

South East Queensland Country

Tourism Opportunity Plan

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Executive Summary

Purpose

The purpose of this Tourism Opportunity Plan (TOP) is to provide direction for the sustainable development of tourism in the South East Queensland Country Region over the next ten years to 2019.

The TOP aims to:

- Identify new and upgraded tourism product that meets future visitor expectations and demands;
- Identify the need for new investment in infrastructure that supports the ongoing development of tourism;
- Provide relevant research based information on tourism supply and demand; and
- Provide an agreed focus and mechanisms for engagement with the tourism industry, infrastructure providers and private investors.

The audience of the report includes Local, State and Federal Government agencies, regional economic development agencies, Regional and Local Tourism Organisations, investors and developers and tourism industry operators.

The development of the TOP has been based on extensive research as well as consultation with a diverse range of regional and external stakeholders including government agencies, tourism industry, tourism stakeholders, developers and investors. Over 110 stakeholders were consulted throughout this project, from survey consultation through to one-on-one interviews, forums and workshops.

This TOP does not purport to canvass all possible projects for the region. Recommendations made in this TOP were developed through an assessment of projects based on an agreed set of criteria:

1. Is the **product unique** or provide a **competitive advantage** for the region?
2. Does the project meet the **needs of growth target markets**?
3. Is the product / project **demand driven**?
4. Is **market failure** evident to support the need for the product or investment opportunity?

South East Queensland Country in 2019

South East Queensland Country is a partnership between five Regional Tourism Organisations to promote and develop 'country' short-break holidays for consumers in South East Queensland (SEQ) and Northern NSW. The region offers non-coastal, country experience around Brisbane and includes the distinctive sub-destinations of Queensland's Southern Downs and Granite Belt, Toowoomba and the Darling Downs, South Burnett including the Bunya Mountains, Sunshine Coast Hinterland and Greater Brisbane Country.

Over the next ten years, with continued visitor growth, a rapidly growing population base and economic growth due to the mining boom in the Surat-Dawson basin, South East Queensland Country faces significant challenges in meeting the future needs of these populations. In particular, the increasing pressure on infrastructure, resources and utilities. The challenge for South East Queensland Country is to be able to further develop the tourism industry within the economic development profile of the region. Tourism needs to be considered in the future infrastructure and services development required to meet the needs of the growing population of the region.

Catalyst Projects

Ten catalyst projects have been identified for South East Queensland Country over the next ten years. These projects are tourism investment or infrastructure projects of regional significance which are expected to act as a catalyst to a range of other investment, marketing and product development opportunities.

These catalyst projects were identified as:

1. South East Queensland Country Food and Wine Experience
2. Developing a 'Country Drive' Landscape
3. Encouraging Unique, Boutique and Quality Accommodation
4. Handmade in Country – Living Heritage
5. Extension to the Brisbane Valley Rail Trail
6. Bunya Mountains Activity Centre

7. Thomas Jack Park Visitor Information and Cultural Precinct
8. Picnic Point Parklands Future Use Plan
9. Stanthorpe Tourism precincts and Pedestrian Linkages
10. Morgan Park Master Plan and Site Development

Regional Priority Projects

Investment in tourism products and tourism related infrastructure is required in order to meet the future needs of visitors to each of the distinctive sub-regions of South East Queensland Country. The Tourism Opportunity Plan provides a summary of the tourism related development projects that have been identified by each of the four sub-regions of South East Queensland Country (the Local Government Areas of Western Downs, South Burnett, Southern Downs and Toowoomba) as being essential in meeting the needs of future target markets and market demand. A number of region-wide priority projects are also identified.

Additional Projects

A number of long term projects have also been identified for South East Queensland Country under the following categories:

- Tours and Attractions
- Regional Cuisine
- Outdoor Recreation
- Culture and Heritage
- Accommodation
- Events / Conferences
- Major Infrastructure / Services

These projects have been identified by stakeholders as important for the region, however on initial investigation it was determined that these developments were not feasible to be undertaken at this stage. This was due to either the fact that the project was not feasible within the ten year time horizon of the Tourism Opportunity Plan or due to significant barriers restricting the project's development. If these barriers and time restrictions can be overcome, then these projects may be able to be progressed.

The South East Queensland Country Tourism Opportunity Plan recommendations focus on the four regional council areas of Western Downs, South Burnett, Southern Downs and Toowoomba. The overall South East Queensland Country Region also extends into the Sunshine Coast Hinterland, Greater Brisbane Country and the Gold Coast Hinterland. Separate Tourism Opportunity Plans have already been developed for the Sunshine Coast, Brisbane and the Gold Coast. A summary of the recommendations of these Tourism Opportunity Plans is provided throughout this report.

Implementation

The TOP aims to provide a clear set of priority projects for the region to guide product development partnerships and local planning. More importantly, the plan provides a vision and direction for future tourism development that meets the needs of the community and consumer alike.

SEQC stakeholders will need to work together to take ownership for implementation of this TOP so as to achieve improved visitor growth, increased lengths of stay and improved visitor yields across the regions.

SEQC RTOs will be responsible for managing and co-ordinating the implementation of the Plan in partnership with Tourism Queensland and State and Local Government. The RTOs and the region's DMO will monitor progress of the Plan's recommended projects and where necessary assist in forming project groups of relevant agencies/organisations to take the project recommendations forward.



Bushwalking, Bunya Mountains, Fraser Coast South Burnett

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Acronyms

BNT	Bicentennial National Trail
BVTR	Brisbane Valley Rail Trail Association
DAG	Destination Action Group
DEEDI	Department of Employment, Economic Development and Innovation
DET	Department of Education and Training
DIP	Department of Infrastructure and Planning
DMO	Destination Management Officer
DMP	Destination Management Plan
DTMR	Department of Transport and Main Roads
EPA	Environmental Protection Agency
FCSBT	Fraser Coast South Burnett Tourism
GRP	Gross Regional Product
IVS	International Visitor Survey
LGA	Local Government Area
LTO	Local Tourism Organisation
NVS	National Visitor Survey
QPWS	Queensland Parks and Wildlife Service
QTIC	Queensland Tourism Industry Council
QTS	Queensland Tourism Strategy
RPT	Rapid Passenger Transport
RTIIP	Regional Tourism Investment and Infrastructure Plan
RTO	Regional Tourism Organisation
SBRC	South Burnett Regional Council
SDRC	Southern Downs Regional Council
SDGBRT	Southern Downs and Granite Belt Regional Tourism
SEQ	South East Queensland
SEQC	South East Queensland Country
TAFE	Technical and Further Education
TFC	Tourism Forecasting Council
TGWT	Toowoomba and Golden West Tourism
TOP	Tourism Opportunity Plan
TQ	Tourism Queensland
TRC	Toowoomba Regional Council
VIC	Visitor Information Centre
WDRC	Western Downs Regional Council

1 Context

Ringsfield House,
Nanango

1.1 What is a Tourism Opportunity Plan?

The purpose of this Tourism Opportunity Plan (TOP) is to provide direction for the sustainable development of tourism in the South East Queensland Country Region over the next ten years to 2019.

The TOP aims to:

- Identify new and upgraded tourism product that meets future visitor expectations and demands;
- Identify the need for new investment in infrastructure that supports the ongoing development of tourism;
- Provide relevant research based information on tourism supply and demand; and
- Provide an agreed focus and mechanisms for engagement with the tourism industry, infrastructure and private investors.

In November 2006, the Queensland Government delivered the Queensland Tourism Strategy, a 10-year vision for sustainable tourism. To achieve its vision, Tourism Queensland (TQ) and the Queensland Tourism Industry Council (QTIC) in partnership with DEEDI¹ developed six key themes. Under theme 2 'Investment, Infrastructure and access' Tourism Queensland, in partnership with Regional Tourism Organisations (RTOs) was responsible for preparing Regional Tourism Investment and Infrastructure Plans (RTIIPs) for each tourism region across Queensland. The TOP is the new name for the RTIIP, a title that is considered to better represent the content and intent of the document. However, apart from the name change, the remainder of the document is as was developed in partnership with regional stakeholders over the last 18 months.

The audience of the report includes Local, State and Federal Government agencies, regional economic development agencies, Regional and Local Tourism Organisations, investors and developers and tourism industry operators.

This development of the TOP has been based on extensive research as well as consultation with a diverse range of regional and external stakeholders including government

agencies, tourism industry, tourism stakeholders, developers and investors. Over 110 stakeholders were consulted throughout this project, from survey consultation through to one-on-one interviews, forums and workshops.

The Tourism Opportunity Plan also recognises the various other Government strategies and plans which impact on tourism and which exist in the region including the SEQ Regional Plan and SEQ Infrastructure Plan and Program, the Wide Bay Burnett Regional Plan and the Eastern Downs Regional Framework for Growth Management.

1.2 The South East Queensland Country Region

South East Queensland Country is a partnership between five Regional Tourism Organisations to promote and develop 'country' short-break holidays for consumers in SEQ and Northern NSW. It is an umbrella brand that takes the shared messages to a common target market. The region offers non-coastal, country experience around Brisbane and is comprised of a number of distinctive sub-destinations within a 200-250 km radius:

1. Queensland's Southern Downs and Granite Belt
2. Toowoomba and the Darling Downs
3. South Burnett including the Bunya Mountains
4. Sunshine Coast Hinterland
5. Greater Brisbane Country

Map 1 provides an overview of the South East Queensland Country boundaries as defined by the South East Queensland Country Destination Management Plan. There are 14 Local Government Areas (LGAs) which form part of South East Queensland Country. For the purposes of this project, the project recommendations provided relate to the four LGAs of Toowoomba Regional Council, Southern Downs Regional Council, Western Downs Regional Council and South Burnett Regional Council. Areas not included within these LGAs (e.g. Greater Brisbane, Sunshine Coast Hinterland, Gold Coast Hinterland and Western Downs) have been covered in other Tourism Opportunity Plan and the results have been

¹ Queensland Tourism Strategy, Tourism Queensland (2006)

² South East Queensland Country Destination Management Plan, Tourism Queensland (2007)

incorporated into this document where possible (refer to section 7.0)

South East Queensland Country is part of one of Australia's fastest growing population areas, South East Queensland. South East Queensland Country has a significant population base which is expected to grow at a rapid rate over the next 20 years, exceeding the average population growth in Queensland (OESR, 2008³). The mining boom in the Surat-Dawson basin will also act as a key driver of economic and population growth in the region. The tourism industry is a growing part of South East Queensland Country, influencing both the resident population growth and the regional economic structure and profile. In 2007, domestic and international visitor expenditure in South East Queensland Country contributed over \$848 million to the regional economy (Tourism Research Australia, 2007⁴). Visitation to the destination is dominated by intrastate day trips and short breaks of three nights or less with a small but growing international market. In the year ended June 2008, South East Queensland Country received a total of 2.72 million visitors, with domestic visitation accounting for 95.8% of this visitation (Tourism Queensland, 2008⁵). In the year ended June 2008, South East Queensland Country also received over 6.76 million day-trip visitors.

According to the South East Queensland Country Regional Snapshot (Tourism Queensland, 2008), in the year ended June 2008, South East Queensland Country received approximately

15% of all domestic visitors to Queensland. Intrastate visitors account for 79% of visitors to the region of which 46% were from Brisbane. Forty-six percent of domestic visitors travelled to South East Queensland Country to visit friends and relatives. In the year ended December 2007, 90% of domestic visitors to South East Queensland Country drove to the destination. International visitors to South East Queensland Country accounted for approximately 5% of all international visitors to Queensland (June, 2008). New Zealand and the United Kingdom were the major international source markets, with visitors travelling to South East Queensland Country primarily to visit friends and relatives (47%) and for holiday purposes (45%).

With a rapidly growing population base and continued visitor growth, South East Queensland Country faces significant challenges in meeting the future needs of these populations, in particular the increasing pressure on infrastructure, resources and utilities. The challenge for South East Queensland Country is to be able to further develop the tourism industry within the economic development profile of the region. Tourism needs to be considered in the future infrastructure and services development required to meet the needs of the growing population of the region.



Cranes Wines, Boole

³ Local Government Area Profiles, Office of Economic and Statistical Research (2008)

⁴ Regional Expenditure, Tourism Research Australia (2007)

⁵ South East Queensland Country Regional Snapshot, Tourism Queensland (2008)

Map 1. South East Queensland Country Region

Source: South East Queensland Country Guide; Tourism Queensland, 2009



1.3 Future Tourism Profile

Future tourism demand to 2017 has been projected for South East Queensland Country. These projections assume that for most markets, trends in market share of each main market between 2001 and 2007 continue through to 2017. It is also assumed that the international and domestic visitor and visitor night forecasts prepared by the Tourism Forecasting Committee for Queensland and Australia apply.

