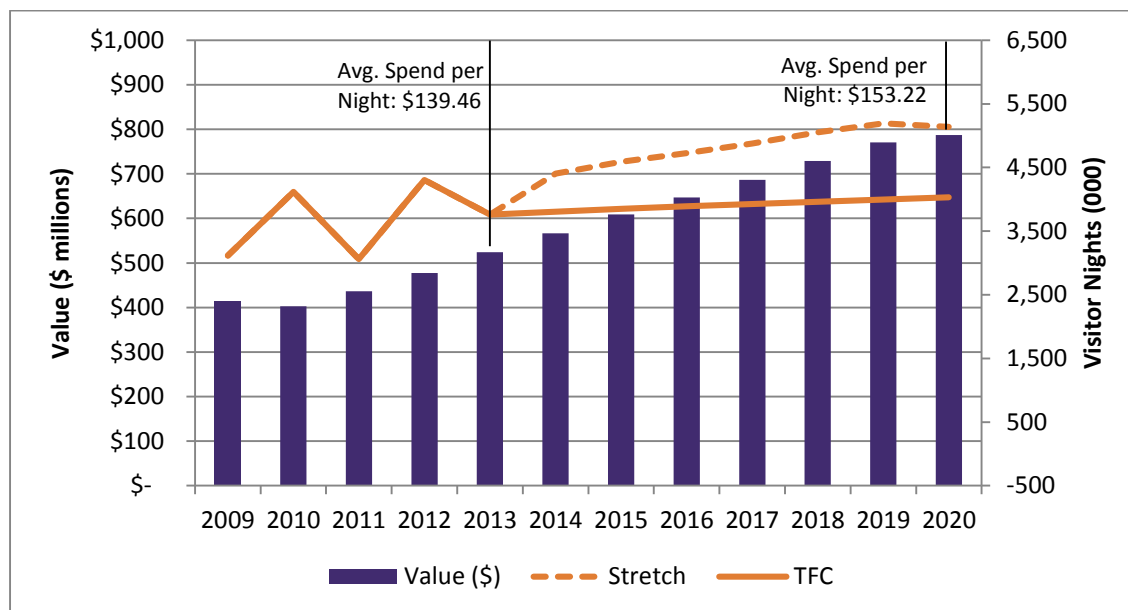


Figure 14 shows the 2020 expenditure target for the Region and the growth needed to reach this goal. The target of \$787M is termed the ‘stretch goal’ and is based on the estimates of industry potential identified by Deloitte Access Economics in the report, *Queensland Tourism - Industry Outlook and Potential to 2020*. \$787M represents Capricorn’s share of the overall Queensland target of doubling overnight visitor expenditure by 2020.

The Tourism Forecasting Committee (TFC) data shows the consensus forecast for tourism across the international, domestic and outbound tourism sectors, without factoring in unfulfilled/ additional industry potential.

The challenge for tourism industry partners is to achieve the predicted growth shown in the TFC forecast and then also strive to fill the gap between the stretch and TFC forecast and targets shown in figure 14.



Destination Growth Priorities

The following priority strategies have been targeted for the Capricorn Region within the Southern GBR destination:

1. **Support major investments by the private sector** which develop new product and refresh existing assets, including:
 - the revitalisation of **Great Keppel Island**
 - **Iwasaki Resort** revitalisation and expansion
 - investment in **youth and adventure product** across the region;
 - a new **boutique nature-based accommodation** in the Southern GBR and Sandstone Wilderness.
2. Secure funding for **major public works for tourism oriented projects** that have a broader community benefit through a high quality investment prospectus including:
 - **Capricorn Coast foreshore** precinct development (Yeppoon, Causeway Lake, and Emu Park)
 - Development of **Panorama Drive**, Pacific Heights Yeppoon, to provide an alternative, storm surge immune, route to the expanded Iwasaki Integrated Resort development
 - **Rockhampton Riverfront** precinct and **CBD revitalisation**
 - **Mount Morgan** precinct development
3. **Target growth in Business and Sporting Events** through the success of the **CQNRL Bid** incorporating a 1,000 seat Convention Centre and multi-purpose facility. A focus on niche marketing strategies linked to health and education, and including conferences and visiting friends and relatives with links to leisure activities.
4. The continued financial and product development support of the **Southern GBR destination brand**, targeting domestic and international experience seekers (specifically targeting New Zealand).
5. Promote the **future potential of the Sandstone Wilderness** through an Infrastructure Plan by the land owners and managers with detailed cost and benefit modelling of key projects including:
 - Road upgrade to Carnarvon Gorge
 - New 2WD and 4WD trail development
 - Additional caravan and camping facilities
 - Gemfields Interpretative Trail
 - 'Dig the Tropic Education' Program
6. An annual **experience development mentoring program** by Capricorn Enterprise (CE), Queensland Tourism Industry Council (QTIC) and Tourism and Events Queensland (TEQ) to encourage the development of new products that meet the needs of emerging markets.
7. A long-term increase in the **events marketing budget** to promote leisure activities around business events to implement the priorities of the Events Strategy (2010). This includes **specialist skills in event acquisition and development** to guide the development of existing events and assist in acquiring new major events for the destination, as well as leveraging cultural and heritage assets, existing sporting and leisure facilities, and air access.
8. Promote and develop the potential of the Region's **Heritage, Culture and Arts** products and experiences, showcasing key attractors in Regional and Local marketing activity where appropriate to target markets, and in particular utilising events to leverage the potential of;

- Rockhampton's cultural assets and precincts i.e. Quay Street, Archer Park, Mount Morgan, Heritage Village, and Art Gallery
 - Cultural heritage and indigenous attractions across the region
 - Growing length of stay and visitor expenditure by integrating cultural, heritage and arts experiences alongside existing business events with leisure events and unique and authentic arts and cultural experiences.
9. **Leverage the economic diversity of the region** through a strategic approach to growth in health, education, agriculture, transport logistics, retail, and service sectors to encourage and support population growth that will drive growth in VFR.



