



Stockman's Hall of Fame, Longreach

CWOQTA TOURISM DEVELOPMENT ACTION PLAN : 2013 – 2015

January 2013

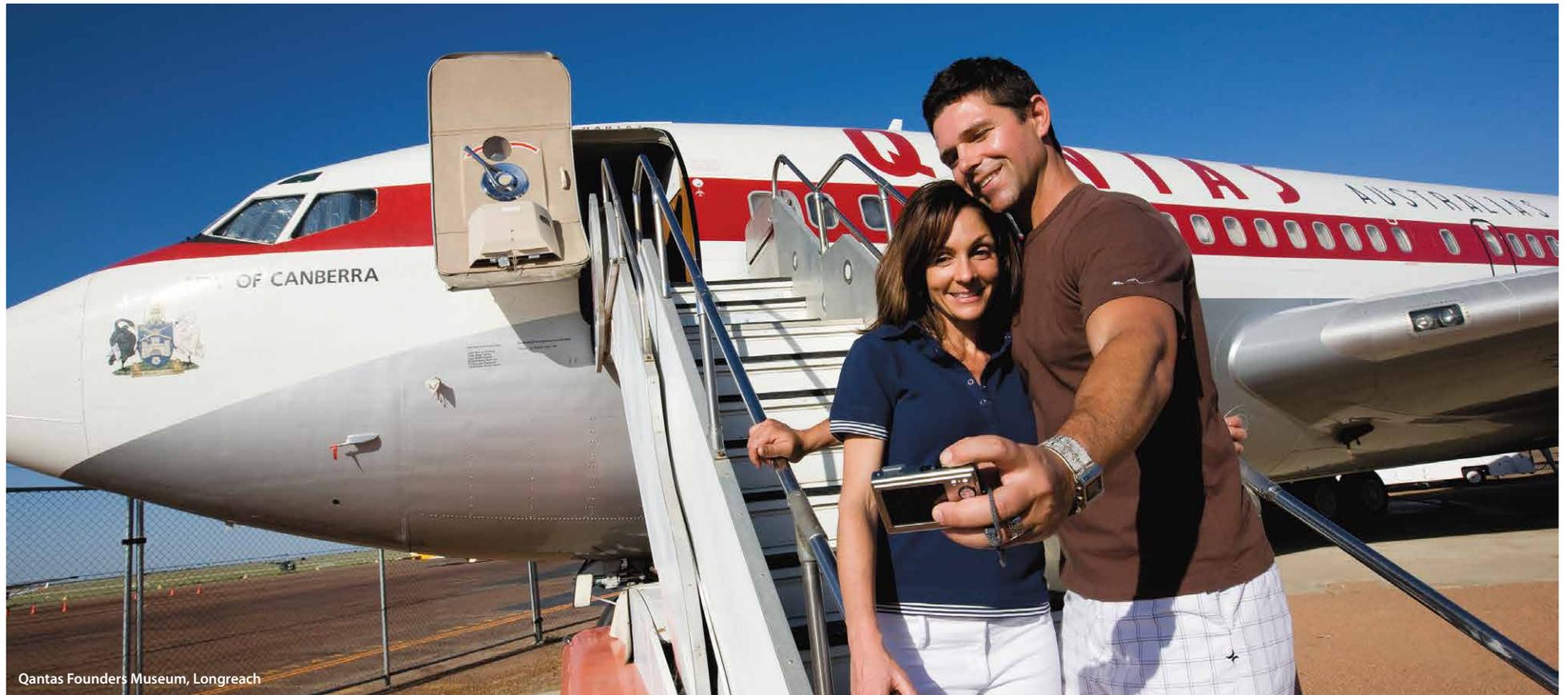


The CWOQTA Tourism Development Action Plan was proudly funded by the Queensland Government's Building Rural Communities Fund through the Blueprint for the Bush.



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Qantas Founders Museum, Longreach

This Action Plan has been compiled by Anita Clark Tourism Services on 29 January, 2013 for CWOQTA. It has been developed in consultation with CWOQTA members, key tourism bodies and Local Government Associations.