(000's)		2001	2007	2012	2017	Increase on 07		Avg. Annual increase	
						2012	2017	2007-12	2012-17
Visitors	Domestic	2,353	2,643	2,949	3,075	306	432	2.2%	0.8%
	International	91	119	143	195	24	76	3.8%	6.4%
	Total	2,444	2,762	3,092	3,270	330	508	2.3%	1.1%
Visitor Nights	Domestic	6,304	7,151	7,041	7,564	-110	413	-0.3%	1.4%
	International	1,148	1,935	2,065	2,932	130	997	1.3%	7.3%
	Total	7,452	9,086	9,106	10,496	20	1,410	0.0%	2.9%
Avg. stay (nights)	Domestic	2.7	2.7	2.4	2.5	-0.3	-0.2	-2.5%	0.6%
	International	12.6	16.3	14.4	15.0	-1.8	-1.3	-2.4%	0.8%
	Total	3.0	3.3	2.9	3.2	-0.3	-0.1	-2.2%	1.7%

Source: EC3 Global using NVS, IVS and Tourism Forecasting Committee data (2007)

In addition to overnight visitors, daytrippers to South East Queensland Country are projected to increase from 6,653,000 in 2007 to 7,836,000 in 2017 – an additional 1.2 million daytrippers or 18% growth. The number of daytrip visitors travelling to South East Queensland Country is currently higher than other Queensland destinations such as the Gold Coast and Sunshine Coast and is higher than the State average. This trend highlights the need for night time / early morning activities in the region in order to encourage overnight or extended length of stay in the region. Provided below is a brief overview of the projected demand for activities in South East Queensland Country over the next ten years.

International Visitors	Domestic Visitors
<ul style="list-style-type: none"> Based on an assessment of recent trends in the number of international visitors participating in these activities, projections can be made. <p>Strongest growth:</p> <ul style="list-style-type: none"> Attend an organised sporting event Attend theatre concerts or performing arts Bushwalking or rainforest walks Visit amusement or theme parks Visit farms <p>Modest growth:</p> <ul style="list-style-type: none"> Go on guided tours or excursions Go shopping (pleasure) Going to markets Pubs clubs discos etc Visit history, heritage building sites or monuments Visit museums or art galleries Visit the outback Visit wineries 	<ul style="list-style-type: none"> Based on an assessment of recent trends in the number of domestic visitors participating in these activities, projections can be made. <p>Strongest growth:</p> <ul style="list-style-type: none"> Eat out at restaurants Go shopping (pleasure) Going to markets Play sports <p>Modest growth:</p> <ul style="list-style-type: none"> Bushwalking or rainforest walks Pubs clubs discos etc Visit botanical or other public gardens Visit friends and relatives Visit national parks or state parks Visit wineries



2 Methodology

Peppers Spicers Peak
Lodge

2.1 Tourism Opportunity Plan Development Methodology

Consistent with the Tourism Opportunity Plan template developed by Tourism Queensland, the methodology undertaken to develop the South East Queensland Country Tourism Opportunity Plan included six key phases:

- Phase I – Project Initiation
- Phase II – Situation Analysis
- Phase III – Development of a Future Tourism Profile
- Phase IV – Analysis of Investment and Infrastructure
- Phase V – Preparation of Draft Tourism Opportunity Plan
- Phase VI – Preparation of Final Tourism Opportunity Plan

A full summary of the methodology is provided in Appendix 1.

2.2 Stakeholder Consultation

A high level of stakeholder consultation was undertaken in the development of the Tourism Opportunity Plan including the establishment of a Destination Action Group (DAG) with broad ranging government, industry and community membership (ref Appendix 2). The commitment and involvement of the DAG was essential in the development of the TOP. The DAG provided direction, feedback and input on the project and provided the consultant with valuable insight and advice on the future growth and development of tourism in the region.

A combination of stakeholder surveys, workshops and interviews were used to engage and consult with stakeholders throughout the TOP process. Key stakeholders were identified to form part of a project Reference Network. The Reference Network was the key point for consultation throughout the project in order to provide input into the development of the plan and to gain ownership and engagement into the final plan and its implementation. The wider consultative Reference Network included key stakeholders from:

- Department of Employment, Economic Development and Innovation
- Regional / Local Tourism Organisations
- Local Government representatives
- Department of Transport and Main Roads

- Department of Infrastructure and Planning
- Department of Environment and Resource Management
- Other State Government agencies
- Chambers of Commerce
- Community Organisations
- Area Consultative Committees
- Investors / Developers
- Tourism Operators / Industry
- Event / Conference Operators

Surveys were used to gain an initial understanding of the tourism industry in the region and seek input on the desired future of tourism for South East Queensland Country. Due to a low response rate of 13 completed surveys, limited use was made of the survey data. In-region workshops and meetings with key stakeholders then allowed for the identification of specific issues indicating infrastructure gaps and investment and development opportunities in the region. Individual meetings were held with key stakeholders such as developers and investors. Appendix 3 provides a list of the stakeholders consulted throughout this process.

2.3 Data Sources and Limitations

The consultants have used a combination of quantitative and qualitative primary and secondary data sources in the analysis and preparation of the Tourism Opportunity Plan. Where possible, all quantitative data sources have been verified and all reports associated with the Tourism Opportunity Plan have been presented to a wide range of stakeholders for verification and feedback. Effort has been made to provide a comprehensive profile of tourism development in the region. There are however inherent limitations in data sets and sources.

South East Queensland Country covers a large geographic region, covering 14 Local Government Areas and 15 statistical Australian Bureau of Statistics (ABS) sub divisions in Queensland. South East Queensland Country is also made up of sections of both the South East Queensland planning region and the Wide Bay – Burnett planning region. Both of these regions have separate long term regional strategies for infrastructure and development. There are a wide range of

challenges in presenting and analysing data for this large region. Outlined below are the principles used in the sourcing, presentation and analysis of data for South East Queensland Country:

- Where possible, data has been presented for the entire South East Queensland Country Region (as per the definition in the Destination Management Plan).
- Economic data has been presented for the four major Local Government Areas within South East Queensland Country – Toowoomba Regional Council, Southern Downs Regional Council, Western Downs Regional Council and South Burnett Regional Council.
- Where data is not available for the four major Local Government Areas, data is presented for the Darling Downs Statistical Division. This division is used in the DMP as representative of South East Queensland Country.

The data provided in this report aims to provide an overall analysis of the South East Queensland Country region in order to ensure that the Tourism Opportunity Plan provides a consistent approach to the investment, planning and development of tourism infrastructure for the entire South East Queensland Country Region.

2.4 Project Assessment Criteria

A wide variety of projects have been put forward as part of the South East Queensland Country Tourism Opportunity Plan process. In order to undertake an initial assessment of the feasibility of these projects a set of assessment criteria were developed in consultation with key stakeholders. The agreed criteria for the assessment of the identified South East Queensland Country Tourism Opportunity Plan projects were:

1. **Product Uniqueness** – Is the product or investment opportunity unique to the South East Queensland and Northern New South Wales region? Will the project provide a visitor experience that is not currently available for visitors either within the South East Queensland Country region or in another easily accessible destination? Will the product provide a competitive advantage for the region?
2. **Target Market Needs** – Will the product or investment opportunity meet the needs of new target markets in the future? In particular, will the product or investment opportunity fill a gap in meeting the needs of the growth target markets? Is the opportunity supply driven?
3. **Demand Driven** – Does the demand forecasts for future activities and current target market demands support the development of the project or investment opportunity? Will the product or investment opportunity fill a gap in meeting visitor and community demands for infrastructure and tourism related investment?
4. **Market Failure** – Is market failure evident to support the need for the product or investment opportunity? Is there a role for the public sector in filling a gap for tourism related infrastructure and investment? Why has market failure occurred and what is needed for investment to occur?

Based on the agreed set of assessment criteria, the identified projects for the South East Queensland Country Tourism Opportunity Plan will be classified into one of the following categories:

- **Catalyst Projects** – These projects are tourism investment or infrastructure projects of regional significance which are expected to act as a catalyst to a range of other investment, marketing and product development opportunities. These projects have undergone an initial stakeholder and criteria assessment of their feasibility and been agreed as a catalyst project for the region. *Generally, a catalyst project met the majority of the four assessment criteria requirements ie. 3.5 to 4.*
- **Regional Priority Projects** – These projects are tourism investment or infrastructure projects that are a priority for a particular sub-region of South East Queensland Country. These projects have undergone an initial stakeholder and criteria assessment of their feasibility and been agreed as a priority for the area. *Generally, a regional priority project met between 2.5 and 3.5 of the assessment criteria requirements.*
- **Long Term Projects** – These projects are the additional tourism investment or infrastructure projects that have been identified throughout the stakeholder consultation process. In the stakeholder and criteria assessment process, these projects were identified as not feasible to be undertaken either in the time horizon of the Tourism Opportunity Plan or due to significant barriers restricting the project's development. *Generally, a long term project met less than 2.5 of the assessment criteria requirements.*

3 A Vision for South East Queensland Country

Crows Nest
(Photo: Dan Proud)

South East Queensland Country forms part of one of Australia's fastest growing population areas – South East Queensland. As a destination, South East Queensland Country has the potential to further develop as a significant country destination with appropriate infrastructure, products and services to support the industry. The growing population of the SEQ region highlights the opportunity for growth of the tourism industry in South East Queensland Country but also identifies the need for well planned and sustainable development and growth.

The South East Queensland Country Destination Management Plan (2007) identifies the vision for the region as being:

'Recognised as a destination known for its country hospitality, distinct seasons and rich provincial visitor experiences characterised by a burgeoning tourism industry that embraces its regional community'

3.1 South East Queensland Country Tourism Opportunity Plan Vision

From the stakeholder consultation process, a number of common themes can be identified as core elements of the vision for the future of tourism in South East Queensland Country. The following themes should be used as the basis for the vision for the South East Queensland Country Tourism Opportunity Plan vision to 2020:

- Positioning as a destination for short breaks, with a diversity of boutique operations as a unique selling point;
- Delivering a diversity of tourism experiences including nature based activities, indulgence and adventure experiences;
- The destination is approaching a greater need for international ready iconic product;
- Building on the population and economic growth delivering 'lifestyle' and community appropriate tourism development.



Main Range National Park

3.2 Target Markets

The South East Queensland Country Destination Management Plan (DMP, 2007) identifies and prioritises the market segments that provide the greatest potential for growth of tourism in the South East Queensland Country region. These target markets are the primary focus for product development and marketing activities from 2007 to 2010 and should also provide the focus for the Tourism Opportunity Plan in recommendations made on infrastructure and investment priorities.

Core Leisure (Holiday and VFR) Target Market

- *Short Break Drive Market* – families and couples aged over 35 years, living in the Brisbane metropolitan area, household income over \$70,000 pa.

Developing Leisure (Holiday and VFR) Target Markets

- *Short Break Drive Market* – families and couples aged over 35 years, living in the South East Queensland (SEQ) regions and Northern New South Wales
- *Touring and Fly/Drive Market* – mid-life and older households, living in NSW, Victoria and Queensland
- *Short Break Drive Market* – couples aged 25-34 years, living in Brisbane metropolitan area
- *International Drive Markets* – from New Zealand, United Kingdom, Germany and other Europe

Domestic Consumer Segmentation

Since the South East Queensland Destination Management Plan was published, Tourism Queensland has undertaken a new approach to identifying domestic target markets, based on consumer segmentation. The segmentation is a result of research of some 6,000 Australian consumers, looking to understand the emotional drives for their ideal holiday experience. Based on the results of this research the consumer group best suited to South East Queensland Country are the 'Connectors'; and a secondary market as the 'Unwinders'.

Connectors see holidays as a chance to connect with the people they care most about. They will often compromise their own preferences in terms of activities to ensure everyone has a good time. It's about what is real and what's really important;

Unwinders see holidays as all about relaxation and release, focusing on themselves as an escape from their crowded lives. They seek an unstructured holiday. Decisions about their holiday activities are generally made when at the destination. Holidays allow them to catch their breath, feel calm and peaceful and gain perspective (Tourism Queensland, 2008⁶)

Tourism Opportunity Plan Growth Markets

The stakeholder consultation process also identified a range of additional target markets that show potential for growth as a result of the Tourism Opportunity Plan process. The identification of investment and infrastructure opportunities for South East Queensland Country has focussed on meeting the needs of these core markets. These target markets include:

- Short Break Drive Market
- Business Tourism Market
- International Drive Market
- Empty Nesters / Grey Nomads
- International Market
- Backpacker Market



Amberley Estate B&B, Stanthorpe

⁶ Segmentation Analysis Discussion Paper, Tourism Queensland (November 2008)

4 Gap Analysis

Abbey of the Roses,
Warwick

The following gap analysis is based on a combination of stakeholder consultation and feedback, desktop research and an analysis of relevant secondary data and information. This gap analysis focuses on the future investment and infrastructure potential for the region and was used to underpin the development of recommendations contained within the Tourism Opportunity Plan.