Implications of Growth

If Capricorn hits the 2020 growth target it will generate in excess of 1,800,000 additional visitor nights with implications for:

Access

These significant visitor volumes will have implications for road congestion at peak times, but also support additional air access which will result in infrastructure needs. Pedestrian footfall and parking issues will occur in hotspots at peak times requiring additional visitor management techniques.

Accommodation

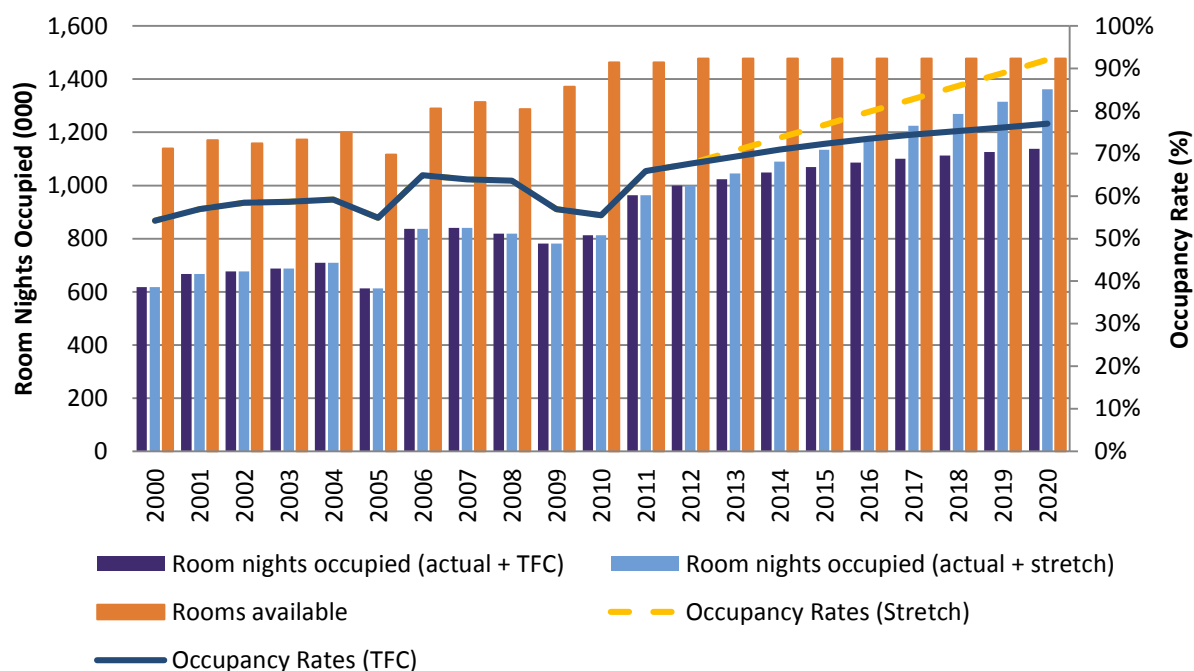
Based on the available data in the Australian Bureau of Statistics - Survey of Tourist Accommodation (2000-2013) for Hotels, Motels and Serviced Apartments, Figure 15 below shows the trend in room supply and demand for the Capricorn Region over the past 7 years. The 'Guest Nights' figures from 2013-2020 are based on the Tourism Forecasting Committee (TFC) predicted growth rates in Domestic and

International room nights in commercial accommodation for QLD (applied to the region). The 'Rooms Available' is based on forecast increased supply from projects either underway or planned from information provided to EC3 Global at the time of publishing this report. The forecast visitor nights in commercial accommodation demand for the Capricorn Region under TFC is estimated to grow at **1.7%** per annum, at this rate the average room occupancy for the region reach 77% by 2020 based on current occupancy rates. When reaching the stretch target however, the occupancy rate increases **by 3.7%** per annum to 92% by 2020.

Continuing to meet visitor expectations in terms of quality of accommodation will also need to be considered. This will require investment in existing as well as new products.

This growth would support the need for an additional 439 rooms by 2020 if the region is to achieve the stretch target.

Figure 15: Accommodation Room Supply & Demand.



Attractions

The projected increase in visitor numbers will need to be considered in National Park Management plans and Local Government Planning Schemes to support new attractions and visitor precincts (e.g. Yeppoon and Rockhampton Riverfront).

Alongside visitor attractions, a program of events over peak, shoulder and off seasons will be needed to complement physical attractors and facilities, providing new reasons to visit.

Existing product will need to be refreshed as well as there being investment in new facilities in order to meet visitor demand and expectations.

There is a need for proactive promotion of development opportunities to unlock investment. This includes the need to help to secure the NRL bid for Central Queensland team and building a stadium with conferencing facilities.

Other Infrastructure

A range of other infrastructure and services, from signage and public conveniences to town and coastal planning will need to respond to the growth.

A co-ordinated 'whole of Capricorn' approach to destination planning and management is required in order to deliver a compelling set of experiences which entice new visitors and encourage repeat customers.

A first step is engaging/ re-engaging partners and raising awareness of the projected tourism growth and its potential implications.

Community

Tourism growth will at least in part be focused on certain locations and hotspots. Communities will need to be engaged in those areas as key delivery partners and stakeholders.

VFR will continue to be an important growth market – this is most effectively influenced by working at a community level and building awareness of facilities and activities.