INTRODUCTION:

Central West Queensland is the 'heart of the Outback' and extends over 240,000 square kilometres. It is where visitors can experience the heritage and cultural history that has shaped the nation. Visitors to the Central West can learn about the pioneering years through innovative museums, attractions and exhibitions and see not only where the legend of the stockman started, but also where Qantas carved its name in history, where our pastoral industry began and where Banjo Patterson drew his inspiration for the famous Waltzing Matilda ballad. The Central West includes the Local Government areas of Longreach, Winton, Barcaldine, Blackall-Tambo and Barcoo.

The Central West Outback Queensland Tourism Association has identified a need for a more grassroots planning structure to be developed which identifies gaps and will lead to a more coordinated approach in utilising the available resources. Prior to this date there has been no plan in place for the Central West communities that minimizes duplication of roles and responsibilities and maximizes the limited resources available.

The CWOQTA Tourism Development Action Plan has been developed in consultation with CWOQTA members, key industry bodies and local government associations. Strategies were developed and prioritized after a thorough consultation process, including a dedicated three hour planning workshop with 29 stakeholders present, as well as email and phone consultations. The strategies contained are presented as achievable tasks and will encourage wider cooperation and collaboration for the benefit of the region. The plan will effectively support the recently developed Tourism Opportunities Plan for Queensland's Outback, Gulf and Western Downs (TOP).



Dunny Derby at Winton's Outback Festival



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GOALS & STRATEGIES

GOAL 1

Ensure repeat visitation, attract new markets and extend length of stay through continual development and promotion of the Drive experience.

STRATEGIES

- 1.1 Align touring route development and promotion with the overall Drive Strategy for Queensland.
- 1.2 Expand distribution of themed routes and related product.
- 1.3 Expand profile of regional accommodation, attractions, activities and events for drive market.
- 1.4 Expand profile of regional attractions for fly/drive market.
- 1.5 Ensure marketing and promotion of Central West events, experiences and regions is undertaken in a coordinated manner to maximise visitor expenditure on drive routes and short breaks.
- 1.6 Identify gaps and opportunities for future accommodation development to support growth in drive, event and niche markets.
- 1.7 Reinvigorate existing themes and develop new themes that promote unique town attributes.
- 1.8 Reinvigorate local tourism products by leveraging the distinctive characters, stories and heroes synonymous with the region.

GOAL 2

Attract new tourism investment and product development opportunities through the targeted growth and promotion of niche experiences.

STRATEGIES

- 2.1 Develop an Events Strategy to enable further growth of 'hero events' and leverage local events.
- 2.2 Develop a 'Paddocks to Plate' strategy which will deliver visitor experiences around local produce farms and facilities.
- 2.3 Leverage a growing international market and a changing domestic market interested in Indigenous tourism activities currently not developed in Central West.
- 2.4 Leverage a growing market for nature-based and ecotourism activities.

Goal 1: Ensure repeat visitation, attract new markets and extend length of stay through continual development and promotion of the Drive experience

Strategy	Actions	Partners	Timeline	Responsibility	Measurement
1.1 Align touring route development and promotion with the overall Drive Strategy for Queensland.	Research existing Road Trip itineraries for the Central West region on RACQ Road Trip website to identify gaps and opportunities for short and long itineraries.	TEQ, ATDW, RACQ, OQTA, LTO's, Operators	28/02/13	Committee; LTO's	List of existing RACQ itineraries and gap analysis completed.
	Develop a series of Themed Routes and itineraries in same format as RACQ which target new and existing markets to include: <ul style="list-style-type: none"> ■ Events trail ■ Outback Historic Sites ■ Paddock to Plate ■ Birding Experiences ■ Indigenous Connection, Trade and Food Trails ■ Dinosaur Trails 	TEQ, OQTA, LTO's, Operators, Events, Local Businesses	31/03/13	Committee; LTO's	A minimum of 10 new themed itineraries developed in RACQ friendly format.
1.2 Expand distribution of themed routes and related product.	Distribute Themed Routes via both traditional and digital channels to include: <ul style="list-style-type: none"> ■ ATDW new Journeys category ■ RACQ Drive routes ■ Visiting Coach Operators ■ Participating operator, LTO's, RTO websites and collateral 	ATDW, TEQ, RACQ, RTO, LTO's, OQTA, Operators	31/03/13	Committee; LTO's	10 new itineraries distributed via traditional and online channels.