4.1 Destination Opportunities and Challenges

Opportunities	Challenges
<ul style="list-style-type: none"> ■ Proximity to Brisbane and coastal destinations ■ Unique atmosphere and experience – peaceful, uniquely Australian, relaxed, remote ■ Four distinct seasonal experiences (autumn, winter, spring, summer) ■ Authentic Queensland country history and heritage ■ Variety of attractions, particularly nature-based attractions as well as gardens and horticultural experiences ■ Friendly and outgoing local community – country hospitality ■ Diversity of active and passive leisure experiences including shopping and sightseeing ■ Some high quality food and beverage and regional cuisine offering ■ Affordable ■ Natural landscape, national parks, scenery ■ Strengths for the international market⁷: <ul style="list-style-type: none"> ○ Bushwalking / rainforest walks ○ Pubs, clubs, discos ○ Visual art / craft workshops / studios ○ Visiting the outback ■ Strengths for the domestic market⁸: <ul style="list-style-type: none"> ○ Visiting farms ○ Visiting wineries ○ Bushwalking or rainforest walks ○ Visiting friends or relatives 	<ul style="list-style-type: none"> ■ Low level of investment in tourism product and infrastructure ■ Variable range and diversity of product choice ■ Limited awareness of the destination experience ■ Limited marketing and development resources ■ Lack of packaged products and itinerary options ■ No significant regional airport ■ Staffing – particularly with competition from mining wages ■ Limited understanding of tourism and the tourism business ■ Lack of integrated public transport network ■ Poor road access and deteriorating road network particularly congestion on roads from the destination's main market, Brisbane ■ Lack of accommodation availability in some areas ■ Availability of utilities eg. water, telecommunications ■ Lack of nightlife / entertainment ■ Availability of regional information / signage ■ Irregular retail opening hours and limited range of retail options

⁷ Based on an assessment of the activities that international visitors to South East Queensland Country Region participate in at a greater proportion to all international visitors to Australia (IVS, 2007)

⁸ Based on an assessment of the activities that domestic visitors to South East Queensland Country Region participate in at a greater proportion to all domestic visitors to Queensland (NVS, 2007)

4.2 Planned Projects Supporting the Tourism Opportunity Plan

Outlined below is a list of major tourism projects currently planned that support the Tourism Opportunity Plan:

- Cherrabah Redevelopment – 5 star resort and golf course
- Toowoomba Airport Relocation Feasibility Study
- Platinum Hotel on James St, Toowoomba
- State Equestrian Centre – Toowoomba, Warwick, Caboolture
- Interpretive Centre at Nanango
- Windfarms at Crows Nest and Coopers Gap
- National Carriage Factory at Cobb & Co
- Brisbane Valley Rail Trail
- Morgan Park Masterplan
- Expansion at Peppers Spicers Peak
- Australian Rural Exhibition Centre
- Energy Centre (Nanango)
- Kingaroy Aerospace Industry Development
- Joh Bjelke Petersen Interpretation Centre and Conference Facilities – Feasibility Report
- Cherbourg Historical Precinct – Business Plan
- 'Reflections' at Cooby Dam
- Various road and rail upgrades

4.3 Investment and Infrastructure Gaps

Provided below is a summary of the product challenges and gaps that have been identified for South East Queensland Country for the future development and growth of tourism. These are the current gaps that are limiting the region from achieving sustainable tourism growth and meeting the needs of the priority target markets. This overview of investment and infrastructure gaps is broken down by Local Government Area and is based on a combination of stakeholder consultation and desktop research.

Western Downs Regional Council Area

- Limited air access
- Limited cycling / pedestrian access
- Heavy transport – lack of stopping bays and facilities to cater for industry and visitors
- Lack of accommodation stock – short and long term
- Funding and resources / securing private investment
- Education on the value of tourism eg. Businesses and other industry
- Keeping young people in the area / skills shortage
- Collaboration / commitment to tourism – industry, community and government
- Industry skills and experience in cross-selling and collaboration
- Environmental sustainability for the region
- Generation Z – trend away from drive holidays
- Rapid growth and development

South Burnett Regional Council Area

- Quality of the road infrastructure – D'Aguilar Highway and Brisbane Valley Highway
- Utility restrictions – Water, telecommunications, etc
- Lack of accommodation availability
- Skills shortage
- Inconsistency of industry operations eg. Opening times, operator commitment and recognition of tourism
- Lack of communication to target markets
- External threats – economy and weather

Southern Downs Regional Council Area

- Inter-regional transport and access in particular rail and air
- Water availability – including industry, community and visitor use
- Limited new product development and investment to meet consumer needs
- Attracting investment / funding – current high cost of construction and complicated development application process
- Capital investment – lack of public and private investment in infrastructure
- Local Government role in attracting investment and linkages to State Government
- Impact of ‘tree-changers’ – need for focus of energy
- Upskilling of industry / skills shortage
- Refreshment of the CBD (Warwick and Stanthorpe)
- Unity of industry – need for a collective goal
- Impact of non-local ownership
- Impact of fuel prices / spending of disposable income
- Climate change – managing the carbon footprint of the region
- Town planning for tourism – industry / government understanding tourism
- Changing consumer demographics and needs
- Planning and regulatory environment – local and state government approval process and insurance

Toowoomba Regional Council Area

- Access limitations, including air, train and road infrastructure
- Need for a network of linked transport options and infrastructure with less reliance on self drive experiences due to petrol prices
- Availability of water and utilities for industry, community and visitors
- Accommodation availability particularly with the current energy boom
- Lack of interactive tourism experiences and ability to meet market needs for tangible products
- Distances between attractions
- Need for reinvigoration of product and planned development
- Need for appropriate funding and resources – getting the region’s share of funding from government in terms of infrastructure and investment
- Linking tourism to economic development
- Collaboration and connectivity between stakeholders, including the delivery, understanding and promotion of one regional brand for tourism
- Visitor awareness of regions’ product and accessibility
- Having the right people on the ground to take initiatives forward; confirmation of roles
- Sustainable development and growth of the region over time
- Impacts of domestic and international visitor trends
- Protecting the essence of the ‘country’

Region-Wide

- Access limitations, including a linked network of air, train and road infrastructure
- Availability of water and utilities for industry, community and visitors
- Accommodation availability particularly with the current energy boom
- Lack of interactive tourism product and experiences and ability to meet market needs
- Town Planning schemes and development approval processes
- Public and private investment in the region
- Limited funding and resources
- Linking tourism to economic development
- Sustainable development and growth of the region over time
- Protecting the essence of the ‘country’
- Rapid growth and development

5 Catalyst Projects

Ten catalyst projects have been identified for South East Queensland Country over the next ten years. These projects are tourism investment or infrastructure projects of regional significance which are expected to act as a catalyst to a range of other investment, marketing and product development opportunities. These projects have undergone a stakeholder and criteria assessment of their feasibility and been agreed as a catalyst project for the region.

These catalyst projects were identified as:

- South East Queensland Country Food and Wine Experience
- Developing a 'Country Drive' Landscape
- Encouraging Unique, Boutique and Quality Accommodation
- Handmade in Country – Living Heritage
- Extension to the Brisbane Valley Rail Trail
- Bunya Mountains Activity Centre
- Thomas Jack Park Visitor Information and Cultural Precinct
- Picnic Point Parklands Future Use Plan
- Stanthorpe Tourism Precincts and Pedestrian Linkages
- Morgan Park Master Plan and Site Development Plan

Each of these catalyst projects is outlined further below. An overview of priority actions, timing and stakeholders for each of these catalyst projects is then provided in Appendix 4.

In addition to the catalyst projects identified above the Tourism Opportunity Plan has identified a number of whole-of-region and regional priority projects. These projects are the key to building sustainable regions that will meet the needs of future visitors including the international 'Experience Seeker'. In particular, four whole-of-region regional priority projects have been identified that are designed to improve the destination's readiness for the small but growing international market. These include an International Market-Ready Audit and Capacity Building Program linked to the Great Sunshine Way, an Indigenous Heritage Trail, a Regional Signage Strategy and a Regional Trails Master Plan.

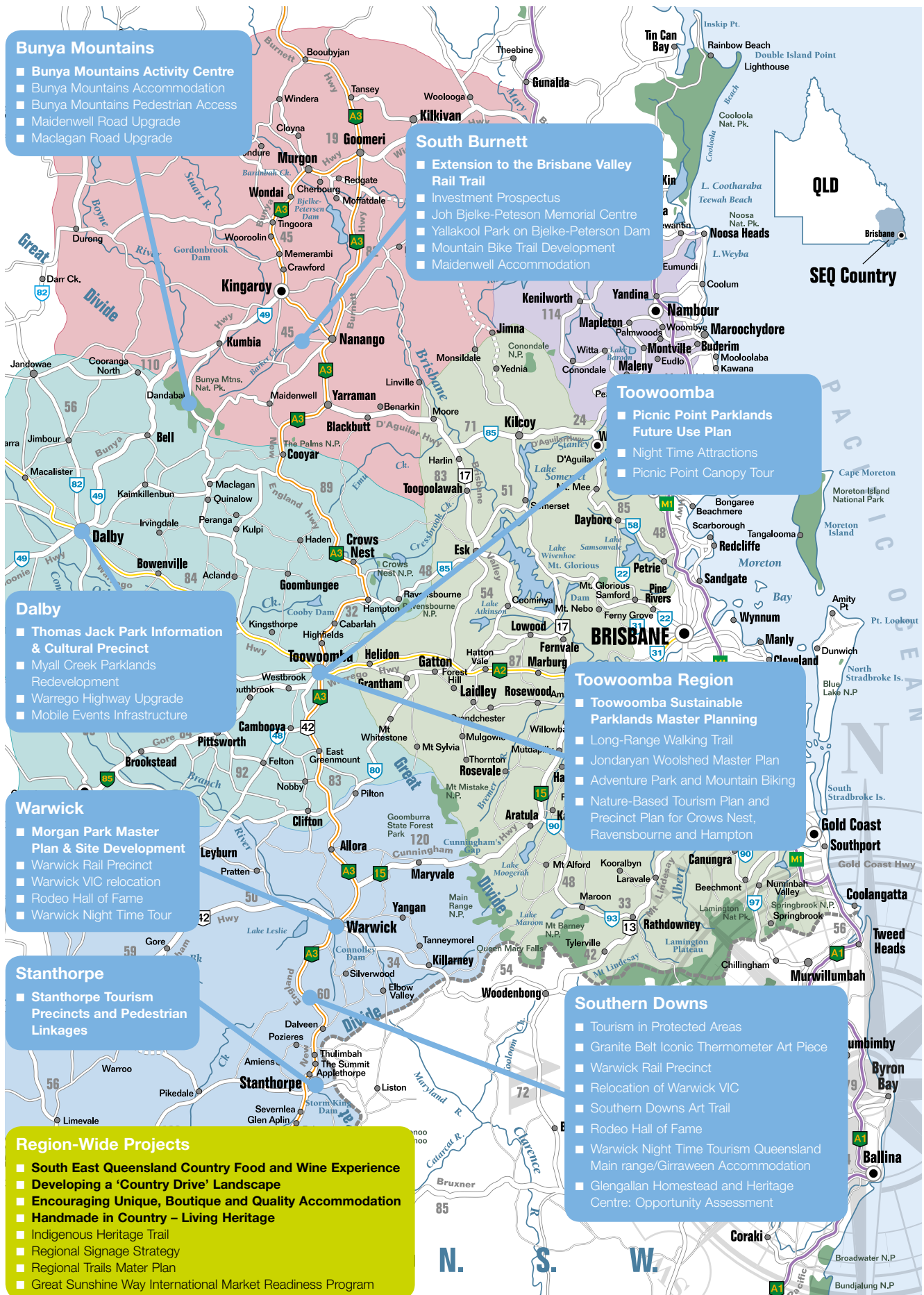
Map 2 provides a summary of both the catalyst projects and the regional priority projects identified in the Tourism Opportunity Plan. In addition to the Catalyst and Regional Priority projects which are considered feasible to progress during the life of the Tourism Opportunity Plan are a range of 'Long-term Projects' that while not feasible to complete during the life of the Plan will drive future development in the long-term.



Ballandean Estate Winery, Southern Downs

Map 2. South East Queensland Country Regional Tourism Opportunity Plan Catalyst and Regional Priority Projects Map

* Catalyst Projects highlighted in bold



5.1 South East Queensland Country Food and Wine Experience

South East Queensland Country is well known for the quality and variety of regional cuisine and wine. The region offers a diverse range of gourmet food products and food producers, as well as over 150 wineries and cellar doors. Visitors can experience the food and wine of the region through a wide range of avenues, including roadside food stalls, farmers markets, gourmet food stores, cellar doors, pubs, bars, cafes and restaurants.

The food and wine experiences in the region are one of the key attractors for visitors to the region. The packaging, integration and presentation of these experiences for the consumer are essential in order to encourage visitors to stay longer and spend more money in the region. The leveraging of existing food and wine experiences in the region and enhancing the quality and service delivery of new regional cuisine attractions and experiences across the region is important. The opportunity to further develop and integrate the food and wine experiences in South East Queensland Country has been identified by as a priority for the region. These opportunities build on and leverage the existing work already underway by the Department of Employment, Economic Development and Innovation (DEEDI), Wine Industry Development and Centre of Excellence in Food Processing.