A friendly welcome is always an important part of the tourism experience. Communities will be stakeholders in delivering this welcome.

Destination Workforce

The forecast industry growth will provide a wide range of employment opportunities across the accommodation, hospitality sectors. Research by Deloitte Access Economics indicates that Central Queensland's tourism workforce is will experience a short-fall under the TFC forecasts let alone the 2020 stretch targets. Anecdotal evidence suggests that attracting and retaining staff will be a key consideration in parts of the Region.

Workforce development will be a key determinant in helping Capricorn stand out from the crowd and achieve its 2020 ambitions.



Challenges and Opportunities to Achieving the Vision

During the consultation process, the following challenges and opportunities were identified towards achieving the vision for the Capricorn Region.

TOP CHALLENGES	TOP OPPORTUNITIES
1. Reduced funding and support for tourism assets and attractions	1. Build strong partnerships with other regions and regional government bodies to find support for tourism assets and attractions
2. Lack of infrastructure (e.g. trails, lookouts) around region's attractions	2. Create lookouts and trails to show case Capricorn's attractions
3. Communities have a limited understanding of the importance of tourism to their area	3. Brand tourism as an important industry for the region, create experiences that visitors and locals can enjoy
4. Major tourism areas are not people friendly (e.g. CBD's, riverbanks, coastal area old looking displays, rundown infrastructure)	4. Refresh infrastructure and create public transport links to major attractions
5. Not capitalising on key features of towns and regions (e.g. Beef in Rockhampton, botanical gardens, heritage and culture, unique architecture)	5. Identify the key features of each town and create events and attractions centred around these
6. Effective co-ordination of marketing funding with Councils and partners to maximise the tourism impact of sporting events, arts and cultural exhibitions, and experiences	6. Develop marketing partnerships and protocols for joint working with councils and event organisers to maximise marketing and impact of key events
7. Lack of local pride and little to no use of local heroes and champions or showcasing of local talent (e.g. art, music, sport)	7. Use local heroes and champions in conjunction with promoting tourism and events
8. Need to address seasonality of tourism in Capricorn	8. Develop a user friendly events calendar on local council and tourism authority websites, so that event organisers can make sure their events don't clash with others. This would also enable events to be held throughout the year. Develop year round attractions (e.g. a wave pool)
9. Lack of access to accredited training and workforce development (e.g. key skills, difficulties with attraction/retention of staff).	9. Working with QTIC and industry bodies, create linkages between accredited training bodies and the tourism industry to ensure long term industry skills requirements are met.
10. Few innovative or new experiences	10. Create a range of new and innovative events as well as update those currently running across sport, art, nature and culture.

Enablers of Success

- Rockhampton Airport to secure customs for international status – not only for leisure, leveraging agriculture, health, education and military.
- Rockhampton and Gladstone Public Transport Link (rail, air, road).
- Secure a commitment to the Central Queensland NRL bid.
- Support the application from Livingstone Shire for City Status of Capricorn Coast to support the region's branding and awareness.
- Ensure that planning schemes are proactive in identifying future tourism opportunities and create an investor friendly environment
- Create an integrated digital marketing interpretation platform that allows visitors to explore the region and share their experiences almost instantaneously through innovative Wi-Fi options in remote areas.
- Encourage stronger links between tourism and the arts to proactively encourage art in residential and CBD areas to improve liveability and sense of place.
- Strengthen local and regional partnerships in tourism and economic development including the SGBR partnership.
- Build community appreciation and support for tourism and future investment.