1.3 Expand profile of regional accommodation, attractions, activities and events for drive market.	Conduct an Audit/Checklist to ensure all Regional attractions/activities/events are listed on RACQ 'Must Do's' and RACQ Discount Tickets/Events (with ticketed product).	LTO's, Operators, RACQ	30/04/13	Committee; LTO's	Checklist completed.
	To ensure depth of product representation for the region, all accommodation, attractions, activities, tours, events with ticketed product are to be distributed online (particularly hero attractions) to include: Tours/Attractions/Events <ul style="list-style-type: none"> ■ GoDo http://www.godo.com.au/activities-in-outback-queensland ■ RACQ Discount Tickets/Events http://www.racq.com.au/travel/discount_tickets ■ Trip Advisor ■ Social Media Accommodation <ul style="list-style-type: none"> ■ Online Travel Agents e.g. Wotif ■ Trip Advisor ■ Social Media 	OQTA LTO's, Operators, Online Distributors	30/04/13	Individual Operators and product owners	A minimum of 8 Central West tourism products listed on multiple online sites.
	Support OQTA industry training programs i.e. Digital Coaches to assist individual tourism businesses in growing their online profile.	TEQ, OQTA LTO's, Operators,	Ongoing	Individual operators and product owners	A minimum of 8 new operators working with a digital coach.
1.4 Expand profile of regional attractions for fly/drive market.	Support Trade Wholesalers e.g. Flight Centre Global Product in contracting and packaging more Outback product – accommodation, tours, hire cars, attractions – particularly hero attractions. The goal is to build a depth of product to warrant Outback Qld as a destination in the FCGP Brochure. Contact for FCGP: Isabel Beckermann Ph: 07 3181 9522 Email: isabel_beckermann@flightcentre.com	LTO's, Operators, FCGP	30/04/13	Individual Operators and product owners	A minimum of 8 Central West tourism products contracted with Flight Centre Global Product.

<p>1.5 Ensure marketing and promotion of Central West events, experiences and regions is undertaken in a coordinated manner, to maximise visitor expenditure on drive routes and short breaks.</p>	<p>Align with and support Central West marketing and promotional activities to OQTA Cooperative Domestic Opportunities Plan. These may include:</p> <ul style="list-style-type: none"> ■ TEQ Cooperative Campaigns ■ Consumer Shows ■ Trade Shows ■ Online Marketing ■ Travel Trade and Media Famils <p>Grow promotion of packaged Central West product e.g. Drive itineraries and niche market packages.</p>	<p>TEQ, ATDW, RACQ, RAPAD, OQTA, LTO's Operators, Trade partners</p>	<p>As per OQTA Marketing schedule</p>	<p>Individual Operators and product owners; LTO's; LGA's</p>	<p>Increased participation by CW tourism operators in OQTA marketing activities.</p>
<p>1.6 Identify gaps and opportunities for future accommodation development to support growth in drive , event and niche markets.</p>	<p>Complete an audit report on existing accommodation in the CW region against the needs of current and targeted markets – in particular meeting the accommodation needs of high-yield visitors.</p> <p>Invest in a Region-wide Accommodation Needs Analysis to support growth in:</p> <ul style="list-style-type: none"> ■ Drive touring market ■ Event market ■ Niche markets to include unique accommodation for eco-tours, short breaks and events 	<p>TEQ, RAPAD, OQTA, LGA'S, LTO's Operators</p>	<p>Phase 1 to commence Sep 2013</p>	<p>Committee/ Project Manager</p>	<p>Phase 1 Audit report completed – identifying current accom and potential gaps.</p> <p>Phase 2 Completed Regional-wide Accom. Needs Analysis to supportgrowth.</p>
<p>1.7 Reinvigorate existing themes and develop new themes that promote unique town attributes.</p>	<p>As part of the State Drive Strategy, investigate partnerships between Arts Queensland, local arts and cultural organisations and local government arts and events offices.</p> <p>Identify unique attributes for the basis of a town theme. Theming is to inform:</p> <ul style="list-style-type: none"> ■ Landscaping ■ Signage ■ Visitor attractions ■ Interpretation ■ Regional brand development 	<p>RADF/AQ/ TEQ/ OQTA/RACQ LTO's/RAPAD</p>	<p>Phase 1 to commence Sep 2013</p>	<p>Committee/ LGA's/RADF/ Project Manager</p>	<p>Phase 1: Identify town themes. Incorporate themes into Strategy 1.8</p> <p>Phase 2: Develop infrastructure and regional branding in line with town themes.</p>

