

Bundaberg North Burnett Tourism:

Destination Tourism Plan Review (2017-2020)

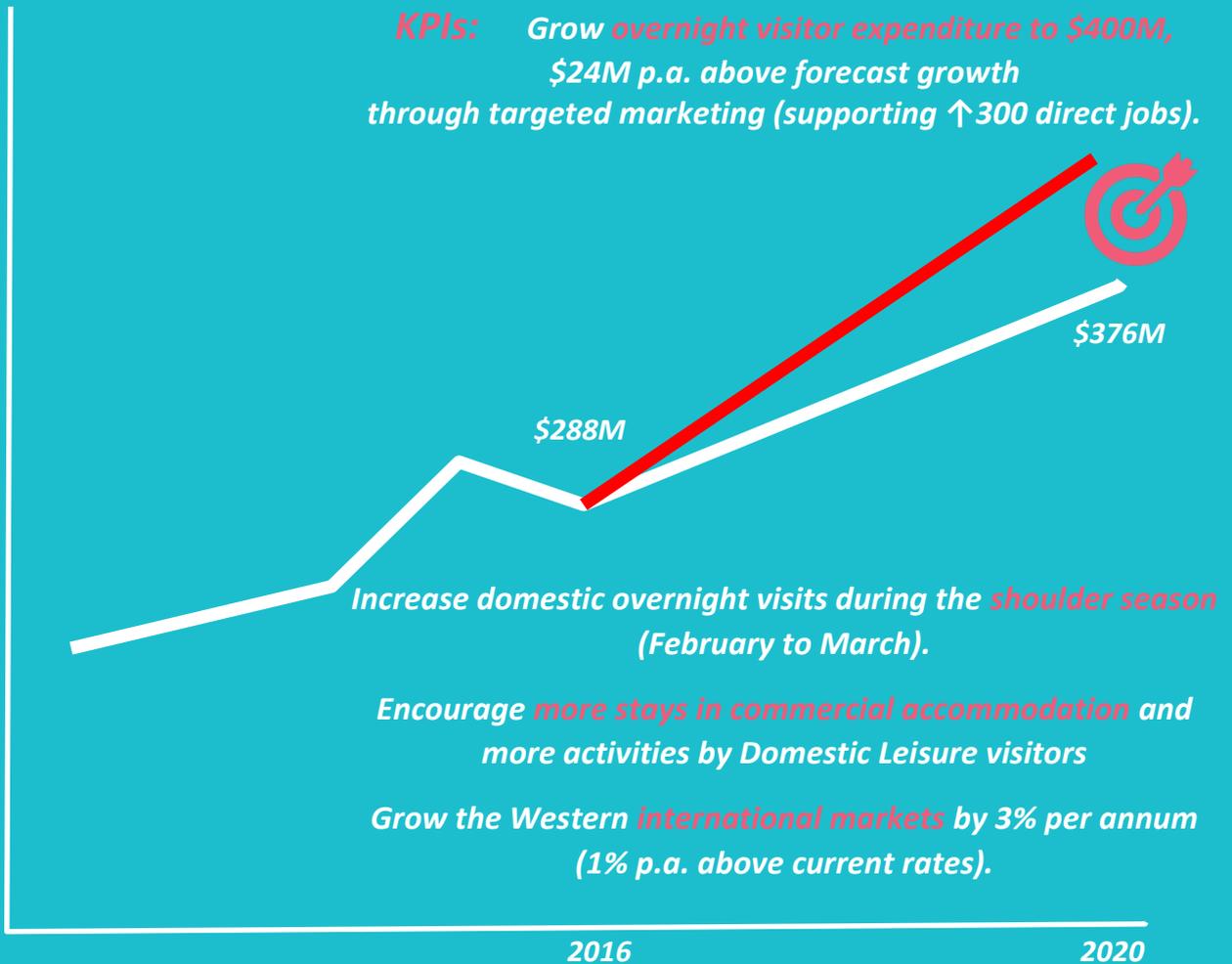
June 2017



THE PLAN AT A GLANCE

VISION: Known for magical marine encounters on the Southern Great Barrier Reef, a tapestry of regional flavours and family-friendly adventures in the real Aussie bush.

KPIs: Grow overnight visitor expenditure to \$400M, \$24M p.a. above forecast growth through targeted marketing (supporting ↑300 direct jobs).



GAME CHANGERS



Make Mon Repos a world-leader through new facilities



Market the region as the gateway to the Southern Great Barrier Reef



Create a dive trail leveraging the sinking of the HMAS Tobruk



Create an accelerator for product innovation and entrepreneurship



Create a Customer Service Program



Develop Stage 2 of the Multipurpose Centre to attract Business Events



Attract a branded hotel development in the Bundaberg CBD



Prepare a Visitor Touchpoints Plan, embracing the digital economy



Market and develop culinary tourism attractions and events



Promote the regions touring routes & support new caravan and camping experiences

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DISCLAIMER

The information and recommendations provided in this document are made on the basis of information available at the time of preparation and the assumptions outlined throughout the document. While all care has been taken to check and validate material presented in this report, independent research should be undertaken before any action or decision is taken on the basis of material contained in this report. This report does not seek to provide any assurance of project viability and EarthCheck accepts no liability for decisions made or the information provided in this report.



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Unless otherwise stated, all tourism statistics presented in this document are courtesy of Tourism Research Australia, for the Year Ending June 2016.

SETTING THE SCENE

Home to the Southern Great Barrier Reef, spectacular gorges and country towns, an array of indulgent regional flavours, and incredible wildlife encounters the Bundaberg North Burnett region is located less than an hour's flight from Brisbane. Attracting over half a million visitors, spending approximately \$288.3 million of total tourism expenditure in 2016, tourism is a significant industry for the region, providing employment and a sense of pride and identity for local communities.

Purpose of this Report:

Recognising the significance of tourism to the region, Bundaberg North Burnett Tourism (BNBT) has reviewed their Destination Tourism Plan to ensure that it remains up-to-date and relevant to the region.

This plan has been developed in consultation with the region's tourism sector and key stakeholders to revise the strategic direction set in 2014 and reset the vision towards 2020. This Destination Tourism Plan is based on the tourism data available at the time of publishing and will act as a living document, annually reviewed to measure its progress against the identified targets.

Developing the Destination Tourism Plan:

Development of the Destination Tourism Plan has followed an extensive schedule of research, engagement, development and delivery (See Figure 1).

Figure 1: Approach to Developing the Destination Tourism Plan



Tourism Offering:

The Bundaberg North Burnett region is renowned as Australia's premier destination for observing nesting sea turtles and is also the entrance to the Southern Great Barrier Reef. The region is surrounded by beautiful coastal areas and lush hinterlands rich in sugar and horticultural production and home to approximately 108,600 people living in scenic townships and near spectacular Australian countryside.

The pristine waters off the coast are popular attractions for locals and tourist alike, engaging in activities such as scuba diving and snorkelling at iconic sites like Lady Elliot Island and Lady Musgrave Island, which is considered the largest coral lagoon in the entire Great Barrier Reef, and the Cochrane Artificial Reef Dive Site, which is one of Bundaberg's most famous wreck sites, now a thriving marine habitat.



The region also boasts a variety of iconic rum, wine and locally produced foods which are popular attractions amongst visitors all year around. Adventure in the region extends beyond the beautiful beaches, into the serene national parks filled with its own unique flora and fauna stretching all the way to the imposing mountain ranges of the region.

Bundaberg North Burnett is becoming a rapidly growing tourist destination thanks to its accessibility to the Great

Barrier Reef, isolated beaches, the untamed natural beauty of its national parks and the diverse yet unique culinary experience the region has to offer.

The North Burnett, located one hour west of Bundaberg includes the six main townships of Biggenden, Eidsvold, Gayndah, Monto, Mount Perry and Mundubbera. The area services around 25 townships and farming catchments and is home to one of the leading citrus producing regions in Australia. Rural and nature-based tourism is growing in the region, capitalising on the increasing flow of visitors along 'Australia's Country Way' A3 Burnett Highway. The highway provides access to a number of memorable side trips including a large number of national parks, state forests, rivers and dams, which are a major component of the region's existing tourist appeal. Cania Gorge, Mt Walsh and Auburn River National Parks are such local attractions, as are Lakes Wuruma and Cania.