Opportunities to further develop the South East Queensland Country food and wine experiences include:

- **South East Queensland Country Food and Wine Tourism Experience Groups** to develop a cohesive strategy and overarching experience statement to deliver unique food and wine experiences for visitors to the Region. The project will provide for the enhancement and linkages across existing Food and Wine Groups under a common banner in order to identify opportunities for cross promotion and synergies for development and marketing.
- **Establishment of a Business Development Program** for the development of regional cuisine attractions and experience through mentoring and capacity building of individual food producers in the region in delivering tourism food and wine related experiences. The program would aim to further enhance the types of regional cuisine experiences

available in the region through capacity building, training, quality development and service delivery improvement of local food and wine operators. The program is a virtual business development program, not a co-location of products and experiences and should build on existing programs such as Mentoring for Growth and the DEEDI Pipeline.

- **Development of Regional Food and Wine Trails across South East Queensland Country** to provide the linkages between a variety of attractions and experiences throughout South East Queensland Country. Due to the distances between food and wine attractions and experiences in the region, a series of trails would need to be developed. The Regional Food and Wine Trails would be developed to highlight the key strengths of the region in terms of regional cuisine, local produce, local dining experiences and wine. Best practice case studies across Australia include the Butcher, Baker, Winemaker Trail in the Barossa Valley and the Yarra Valley Regional Food Trail.
- **Piloting a 'Green Gourmet' approach to sustainability** for South East Queensland Country to position itself as a market leader in responding to the issues of sustainability and climate change. Recognition as an environmentally and socially sustainable food and wine tourism destination can provide the industry and region with a competitive advantage as well as improved operational efficiency for businesses. A pilot program should be developed to introduce an operator education program in responding to climate change and achieving operational savings in their business through sustainable practices. This program could include support for the implementation of a benchmarking and certification system to achieve environmental sustainability accreditation for business operations in the region.

5.2 Developing a 'Country Drive' Landscape

One of the unique selling points of South East Queensland Country is its 'country' essence and atmosphere. The region's four distinctive seasons combined with fresh country air and hospitality provides visitors with an escape from busy city life and a country drive experience. The towns of South East Queensland Country each provide their own distinctive country experience that combine to create a unique regional experience. Each town has its own individual character that provides visitor experiences and attractions for different visitor markets. The need to maintain and promote the region's country essence and unique selling point is evident in ensuring that visitors' expectations and needs are met.

As consumers become increasingly demanding and discerning in their holiday selection, there is a need to provide an overall visitor experience in a destination, rather than simply a cluster of attractions. This overall visitor experience includes the experiences of the consumer as they travel to a destination, as they arrive at the destination and as they leave a destination. For South East Queensland Country, this is particularly important due to the majority of the visitor market being self drive.

Extensive investment and work has also been undertaken by the State Government in the development of strategic touring routes eg. Australia's Country Way and the development of tourism road signage through the region. The need to leverage this investment and deliver on visitors expectations of the





Cobb & Co. Museum, Toowoomba (Photo: Dan Proud)

destination is evident. In order to promote the country essence of South East Queensland Country and develop an integrated visitor experience in the region, the following opportunities have been identified:

- **Town Entry Experiences** – Planning for the development of distinctive town entry statements for each of the key towns in South East Queensland Country. While signage is important, it is the roadside landscaping, streetscaping and visual amenity that will provide the visitor with their first impression of a town. Town entry statements should be developed based on the distinctive assets or characteristics of a town eg. Stanthorpe showcasing their wine culture through vine planting on the entrance to the town. This project would also involve the identification of unique tourism development opportunities to enhance visitor experiences on arrival into a town eg. Development of roadside fresh food markets or visitor experiences consistent with the town's character or placement of visitor information facilities in highly visible and accessible locations.
- **Seasonal Planting and Interpretation** – Future planning for landscaping and planting both within and between towns that reflect the four seasons experience of South East Queensland Country and utilise world leading water-wise techniques. This seasonal planting and interpretation could be included on the town entrances, along main streets or along highways between towns eg. Dalby highlighting their agriculture through crop signing; region-wide autumn leaves; Granite Belt wildflowers; spring / summer blooms etc.

5.3 Encouraging Unique, Boutique and Quality Accommodation

South East Queensland Country is known for its unique and often quirky 'country' accommodation, ranging from boutique B&Bs, farmstays and cabins to hotels, motels and resort accommodation. Building the base of accommodation options, specifically unique, boutique and quality accommodation is currently a relatively untapped opportunity for the region. The

market for such accommodation has significant potential for growth in South East Queensland Country, a region known for its traditional country experiences and hospitality. Opportunities include:

- **Encouraging Unique, Boutique and Quality Accommodation Development and Restoration** – Through the town plans and in partnership with the Queensland Heritage Trust / National Heritage Trust, establish a set of guidelines for the restoration and redevelopment of existing heritage buildings for accommodation experiences eg. Refurbishment for pub accommodation. A number of town plans already allow for 'adaptive re-use' of heritage buildings and this approach could be used to encourage this style of accommodation development. Barriers at a State and Federal Government level for individual properties will need to be investigated.
- **Accommodation Tours** – Development of unique accommodation tours through the region, primarily targeting groups eg. motorbike group tours of unique country pub stays or history group tours of historic homesteads. Accommodation packages across the region could be developed to target self-drive couples.
- **Unique Accommodation Campaigns** – Once a critical mass of unique, boutique and quality accommodation is achieved, advertising campaigns using this style as a focal point can be introduced.

5.4 Handmade in Country – Living Heritage

With an ageing population and a growing interest in 'do it yourself', 'Handmade in Country' positions South East Queensland Country as the nation's leading 'handmade' education and experience destination. Delivering vocational training and education, not in the classroom, but in unique tourism settings is the key. Visitors will see or be educated in the traditional arts of restoration, conservation and 'how to' create by hand. This concept builds on the growth in the number of 'learning' visitors who want to get more from their holiday than a suntan. An exciting opportunity exists for South

East Queensland Country to be known as a destination renowned for its 'handmade' and boutique tourism experiences including antiques, heritage buildings, local gourmet wine and food, and craft. The region is experiencing a rapid growth in population from 'tree changers'; a desire to escape the hustle and bustle and get back to a more simple way of life that is more connected to family, community and nature.

The 'Handmade in Country' project provides opportunities for:

- **Education and Training programs** delivered through a variety of 'Centres of Excellence' or similar across South East Queensland Country, including a wide range of training providers; and
- **Upgrading existing facilities at the Centres of Excellence** to provide appropriate teaching and learning environments that also allow for visitors to observe and participate. Examples locations include the Jondaryan Woolshed and the Warwick Cheese Factory.

The home of the program would be the Queensland Museum National Carriage Factory proposed as an extension of the existing Cobb & Co Museum in Toowoomba working in partnership with the Southern Queensland Institute of TAFE. New campuses could include sites such as the Jondaryan Woolshed; Warwick Cheese Factory or Railway Precinct; The Chocolate Factory centre in Highfields including quilting and textile arts; White Mischief Factory; The Mill; Gummingurra – the Aboriginal Stone Formation site at Meringandan; and the Wondai Timber Museum. Existing facilities including the University of Southern Queensland Summer and Winter Schools, Queensland College of Wine and Tourism, Scroll Magic, the Kingaroy Cheese Factory and the Ipswich Rail Workshops would be partners in the program.

The projects would be recognised adult and further education facilities that would produce 'handmade' goods for sale on site and possibly throughout the region, supporting the already popular retail aspect of a short-break. Further, the sites would provide a hands-on experience for visitors, in the form of short-courses, accredited training, or the chance to watch furniture restoration, woodworking, blacksmithing, jewellery making, glass blowing, indigenous art, and many more, all using local product. Additional trades could include wine making, growing native plants, tracing and writing family histories, development of digital stories and oral histories, photography and film making.

Following the establishment of a number of Centres of Excellence and training programs across the region, there would be the opportunity to develop a 'Handmade in Country Trail'. This trail would link various centres of the Handmade in Country program, through either a driving, walking or cycling trail. The introduction of a significant event based on a heritage trade competition could also be developed as the hub of the trail. The trail network and participants in the workshops could work towards entering the competition.

5.5 Extension to the Brisbane Valley Rail Trail

The Brisbane Valley Rail Trail is Queensland's first major rural rail trail. A total of 148km of trail between Fernvale and Blackbutt is being developed by the Brisbane Valley Rail Trail Steering Committee, with funding from the State Government through the 'SEQ Regional Recreation Trails' program. The trail is being developed in sections and when complete it will be the longest rail trail in Australia. An opportunity to build on the newly developed Fernvale to Blackbutt Rail Trail has been identified, extending the Trail into the South Burnett using a combination of rail trail development and the existing Bicentennial National Trail route. The Australian Bicentennial National Trail is a 5,330 kilometre self-reliant multi-use route, extending through bush, wilderness and mountain areas from Healesville in Victoria to Cooktown in Queensland. In the South Burnett Region, the Bicentennial National Trail passes through Blackbutt, Nanango and up to Kilkivan, including Benarkin State Forest, Nanango State Forest and Mt Stanley State Forest.

The extension of the Brisbane Valley Rail Trail into the South Burnett as a braided walking, riding and cycling trail would provide the surrounding regions with an array of benefits including new recreational opportunities promoting healthier lifestyles, economic benefits through visitor expenditure, increased community pride and identity and most obviously, new leisure activity to entertain active residents and visitors. The Rail Trail would be used by a range of people who have an interest in outdoor recreational activity. This includes day experiences for existing South East Queensland Country visitors, and overnight trail experiences for recreational and touring cyclists, horse riders and walkers from Australia as well as providing an experience for international visitors to Southern Queensland.

Activities along the trail could include a diverse range of nature-based experiences in addition to horse riding, bush walking and cycling including camping, bird watching, orienteering, survival training, participation in events (including mass participation events on the trail) and volunteer activities including tree planting and regeneration projects. The provision of an overall quality visitor experience along the trail is essential, it should not be seen as a transport corridor, rather as a visitor experience with appropriate services, facilities, interpretation and signage.

Opportunities for the extension of the Brisbane Valley Rail Trail include:

- **Extension of the Brisbane Valley Rail Trail** into the South Burnett from Yarraman through Nanango, Kingaroy, Wondai, Murgon and ending in Theebine. The development of this trail will take many years to complete and therefore it is proposed to link the priority sections of the route with parts of the existing Bicentennial National Trail. The development of the trail would follow similar design and master planning principles to the existing Brisbane Valley Rail Trail sections.
- **Investment in track upgrades and maintenance of the Bicentennial National Trail (BNT)** in order to create a braided route. Linkages between sections of the trail across major roads need to be carefully planned for safety and efficiency and also be well signed.

- **Development of linkages with visitor services and facilities** including access to amenities, rest areas, refreshments, accommodation, camping facilities and group transport suppliers. The provision of such facilities will encourage people to travel longer distances on the track and provide dispersed economic benefits to the region. Collaboration between industry operators and private land owners will be required in providing the necessary services and facilities to cater for visitors.
- **Development of educational material**, signage, trail maps, public artwork and information panels to interpret key stories and themes of locations along the trail. This includes both historical interpretation and also information on the surrounding landscape, wildlife and vegetation.
- **Identification of opportunities for events and commercial operations** along the trail including operations such as guided tours as well as off-trail accommodation facilities, linkages to the Bicentennial National Trail to events such as the Great Horse Ride in Kilkivan and Cycle Queensland events.

5.6 Bunya Mountains Activity Centre

The Bunya Mountains National Park, located approximately 200km North-West of Brisbane and covering an area of 11,700 hectares is one of the significant natural attractions of South East Queensland Country. The Bunya Mountains has played a significant role in the history and culture of indigenous communities as well as long history of European forestry and harvesting practices. Today, the National Park is predominantly subtropical rainforest, offering a wide range of walking trails, including ranger guided walks and information sessions and is surrounded by a large area of private bushland and rainforest. Current facilities in the Bunya Mountains include a range of self contained accommodation, a 100-seat conference centre; a restaurant; a cellar door; a tea room; a craft gallery and a convenience food outlet, as well as a number of picnic and BBQ facilities.

While the Bunya Mountains is a significant natural attraction for the region, the activities and experiences available to visitors to the area are limited. In particular, this refers to the growing demand from both domestic and international markets for outdoor recreational and soft nature based adventure experiences. The opportunity for the further development of this area as a world-class iconic attraction has been identified as a priority for the region. This includes the promotion and interpretation of the natural assets of the Bunya Mountains as well as providing recreational experiences for visitors. The further development of facilities, attractions and experiences in the Bunya Mountains will provide significant opportunities for increased visitation and extending length of stay in the region.