DESTINATION STRATEGIES

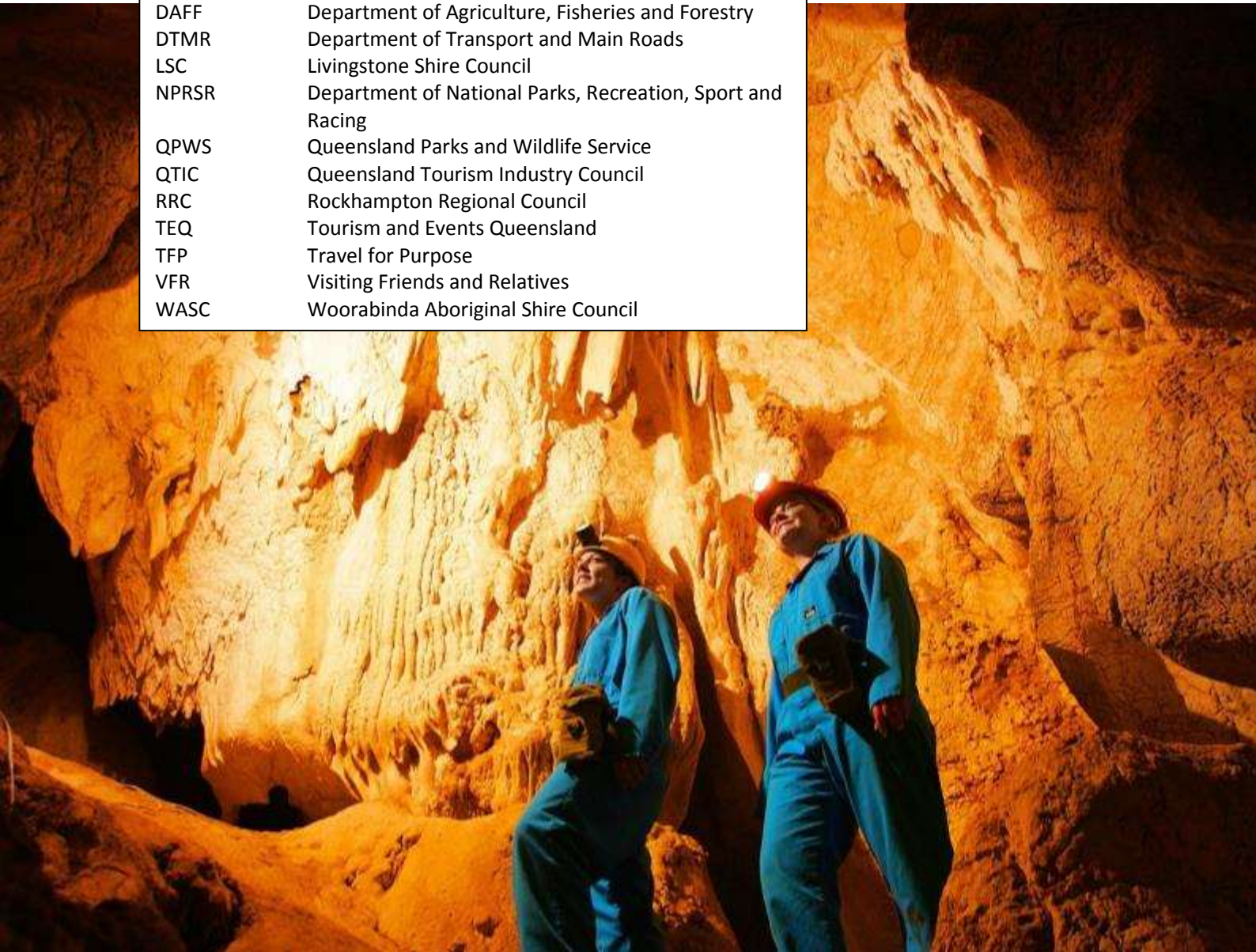
Strategic Directions

The following section identifies the destination strategies required to help achieve the 2020 target for Capricorn. Within each, a series of actions have been established as a means of delivering the identified destination strategies.

Each of the strategies have been prepared around 6 key themes that were developed in the Tourism 2020 Strategy which will enable regions such as Capricorn to develop products and experiences in line with their hero experiences.

Partners Acronyms

Arts QLD	Arts Queensland
BNBT	Bundaberg North Burnett Tourism
CQID	Central Queensland Indigenous Development Ltd
CE	Capricorn Enterprise
CHRC	Central Highlands Regional Council
CHDC	Central Highlands Development Corporation
CQU	Central Queensland University
DAFF	Department of Agriculture, Fisheries and Forestry
DTMR	Department of Transport and Main Roads
LSC	Livingstone Shire Council
NPRSR	Department of National Parks, Recreation, Sport and Racing
QPWS	Queensland Parks and Wildlife Service
QTIC	Queensland Tourism Industry Council
RRC	Rockhampton Regional Council
TEQ	Tourism and Events Queensland
TFP	Travel for Purpose
VFR	Visiting Friends and Relatives
WASC	Woorabinda Aboriginal Shire Council



1. Preserving our nature and culture

Our unique, authentic character, cultural heritage and natural assets will be preserved and enhanced for visitors and locals alike, and will always be at the heart of iconic showcase Queensland experiences.

Vision: *To be a State leader in showcasing our natural and cultural assets through connecting visitors to our wealth of nature and culture-based experiences.*

Priority Project: Promote the **future potential of the Sandstone Wilderness** through an Infrastructure Plan by the land owners and managers with detailed cost and benefit modelling of key projects including:

- Road upgrade to Carnarvon Gorge
- New 2WD and 4WD trail development
- Additional caravan and camping facilities
- Gemfields Interpretative Trail
- 'Dig the Tropic' Education Program.

PRODUCT	PARTNERS	TIMING	MARKET
Work with the Outback Way Steering Committee to extend the route from Winton to Yeppoon, making it one of only two transnational routes (with the Savannah Way) linking the reef, the rock (Uluru) and the west coast (Perth).	CE CHDC	Immediate	Niche
Investigate the potential with local and regional partners for a Sandstone Wilderness Recreation Area to allow for better management of planned recreational usage, improve visitation and the range of visitor activities across the area.	QPWS CHDC Neighbouring RTOs	Medium-term	VFR Niche
Investigate the potential for developing usage of existing 2WD and 4WD trails through the Sandstone Wilderness to disperse visitors away from Carnarvon Gorge and encourage repeat visitation.	QPWS CHRC	Medium-term	VFR Niche
Continue to develop a GeoPark Tourism Attraction at Capricorn Caves to further highlight the attraction of the caves.	Industry	Medium-term	VFR TFP
Encourage eco-tourism opportunities for accommodation operators and local agriculture exports such as pineapples and exotic fruits.	Councils Industry	Medium-term	Niche
Enact plans for Rockhampton River and coastal Foreshore redevelopments to increase opportunities for community events; development of open spaces and amenities; river walks, boardwalks, functioning wharfs, river cruises and commercial ventures.	RRC LSC	Medium-term	Local VFR
Ensure sustainable growth in the Carnarvon Gorge area (within and outside Park boundaries) to cater for the expanding visitor market through expansion of peak-time camping options.	QPWS	Long-term	VFR Leisure
Reduce the periods when visitor access is closed on the road into Carnarvon Gorge to cater for the expanding visitor market by implementing flood mitigation measures at creek crossings and investigating sealing of key segments of the route.	CHRC QPWS	Long-term	VFR Leisure

MARKETING	PARTNERS	TIMING	MARKET
Create a unifying brand and message for the Sandstone Wilderness to cluster and package experiences for niche markets (e.g. 4WD).	CHDC CE Neighbouring RTOs	Medium-term	Niche
Repackage 'Dig the Tropic' as an educational program targeting schools, universities and international academics.	Dig the Tropic Industry	Medium-term	TFP
Integrate unique and authentic art, cultural and heritage experiences alongside existing business events to grow average length of stay and expenditure.	CE RRC Arts QLD Industry	Medium-term	Events Business
Market the uniqueness of the region through supporting Indigenous art and artists.	CE RRC CHRC WASC & CQID Industry Arts QLD	Long-term	Exp. Seeker

2. Offering iconic experiences

Our destination will build on and leverage their strengths and heroes - iconic people, places and events which are our points of difference - giving visitors life-long memories and many reasons to stay, explore and return.