The North Burnett's current rural industries are a powerful asset that could provide the opportunity for new tourism related activities to be developed. New products such as working cattle property tours, farm stays, attendance at cattle sales and farm gate sales of local produce could be developed to offer new experiences and broaden the tourism appeal of the region. The home of RM Williams Australian Bush Learning Centre has been established in Eidsvold also present new opportunities to engage the drive market.

KEY TOURISM TRENDS

Bundaberg North Burnett Region's Hero Experiences:

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.

Hero experiences are those world class experiences that:

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

The Bundaberg North Burnett region is world-famous for personal encounters with turtles, gateway to the Southern Great Barrier Reef, iconic regional flavours and regional character.



QLD's Experiences Framework: Reef, Islands & Beaches and Adventure & Discovery Southern Great Barrier Reef

The southernmost point of the Great Barrier Reef begins here, with a boat cruise to Lady Musgrave Island or a short scenic flight to Lady Elliot Island, both departing from Bundaberg. Stroll one of the islands' stunning, secluded beaches to snorkel on vivid, colourful coral reef.

Supporting Attributes and Potential Clusters:
Lady Musgrave, Lady Elliot, snorkel or dive, day trips or overnight, eco-resort, mega marine life/Great 8, live aboard charters.



QLD's Experiences Framework: Queensland Lifestyle and Events Regional Flavours

Immerse yourself in the tapestry of a rich agriculture heritage, rich red soils and idyllic growing conditions, the Bundaberg North Burnett region have an abundance of produce, matched by the iconic Bundaberg products of Sugar, Rum & Ginger Beer.

Supporting Attributes and Potential Clusters:
Drink Bundaberg tour, wine trails, regional food markets, farm gate stalls, culinary trails, fresh seafood, cafes & restaurants highlighting local products in dishes.



QLD's Experiences Framework: Natural Encounters Turtles

Witness the cycle of life and one of the true wonders of the natural world as hundreds of sea turtles return to the beach every year to nest and then 6-8 weeks later, their hatchlings make their perilous journey back to the sea.

Supporting Attributes and Potential Clusters:
Mon Repos, Nesting (Nov-Dec), Hatching (Jan-Mar), Southern Great Barrier Reef Islands, snorkel, dive with turtles. Bucket list experience



QLD's Experiences Framework: Queensland Lifestyle Regional Character

A strong connection to the land, the sea and the cultural heritage of the region, chatting with the locals will make a lasting impression on any visitor. Really get to know this special part of Queensland by exploring its coastal gems, lakes, gorges, farms and rural landscapes while getting to know the people who are proud to live here.

Supporting Attributes and Potential Clusters:
Historic hotels, museums, farm gate tours, historical townships, Australia's Country Way, drive journeys, walking tours, race days, cattle yard sales, farmstays.

The Future of Travel:

The 2030 Traveller:

By 2030, the world will be predominantly urban, with over 5 billion consumers living in cities. Connectivity will become standard, with travellers expecting available Wi-Fi anywhere on the globe. Millennials will be 30-50 years, Generation Alpha will be working, the Baby Boomers will be over 70 years old, and Generation X will be approaching retirement. With over a billion extra people travelling in 2035, responsible tourism is more likely to become increasingly predominant and important. As such, the issue of excessive tourism is also likely to increase in importance for top destinations, where already many sites are over-crowded. Authentic and unique experiences will also grow in importance for travellers.

Global Growth:



Global international arrivals ↑3.3% per annum to 2030; or an additional 43 million international arrivals each year

Asia-Pacific region will see the **strongest growth**, increasing their global share by 8%.



Outbound tourism **expenditure** from **China** has also grown by **double digits** every year since 2004

National Tourism Trends



↑2.7% - 6.7% per annum in domestic and international visitor forecasts respectively to 2025

In 2020, the top inbound markets to Australia by **expenditure will be China**, UK, USA, NZ and Japan



State Tourism Trends



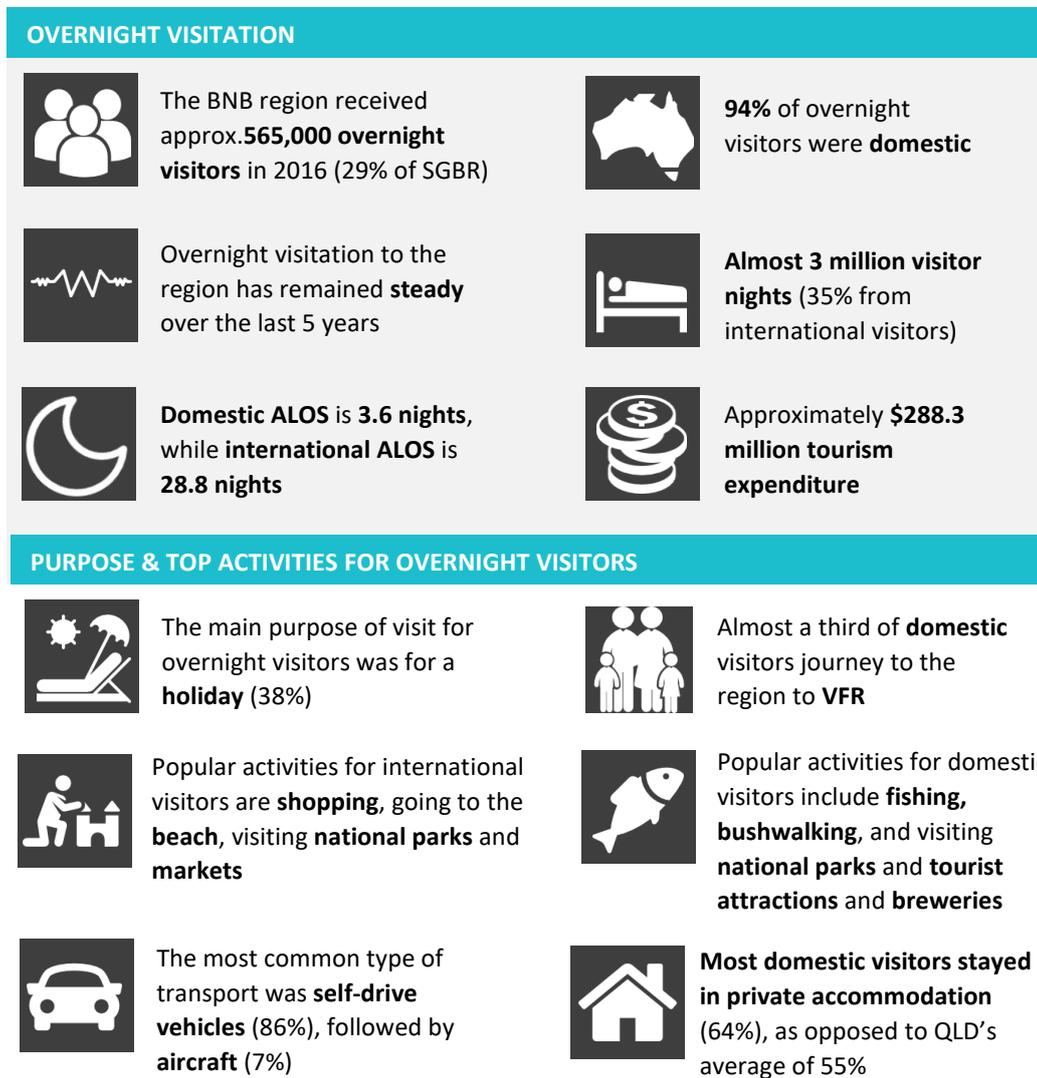
Ten-year forecasts to 2022 predict an increase in **domestic nights by 5%**, and a **41% increase in international nights**



Bundaberg North Burnett Visitation Summary

The following summarises key visitor trends and profiles for the region:

Figure 2: Bundaberg North Burnett Overnight Visitation Summary



Future Visitor Market Growth

Growing at an estimated 4% per annum, the Bundaberg North Burnett region is predicted to reach approximately 657,000 overnight visitors in 2020, with a total overnight tourism expenditure of \$376.4 million.