As the demand for recreational and outdoor activity continues to increase within the South East Queensland Country target market, the opportunity exists to create a new activity centre that provides both recreational opportunities, interpretation and visitor education relating to the Bunya Mountains and the Bunya Pine. Opportunities for the development of a Bunya Mountains Activity Centre include:

- **Development of a soft adventure / recreational experience** in the area, that interprets the historical and cultural history of the area. The development of a tree top lookout or forest slide could be based on the models employed by Forestry Tasmania eg. 'Dismal Swamp' in Northern Tasmania or the lookout of the Ma Mu Canopy Walkway. These commercial attractions have successfully leveraged the existing natural and cultural assets of the region to provide both a recreational and educational experience for visitors. This development could either be on private or public land.
- **Development of a visitor hub** for visitors arriving on the mountain, potentially providing an appropriate location for the relocation of the Environmental Protection Agency office, information centre and cafe.
- **Interpretation of the area** should be from both an indigenous and European perspective. Additional experiences and attractions that provide interpretation and education on the natural and cultural significance and



Chalet Accommodation, Bunya Mountains

history of the Bunya Mountains could include the development of hands on educational experiences such as native food preparation or special interest guided tours.

The opportunity exists to link the development of this activity centre to a new resort accommodation development in the Bunya Mountains. Section 6.3 of this report describes the opportunity for the development of such an accommodation establishment.

5.7 Thomas Jack Park Information and Cultural Precinct

Thomas Jack Park, named in honour of one of the town's most famous citizens and former Mayor, is situated in the centre of the Dalby township on the main route through Dalby from Brisbane to Longreach. This park covers an area of 3.5 hectares of gardens, native trees, green lawns and a water feature that offers a cool space away from the heat of the midday sun. Thomas Jack Park was established with the support of the Dalby Rotary Club in 1962 and over the years has expanded and grown to one of the most attractive urban park settings in Australia. The Dalby Visitor Information Centre is also located in Thomas Jack Park.

The Dalby Visitor Information Centre is one of the first stopping points for visitors to the area and uniquely situated in one of Dalby's key natural attractions. The further development of Thomas Jack Park as an Information and Cultural Precinct has been identified as a priority for stakeholders. This is particularly due to the extensive population growth currently being experienced in the western regions of South East Queensland Country with the development of the Surat Energy Basin. Opportunities for the further development of Thomas Jack Park as a central hub, showcasing the western region of South East Queensland Country have been identified:

- **Redevelopment of visitor facilities in Thomas Jack Park** to deliver both information and a cultural precinct for residents and visitors to the region. The new facility would combine visitor information services, interpretive signage, an art / cultural facility and the development of a tea house. The opportunity to redevelop the building using sustainable building design (eg. straw bale) would capitalise on the surrounding natural landscape and highlight a commitment to the environment. Parking, access, landscaping and amenities to support the visitor information precinct would need to be considered. Consideration of the proposed Learning Precinct development will also be required in order to ensure that the facilities are complementary. Currently the proposed Learning Precinct will include a library, flexible learning centre, meeting rooms, a crèche, TAFE classes, art gallery, coffee-shop and possibly a 200-seat theatre. Integration of the learning precinct and information precinct should be investigated.
- **Development of night time activities and events in Thomas Jack Park** including outdoor performances in the gardens at Thomas Jack Park can aid to encourage night time visitation and increase length of stay in the Dalby Region. The introduction of these events would rely on the mobile event infrastructure described in Section 6.2.
- **Development of 'Pedestrian Friendly' linkages to Dalby's attractions** in order to create a safe and friendly visitor experience for visitors to Dalby. This includes the need to improve pedestrian access and linkages to and

from Thomas Jack Park. This 'pedestrian friendly' approach would include the development of well lit and attractively landscaped walkways that link Thomas Jack Park with the main street and Myall Creek. The redevelopment of Myall Creek is described in Section 6.2 and these two projects should be considered complementary.

5.8 Picnic Point Parklands Future Use Plan

Picnic Point is one of the most iconic attractions in the Darling Downs region, attracting a diverse range of visitors, including the local community, intrastate and interstate visitors, the business and conference market and international visitors. Located on the edge of the Great Dividing Range in Toowoomba, Picnic Point offers breathtaking views across the Lockyer Valley and beyond. Current facilities at Picnic Point include a cafe, restaurant with an outdoor deck all surrounded by manicured gardens and lawns with playgrounds and BBQ facilities. Picnic Point also offers dedicated conference and meeting facilities. Surrounding Picnic Point, is the Picnic Point Parklands, one of the most popular recreation sites in Toowoomba. The Park offers a number of walks leading down the escarpment through natural bushland, covering an area of 65ha.

As an iconic tourism attraction in the region, Picnic Point has been identified as a key priority for further tourism related development and investment. The Picnic Point Restaurant, cafe and conference facility is currently in the planning stages for refurbishment. The further development of the areas surrounding the commercial facilities including the Picnic Point Parklands has been identified as a priority for the region. Opportunities for the further development of Picnic Point have been identified:

- **Development of a Picnic Point Parklands Future Use Plan** to identify opportunities for visitor experiences and recreational activities throughout the parklands. The existing walking trails, recreational facilities and surrounding environments are not well linked, signed or interpreted. This plan would need to provide recommendations on the development of linkages and access from the Picnic Point commercial facility with the surrounding parklands as well as the development of easier grade walking trails and additional signage. Access linkages to the Long-Range Walking Trail through the valley below Picnic Point (described in section 6.5) should also be considered. The Future Use Plan should link with the recommended Toowoomba Region Parklands Master Planning process described in Section 6.5.
- **Development of a dedicated viewing platform** to provide visual connectivity for visitors to Picnic Point. The development of a central viewing platform, potentially a raised platform, tower or a cantilevered walkway would give the site a focal point. This would need to be linked to verandas or walking trails around the site to create a flow through rather than one-way pedestrian traffic.
- **Introduction of morning and evening visitor experiences** surrounding the moonrise and sunrise such as outdoor performances or Moonlight Markets could be investigated. This would encourage overnight visitation and increased length of stay in the region.

- **Explore the potential for natural wildlife tourism experiences** in the Picnic Point Parklands through landscaping of areas throughout the parklands and the opportunity for rehabilitation and wildlife rescue partnerships.

5.9 Stanthorpe Tourism Precincts and Pedestrian Linkages

Stanthorpe, the heart of the Granite Belt, has the reputation as being Queensland's coolest town. With altitudes reaching 1,000 metres above sea level, the region is recognised as Queensland's premier wine region, boasting more than 48 wineries, vineyards and cellar doors, as well as a wide variety of local produce. The current streetscape of Stanthorpe includes some unique heritage and cultural assets, including a range of art deco style and sandstone historic buildings throughout the city centre. However the city centre does not currently present itself as tourist friendly or highlight the uniqueness of the region or the town.

There is a need to create a stronger 'sense of place' in Stanthorpe for visitors and the community and this has been recognised as a priority for South East Queensland Country as one of the iconic towns of the region. In particular, this refers to the sense of arrival, attractive streetscaping, highlighting the existing tourism precincts and providing the linkages and accessibility for visitors arriving in the Stanthorpe CBD.

The following opportunities have been identified to improve the visitor amenity and connectivity of the Stanthorpe CBD:

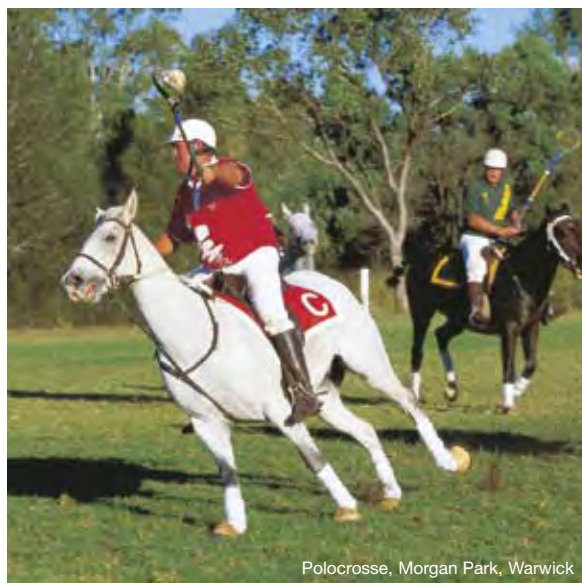
- **CBD Streetscaping** to enhance the visual amenity of the CBD and to leverage off the existing cultural assets of the town. This could include creating attractively landscaped meeting and orientation points, walkways, shopping areas, restaurant and dining, preservation of heritage building facades, designing and installing public art works and appropriate parking. This project would build on the existing works being undertaken as part of the implementation of the Southern Downs CBD Revitalisation Plan developed by Council in 1996. In addition, Council should consider the development Heritage Precinct Guidelines as a companion to the town plan.
- **Precinct Development and Linkages** to encourage visitors to the CBD to use it as a 'starting point' for their visit to Stanthorpe. This includes encouraging visitors to access existing key attractions and facilities including the parklands, the Visitor Information Centre, the Art Gallery, dining and retail precincts on foot. This requires attractive and landscaped pathways, and a precinct planning approach to improving the connectivity of key precincts over time. Building on the existing CBD revitalisation plan, Council should consider incorporating a tourism precinct plan that links the proposed iconic thermometer art piece to the Piazza and considers tourist parking (including caravans). An important catalyst to the development of pedestrian linkages is the Carnarvon Pedestrian Bridge, an existing project with council and the department of Main Roads. An existing project with Council, the Carnarvon Bridge Pedestrian linkages is an important catalyst to the development of pedestrian linkages.
- Development of an **Iconic Thermometer Art Piece** that creates a linkage between the parklands of Quart Pot Creek, the Visitor Information Centre and Piazza in the main street that is home to the brass monkey sculpture.

5.10 Morgan Park Master Plan and Site Development

Morgan Park, situated a short drive from the Warwick CBD, is a major motorsport club racing and equestrian facility in the Southern Downs Region. Previously a 1,000 acre block of native Australian bushland that was left to the Warwick shire, Morgan Park is now home to world class facilities in Polocrosse, Horse Trials, Drag Racing, Car Racing, Motocross and Carriage Driving. The Morgan Park equestrian facilities have been recognised by the Queensland Government as the best in their field in the state and the grounds are now officially known as the State Equestrian Centre – Polocrosse and Eventing. The Morgan Park Raceway also hosts a number of race meets throughout the year, including the Queensland Super Sprint Series, Confederation of Australian Motor Sport (CAMS) State Championship, Porsche Car Club Sprints, Motorcycle Sportsmen Race Meetings. In December 2006 the Circuit was fully resurfaced, keeping it as Queensland's Premier Motor Sport Venue.

As one of the major sport and recreation attractions in South East Queensland, the opportunity for the further development of the Morgan Park facilities has been identified as a priority for the region. A funding application has been submitted for the development of a Master Plan in order to establish Morgan Park as a motor sports / equestrian precinct. This Master Plan would provide guidance on:

- **Upgrades and expansions** which are proposed or planned for current facilities at Morgan Park eg. Extension of the drag track, expansions and upgrades to the equestrian and rodeo facilities;
- **Future developments** to further enhance the facilities at Morgan Park;
- **Integration of required support facilities** such as transport linkages, access, parking and amenities;
- **Town planning** requirements for future residential growth surrounding the park;
- **Visitor facilities** including accommodation linkages;
- **Incorporation of visitor experiences** and identification of opportunities for public recreational activity;
- **Identification of future event opportunities** for the park.



Polocrosse, Morgan Park, Warwick

6 Regional Priority Projects

Investment in tourism products and tourism related infrastructure is required in order to meet the future needs of visitors to the region. Provided below is a summary of the tourism related development projects that have been identified by each of the sub-regions as being essential in meeting the needs of future target markets and market demand. A number of region-wide priority projects are also identified.

An overview of priority actions, timing and stakeholders for each of these regional priority projects is provided in Appendix 5.

6.1 Region-Wide Priority Projects

Region-Wide Priority Projects

- **Indigenous Heritage Trail** – Development of an Indigenous Heritage Trail linking key sites of indigenous culture and significance across the South East Queensland Country Region. The development of this trail should incorporate interpretation of indigenous heritage and culture as well as the identification of opportunities for a training and education component.
- **Regional Signage Strategy** – Undertake a review of the existing tourism signage in the region and development of a region-wide signage strategy. This would include a review of all directional, tourist, informational and focal point signage to develop a consistent approach to signing at a local and regional level.
- **Regional Trails Master Plan** – Development of a region-wide Trails Master Plan to act as an overarching plan for trail development in the region. Identification of opportunities for future development of trails across the region should also be undertaken.
- **Great Sunshine Way International Market Readiness Program** – Recognising the importance of the international market in the future of Southern Queensland The Great Sunshine Way is an international product packaging tool designed to increase length of stay and dispersal of international visitors in Southern Queensland. South East Queensland Country is underrepresented in these packages due to a lack of 'market-ready' and active international product. The aim of the program is to firstly audit and then build the capacity of emerging international products to increase the number of international products from South East Queensland Country in international distribution channels.