Vision: *The Capricorn Region is recognised as the new “Kimberley” for the adventure, fishing and 4WD markets, who are looking for the next place to explore.*

Priority Projects:

Support the development of major new investments by the private sector including:

- the revitalisation of **Great Keppel Island**
- **Iwasaki Resort** revitalisation and expansion
- investment in **youth and adventure product** across the region;
- a new **boutique nature-based accommodation** in the Southern GBR and Sandstone Wilderness.

PRODUCT	PARTNERS	TIMING	MARKET
Attract or grow significant events that position the region as an adventure hub and utilise the region’s unique natural environments.	RRC CHRC LSC Industry CE	Ongoing	Events Niche
Establish the need for a formal caravan parking location (e.g. near Springsure) to support the use of 4WD tracks and trails.	CHRC	Immediate	Niche Leisure
Create a Sapphire Gemfields Interpretive Trail to further showcase the competitive strength of the region.	CE CHRC Industry	Medium-term	VFR Leisure
Identify the key features of the Region’s towns and create events and attractions centred on these unique characteristics.	Councils	Medium-term	Events VFR Leisure
Develop the potential of Rockhampton’s cultural assets and precincts i.e. Quay Street, Archer Park, Mount Morgan, Heritage Village, and Art Gallery, utilising events to provide focal points for marketing and visitor activity.	RRC	Medium-term	Events VFR Leisure
Work with QPWS and Councils to provide a range of visitor opportunities including 4WD tracks and trails particularly in high visitation coastal areas.	RRC LSC QPWS	Medium-term	Niche
Enhance and extend the annual Barra Bounty (Fitzroy River), with appropriate camping options for participants during festival times.	RRC	Medium-term	Niche
Investigate feasibility of stages 2-3 of the Rail Trail from Rockhampton to Yeppoon.	LSC	Long-term	VFR Leisure
Support the installation of major public art by local artists that align with the village and town identities, building on existing cultural, heritage and arts assets	RRC CHRC LSC Arts QLD	Long-term	All

Proactive Planning Scheme reviews to provide for public facilities that are pro-tourism including parking, beachfront dining, etc.	RRC CHRC LSC	Long-term	All
Encourage the establishment of new tour operators including mining tours.	CHRC CHDC	Long-term	All
Implement the second stage of the Coastal Western Bypass, linking via Council controlled roads through to Panorama Drive to sustain growth from the Capricorn Integrated Resort Development.	LSC	Long-term	All

MARKETING	PARTNERS	TIMING	MARKET
Create an adventure operators cluster to support cooperative marketing and support a local accredited trainer in adventure accreditation.	Industry	Immediate	Niche
Identify local food and drink ambassadors in the tourism sector to champion use of local produce/local supply chains, as part of medium to longer term ambition to develop regional food and drink as a strong hero experience.	CE DAFF Industry	Medium-term	Leisure Niche
Identify and secure new partner resources to create an event acquisition fund, to support development/ siting of major new events in the Region.	CE Councils Industry	Long-term	Events

3. Targeting a balanced portfolio of markets

Informed by a thorough understanding of visitor markets and consumer trends, we will target a balanced portfolio of markets that match our competitive strengths and deliver the best results for our destinations.

Vision: *Our hero experiences and targeted marketing towards identified key 2020 growth markets will facilitate tourism in Capricorn year-round.*

Priority Projects:

A long-term increase in the **events marketing budget** to promote leisure activities around business events to implement the priorities of the Events Strategy (2010). This includes **specialist skills in event acquisition and development** to guide the development of existing events and assist in acquiring new major events for the destination, as well as leveraging cultural and heritage assets, existing sporting and leisure facilities, and air access.

Target growth in Business and Sporting Events through the success of the **CQNRL Bid** incorporating a 1,000 seat Convention **Centre** and multi-purpose facility. A focus on niche marketing strategies linked to health and education, and including conferences and visiting friends and relatives with links to leisure activities.

PRODUCT	PARTNERS	TIMING	MARKET
Continue the trade mentoring of operators (i.e. contracting with wholesalers) to enable the creation of a series of fly-drive packages for the region, leveraging the available accommodation and cheap flights (in on Friday and out on Sunday).	Operators CE TEQ QTIC	Immediate	Domestic
Invest in backpacker related infrastructure and experiences in Central QLD to ensure that Capricorn retains and expands its share of the youth market, including extending visas by working in a rural region and working holidays.	Operators CHDC	Medium-term	Leisure
Create 4-5 star accommodation experiences in Rockhampton to target a wider variety of market segments.	Operators/ new hotel developers CE	Medium-term	Business Leisure Events
Develop sports and events tourism infrastructure in order to target new markets.	CQ Stadium Committee RRC	Medium-term	Events
Attract more national and international sporting events, such as training for the 2018 Commonwealth Games.	Councils CE	Medium-term	Niche
Work in partnership with industry and the education sector to develop the appeal of the Region as a destination for national and international students and expand opportunities for generating visits (including VFR) and expenditure in tourism attractions and precincts.	CQU CE Industry	Long-term	TFP VFR
Support the growth of Rockhampton Airport to international status providing customs year-round, not just during military exercises.	RRC CE Industry	Long-term	All