These estimates are based on the latest visitor growth rates for overnight domestic and international tourism by Tourism Research Australia’s Tourism Forecasting Committee, drawing on a range of factors that include the health of the source market economy, access and competitive forces. These however are national estimates, and assume that the region as a whole will follow these national growth rates. Therefore, these estimates should be treated as ‘natural growth’ or ‘business-as-usual’ growth in the context of national averages.

Reaching these forecast projections would mean that in 2020, the Bundaberg North Burnett Region would see:

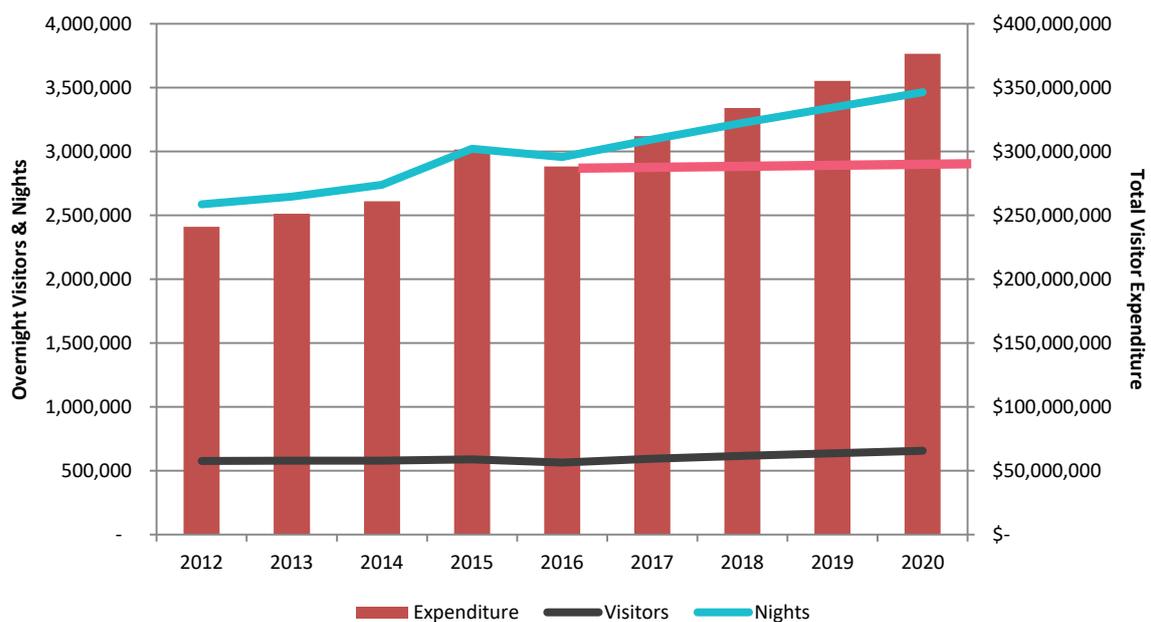
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An additional overnight 92,000 visitors (or **extra 250 each day**)
- 

An additional **507,000 nights**
- 

An additional **\$88 million** in overnight visitor expenditure

Figure 3: Bundaberg North Burnett Overnight Visitor Forecasts





THE VISION

Vision

The vision for the Bundaberg North Burnett region is to be:

Known for magical marine encounters on the Southern Great Barrier Reef, a tapestry of regional flavours and family-friendly adventures in the real Aussie bush.

Strategic Goals

The following five Strategic Goals will drive the achievement of four Targets (KPIs) for the destination:

STRATEGIC GOALS	
<ul style="list-style-type: none"> ➤ Target marketing efforts into six primary domestic and international markets to grow overnight expenditure ➤ Achieve greater coverage through the press and media leveraging TEQ and TA platforms 	<ul style="list-style-type: none"> ➤ Grow significant destination events to drive visitation and showcase the regions assets
<ul style="list-style-type: none"> ➤ Support members to develop products and events that align with the destinations hero experiences 	<ul style="list-style-type: none"> ➤ Strengthen strategic and product partnerships with larger destinations (Brisbane , Gold Coast, as well as Sunshine Coast and Whitsundays based on business priorities), the Airports and the Great Barrier Reef to market internationally

Targets

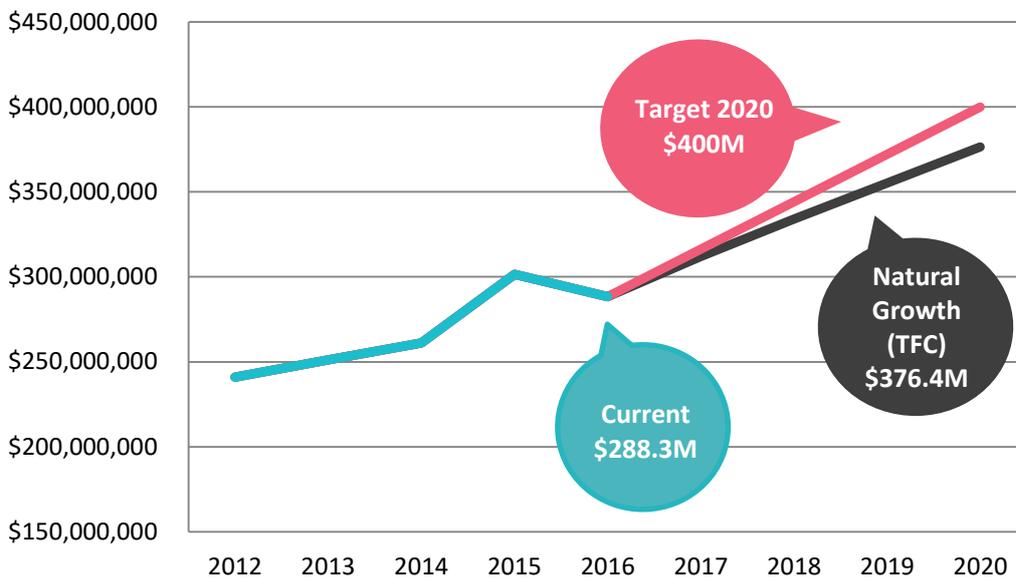
The following four KPIs have been identified as indicators to track progress on the strategic goals. These KPIs are detailed in the following section:

KPIs	
 <p>Visitor Spend: ↑ overnight visitor expenditure to \$400 million</p>	 <p>Seasonality: ↑ increase visitation during traditionally off-peak months (February & March) to a rate of 7%</p>
 <p>Commercial Businesses: ↑ number of domestic overnight visitors participating in commercial operations (i.e. accommodation & tours)</p>	 <p>International Visitors: ↑ western international visitors by 3%p.a.</p>

TARGET 2020

The region is set to grow to \$376M in overnight visitor expenditure by 2020 based on the current Tourism Forecast Committee estimates for national growth. Our aim is to lift that to **\$400 million in overnight visitor expenditure**, an additional \$23.6 million in expenditure through targeted marketing and development. Achieving this ‘stretch’ target will therefore require new action which disrupts and grows the market beyond the levels that normal (TFC) ‘business as usual’ anticipated market growth would deliver.

Figure 4: Bundaberg North Burnett 2020 Overnight Tourism Target



KPI #1: Grow overnight visitor expenditure to \$400 million; \$23.6 million above TFC forecast growth through targeted marketing.



The Target Markets

To drive this growth and create disruption in the market to lift overnight visitor expenditure to \$400 million in 2020, the following target markets have been identified through stakeholder workshops and market analysis to help drive visitation and spend in the region:

- Leisure Events
- Short Breaks (1-3 nights)
- Long Breaks (4+ nights)
- Touring (multi-destinations)
- Other purposes (i.e. business, schools)
- International visitors

These target markets have been chosen due to their positive growth trends, the region's experience and product offering and positioning, and their influence towards key visitor growth life stages and purpose of visiting – SINKS/DINKS, Families, VFR and Niche Markets.