Jimbour House – The Long Lunch

6.2 Western Downs Regional Council Area

Western Downs Regional Council Area – Priority Projects

- **Myall Creek Parklands Redevelopment** – Myall Creek Parklands are one of the major natural assets for the Dalby Region. The need for redevelopment of the facilities, attractions and access for Myall Creek and the surrounding area has been identified due to user group clashes, vandalism and the need for improved scenic amenity and walkway / cycleway linkages. Further enhancement of the Myall Creek Parklands area would include the redevelopment and widening of the walkways, development of interpretation of the region's culture and history, public artwork, lighting and pathway linkages to the main street.
- **Warrego Highway Upgrade** – The Warrego Highway is the major road link between Toowoomba and Dalby. This road is used primarily as a freight link for industry between the Western Downs and the regional centre of Toowoomba. This road already experiences above capacity traffic and clashes between freight, resident and visitor traffic. The Surat Energy Basin development will continue to increase the amount of traffic utilising this highway. The need for an upgrade to the Warrego Highway to include overtaking lanes from Toowoomba to Dalby is evident.
- **Mobile Events Infrastructure** – Purchase of additional mobile events infrastructure by Council to support and attract additional local and regionally significant events for the area. Infrastructure could include amenities, Public Address (PA) system, lighting, seating, sound, small stages. The purchase of additional events infrastructure will allow for the leveraging and expansion of existing events and the development and attraction of new events.

6.3 South Burnett Regional Council Area

South Burnett Regional Council Area – Priority Projects

- **Investment Prospectus** – As the tourism industry continues to grow in the South Burnett, there will be a need for tourism-related investment and development in the region. Development of a South Burnett Investment Prospectus highlighting opportunities for tourism related investment should be undertaken. Two areas that have been identified as having growing demand requiring investment are accommodation facilities in Kingaroy and conference facilities.
- **Bunya Mountains Accommodation** – Accommodation on the Bunya Mountains is primarily aimed at the self-contained accommodation market and camping. Over the next ten years there will be increasing demand for Bed and Breakfast and resort style accommodation. An opportunity exists for the development of a resort style accommodation facility on private land adjoining the National Park, catering for larger travel or business groups. This accommodation facility would link to the Bunya Mountains Activity Centre described in Section 5.6. The development of a restaurant at the Bunya Mountains, either as a separate establishment or linked to this resort, is also a priority.
- **Bunya Mountains Pedestrian Access** – As visitation to the Bunya Mountains continues to increase there will be a need to provide appropriate access and linkages between facilities on the mountain. Improvement of pedestrian and cycle access and linkages between key attractions, walking trails, activity centres and accommodation is required. In particular, this refers to the access linkages for pedestrians and cyclists between the Dandabah activity centre, the walking track heads along the Bunya Mountains Road and accommodation precincts.
- **Bunya Mountains Maidenwell Road Upgrade** – To facilitate large group travel in coaches to the Bunya Mountains, the planned upgrade and sealing of the Maidenwell access road to the Bunya Mountains needs to be undertaken.
- **Bunya Mountains MacLagan Road Upgrade** – Upgrading of the MacLagan access road to the Bunya Mountains is also required.
- **Joh Bjelke-Peterson Memorial Centre** – A feasibility study has been undertaken for the development of the Joh Bjelke-Peterson Memorial Centre. The development of this centre would include conference and performing arts facilities.
- **Yallakool Park on Bjelke-Peterson Dam** – Further development of facilities and visitor experiences at the Yallakool Park on the Bjelke-Peterson Dam. The Yallakool Park was reopened at the end of 2008 following the development of a business case and risk assessment.
- **Mountain Bike Trail Development** – With an increasing trend towards visitors seeking soft adventure and recreational experiences, there is an opportunity for the development of mountain biking trails in the South Burnett. Further development and upgrading of the Bicentennial National Trail as a mountain biking trail should be investigated.
- **Maidenwell Accommodation** – Expansion and promotion of attractions at the base of the Bunya Mountains including the Maidenwell Observatory is contingent on the development of accommodation and upgrade of the Maidenwell Road into the Bunya Mountains. As visitation grows in the Bunya Mountains, interest in evening activities and alternative accommodation will grow.



Glengallan Homestead & Heritage Centre, Warwick

6.4 Southern Downs Regional Council Area

Southern Downs Regional Council Area – Priority Projects

- **Southern Downs Tourism in Protected Areas** – Review of management plans of protected areas, including National Parks and State Forests in the Southern Downs in order to identify tourism opportunities. There is a need to maintain opportunities for different types of user groups across the different protected areas. Investigation into tourism development opportunities off-park.
- **Granite Belt Iconic Thermometer Art Piece** – To capitalise on the reputation of the Granite Belt as the coldest town in Queensland, there is the opportunity to develop an iconic art piece such as a large thermometer. This unique art piece would need to be located in a site easily accessible and visible for visitors eg. Close to the Visitor Information Centre in Stanthorpe
- **Warwick Rail Precinct** – Development of the existing Warwick Railway station area as a tourism precinct incorporating dining, retail, art facility and visitor information.
- **Relocation of the Warwick VIC** – Identification of options for the relocation of the Warwick VIC to a more visible and accessible site for visitors.
- **Southern Downs Art Trail** – Linkage of the Handmade in Country concept (described in Section 5.4) to develop an art trail across the Southern Downs region
- **Rodeo Hall of Fame** – Further development of the Warwick Rodeo Hall of Fame to provide visitor experiences including regular events / shows. Possible partnership with the Pro Bull Riding Association.
- **Warwick Night Time Tour** – Introduction of night-time attractions and activities in Warwick including a historical / ghost walking tour incorporating historic buildings such as Abbey of the Roses.
- **Main Range / Girraween Accommodation** – Development of an off park resort style accommodation adjoining Main Range National Park eg. Goomburra; Queen Mary Falls; or Girraween National Park
- **Glengallan Homestead and Heritage Centre: Opportunity Assessment** – An iconic heritage site, located on the New England Highway just 18.5km north of Warwick, Glengallan Homestead and Heritage Centre is unique in its location and potential. The heritage precinct includes a *two-storey partially-restored sandstone homestead (circa 1867), re-created formal gardens, sandstone station office/store*, and numerous features of the original Glengallan Station. The *major highway* location, existing facilities and pedigree have led the *Board of Directors of owners Glengallan Homestead Trust Ltd* to identify a number of potential commercial opportunities which need to be assessed as viable business propositions. Once the viability of these opportunities is confirmed, these commercial opportunities could seek *seed-funding* through a variety of sources to assist the Board to realise business potential and build a sustainable future for the proven heritage-tourism operation based on the iconic Glengallan Homestead.



Jondaryan Woolshed

6.5 Toowoomba Regional Council Area

Toowoomba Regional Council Area – Priority Projects

- **Toowoomba Region Sustainable Parklands Master Planning** – Undertake a Master Planning process for each of the significant parklands throughout the region. This would include not only Toowoomba City parklands, but also significant parklands across the Toowoomba Regional Council area. This Master Planning process would aim to identify the key future requirements in the development and management of the area.
- **Long-Range Walking Trail** – Development of a long-range walking trail that provides linkages through various National Parks, recreational reserves and natural bushland across the region. Use of the Bicentennial National Trail to link some areas.
- **Jondaryan Woolshed Master Plan** – Development of a Master Plan for the redevelopment and enhancement of existing facilities at the Jondaryan Woolshed
- **Adventure Park and Mountain Biking** – Identification of a facility to develop an adventure park and mountain biking facility in the Toowoomba region.
- **Night-Time Attractions** – Introduction of night-time attractions and activities in the Toowoomba region eg. Night-time Birds of Prey Wildlife Show, Moon Rise viewing at Picnic Point, Moonlight Markets etc
- **Picnic Point Canopy Tour** – Development of a unique recreational experience through Picnic Point Park. The canopy tour of Hollybank in Tasmania is an example of a successful commercial tourism operation in a recreational area.
- **Nature-Based Tourism Plan and Precinct Plan for Crows Nest, Ravensborne and Hampton.** This emerging precinct will become increasingly popular with day visitors and opportunities exist to learn from the planning and management challenges faced by Mount Tamborine and the Blackall Ranges (Sunshine Coast).

South East Queensland Country encompasses areas located within the 'short-break' drive market radius of the coastal populations. For this reason it does not follow Local Government boundaries, which visitors don't see, and includes like experiences. The following priority project sits within the Goondiwindi Regional Council. Further projects in this area will be identified in the Western Downs Tourism Opportunity Plan (not completed at the time of publication).

Goondiwindi Regional Council Priority Project

- **Coolmunda Dam Master Plan** – Located approximately 20km east of Inglewood on a sealed road via the Cunningham Highway, Coolmunda Dam has a popular camping site for many years catering for fishing, skiing and other recreation activities. During peak times (Christmas and Easter) the camper numbers are simply greater than the limited facilities at the dam can handle. A Master Plan is needed for the site including identification of suitable infrastructure and management arrangements to meet future demand.



6.6 Major Infrastructure and Utilities

South East Queensland Country is one of the most rapidly growing regions in Queensland. The region has a significant population base which is expected to grow at a rapid rate over the next 20 years, exceeding the average population growth in Queensland to reach a population of 1.79 million by 2026, an increase of approximately 676,891 residents (OESR, 2008⁹). In addition, the region will continue to support a growing visitor population whose demands for quality infrastructure and services will need to be met. The region faces a significant challenge in servicing the needs of future residents and visitors, particularly in regard to transport and basic service infrastructure.

Throughout this Tourism Opportunity Plan, only the significant major infrastructure and utility projects for South East Queensland Country are identified, as it is expected that the future planning by local and state governments will address the needs of the resident and visitor population. In regard to the future requirements for major infrastructure and utilities for South East Queensland Country, the Tourism Opportunity Plan process has identified:

- There are a number of key road networks that require significant upgrades due to issues such as capacity, impact of freight, safety and condition. Some of the key road upgrades required include:
 - Widening or overtaking lanes for the Warrego Highway between Toowoomba and Dalby
 - Second range crossing for Toowoomba
 - Sealing of the Maidenwell Road to the Bunya Mountains
 - Upgrading of the MacLagan Road to the Bunya Mountains
 - Upgrading of the road between Killarney and Lake Moogerah
- Endorse the priority of the widening and overlaying of the Cunningham Highway as identified in the Roads Implementation Program 2008 – 2013.
- There will be increased pressure from the resource and mining industries for air access to regions such as Toowoomba and Dalby. It is likely that both public and private funding will be sourced in order to upgrade the existing air access facilities in these areas over time.
- Investment in transport infrastructure including road and rail will be driven by industries other than tourism.
- Investment in public transport infrastructure and services will be driven by community demand.
- Continued forward planning for the access, supply and distribution of water throughout South East Queensland Country will be essential. Future investment will be driven by significant demand from the community and industry and will require local and state government planning and investment.
- Forward planning for other utilities such as waste management and telecommunications infrastructure to all areas of the region will be required.
- Improvement to broadband and digital communication services across regions including: the Granite Belt, Bunya Mountains and Crows Nest.

⁹ Local Government Area Profiles, Office of Economic and Statistical Research (2008)



7 Additional Tourism Opportunity Plan Projects

Picnic Point,
Toowoomba

7.1 Long-Term Projects

A number of long term projects have also been identified for South East Queensland Country under the following categories:

- Tours and Attractions
- Regional Cuisine
- Outdoor Recreation
- Culture and Heritage
- Accommodation
- Events / Conferences
- Major Infrastructure / Services

These projects have been identified by stakeholders as important for the region, however on initial investigation it was determined that these developments were not feasible to be undertaken at this stage. This was due to either the fact that the project was not feasible within the ten year time horizon of the Tourism Opportunity Plan or due to significant barriers restricting the project's development. If these barriers and time restrictions can be overcome, then these projects may be undertaken.

The Tourism Opportunity Plan identifies a number of specific long-term projects in each of the themes identified above that should proceed in the medium to long-term (5 years+). Overall the Tourism Opportunity Plan recommends three priority 'Long-Term Projects' to be progressed:

- **Iconic Accommodation Catalyst Project** – An audit of available public land suitable for future 'iconic' accommodation is required, and where possible removal of barriers to investment, to be included in an Investment Prospectus or Investor Familiarisations program aimed at attracting a signature accommodation development to complement the existing five-star lodges in the region.
- **Nature-based Adventure Attraction** – building on the success of the 'Skywalks', 'Tree-top Adventures' and 'Towers' now located across Australia, South East Queensland Country is emerging as an ideal location for the construction significant nature-based tourism adventure attraction. If located within easy access of the international airports and key access points this attraction could build

day or overnight visitation. The location and preferred business model will be determined by the investor, however State and Local Governments could assist through potential site identification.

- **Boutique Meetings and Conference Facilities** – South East Queensland Country is ideally situated to tap into the boutique business and conference market (10-150 pax) through the development of mixed accommodation and conference facilities in iconic locations. Local Government will play a key role in facilitating investment in these facilities in the long-term as demand builds through population growth.