MARKETING	PARTNERS	TIMING	MARKET
Continue to target the 400km short-break and long-haul drive markets, particularly VFR.	TEQ CE	Ongoing	Domestic VFR & Leisure
Develop fly-drive packages for the destination by continuing to assist operators in growing trade distribution capacity.	Industry CE TEQ CHDC	Immediate	Domestic VFR & Leisure
Establish an education cluster of operators, education providers and supporting agencies to create itineraries and packages linked to the curriculum and to other education markets built around 'Dig the Tropic'.	Dig the Tropic Steering Committee Industry	Immediate	TFP
Support the Shire of Livingstone application for a name change and city status to City of Capricorn Coast to help strengthen the push for an international airport.	LSC CE	Immediate	All
Actively target events (including business, sports and leisure) and pre/post business travel experiences to grow the visitor economy.	CE Councils Industry Arts QLD	Medium-term	Events

4. Delivering quality, great service and innovation

We will deliver authentic, high quality Queensland experiences, led by career-oriented and passionate professionals, and through our operators adopting innovative technologically smart solutions to reaching customers.

Vision: *To be a leader in great story-telling, both online and using Capricorn's characters as ambassadors to build a following of global ambassadors for the region.*

Priority Project:

An annual **experience development mentoring program** by CE, QTIC and TEQ to encourage the development of new products that meet the needs of emerging markets.

PRODUCT	PARTNERS	TIMING	MARKET
Continue to conduct yearly rounds of social media training for operators needing support to embrace social media.	CE TEQ QTIC	Ongoing	All
Continue to create a regional investment showcase to demonstrate the lifestyle, cultural, education, investment, leisure and employment benefits of moving to the region.	CHRC CE CHDC	Ongoing	Domestic
Working within the context of existing resilience planning and activity, get all operators in the region ready to respond with effective social media when a major crisis / weather event hits Queensland to get the right message out.	CE	Ongoing	All
Capitalise on health, education, agriculture and tourism sectors to attract new residents and drive innovation.	CE Councils	Ongoing	TFP
Generate public discussion on contemporising the 'Beef Capital of Australia' city art work.	CE Arts QLD Beef Australia	Immediate	Locals
Create an in-house Experience Development program for operators to embrace the Hero Experiences and create their own signature experiences.	CE TEQ	Immediate	All
Encourage accommodation providers across the region to highlight comparative price and occupancy rates to generate new stories about regional competitiveness and being open for business.	CE	Immediate	VFR Leisure Business
Work in partnership with QTIC to improve the competitiveness of tourism industry by advocating for workplace relations reform that recognises the tourism industry is a 7 days a week, 24 hours a day industry. Consider locations within the Region as key tourism precincts and allow for more flexible and competitive workplace employment agreements.	QTIC CE Industry	Immediate	All
Work with QTIC to establish and deliver a skills and training program which meets long term workforce and business needs, and addressing identified skills gaps.	QTIC CE Industry	Immediate	All

Create an iconic lookout over a mine site so the drive market can see the industry in action.	Industry CHRC	Medium-term	VFR Leisure
Implement a service quality program to drive profitability and build civic pride, for example, the 'Welcome to Noosa' program currently being rolled out across the State.	CE	Medium-term	All

MARKETING	PARTNERS	TIMING	MARKET
Each sub-region to develop a local's campaign to raise awareness of the ten best things to do in their area with friends and relatives in each season and encourage every local to invite their friends to come and stay and with tourism operators offer incentive packages (locals visit for free, etc).	CE Local business and tourism groups	Immediate	Locals VFR
Develop a social media story around the gems of the Central Highlands with a mix of local characters and famous sapphires promoting the gemfields.	CHRC CE	Immediate	All
Create an integrated digital interpretation platform for visitors to share their experience of the regions tracks and trails, starting with 'Dig the Tropic' in partnership with various organisations, including the University.	CE	Immediate	TFP VFR
Promote the Rockhampton region as a major State 'Health Hub' (50% of CQU student enrolments are in Health and Aged Care).	CQU CE Councils	Medium-term	TFP
Help boost immigration acceptance by building upon an already strong multicultural community.	Councils	Long-term	All

5. Building strong partnerships

Strong tourism leadership will drive effective partnerships between government, communities and industries. Strong partnerships will deliver a long term vision which recognises the industry's benefits to Queenslanders and supports tourism growth.

Vision: *Work as a collective across Capricorn's entire visitor economy to ensure everyone is promoting the region on-message and in a way that will maximise visitation and spend.*

Priority Project:

Leverage the economic diversity of the region through a strategic approach to growth in health, education, agriculture, transport logistics, retail, and service sectors to encourage and support population growth that will drive growth in VFR.