If the region were to lift visitation from these target markets by the shift shares below from Southern Great Barrier Reef in 2020, the region would receive an additional \$23.6 million of visitor expenditure above TFC 'natural growth' rates. **This is equivalent of the additional \$23.6 million of additional expenditure required to meet the \$400 million of visitor expenditure target in 2020.**

Table 1: Target Market Shift Share Expenditure Forecasts

Target Market Shift Shares (from SGBR)	2016 Value	Shift Share	2020 Additional Value (above TFC growth)
Leisure Events	\$8.6M	2.0%	\$3.4M
Short Break Drive	\$48.1M	1.0%	\$3.8M
Long-Haul Drive - Mono Destination	\$87.9M	1.0%	\$6.1M
Long-Haul Drive - Multi Destination	\$48.5M	1.5%	\$4.3M
Business/Schools (other purposes)	\$42.7M	0.5%	\$2.7
International	\$42.6M	1.5%	\$3.3M
Total			\$23.6M

Table 2: Alignment of growth markets with consumer segments

Consumer Segments	SINKS	DINKS	FAMILIES	VISITING FRIENDS & RELATIVES (VFR)	NICHE MARKETS (i.e. sports, fishing)
Leisure Events	✓	✓	✓	✓	
Short Breaks	✓	✓	✓	✓	✓
Long Breaks		✓	✓	✓	
Touring (multi-destination)		✓			
Other Purposes (i.e. Business/Schools)					✓
International	✓			✓	✓



SINKS/DINKS

Single and dual income people, aged between 18-49 years with no children in the household typically take more

trips, more frequently¹. In particular, these include short weekend getaways (1-3 nights) where they are more likely to spend more each night the shorter the travel occasion. This is because time is often an important commodity to SINKS and DINKS, whom often have demanding jobs and are reasonably affluent, and thus the cash-rich but time-poor holiday factors are attractive. Popular destinations are therefore competing for their spare time and comparatively high expenditure.

Growth Markets: Leisure events, short breaks, long breaks, touring and international markets



FAMILIES

Traditionally two adults and their children, whom live together in the same household, travel together and look for short stays (1-3

nights) which are quick, cheap and easy². These three aspects have proven to be a vital selling point for many family holidays with the increasing importance placed on having an enriching and connecting experience as a whole family, before returning back to the demands of work and life³. The traditional once a year two week holiday is no longer the norm with many families choosing to do multiple small holidays throughout the year instead. Trends also show that families are willing to spend more money on a holiday which will provide life long memories and experiences⁴.

Growth Markets: Leisure events, short breaks, and long breaks



VISITING FRIENDS AND RELATIVES (VFR)

The average length of stay for a friends and relatives visit within Queensland is

around 4 days for domestic travellers and 6 days for interstate⁵. There is a misconceived perception that VFR tourists provide minimal economic impact to the regions they visit, however it has been shown that VFR can contribute up to 25% of total tourism expenditure^{5,6}. Studies have shown that VFR travellers were significantly more likely to not plan any activities or food and would rather rely on word of mouth than any other sources⁷.

Growth Markets: Leisure events, short breaks, long break, international



NICHE MARKETS (E.G. SPORTS, FISHING)

A niche tourism market is a specific market segment, which has a specialty interest that becomes the primary

motivator for a visit. Some examples of a niche market for tourism include fishing, cycling, health and wellness, volunteer tourism⁸.

“The development of products and experiences to meet the needs of niche markets should be based on an understanding of visitor market characteristics and preferences and assessment of their feasibility and investment potential.”

Growth Markets: Short breaks, other purposes, international

¹ Tourism and Events Queensland, Brand Queensland, Research and Market Segments

² Australian Bureau of Statistics, Characteristics of a Family Australian Bureau of Statistics, Characteristics of a Family

³ Journal of Tourism Futures – Trends in Family Tourism

⁴ Parenting.com – Family Travel Trends

⁵ Domestic Tourism Snapshot 2015 – Tourism and Events Queensland

⁶ Elisa Backer - VFR Travellers – Visiting the Destination or Visiting the Hosts?

⁷ Elisa Backer - The Relationship of VFR Travellers with Tourism Industries

⁸ Sustainable Tourism Online – Growing Niche Markets

Seasonality

A high variation in seasonality patterns for visitation is a common characteristic across many Queensland destinations, especially where large segments of the market are holiday visitors, and external factors such as weather and school holiday periods have major influences on time of travel. These peaks and troughs of visitation can have significant impacts on the local economy, community and environment, contributing to significant low seasons and possible overcrowding and supply in peak periods.

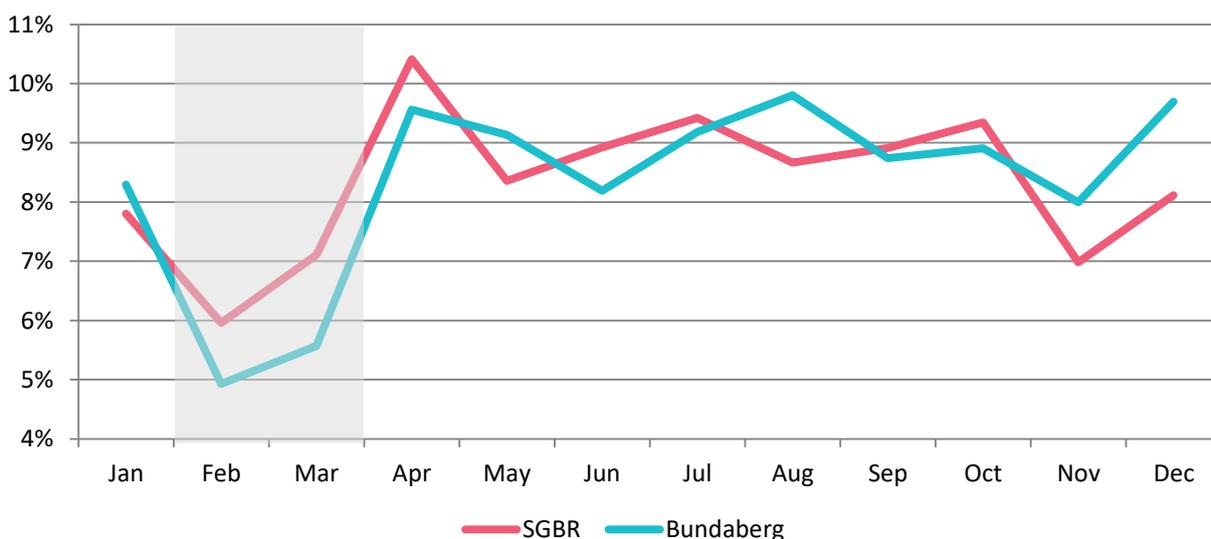
The Bundaberg North Burnett Region generally follows SGBR trends, with a dip in visitation during the February and March months, following the school holidays. Interestingly, the peak visitation period for the Bundaberg North Burnett region is between May to October, where visitation remains relatively steady during the turtle offseason. This highlights the significance of the region's other popular activities, such as fishing, bushwalking and visiting major tourist attractions and breweries that are popular over the winter season.

Events are an effective way of drawing in visitation and encouraging overnight stays during off-peak months. Whilst the region already hosts significant events, there is an opportunity to support and encourage events that could occur during the shoulder season, encouraging diversity in the timing of visitation and lessen the impacts of seasonality on the region.

Table 3: Significant Existing Events within the BNB region

Key Visitor Events in the Region	Month
Gayndah Orange Festival (Bi-Annual)	May
Winterfeast	July
Childers Festival	July
Monto Dairy Festival	September
CRUSH Festival	October
Spirit of Bundaberg Festival	October

Figure 5: Seasonality patterns of Domestic Overnight visitation to the region



KPI #2: Increase domestic overnight visitation to 7% per month during the shoulder season (February to March).

Commercial Domestic Leisure Visitors

As population grows and the economy improves, the holiday and VFR markets (leisure) become a key market opportunity. The key is to convert more of these leisure visitors to partake in more holiday experiences to increase their average spend. Leisure visitors to Bundaberg North Burnett mainly stay in non-commercial accommodation, 94% of domestic visitors staying in private accommodation. The aim is to shift these domestic leisure visitors to stay in commercial accommodation, through raising awareness with locals and promoting good accommodation options in the region.

Figure 6: Commercial Accommodation Participation Rates by Domestic Leisure Visitors

	% of Domestic Leisure Visitors in Commercial Accommodation
Bundaberg North Burnett	36%
Queensland	45%

If Bundaberg North Burnett Region were to lift its commercial accommodation rates in the Domestic Leisure Visitor Market to Queensland levels, the region would approximately attract an additional \$9.4 million in total visitor expenditure.