Appendix 6 provides a list of the identified long-term projects for South East Queensland Country.

7.2 Links to Completed Tourism Opportunity Plans

The South East Queensland Country Region covers 14 Local Government Areas, including five distinctive sub-destinations:

- Queensland's Southern Downs and Granite Belt
- Toowoomba and the Darling Downs
- South Burnett including the Bunya Mountains
- Sunshine Coast Hinterland
- Greater Brisbane Country

The boundaries of the South East Queensland Country Region overlap with a number of other tourism destinations in Queensland including the Sunshine Coast, Gold Coast and Brisbane. Separate Tourism Opportunity Plans have been developed for these tourism regions and include recommended project opportunities for areas within the South East Queensland Country boundaries.

Outlined below is a summary of the catalyst projects and opportunities identified for South East Queensland Country from previously completed Tourism Opportunity Plans. Appendix 7 provides an overview of the additional project opportunities for the Sunshine Coast Hinterland and Greater Brisbane Country regions.



7.2.1 Sunshine Coast Tourism Opportunity Plan

The following catalyst projects were identified in the Sunshine Coast Tourism Opportunity Plan for the Sunshine Coast Hinterland Region.

Catalyst Projects

- **Hinterland Skywalk Attraction** – Development of a sky walk or sky rail system in the Sunshine Coast Hinterland on either public or private land adjoining National Park or Protected Areas in the Region
- **Hinterland Eco-Lodge** – Development of a resort style eco lodge accommodation establishment in the Sunshine Coast Hinterland to appeal to a niche eco tourism and nature based tourism market. Resort style experiences incorporating boutique accommodation and dining options with the possibility of including day spa facilities.
- **Hinterland Nature-Based Tourism Drive Route** – Development of an 'iconic' tourist drive route which leverages off the already existing touring market and highlights tourism precincts, experiences and natural attractions throughout the Sunshine Coast region.
- **Great Walks Development** – Development of the proposed Conondale Great Walk and extension of the Sunshine Coast Hinterland Great Walk. Identification of future development opportunities including required facilities, commercial operations and visitor experiences

Since the release of the Sunshine Coast Tourism Opportunity Plan in 2008, additional projects for the Sunshine Coast Hinterland Region have been identified:

Gympie Gold Mine Site – Development of a Master Plan for the redevelopment of the Gympie Gold Mine Site. This includes the development of the former Scottish Mine as a historical village through the relocation of some of the existing museum and heritage facilities and buildings including an underground experience, shops and houses of the era. The opportunity also exists to co-locate a workshop precinct for demonstration of historic trades and vocational training in conjunction with the Gympie Wood Working Club. This workshop precinct could be developed as a working heritage learning centre that is linked to the South East Queensland Country's 'Handmade in Country' concept.

Further Development of the Noosa to Kilkivan Horse Ride

– The Noosa to Kilkivan Horse Ride is currently operated by a private tour operator. Investigation into the required infrastructure, services and facilities to support the expansion of the tour or use of the trail by individual groups. The opportunity to link the ride with the proposed Rail Trail and Bicentennial National Trail developments has been identified.

7.2.2 Brisbane Regional Tourism Investment and Infrastructure Plan

The following catalyst projects were identified in the Brisbane Regional Tourism Investment and Infrastructure Plan (RTIIP) for the Greater Brisbane Country and Scenic Rim region.

Catalyst Projects

- **Ipswich Rail Precinct** – Development of a tourism precinct that leverages the Ipswich heritage railway theme including conference and accommodation facilities and linking to walkway, cycleway and transport options
- **Scenic Rim Walking Trail** – Development of a major walk of international significance with associated huts and high quality lodge accommodation infrastructure in the Scenic Rim

There are also more than 100 investment opportunities identified in the Brisbane RTIIP for the Greater Brisbane and Scenic Rim Region.

7.2.3 Gold Coast Tourism Opportunity Plan

At the time of writing, the Gold Coast Tourism Opportunity Plan was still in draft form and not yet approved for public release.

8 Implementation

Empire Theatre,
Toowoomba

The TOP aims to provide a clear set of priority projects for the region to guide product development partnerships and local planning. More importantly, the plan provides a vision and direction for future tourism development that meets the needs of the community and consumers alike.

SEQC stakeholders need to work together and take ownership for implementation of this TOP so as to achieve improved visitor growth, increased lengths of stay and improved visitor yields across the region.

SEQC RTOs will be responsible for managing and co-ordinating the implementation of the Plan in partnership with Tourism Queensland and State and Local Government. The RTOs and the region's DMOs will monitor progress of the Plan's recommended projects and where necessary assist in forming project groups of relevant agencies/organisation to take the project recommendations forward.



Crows Nest (Photo: Dan Proud)

Appendix 1: Tourism Opportunity Plan Development Methodology

Provided below is an overview of the methodology used to develop the Tourism Opportunity Plan:

Phase I – Project Initiation involved the following activities:

- Mobilisation meeting with Project Team – meeting held 21st April 2008
- Agreement of roles, responsibilities, outcomes, objectives and timeframe
- Initial meeting with Destination Action Group – meeting held 7th May 2008 (20 attendees)
- Identification of all available data that needs to be considered for project
- Identification of all stakeholders for consultation
- Development of stakeholder surveys

Phase II – Situation Analysis involved the following activities:

- Documentation of all existing literature
- Literature review
- Surveys sent to regional, external and events stakeholders
- Collection and analysis of survey responses for inclusion in Situation Analysis Report
- Regional workshops with key stakeholders held at:
 - o Toowoomba – 27th May 2008 (19 attendees)
 - o Dalby – 27th May 2008 (12 attendees)
 - o Kingaroy – 28th May 2008 (7 attendees)
 - o Kilkivan – 28th May 2008 (4 attendees)
 - o Stanthorpe – 6th June 2008 (7 attendees)
 - o Warwick – 6th June 2008 (11 attendees)
- Meetings and consultation with key stakeholders and investors
- Documentation of the current tourism profile for the South East Queensland Country region
- Development of an infrastructure audit including gap analysis
- Development of a product audit
- Identification of priority investment and infrastructure opportunities
- Preparation of Situation Analysis Report for presentation to Destination Action Group – meeting held 23rd July 2008 (19 attendees)

Phase III – Development of a Future Tourism Profile involved the following activities:

- Meeting between EC3 and TQ to confirm methodology
- Sourcing of all current NVS and IVS data for the South East Queensland Country Region
- Sourcing of TFC forecasts
- Sourcing of ABS data on tourism accommodation in the South East Queensland Country Region
- Documentation of future forecasts for 2012 and 2017
- Profile South East Queensland Country as a tourism destination in 2012 and 2017
- Development of supply and demand scenarios

- Preparation of a Future Tourism Profile for presentation to Destination Action Group – meeting held 23rd July 2008 (19 attendees)

Phase IV – Analysis of Investment and Infrastructure involved the following activities:

- Analysis of identified priority projects including on-site assessment – September 2008 (meetings with 16 regional stakeholders)
- Development of project assessment criteria
- Further stakeholder and investor consultation
- Development of project profiles for review by key stakeholders

Phase V – Preparation of Draft Tourism Opportunity Plan involved the following activities:

- Consolidation of previous reports into Tourism Opportunity Plan final report template
- Recommendations on the composition of an Tourism Opportunity Plan action group and working groups to guide implementation
- Recommendations on specific tasks for the action group including reporting and advising progress, meeting and ensuring progression of the Plan
- Recommendations for implementation of Tourism Opportunity Plan with the DMP
- Establish monitoring and review mechanisms and timeframes
- Completion of first draft plan for presentation to DAG – meeting held 24th November 2008 (19 attendees)
- Mechanism for stakeholder feedback and comment on plan

Phase VI – Preparation of Final Tourism Opportunity Plan (Implementation) involved the following activities:

- Collection of feedback on draft plan
- Revision of plan based on feedback
- Completion of final Tourism Opportunity Plan for presentation to DAG

Appendix 2: Destination Action Group

Name	Position	Organisation
Ed Hoffman	Director of Community and Economic Development	Western Downs Regional Council
John Hasted	Executive Manager	Darling Downs Regional Organisation of Councils
Robert Rigg	Regional Director South West	Department of Education and Training
Tim Campbell	Regional Manager	Department of Employment, Economic Development and Innovation
George Martin	Senior Planner	Department of Infrastructure and Planning
Garry Humphries	Regional Manager South West	Department of Infrastructure and Planning
Murray Peacock	District Director (Southern)	Department of Transport and Main Roads
Tony Platz	District Director (Border)	Department of Transport and Main Roads
Mike Birchley	Regional Services Director	Department of Environment and Resource Management
David Cox	Regional Manager	Department of Public Works
Mike Lucy	Regional Director (South)	Department of Employment, Economic Development and Innovation
Royce Brown	Director	Department of Employment, Economic Development and Innovation
Bill Sankey	Officer	Department of Employment, Economic Development and Innovation
James Haig	District Manager	Environmental Protection Agency
Damien Massingham	Chief Executive Officer	Fraser Coast South Burnett Tourism
Peter Stewart	Acting CEO	Goondiwindi Regional Council
Bobbi Cragg	President	Granite Belt Wine and Tourism
Ken Mason	Acting CEO	Gympie Regional Council
Cathy Davis	Owner	Hillview Cottages
Stephen O'Brien	Owner	Park Motor Inn
Sonya Kupfer	Manager Road Safety – Southern Region	Department of Transport and Main Roads
Carolyn Knudsen	Manager Tourism Arts and Culture	South Burnett Regional Council
Eleanor Sharpe	Director of Lifestyle and Culture	South Burnett Regional Council
Kim Henshaw	Chief Executive Officer	Southern Downs and Granite Belt Regional Tourism
Joanne Collyer	Economic Development Manager	Southern Downs Regional Council
Deborah Lewis	Executive Officer	Southern Inland Queensland Area Consultative Committee
Bruce Hurley	Owner	The Left Bank
Kathryn Allen	Regional Coordinator	Tourism Queensland
Krista Hauritz	Regional Director	Tourism Queensland
Philip Blain	Board President	Toowoomba and Golden West Tourism
Geoff Thompson	Chief Executive Officer	Toowoomba and Golden West Tourism
Debra Howe	Tourism Manager	Toowoomba Regional Council
Phillip Spencer	CEO	Toowoomba Regional Council
Cameron Bisley	Executive Officer	Wide Bay Burnett Area Consultative Committee
Spencer Slatter	Executive Officer	Wide Bay Burnett Regional Organisation of Councils
Craig Rutledge	Principal Wine Industry Advisor	Wine Industry Development

Appendix 3: Reference Network

Name	Organisation
Steve Wilson	Barambah Wines
John Bjelke-Peterson	Bethany Cottages
Kay Joyce	Bunyaforest Gallery
Richard Jones	Cloudlake
Rosmary Jones	Cloudlake Mountain Retreat
Karen Bradshaw	Coachman's Inn
Geoff Adams	Condamine Alliance
Francine Holt	Condamine Alliance
Phil McCullough	Condamine Alliance
Paul Hodda	Dalby Chamber of Commerce
Robert Smiley	Dalby Chamber of Commerce
Donna Ashurst	Western Downs Regional Council
Doug Hennning	Western Downs Regional Council
Jodi Wolski	Western Downs Regional Council
Lyndell Richards	Dalby VIC
Steve Robinson	Darling Downs Zoo
Beverly Lister	Department of Education and Training
Michael Pirie	Department of Employment, Economic Development and Innovation
Shelley Jackson	Department of Infrastructure and Planning
Neil Ames	Department of Infrastructure and Planning
Adam Vieglais	Department of Employment, Economic Development and Innovation
Alan Doulin	Department of Transport and Main Roads
Mike Holesko	Department of Transport and Main Roads
Robert Ketton	DownsSteam
Ros Scotney	DownsSteam
Joost Heymeijer	Emirates
Tony Parkins	Environmental Protection Agency
Stephen Price	Environmental Protection Agency
Brett Roberts	Environmental Protection Agency
Ruth Day	Floating Images
Sean Brown	Gainsdale Jilrift Group
Rita Ridyard	Golden Rain B&B
Margaret Cairns	Goomburra Forest Retreat
David Hayward	Goondiwindi Regional Council
Cr David McMahon	Goondiwindi Regional Council
Michelle Cozzi	Granite Belt Wine and Tourism
Andrew Smith	Gympie Chamber of Commerce
Paul Elbourne	Gympie and District Historical Society

Name	Organisation
Beth Woods	Heads Together
Jim Sage	Jimbour House
John Osborne	Jondaryan Woolshed
Lynda Watts	Leslie House B&B
James Barclay	Maidenwell Astronomical Observatory
Jock Rohan	Motel Myall
Gillian Duncan	Mountain Bike Australia Inc
Brian Reardon	Museum of Australian Army Flying
Helen Bawden	Museum of Australian Army Flying
Stewart Armstrong	National Trust of Queensland
Carolyn Stone	Passchendaele Farm Holidays
Pip Close	Peppers Hidden Vale
Catherine Kristensen	Picnic Point
Kenny Kristensen	Picnic Point
Justin O'Conner	Queensland Hotels Association
Deborah Tranter	Queensland Museum
Stephen Hart	Department of Transport and Main Roads
Irene Elphink	Ravensbourne Forest Chalets
Cr David Carter	South Burnett Regional Council
Cr John Kersnovski	South Burnett Regional Council
Peter Hackshaw	South Burnett Regional Council
Eleanor Sharpe	South Burnett Regional Council
Cr Ron Bellingham	Southern Downs Regional Council
Cr Denise Ingraml	Southern Downs Regional Council
Cr Mally McMurtrie	Southern Downs Regional Council
Cr Neil Meiklejohn	Southern Downs Regional Council
Cr Bev Shelley	Southern Downs Regional Council
Greg Thouard	Southern Downs Regional Council
Linda Binns	Southern Inland Queensland Area Consultative Committee
Bob McIntosh	Southern Queensland Institute of TAFE
Maryanne Butler	Toowoomba Regional Council
Jacque Dearling	Toowoomba Regional Council
John Hickey	Toowoomba Regional Council
Cr Peter Marks	Toowoomba Regional Council
Cr Joe Ramia	Toowoomba Regional Council
Ingrid Steinhardt	Toowoomba Regional Council
Bev Marston	Warwick Tourism and Events

Appendix 4: Catalyst Projects – Implementation

Throughout Appendix 4, the key actions and proposed timing for the implementation of the catalyst projects are provided. Recommendations on the potential stakeholders for involvement in the implementation process are provided. Lead agencies for implementation will need to be determined as part of the implementation strategy. It is recognised that Tourism Queensland, the Department of Employment, Economic Development and Innovation and other State Government Agencies will take on a liaison role progressing many of these projects.