PRODUCT	PARTNERS	TIMING	MARKET
Produce an annual 'state of the industry' barometer to monitor implementation of the DTP, incorporating progress on expenditure targets.	CE	Ongoing	All
Utilise the existing CapLaunchPad 18-39 young professionals group to drive change in the way the region works together.	CE	Ongoing	Locals
Continue proactive discussions with the cruise industry to position Capricorn as a destination of choice to service demand for day visit stops and regular cruise transits to Great Keppel Island, when new marina infrastructure is developed.	CE Industry	Ongoing	Niche
Utilise the Annual Tourism Forum to embrace 'Creative Capricorn', encouraging arts and cultural stakeholders to prioritise showcasing local talent in all corporate and community events.	CE Arts QLD	Immediate	Locals Events Business
Produce a high quality investment prospectus for the Yeppoon and Rockhampton Waterfront development projects. This will ensure they remain top priorities for Council, State and Federal funding, and to encourage investment attraction.	LSC RRC	Immediate	Leisure
Create tourism experiences which reflect community welcoming and lifestyle values, incorporating local heritage, arts and cultural products and experiences.	Councils	Immediate	VFR Leisure
Create a 'meet a miner' education program linking education groups to local families in order to build understanding and appreciation of mining communities by city children.	CHRC Operators	Immediate	VFR TFP Locals
Prepare a formal submission for the Northern Australia Plan to explore both northern and southern opportunities.	CE	Immediate	All
Establish effective partnerships to coordinate transport and retail services around the times of major events to improve the visitor experience.	CE Councils Industry	Medium-term	Events
Support the growth of the weddings and events industry in the region with supportive permits and policies to encourage people to host events in the region.	Councils	Medium-term	Events

Develop partnerships with the Rockhampton Zoo education centres in order to create a Wetlands Research Centre.	RRC	Long-term	TFP
MARKETING	PARTNERS	TIMING	MARKET
Continue to lead and drive forward the SBGR partnership with RTO partners and TEQ.	CE BNBT GAPDL TEQ	Ongoing	All
Re-establish the 'Dig the Tropic' Steering Committee and continue financial support to reinvent and complete the project.	Industry Councils	Immediate	VFR TFP
Identify the unique story of each town and build it into the entry statement for each location.	Councils	Medium-term	All
Representatives of the education cluster to attend education expos to put the region on the map.	Education Cluster	Medium-term	TFP Events
Create a Global Capricorn Alliance with destinations along the Tropic of Capricorn to cross-promote significant events (i.e. Noumea, Cook Islands, Pitcairn Island, The Andes, Rio de Janeiro, Angola, Tanzania, Alice Springs, West MacDonnell Ranges, Exmouth, Mauritius).	CE TEQ Councils	Medium-term	Events
Work with the Great Inland Way, Australia's Country Way, Outback Way, 'Dig the Tropic', Leichhardt Highway, and Pacific Coast Touring Route Steering Committees to better align activities at trade and consumer shows, agree on key messages, and promote new activities and experiences to drive consumer engagement and conversion.	Councils CE TEQ Industry	Long-term	VFR Drive

6. Growing investment and access

Facilitated through the reduction of unnecessary red tape, investment in well-planned, timely public and private infrastructure will enable tourism growth and improved visitor access.

Vision: *Attract new markets through improved access, new product and iconic experiences.*

Priority Project:

Secure funding for **major public works for tourism oriented projects** that have a broader community benefit through a high quality investment prospectus including:

- **Capricorn Coast foreshore** precinct development (Yeppoon, Causeway Lake, and Emu Park)
- Development of **Panorama Drive**, Pacific Heights Yeppoon, to provide an alternative, storm surge immune, route to the expanded Iwasaki Integrated Resort development
- **Rockhampton Riverfront** precinct and **CBD revitalisation**
- **Mount Morgan** precinct development.

PRODUCT	PARTNERS	TIMING	MARKET
Acknowledge Government funding to date, for highway improvements into Rockhampton and investigate further into flood mitigation for Rockhampton.	CE Councils	Ongoing	All
Develop the area in and around Mount Morgan as detailed in the Tourism Opportunity Plan, as a key enabler for developing the heritage, cultural and arts potential of the Rockhampton Area.	RRC	Immediate	VFR Locals
Continue to encourage all event organisers and managers to agree on using one regional event calendar as a user-friendly means of collating and disseminating information for operators and visitors.	CE Councils Media	Immediate	Events
Revitalise the Rockhampton CBD with a master plan and investment in tourism oriented precincts / nodes.	RRC	Medium-term	All
Establish park grounds comprising of playgrounds, picnic tables and gardens along the coastline.	LSC	Medium-term	VFR Locals
Continue to support Tower Holdings and Iwasaki Sangyo company in their quest to construct major integrated resort development on the Capricorn Coast and Southern GBR.	CE Councils	Medium-term	VFR Leisure Niche
Work with local government and industry partners to continue progressing the priority projects identified in the Tourism Opportunity Plan which have seen limited advancement through public or private sector investment to date, including: <ul style="list-style-type: none"> • Sapphire Gemfields Interpretation • Backpacker Investments • Rockhampton and Yeppoon foreshore development. 	Councils CE Industry	Medium-term	VFR Leisure Niche Events
Investigate the potential for expansion of Rockhampton Art Gallery, as a hub for creative and cultural events and experiences.	RRC	Medium-term	Leisure VFR Niche
Upgrade road links in the Capricorn Region to facilitate access between places.	Councils DTMR	Medium-term	All

Create a positive investment environment through proactive tourism planning scheme regulations that enable reinvestment in existing tourism product.	Councils	Long-term	All
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MARKETING	PARTNERS	TIMING	MARKET
Continue to use billboards throughout the region advertising destination tourism experiences.	CE	Ongoing	Leisure

Southern GBR Strategies

The following strategies have been targeted for the Capricorn Region within the Southern GBR destination.

Vision: *Gain global recognition for the Southern Great Barrier Reef through driving visitation that supports new product development and sustainability of reef-related businesses in the region.*

Priority Project:

The continued financial and product development support of the **Southern GBR destination brand**, targeting domestic and international experience seekers (specifically targeting New Zealand).