Similarly to accommodation, domestic leisure visitors also prefer non-commercial activities in Bundaberg. The aim is to convert more domestic overnight leisure visitors to participating in commercial activities (includes attractions, tours, etc.) through encouraging local residents to realise and promote the region's experiences. Another way of implementing this is to investigate the potential for discount packages and multi-activity specials for local residents to bring their visitors and encourage more engagement in the experiences that the region has to offer, spend more money while in region and increase length of stay and repeat visits.

Figure 7: Commercial Activity Participation Rates by Domestic Overnight Leisure Visitors

	Average number of commercial activities participated in by Domestic Overnight visitors
Bundaberg North Burnett	0.4
Queensland	1.9

If Bundaberg North Burnett Region were to lift its commercial activity rates in the Domestic Overnight Leisure Visitor Market to Queensland levels, the region would approximately attract an additional \$24.6 million in total visitor expenditure.

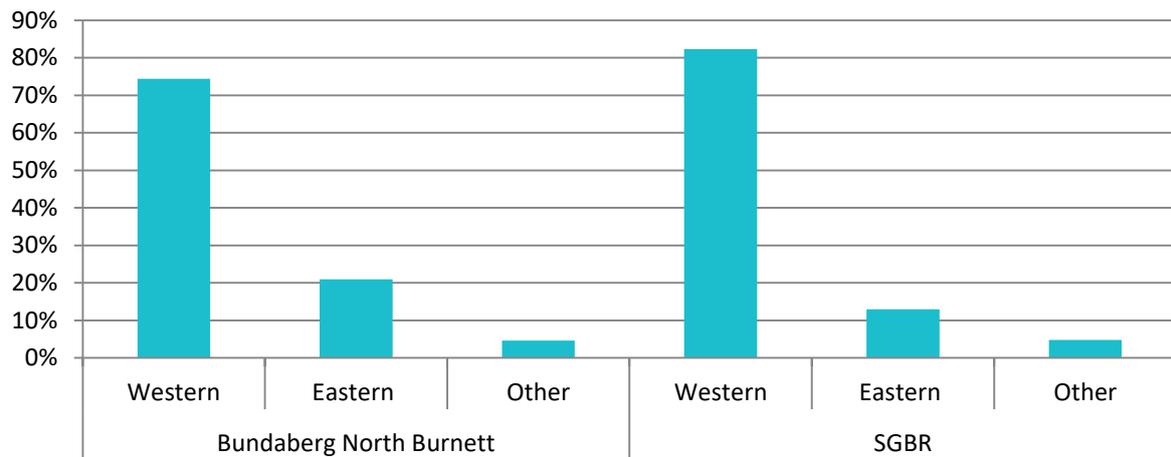


KPI #3: Increase the rates of Domestic Leisure Visitors staying in commercial accommodation and participating in commercial activities

International Markets:

In both Bundaberg North Burnett and SGBR, the main international origins are from the Western markets, which are growing on average by 2%p.a. in Bundaberg and remaining steady in SGBR. Highlighting the importance of the Western market, focusing any international marketing on these Western markets is essential in continuing these growth trends, whilst growth in the Eastern market could be leveraged through opportunities.

Figure 8: International Visitor Origins, 2016



If Bundaberg North Burnett Region were to grow its Western visitation by 3% per annum, the region could receive an additional \$9 million above 2016 expenditure.



KPI #4: Grow the Western international market by 3% per annum (1% p.a. above current rates).



PRIORITY 1: Product and Experience Development

On a global scale, visitors are now seeking products and experiences that can be perceived as good ‘value for money’, with depth playing a key motivator in their holiday decision making processes. Today’s visitors are looking for memorable experiences that emotionally connect them with a destination; experiences they can not only brag about to family and friends, but that they also want to experience again and again.

Aim: Create new and enhance existing experiences and product that help visitors connect with the destination and promote the region’s coastal and inland offering through a proactive approach to product development.

Game Changers:

Mon Repos – through continuation of the existing experiences and development of a year round turtle experience

HMAS Tobruk – as a catalyst for a dive trail along the Coast mixing the best of the Great Barrier Reef with the wreck dives

Business Leaders Program –to lift the visitor experience and profile of the region as an appealing tourist destination for key target markets

Branded CBD Accommodation - Support the development of a branded CBD hotel to boost the regions positioning and promotion for leisure and business.

Supporting Actions and Opportunities:

Actions and Opportunities	Partners (Bold to Lead)	Timing
1.1 Facilitate the development of new touring routes and supporting infrastructure to encourage and influence drive visitors to explore the entire region by linking the coast to the hinterland (increasing dispersal) through boutique drive experiences.	BRC, NBRC, DTMR, DTESB	Year 1
1.2 Encourage investment in 4-5 star accommodation stock and revitalisation with an updated investment prospectus.	BRC, BNBT, Industry	Year 2
1.3 Ensure that product development and experiences align to the Southern Great Barrier Reef’s overall positioning for domestic and international markets, through ongoing experience and trade development .	BNBT	Year 1
1.4 Develop business support materials to encourage and prepare new tourism development and develop skills in BNBT to support.	BNBT	Year 2
1.5 Develop and implement a GUEST Service Program to improve service capability across the region.	BNBT, Industry	Year 2
1.6 Create an iconic, hands-on experience in the Botanic Gardens / Hinkler Hall of Aviation.	BRC	Year 3
1.7 Implement the Bundaberg Region Historic Heritage Trails Tourism Strategy .	BRC, BNBT	Year 2
1.8 Develop and implement a Bundaberg North Burnett Culinary Tourism Strategy , to integrate locally produced food and drink and storytelling into	BNBT, Industry	Year 1

every touch point of the visitor experience.		
1.9 Work with operators and Traditional Owners to integrate authentic Indigenous experiences throughout the region and share Indigenous stories through tourism.	BNBT, Industry and Indigenous Groups	Year 3
1.10 Investigate the best locations for the establishment and promotion of Mountain Bike trails and facilities in Bundaberg North Burnett with Queensland Parks and Wildlife Service.	QPWS, BNBT	Year 2



PRIORITY 2: Marketing and Events

With increased global competition, destinations need to focus on their unique strengths and sharing remarkable experiences that are authentic to their location. For Bundaberg North Burnett, the Southern Great Barrier Reef creates a remarkable environment, both coastal and inland, with access to nature. The produce that comes from that environment is world-class, from beverages, to fresh produce, to seafood and the events set in that natural backdrop make us stand-out from the crowd.

Aim: Continue to focus marketing efforts towards key target markets and on events that promote off-peak visitation.

Game Changers:

Strengthen Promotion of the Culinary Sector – Promote the region’s culinary sector through animation, strengthening the connection between locally grown and produced goods and local cafes/restaurants – e.g. great new food offering in the new Mon Repos development

Southern Great Barrier Reef Activations – innovative marketing and product development to maximise exposure in the domestic and international markets

Supporting Actions and Opportunities:

Actions and Opportunities	Partners (Bold to Lead)	Timing
2.1 Continue to use the Southern Great Barrier Reef platform to market the region to provide strength to the collaborative brand and help Bundaberg North Burnett reach more significant international and domestic markets.	SGBR Alliance, TEQ	Year 1
2.2 Create and implement a Destination Events Strategy that showcases the hero experiences of the region through quality event delivery, collaborative partnerships and targeted destination marketing.	BNBT, BRC	Year 1
2.3 Work to have the destination distributed in key domestic and international markets, through continued business capability building, package development and trade representation.	BNBT, SGBR Alliance	Year 1
2.4 Target couples (DINKS) for extended stays linked to new marine, nature-based and culinary experiences to build demand for high-quality accommodation.	BNBT	Year 2
2.5 Develop a dedicated marketing campaign focused on the food and drink assets of the region	BNBT	Year 2
2.6 Enhance the digital capability of the industry to engage with consumers at all stages of the traveller cycle underpinned by a strong destination digital presence (including continuing linkages with the Queensland App).	BNBT, Industry	Year 1
2.7 Create and deliver an integrated marketing and publicity campaign to launch the redevelopment of the Mon Repos Visitor Centre as a year round experience.	BNBT, QPWS, TEQ, BRC	Year 1
2.8 Enhance the local Ambassador Program to deliver a VFR marketing campaign , targeting off-peak visitation.	BNBT, BRC	Year 2

PRIORITY 3: Innovation and Influence

Helping our businesses stand out from the crowd is a significant priority for the next three years. Through innovation and influence of key decision makers, Bundaberg region businesses can take on the best in the world and win. This means being proactive, positive and working together towards a common goal. Every business that achieves national and international success lifts the brand and supports the next business that wants to do the same.