<p>1.8 Reinvigorate local tourism products by leveraging the distinctive characters, stories and heroes synonymous with the region.</p>	<p>Facilitate region-wide story-telling and interpretive workshops for industry operators with a focus on:</p> <ul style="list-style-type: none"> ■ Developing interpretive experiences ■ Leveraging local characters and presenting stories to visitors in a more engaged, meaningful way ■ Content aligned with accredited training programs where possible <p>Incorporate new story-telling techniques into:</p> <ul style="list-style-type: none"> ■ Town Character Theming ■ Visitor Attractions ■ Interpretive boards and signage ■ Tour operator website copy and marketing collateral <p>Establish best practice models and engagement strategies.</p>	<p>RADF/AQ/ TEQ/ OQTA/RAPAD LTO's/LGA's operators</p>	<p>Commence Aug 2013</p>	<p>Committee/ LGA's/Project Manager</p>	<p>Story-telling workshops delivered in CW region. Workshop stand-alone training content aligned with relevant accredited training programs for continual use.</p>
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Blackall Woolscour

Goal 2: Attract new tourism investment and product development opportunities through the targeted growth and promotion of niche experiences

Strategy	Actions	Partners	Timeline	Responsibility	Measurement
2.1 Develop an Events Strategy to enable further growth of 'hero events' and leverage local events.	Develop a centrally managed Regional Events Calendar which can be accessed and distributed by all Tourism organisations, operators and events which addresses: <ul style="list-style-type: none"> ■ Seasonality issues ■ Visitor markets ■ Event partnerships and Tourism Packaging ■ Volunteer registers ■ Links to Event Trails/Drive itineraries Conduct an audit and mapping of existing events to identify gaps and opportunities.	TEQ/RACQ/ OQTA/LTO's/ LGA's/AQ/ RAPAD/ Operators	01/04/13	Committee; LTO's; Project Manager	Regional Events Calendar completed and distributed. Procedures in place for continual updates.
	Package events with tourism product and Event drive trails. Cooperatively market and distribute Event packages and drive itineraries to include: <ul style="list-style-type: none"> ■ ATDW new Journeys category ■ RACQ Discount Tickets/Events ■ RACQ Drive itineraries (Event Trail) ■ GoDo ■ Package partner distribution channels ■ STO, RTO and LTO marketing campaigns 	TEQ/RACQ/ OQTA/LTO's/ LGA's/AQ/ Operators	Schedule to fit Event calendar	Event managers; operators; Project Manager	4 event packages and 1 event trail completed and distributed.