PRODUCT	PARTNERS	TIMING	MARKET
Create a new iconic wilderness luxury accommodation facility in the SGBR.	SGBR partners	Medium	Leisure Niche

MARKETING	PARTNERS	TIMING	MARKET
Focus on increasing operator and Council buy-in to the Southern Great Barrier Reef partnership, working with TEQ to encourage stand-alone cooperative marketing and participation in campaigns.	TEQ SGBR partners Industry	Immediate	Leisure Niche
Seek a major funding boost for the SGBR partnership to push the brand and experiences.	SGBR partners	Immediate	All
Use in-market partnerships to promote SGBR in international and interstate markets through PR and social media.	SGBR partners Industry	Medium	International Interstate
Continue to undertake photo shoots of the Capricorn signature experience with a variety of age groups and travel parties enjoying the simplicity and accessibility of the GBR.	CE	Medium	VFR Short-break
Continue to support the SGBR marketing alliance, and ensure the Capricorn Signature Experience is showcased.	CE	Long-term	Leisure



APPENDICES

Appendix 1: Southern Great Barrier Reef Partnership

The Southern Great Barrier Reef (SGBR) region incorporates the areas of Capricorn, Gladstone and Bundaberg. The aim of this partnership is to collectively market the region according to its competitive advantages and create products and infrastructure that reflect this.

Visitation⁹

Last year (YE June 2013), SGBR received **1,711,000 domestic overnight visitors and 132,000 International overnight visitors**. This represents a 1% increase in domestic visitors and a 5% decrease in International visitors since 2010.

Visitor origins

Domestic visitors primarily come from regional Queensland or Brisbane (Table A) while the majority of international visitors come from Europe (UK and Germany) and New Zealand.

Table A: Top 3 Domestic and International source markets to SGBR

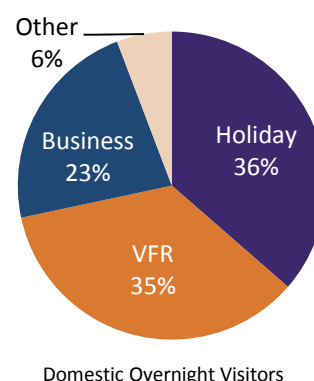
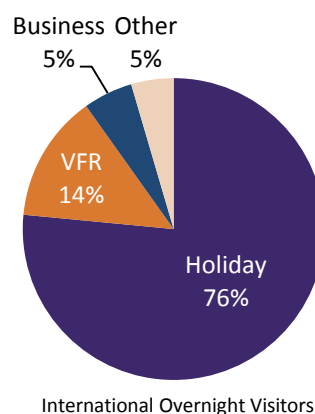
Total Visitors	
Domestic	
Regional QLD	1,084,000
Brisbane	364,000
Regional NSW	79,000
International	
UK	25,000
New Zealand	19,000
Germany	16,000

Purpose of visit

The primary purpose of visit for **domestic overnight visitors is having a holiday (35%)** closely followed by **visiting friends and relatives (36%)**. Similarly, for **International overnight visitors the primary purpose of visit is for a holiday (76%)** and the next most common

purpose for visiting the SGBR is to visit friends and relatives (14%).

Figure A: Purpose of visit for international and domestic overnight visitors



Youth Market¹⁰

International visitor statistics indicate that in 2013, **51.2% of visitors** were aged between 15 and 29. The majority of these international visitors come from Europe as seen in table 4

Table B: Market breakdown of the international youth market

Country	Total visitors	Youth share
Euro- UK+DE	54,000	64.45%
France	7,000	80.6%
Germany	16,000	71.5%
UK	25,000	62.7%

⁹ SGBR regional snapshot June 2013 from TEQ

¹⁰ SGBR Youth Strategy Update 2013

Appendix 2: Southern Great Barrier Reef Opportunities and Challenges

Opportunities

The marketing and positioning of the Southern Great Barrier Reef is beginning to deliver results. To continue to drive results and position the region as a primary gateway to the Great Barrier Reef more marketing funds are needed. These could build on the great results to date that show a movement in perception of where the best place in Queensland is to experience nature-related activities:

- In 2012, 1% of Queenslanders nominated Bundaberg as the best place in Queensland to experience the Great Barrier Reef, 2% Gladstone, 2% Capricorn and 45% Tropical North Queensland (TNQ). In 2013, 31% of Queenslanders nominated the Southern Great Barrier Reef as the best place in Queensland to experience the Great Barrier Reef and 28% TNQ.
- In 2012, 2% of Queenslanders nominated Bundaberg as the best place in Queensland to experience awe-inspiring natural wonders, 2% Gladstone, 3% Capricorn and 36% TNQ. In 2013, 17% of Queenslanders nominated the Southern Great Barrier Reef as the best place in Queensland to experience awe-inspiring natural wonders.
- In 2012, 2% of Queenslanders nominated Bundaberg as the best place in Queensland to experience Natural World Heritage sites, 2% Gladstone, 5% Capricorn and 39% TNQ.
- In 2013, 14% of Queenslanders nominated the Southern Great Barrier Reef as the best

place in Queensland to experience Natural World Heritage sites

New and enhanced product development is needed in the Capricorn Region to deliver the brand and hero experiences of the Southern GBR. This should include new snorkelling and dive experiences (preferably walk off the beach experiences), new remote island camping opportunities and new sailing and 'choose your own adventure' style activities.

Challenges

- The Southern GBR will remain a seasonal destination, building on the marine encounters year-round will be vital to creating a viable experience for the growing international markets. This needs to start by growing the 'shoulder-seasons'
- Air and marine access, including public transport between the airport and islands, will constrain growth and the perception of the destination as a GBR gateway.
- Building community support for tourism, and in particular getting behind the Southern GBR brand needs to be a priority.
- More Southern GBR product needs to be domestic, and preferably international, market ready. This will take more one-on-one mentoring for identified businesses.