Aim: Establish a strategic innovation and influencing program which boosts the region’s profile as a place to visit, invest and do business.

Game Changers:

Accelerator Program – Create an internal accelerator program for product innovation and entrepreneurship, to connect ideas and entrepreneurs to the new State Tourism Accelerator Program

Multi-Purpose Centre – Development of Stage 2 of a multi-purpose conference and events centre in Bundaberg

Visitor Touchpoints Plan – to identify, scope and the cost of delivery of a seamless booking and planning experience at every touch point including an enhanced digital platform for local businesses, members and media to maximise their global reach through new and existing distribution systems

Caravan and Camping – Encourage and support new experiences that appeal to the camping and caravan market that connect the coast and the hinterland

Supporting Actions and Opportunities:

Actions and Opportunities	Partners (Bold to Lead)	Timing
3.1 Support SMEs to fully embrace the digital economy in all consumer facing material, ensuring it evolves as consumers; behaviours and information change through mentoring and workshops.	BNBT	Year 1
3.2 Create innovation channels that allow ideas and start-up organisations that provide a point of difference or uniqueness for the region.	BNBT	Year 2
3.3 Encourage and facilitate private investment and enterprise in tourism related product to reduce the region’s reliance on government funding.	BNBT	Year 2
3.4 Work with SMEs to facilitate cluster opportunities for cooperative marketing and business mentoring to grow their skills sets and increase their domestic and international ready product (including China-ready).	BNBT	Year 1
3.5 Establish BNBT as the go-to organisation or commanding influence to seek advice and influence on securing support, funding and co-operation to progress projects of significance in the tourism industry with governments and other investment arenas.	BNBT	Year 3
3.6 Seeking funding for a dedicated business and sporting events officer to drive visitor numbers in the new Conference and Events Centre and help to secure regional, state and national conferences, meetings and sporting events for which the region has suitable facilities.	BNBT	Year 1

3.7 As an extension to the SGBR Leaders Program, develop the Bundaberg North Burnett Leaders Program to build partnerships, one of a kind experience and embrace the destination brand.	BNBT	Year 2
3.9 Encourage unique and innovative products that build on the region's unique natural features to feature in the Tourism Australia Coastal & Aquatic and Wildlife campaigns.	NBRC, BRC & BNBT	Year 1
3.10 Encourage repeat visitation through an incentivised Drive Market Campaign ; working with organisations such as RACQ to help link databases, programs and marketing initiatives with the region to promote product and destination-wide incentives.	BNBT, TEQ, DTMR, DTEB	Year 3



GAME CHANGERS

The success of the Bundaberg North Burnett Destination Tourism Plan (2017-2020) is underpinned by the below game changer projects.

Game Changer Project	Action	Partners (bold to lead)	Timing
<p>MON REPOS</p> 	<p>Continue to capitalise on one of the region’s most significant attractions – Mon Repos, by enhancing and expanding existing experiences offered and create a year-round turtle experience through new business models and design. Mon Repos builds on one of the region’s unique selling points, natural encounters, where market segments such as international education and other marine activities through SGBR activations can be packaged to sell the region to significant international and interstate markets.</p>	<p>QPWS, BNBT</p>	<p>Year 1</p>
<p>HMAS TOBRUK</p> 	<p>Leverage the recent announcement of the HMAS Tobruk dive wreck project near Bundaberg as a catalyst for the development a dive and snorkel trail with multiple sites. This will be marketed as mixing the best of the Great Barrier Reef with significant wreck dives, linking major dive and other coastal attractions into a tailored itinerary encouraging longer stays and more activities.</p>	<p>BNBT, FCTE, QPWS, SGBR, TEQ, BRC</p>	<p>Year 1</p>
<p>BUSINESS LEADERS PROGRAM</p> 	<p>Launch a Business Leaders Campaign, to lift the visitor experience and profile of the region as an appealing tourist destination for key target markets, and encourages visitors to experience more of the SGBR. This could be done through a knowledge and capability upskilling program for business to ensure better customer service and raise the level of service provision through the various touchpoints of the visitor experience. This could include working with Visitor Information Centre staff, frontline tourism and hospitality staff, greeters and volunteers as well as physical infrastructure (i.e. interpretation and signage) to ensure that they are all on message, have excellent knowledge of the region and its key experiences, and exhibit a high standard of welcome and service, to encourage repeat and new visitation through word of mouth.</p>	<p>BNBT</p>	<p>Year 2</p>

<p>BRANDED LEISURE CBD HOTEL</p> 	<p>Provide development incentives to establish branded accommodation to cater for leisure, business and host significant regional, State and interstate conferences and events. An availability of a five-star product with high quality branded association and large occupancy would support the region in hosting these large events whilst also encouraging overnight visitation and spend in the region.</p>	<p>BRC, Industry</p>	<p>Year 3</p>
<p>CULINARY TOURISM</p> 	<p>Capitalise on the hero experiences for the region by leveraging the high quality of the produce and the local characters to gain recognition for the best of Bundaberg North Burnett produce. This can be done through the promotion and product linkages with key attractions in region, offering visitors an authentic taste of place.</p>	<p>BNBT, Councils, Industry</p>	<p>Year 2</p>
<p>SGBR ACTIVATIONS</p> 	<p>Provide innovative marketing and product development that link the Bundaberg North Burnett region with the SGBR to maximise exposure in the domestic and international markets. Collaborating with the wider region as a whole and combining key experiences and products will increase knowledge of the region's exposure and preference for visiting among target markets.</p>	<p>BNBT, SGBR, TEQ</p>	<p>Year 3</p>
<p>NEW PRODUCT INCUBATOR OR ACCELERATOR PROGRAM</p> 	<p>Create an internal Accelerator Program to 'close the gap on new ideas' and not only encourage, but also professionally guide potential products through the appropriate processes, frameworks and programs required to get them started and running faster. These new products would need to deliver on the region's USP, offer unique and world-class experiences and meet the needs of the market – e.g. adventure tourism (zipline), RM Williams Story (North Burnett) and new marine tourism experiences such as the Karma Dive Site and sculpture under the sea.</p>	<p>BNBT</p>	<p>Year 2</p>
<p>MULTI-PURPOSE CENTRE</p> 	<p>Encourage the development of Stage2 of the multi-purpose centre in Bundaberg to host significant conference and events in the region.</p>	<p>BNBT, BRC</p>	<p>Year 1</p>

<p>VISITOR TOUCHPOINTS PLAN</p> 	<p>Create a Visitor Touchpoints Plan to identify, scope and the cost of delivery of a seamless booking and planning experience at every touch point for the visitor, including pre- and post-visit. Technology has become a seamless part of the travel experience, where visitors want instant interaction and gratification when making travel decisions and purchases. Therefore the Plan should include an enhanced digital platform for local businesses and members to maximise their global reach through new and existing distribution systems.</p>	<p>BNBT</p>	<p>Year 2</p>
<p>CARAVAN & CAMPING</p> 	<p>Encourage and support new experiences that appeal to the caravan and camping market through an inland drive tourism partnership to drive awareness and support new heritage and cultural product development (including the RM Williams Bush Learning Centre, public art trails, etc). The partnership would work towards marketing, ensuring appropriate signage and wayfinding, and promote attractions along the major inland drive routes. This would encourage geographic dispersal away from the coast and into inland local economies.</p>	<p>NBRC, TEQ, DTMR, DTESB, BNBT</p>	<p>Year 1</p>



APPENDIX A: Summary Action Plan and Monitoring

The following section provides a summary of the destination strategies required to help achieve the 2020 targets, goals and priorities for the region.