<p>2.2 Develop a Paddocks to Plate strategy which will deliver visitor experiences around local produce farms and facilities.</p>	<p>The strategy will focus on developing new visitor experiences built around local product specific to each precinct. Actions to include;</p> <ul style="list-style-type: none"> ■ Conduct an Audit and mapping exercise on the existing capacity of the food tourism sector in the region ■ Product development gaps and opportunity analysis ■ Assessment of likely distribution and coordination of products ■ Development of partnerships i.e. producers, processors, retail outlets, restaurants. ■ Develop Marketing campaigns ■ Capacity building of local hospitality operators in service delivery and food preparation ■ Build a range of products and experiences to include: <ul style="list-style-type: none"> - Regional food experience story - Farm gate information - Harvest calendar - Food trail - Food events - Recipes that feature local ingredients - Educational content for schools ■ Creation of new food experience imagery for marketing and promotion 	<p>TEQ/RACQ/ OQTA/ LTO's/LGA's/ RAPAD Producers; Processors; Retail outlets; Restaurants Operators</p>	<p>Phase 1 to commence July, 2013</p>	<p>Committee; LGA's; Project Manager</p>	<p>Paddock to Plate Strategy commenced:</p> <p>Phase 1 Desktop audit of existing capacity of food tourism sector in region. Linking and distribution of these identified opportunities with relevant tourism businesses.</p> <p>Phase 2 Paddock to Plate Strategy completed – building on experiences and learning from Phase 1.</p>
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<p>2.3 Leverage a growing international market and a changing domestic market interested in Indigenous tourism activities currently not developed in Central West.</p>	<p>Obtain current status update of all Central West Indigenous sites.</p> <p>Identify key areas of government support in the access and development of key Indigenous sites* including 'The Palace,' east of Barcaldine and Blackall. Issues currently impacting on future development include:</p> <ul style="list-style-type: none"> ■ Resolution of Native Title issues ■ Preservation and protection of the cultural material ■ Mapping of Central West stakeholder alignment and support in attracting State and Australian Government funding <p><i>(*Indigenous sites may be located on private land or National Parks)</i></p> <p>Research and incorporate the Indigenous story of the region into existing and new tourism attractions.</p> <p>Research opportunities in developing an Indigenous connection trade trail.</p> <p><u>Region-wide critical goals of this development are: increased land-tenure security; cultural respect; local/regional business and career development.</u></p>	<p>RDAFCW; LGA's; BTRC; DERM; QSNTS; TEQ; OQTA; RAPAD; Indigenous Community Groups</p>	<p>Phase 1 to commence July 2013</p>	<p>Committee; BTRC; Project Manager</p>	<p>Phase 1 Identification of critical path for developing the Indigenous experience in Central West. New Indigenous stories developed distributed through tourism attractions. (Note: these can be developed as part of Strategy 1.8).</p> <p>Phase 2 New Indigenous connection trade trail strategy developed.</p>
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<p>2.4 Leverage a growing market for nature-based and ecotourism activities.</p>	<p>Research and identify ecotourism opportunities on both private land and in national parks for special interest groups to include:</p> <ul style="list-style-type: none"> ■ Identify birding locations of the CW to be compiled in a central register suitable for distribution both online and in CW marketing collateral. ■ Research and target key birdwatching groups for potential special interest touring activities ■ Identify key areas for Macropod watching ■ Identify areas suitable for pastoral and indigenous heritage interpretation ■ Investigate viability of commercial tourism activities in selected areas ■ Prepare a toolkit for potential commercial tourism operators that includes: an activity guide for access guidelines and permits, for day and overnight tours (including camping permits); helpful links to relevant tourism and park management authorities. Also includes a register of indigenous and natural heritage sites in the CW region ■ Develop an action plan to identify opportunities for future facility upgrades; infrastructure development and experience delivery 	<p>DERM; TEQ; TIPA; QPWS; LGA's; OQTA; RAPAD</p>	<p>Phase 1 to commence May 2013</p>	<p>Committee; LGA's; Project Manager</p>	<p>Phase 1 Toolkit for commercial tourism operators completed. Register complete for indigenous and natural heritage sites.</p> <p>Phase 2 Infrastructure and facility upgrades identified.</p>
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ABBREVIATIONS & GLOSSARY

AQ	Arts Queensland	QSNTS	Qld South Native Title Service
ATDW	Australian Tourism Data Warehouse	RACQ	Royal Automobile Club of Queensland
BTRC	Blackall Tambo Regional Council	RADF	Regional Arts Development Fund
DERM	Department of Environment & Resource Management	RAPAD	Remote Area Planning & Development Board
FCGP	Flight Centre Global Product	RDQFCW	Regional Development Australia Fitzroy & Central West
LGA	Local Government Association	RTOs	Regional Tourism Organisations
LTO	Local Tourism Organisation	TEQ	Tourism & Events Queensland
OQTA	Outback Queensland Tourism Association	TIPA	Tourism in Protected Areas
QPWS	Qld Parks & Wildlife Services		