Partner Acronyms	
BNBT	Bundaberg North Burnett Tourism
FCTE	Fraser Coast Tourism and Events
QPWS	Queensland Parks and Wildlife Service
SGBR	Southern Great Barrier Reef
TEQ	Tourism and Events Queensland
NBRC	North Burnett Regional Council
DTMR	Department of Transport and Main Roads
DTESB	Department of Tourism, Major Events, Small Business and the Commonwealth Games
BRC	Bundaberg Regional Council
RDA	Regional Development Australia



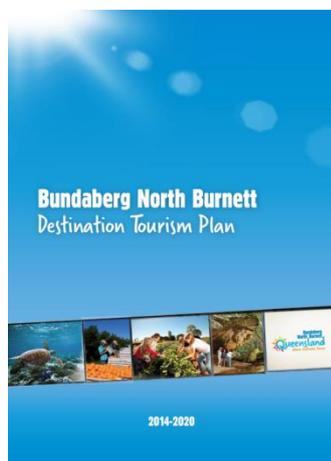
DTP Action No.	Action	Partners (bold to lead)	Progress / Update
YEAR 1 PRIORITIES			
Game Changer	Leverage the recent announcement of the HMAS Tobruk dive wreck project near Bundaberg as a catalyst for the development a dive and snorkel trail with multiple sites.	Councils, FCTE, BNBT, QPWS, SGBR, TEQ, RDA	
Game Changer	Continue to capitalise on one of the region's most significant attractions – Mon Repos , by enhancing and expanding existing experiences offered and create a year-round turtle experience through new business models and design.	QPWS, BNBT	
Game Changer	Encourage and support new experiences that appeal to the caravan and camping market through an inland drive tourism partnership to drive awareness and support new heritage and cultural product development (including the RM Williams Bush Learning Centre, public art trails, etc).	NBRC, TEQ, DTMR & DTESB, BNBT	
Game Changer	Encourage the development of Stage2 of the multi-purpose centre in Bundaberg to host significant conference and events in the region.	BRC, BNBT	

1.1	Facilitate the development of new touring routes and supporting infrastructure to encourage and influence drive visitors to explore the entire region by linking the coast to the hinterland (increasing dispersal) through boutique drive experiences	Councils, DTMR, DTEB	
1.3	Ensure that product development and experiences align to the Southern Great Barrier Reef's overall positioning for domestic and international markets, through ongoing experience and trade development	BNBT	
1.8	Develop and implement a Bundaberg North Burnett Culinary Tourism Strategy , to integrate locally produced food and drink and storytelling into every touch point of the visitor experience	BNBT, Industry	
2.1	Continue to use the Southern Great Barrier Reef platform to market the region to provide strength to the collaborative brand and help Bundaberg North Burnett reach more significant international and domestic markets	SGBR Alliance, TEQ	
2.2	Create and implement a Destination Events Strategy that showcases the hero experiences of the region through quality event delivery, collaborative partnerships and targeted destination marketing	BNBT, BRC	
2.3	Work to have the destination distributed in key domestic and international markets, through continued business capability building, package development and trade representation	BNBT, SGBR Alliance	
2.6	Enhance the digital capability of the industry to engage with consumers at all stages of the traveller cycle underpinned by a strong destination digital presence (including continuing linkages with the Queensland App)	BNBT, Industry	
2.7	Create and deliver an integrated marketing and publicity campaign to launch the redevelopment of the Mon Repos Visitor Centre as a year round experience.	BNBT, QPWS, TEQ, BRC	
3.1	Support SMEs to fully embrace the digital economy in all consumer facing material, ensuring it evolves as consumers; behaviours and information change through mentoring and workshops.	BNBT	
3.4	Work with SMEs to facilitate cluster opportunities for cooperative marketing and business mentoring to grow their skills sets and increase their domestic and international ready product (including China-ready).	BNBT	
3.6	Seeking funding for a dedicated business and sporting events officer to drive visitor numbers in the new Conference and Events Centre and help to secure regional, state and national conferences, meetings and sporting events for which the region has suitable facilities	BNBT	
3.9	Encourage unique and innovative products that build on the region's unique natural features to feature in the Tourism Australia Coastal & Aquatic and Wildlife campaigns.	BRC, NBRC, BNBT	
YEAR 2 PRIORITIES			
Game Changer	Capitalise on the hero experiences for the region by leveraging the high quality of the produce and the local characters to gain recognition for the best of Bundaberg North Burnett produce.	BNBT, Councils, Industry	

Game Changer	Create a Visitor Touchpoints Plan to identify, scope and the cost of delivery of a seamless booking and planning experience at every touch point for the visitor, including pre- and post-visit.	BNBT	
Game Changer	Launch a Business Leaders Campaign , to lift the visitor experience and profile of the region as an appealing tourist destination for key target markets, and encourages visitors to experience more of the SGBR.	BNBT	
Game Changer	Create an internal Accelerator Program to 'close the gap on new ideas' and not only encourage, but also professionally guide potential products through the appropriate processes, frameworks and programs required to get them started and running faster.	BNBT	
1.2	Encourage investment in 4-5 star accommodation stock and revitalisation with an updated investment prospectus.	BRC, BNBT, Industry	
1.4	Develop business support materials to encourage and prepare new tourism development and develop skills in BNBT to support.	BNBT	
1.5	Develop and implement a GUEST Service Program to improve service capability across the region.	BNBT, Industry	
1.7	Implement the Bundaberg Region Historic Heritage Trails Tourism Strategy .	BRC, BNBT	
1.10	Investigate the best locations for the establishment and promotion of Mountain Bike trails and facilities in Bundaberg North Burnett with Queensland Parks and Wildlife Service	QPWS, BNBT	
2.4	Target couples (DINKS) for extended stays linked to new marine, nature-based and culinary experiences to build demand for high-quality accommodation	BNBT	
2.5	Develop a dedicated marketing campaign focused on the food and drink assets of the region	BNBT	
2.8	Enhance the local Ambassador Program to deliver a VFR marketing campaign , targeting off-peak visitation	BNBT, BRC	
3.2	Create innovation channels that allow ideas and start-up organisations that provide a point of difference or uniqueness for the region	BNBT	
3.3	Encourage and facilitate private investment and enterprise in tourism related product to reduce the region's reliance on government funding	BNBT	
3.7	As an extension to the SGBR Leaders Program, develop the Bundaberg North Burnett Leaders Program to build partnerships, one of a kind experience and embrace the destination brand	BNBT	
YEAR 3 PRIORITIES			
Game Changer	Provide innovative marketing and product development that link the Bundaberg North Burnett region with the SGBR to maximise exposure in the domestic and international markets.	BNBT, SGBR, TEQ	
Game Changer	Provide development incentives to establish branded accommodation to cater for leisure, business and host significant regional, State and interstate conferences and events.	BRC, BNBT, Industry	
1.6	Create an iconic, hands-on experience in the Botanic Gardens / Hinkler Hall of Aviation	BRC	

1.9	Work with operators and Traditional Owners to integrate authentic Indigenous experiences throughout the region and share Indigenous stories through tourism.	BNBT , Industry and Indigenous Groups	
3.10	Encourage repeat visitation through an incentivised Drive Market Campaign ; working with organisations such as RACQ to help link databases, programs and marketing initiatives with the region to promote product and destination-wide incentives.	BNBT , TEQ, DTMR, DTESB	
3.5	Establish BNBT as the go-to organisation or commanding influence to seek advice and influence on securing support, funding and co-operation to progress projects of significance in the tourism industry with governments and other investment arenas	BNBT	

APPENDIX B: Progress from the Previous DTP



Bundaberg North Burnett Destination Tourism Plan

The Bundaberg and North Burnett Destination Tourism Plan 2014-2020 outlines a six year plan to meet the expectations of Queensland's 2020 tourism goals. There are two key strategic goals outlined in this document:

1. Set an agreed direction and priorities for growth, development and marketing to guide the region to achieve its target tourism growth and economic outcomes
2. Clearly identify priority projects that will have the greatest impact and provide significant opportunity for commercial outcomes, act as a catalyst for new development and marketing, and are strategically focused on leveraging the key strengths of the destination

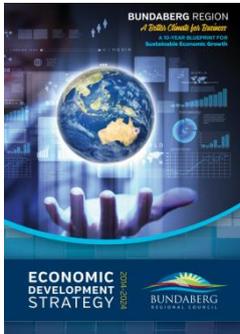
This Plan is being updated to reassess and realign the strategic goals to suit a more realistic vision to 2020. This updated document will eventually replace the current document once amendments are made.

Action	Outcome	Comment
Work with TEQ and Capricorn and Gladstone regions to maximise co-operative opportunities for BNBT and their members to market under the SGBR brand.	✓	Bundaberg, Gladstone and Capricorn have an MOU to pool resources and market collectively under the SGBR brand.
Ensure where appropriate all BNBT marketing is carried out under the Southern Great Barrier Reef brand.	✓	Co-operative activity enables the marketing budget to stretch further allowing greater reach for investment
Encourage local government to support tourism activities and development opportunities.	Ongoing	Through regular updates, as well as Council representatives on the Board
Identify areas of influence across all three levels of government and work with them to achieve a range of actions across the DTP.	Ongoing	
Through the board and membership structure interact with the tourism industry communicating the strategies and actions of the DTP, encouraging the industry to include them in their plans and through feedback understand the challenges in obtaining results.	Ongoing	DTP and agreed strategies referred to in all public addresses and available to download on corporate website bnbt.org
Work with local government, education authorities, Chambers of Commerce and operators to raise the quality of customer service in the region.	✓	Through external funding, BNBT facilitate the delivery of workshops which are free for members and encourage accommodation, attraction and tour operators to attend.

Work with labour agencies, employers and hostels to devise and implement a world class system of employment and accommodation for working holiday makers.	Ongoing	BNBT provide support and input to grower associations where relevant
Queensland Parks & Wildlife Service to upgrade research, conservation and visitor facilities at Mon Repos with the objective of providing a world class year round visitor facility.	✓	Queensland budget for 2016 provided \$10 million for the expansion of Mon Repos Turtle Centre. BNBT member of key stakeholder working group to enhance visitor experience.
Encourage an operator to take up the license available to the Southern Great Barrier Reef for an operation out of Bundaberg	✓	Lady Musgrave Experience launched July 2015: BNBT provided support in the first 12 months of operation by way of a Lady Musgrave Advisory Group; GBR experience development activity in partnership with TEQ and Trade mentoring.
Work with TMR to provide a case for road improvement to tourism-important roads.	Ongoing	BNBT provide support and input where relevant; Bundaberg City Riverside Parklands Masterplan.
Development and marketing of themed drive trails and touring routes through the Bundaberg North Burnett region connecting into adjoining regions.	Ongoing	Increased journeys on ATDW; BNBT provide support and input to the Australia's Country Way drive committee; Pacific Coast Way tourism route signage.
Securing funding to build a multi-purpose centre for Bundaberg and complimentary 4-star accommodation.	✓	BNBT provided support to Bundaberg Regional Council; Short stay accommodation demand study completed; BRC now rcvd funding to complete both Stage 1 & 2, with complex scheduled to open end of 2017.
Development of Stage Two of the RM Williams Australian Bush Learning Centre at Eidsvold.	Ongoing	NBRC have recently rcvd funding to further enhance the visitor experience at RMWABLC
Encourage development of a coastal nature drive trail from Rainbow Beach to 1770.	X	Preliminary conversations were held with WBBROC
Continue development of product to support culinary tourism experiences in the Bundaberg North Burnett region. This includes supporting the development of the Bundaberg Rum Bondstore.	✓	Culinary tourism experience development has occurred over the last 2 years, with increased interest in culinary with the creation of the Winterfeast food festival; Culinary Tourism Taskforce formed to create a draft strategy; Bundaberg Rum completed \$8.5 million visitor centre upgrade.
Encourage the development of fishing product including competitions.	Ongoing	Support existing fishing competitions through availability of marketing and events support.
Implementation of the Bundaberg Port Master Plan.	Ongoing	BNBT provide support and input where relevant.
Develop the Bundaberg Botanic Gardens into a heritage precinct to build on existing product in the site.	Ongoing	BNBT support BRC where relevant, including input to the development of the Heritage Trail.
Encourage regional councils to develop Events Strategies and work with event organisers to	✓	BNBT was represented on the BRC Iconic Events Advisory Group to form a

maximise the tourism potential of events.		Bundaberg Region Events Strategy, presented, but not yet adopted by BRC. BNBT annually engage event specialists for workshops and mentoring of event organisers across Bundaberg and the North Burnett.
Further develop walking trails, access and interpretation of Indigenous experiences in National Parks.	Ongoing	Selected national parks have had upgrades in signage and upgrades of walking trails. BNBT continue to support and provide input where relevant.
Roll out and grow the Bundaberg North Burnett digital tourism information platform comprising social media, web, mobile web, app and touch screen elements with an integrated booking system.	✓	Launched social channels – October 2014 Launched touchscreens – October 2014 Launched fully responsive integrated destination website with booking integration – August 2016
Continue to encourage, support and educate tourism operators to develop their international markets.	Ongoing	Trade mentoring and workshops facilitated by BNBT encouragement is given to expand into international markets, with 14 trade ready products featured in trade manual (increase from 2 trade ready products in 2015).
Develop and implement a recreational fishing plan	✗	Not yet achieved
Increase the number of sporting groups visiting the region for matches/events.	Ongoing	New sporting events such as touch football competitions, soccer and cricket have been added to the region's event list. BNBT supporting BRC to enhance destination offering in sports recreation.
Develop and implement a plan to increase the regional meetings market.	✗	With the completion of the BRC multiplex, this will now progress

APPENDIX C: Strategic Context



Bundaberg Regional Council Economic Development Strategy 2014-2024

The aim of this strategy is to guide Bundaberg’s economy over the cusp of change, and into the future of new opportunities. The four key objectives of Bundaberg’s economic strategy are:

- Broadening what we have
- Value-adding what we have
- Taking up emerging opportunities
- Taking our place on the stage.

“By 2024 a changed economy for the Bundaberg Region will be achieved by capitalising on new and emerging opportunities that strengthen the local economy.” The strategy has looked at the region as a whole and planned for the expected growth of the Bundaberg region in all aspects of the economy.

The importance that tourism has in Bundaberg’s economy is now more widely recognised than ever. There is also strong emphasis on taking new and emerging opportunities to develop on Bundaberg’s economy, which is ideal for any new tourism product and experiences.



2014-2017 Arts and Cultural Strategy for the Bundaberg Region

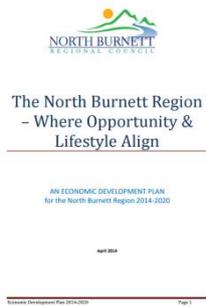
The Arts and Cultural Strategy for the Bundaberg Region focuses on the idea that participation and inclusiveness through community arts activities and programs can develop strong connections and promote a healthy and happy Bundaberg. This strategy has an innovative and detailed framework outlining the initiatives that will be adopted over the 2012-2017. It concentrates on Key Policy Areas and the associated Goals that the strategy aims to achieve. Some of the main issues that

the Key Policy Areas address include:

- Inclusiveness and diversity
- Creating regional identity
- Strengthening community
- Develop and increase arts and creativity

Tourism provides a unique opportunity to assist in the goals set through this strategy and enhance tourism within Bundaberg through cultural and arts based tourism attractions and events. Tourism events designed to attract visitors to Bundaberg can also be enjoyed by residents. Tourism initiatives help the community connect with each other and with tourists, and help to improve social fabric and community engagement.

An Economic Development Plan for the North Burnett Region 2014-2020



The Economic Development Plan for the North Burnett Region has been developed to prepare and adapt to change whilst taking advantage of new and emerging economic opportunities within the region. The strategy looks at the future of North Burnett's economic standing and highlights initiatives to help make the economy stronger and more resilient. There are three key objectives addressed in this strategy:

1. Council, Business and Industry Leadership
2. Responding to New and Emerging Opportunities
3. Resourcing and implementing Economic Development

One key strategy outlined in the Development Plan is to expand and develop the tourism industry in North Burnett by encouraging the involvement of local businesses into the tourism industry (such as farmers to agri-tourism) and encouraging the community to plan local events. The aim of this was to create a more diversified economy and increase social pride and involvement.



Tourism & Events Queensland – Refreshed Creative Branding & Messaging

The Refreshed Creative Branding and Messaging document created by Tourism and Events Queensland outlines the new direction in which the company will be taking the overall branding of the corporation. This includes the brand positioning, catchcry, logo and colour pallet. It is these refreshed branding materials displayed in this document which will be used to advertise Queensland, and its destinations, to the world.