South East Queensland Country Food and Wine Experience		
Location	Potential stakeholders	Key Actions
Regional	<ul style="list-style-type: none"> Regional Tourism Organisations Local operators and food groups Local Tourism Organisations State Government Regional Councils 	<ul style="list-style-type: none"> Support for the implementation of the South East Queensland Country Food and Wine Experience Project and engagement of existing food and wine groups Formation of partnerships to establish a Business Development Program for the capacity building of local operators and identification of a lead agency in State Government Formation of a working group between Food Groups and RTOs to develop a Regional Food and Wine Trail and identify further marketing and development opportunities including the opportunity for the development of a 'Green Gourmet' approach to sustainability of operations
Developing a 'Country Drive' Landscape		
Location	Potential stakeholders	Key Actions
Regional	<ul style="list-style-type: none"> Regional Councils District Tourism Signage Committees Landcare 	<ul style="list-style-type: none"> Support for a partnership between Council and District Tourism Signage Committees to develop a Master Plan for landscaping and streetscaping along town entry points Identification of opportunities for development of unique town entry statements and visitor experiences
Encouraging Unique, Boutique and Quality Accommodation		
Location	Potential stakeholders	Key Actions
Regional	<ul style="list-style-type: none"> Private owners Regional Councils National Heritage Trust Queensland Heritage Trust 	<ul style="list-style-type: none"> Formation of a working group to document the limitations to the development of unique accommodation experiences in heritage buildings Undertake a feasibility study for heritage accommodation restoration in partnership with the Queensland / National Heritage Trust
Handmade in Country – Living Heritage		
Location	Potential stakeholders	Key Actions
Regional	<ul style="list-style-type: none"> Queensland Museum Existing Heritage Museums and facilities Regional Councils DIP DET TAFE and Universities QTIC 	<ul style="list-style-type: none"> Gain support for the 'Handmade in Country' education and training program through relevant training organisations Secure the funding for the National Carriage Factory including the development of required infrastructure, buildings, fittings, amenities and facilities Initiate discussions with identified partners including existing Heritage Museums and sites to assess interest in the Centre of Excellence
Extension to the Brisbane Valley Rail Trail		
Location	Potential stakeholders	Key Actions
South Burnett Region	<ul style="list-style-type: none"> SBRC BVRT Steering Committee BNT Committee DIP RailTrails Australia Private land holders and service providers 	<ul style="list-style-type: none"> Confirmation of funding availability for the extension of the Brisbane Valley Rail Trail experience Undertake a feasibility study including mapping of proposed extension and linkages Consultation with the BVRT Steering Committee, BNT Committee, State Government and land owners regarding extension of the Rail Trail Preparation of a comprehensive Trail Development Plan with detailed costings for construction

Bunya Mountains Activity Centre		
Location	Potential stakeholders	Key Actions
Bunya Mountains	<ul style="list-style-type: none"> EPA / QPWS Regional Councils Private land owners Traditional Owners Private Investors DIP 	<ul style="list-style-type: none"> Formation of a working group between key stakeholders to identify and confirm opportunities for further development of an activity centre in the Bunya Mountains Undertake a feasibility study into the agreed development opportunities, including identification of potential funding sources, land availability and access to critical resources and utilities
Thomas Jack Park Visitor Information and Cultural Precinct		
Location	Potential stakeholders	Key Actions
Dalby	<ul style="list-style-type: none"> Western Downs Regional Council Dalby Visitor Information Centre – Steering Committee DIP Community Groups 	<ul style="list-style-type: none"> Support for the finalisation of plans for the redevelopment of visitor facilities at Thomas Jack Park Formation of a working group between key stakeholders to identify and confirm priorities for development of the site Preparation of plans for development including layout, design and funding sources Development of an action plan outlining allocation of roles and responsibilities and prioritisation of actions
Picnic Point Parklands Future Use Plan		
Location	Potential stakeholders	Key Actions
Toowoomba	<ul style="list-style-type: none"> Picnic Point Facility Management Toowoomba Regional Council 	<ul style="list-style-type: none"> Support for the finalisation of plans for the refurbishment of the existing Picnic Point facilities by management at Picnic Point Formation of a working group between key stakeholders to identify and confirm opportunities for further development of attractions and experiences in the Picnic Point Parklands Development of a Picnic Point Parklands Future Use Plan
Stanthorpe Tourism Precincts and Pedestrian Linkages		
Location	Potential stakeholders	Key Actions
Stanthorpe	<ul style="list-style-type: none"> Southern Downs Regional Council State Government 	<ul style="list-style-type: none"> Review of the CBD Revitalisation Master Plan to identify gaps and opportunities Consultation with key stakeholders to determine project priorities and opportunities for investment Undertake a site analysis and develop Master Plan design concepts for the tourism precincts and pedestrian links.
Morgan Park Master Plan and Site Development		
Location	Potential stakeholders	Key Actions
Morgan Park	<ul style="list-style-type: none"> Southern Downs Regional Council DIP State Government Local Operators 	<ul style="list-style-type: none"> Consultation with key stakeholders to determine funding opportunities to undertake the Master Planning process Identification of opportunities to incorporate visitor experiences, public recreational activity and events

Appendix 5: Regional Priority Project Implementation

Throughout Appendix 5, the key actions and proposed timing for the implementation of the regional priority projects are provided. Recommendations on the potential stakeholders for involvement in the implementation process are provided. Lead agencies for implementation will need to be determined as part of the implementation strategy.

Region-Wide Priority Projects

Indigenous Heritage Trail			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Regional	<ul style="list-style-type: none"> Department of Communities Regional Councils Traditional Owners Other Government Departments 	2010-2012	<ul style="list-style-type: none"> Formation of a working group to discuss and confirm the opportunities for the development of an indigenous heritage trail through the region Undertake a planning process to identify key indigenous heritage and cultural sites and to determine the required infrastructure development, signage and interpretation, marketing and promotion and to identify responsibility for management and maintenance
Regional Signage Strategy			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Regional	<ul style="list-style-type: none"> Regional Councils Department of Transport and Main Roads District Tourism Signage Committees 	2010-2012	<ul style="list-style-type: none"> Formation of a working group to undertake a region-wide signage review and development of a signage strategy for the region
Regional Trails Master Plan			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Regional	<ul style="list-style-type: none"> Regional Councils DIP EPA / QPWS 	2010-2012	<ul style="list-style-type: none"> Formation of a working group to undertake a region-wide trails master plan to provide an overarching plan for trail development in the region Identification of future trail development opportunities in the region

Western Downs Regional Council Area

Mobile Events Infrastructure			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Western Downs Regional Council Area	<ul style="list-style-type: none"> Western Downs Regional Council RTO LTO / VIC Community Groups Event Organisations 	2009-2011	<ul style="list-style-type: none"> Investigation into the cost of purchasing events infrastructure by Council for hire Allocation of funding for infrastructure purchase Development of protocols and policies for the hire of infrastructure by community groups, industry and events organisers

Myall Creek Parklands Redevelopment			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Myall Creek	<ul style="list-style-type: none"> Western Downs Regional Council DIP DTMR Community Groups 	2011-2014	<ul style="list-style-type: none"> Formation of a working group between key stakeholders to identify and confirm priorities for redevelopment Preparation of plans for development including identification of funding sources, allocation of roles and responsibilities and prioritisation of actions
Warrego Highway Upgrade			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Warrego Highway	<ul style="list-style-type: none"> DTMR Western Downs Regional Council Toowoomba Regional Council 	2011-2012	<ul style="list-style-type: none"> Engagement with DTMR to identify the Warrego Highway as a priority project for future road infrastructure planning

South Burnett Regional Council Area

Investment Prospectus			
Location	Potential stakeholders	Indicative timeframe	Key Actions
South Burnett	<ul style="list-style-type: none"> South Burnett Regional Council RTO / LTO Industry Private Investors / Developers 	2009-2011	<ul style="list-style-type: none"> Identification of priority tourism investment opportunities for the South Burnett region Development of a clear scope and intent of the prospectus and identification of the target audience and method for delivery Development of an investment prospectus
Bunya Mountains Accommodation			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Bunya Mountains	<ul style="list-style-type: none"> South Burnett Regional Council / Western Downs Regional Council Private land owners Private Investors EPA / QPWS 	2009-2016	<ul style="list-style-type: none"> Engagement with key stakeholders, including land holders, investors and Council to discuss the opportunities for a resort accommodation development Undertake a feasibility study into the project including identification of potential funding sources and availability of critical resources and utilities
Bunya Mountains Pedestrian Access			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Bunya Mountains	<ul style="list-style-type: none"> South Burnett Regional Council / Western Downs Regional Council DTMR EPA / QPWS 	2010-2012	<ul style="list-style-type: none"> Engagement with Department of Transport and Main Roads and Councils to discuss 'Pedestrian Friendly' access linkages in the Bunya Mountains Preparation of a development plan with budgets and responsibilities

Bunya Mountains Maidenwell Road Upgrade			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Bunya Mountains	<ul style="list-style-type: none"> ■ South Burnett Regional Council / Western Downs Regional Council ■ DTMR ■ EPA / QPWS 	2010-2012	<ul style="list-style-type: none"> ■ Engagement with DMR to identify the Bunya Mountains Maidenwell Road as a priority project for future road infrastructure planning
Bunya Mountains MacLagan Road Upgrade			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Bunya Mountains	<ul style="list-style-type: none"> ■ South Burnett Regional Council / Western Downs Regional Council ■ Department of Transport and Main Roads ■ EPA / QPWS 	2010-2012	<ul style="list-style-type: none"> ■ Engagement with DMR to identify the Bunya Mountains MacLagan access road as a priority project for future road infrastructure planning
Joh Bjelke-Peterson Memorial Centre			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Kingaroy	<ul style="list-style-type: none"> ■ South Burnett Regional Council 	2009-2012	<ul style="list-style-type: none"> ■ Support for the implementation of the recommendations of the Memorial Centre feasibility study
Yallakool Park on Bjelke-Peterson Dam			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Bjelke-Peterson Dam	<ul style="list-style-type: none"> ■ South Burnett Regional Council ■ DIP 	2010-2012	<ul style="list-style-type: none"> ■ Identification of opportunities for the further development of facilities and visitor experiences at the Yallakool Tourist Park at the Bjelke-Peterson Dam
Maidenwell Accommodation			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Maidenwell	<ul style="list-style-type: none"> ■ South Burnett Regional Council ■ Investors 	2010-2012	<ul style="list-style-type: none"> ■ Identification of suitable sites for accommodation development ■ Inclusion of sites in the South Burnett Investment Prospectus
Mountain Bike Trail Development			
Location	Potential stakeholders	Indicative timeframe	Key Actions
South Burnett	<ul style="list-style-type: none"> ■ BNT Committee ■ DIP ■ South Burnett Regional Council 	2012-2016	<ul style="list-style-type: none"> ■ Engagement with the Bicentennial National Trail Committee to identify opportunities for upgrading sections of the trail as a mountain biking trail

Southern Downs Regional Council Area

Southern Downs Tourism in Protected Areas			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Southern Downs	<ul style="list-style-type: none"> EPA / QPWS Private land owners / investors Southern Downs Regional Council DIP 	2009-2016	<ul style="list-style-type: none"> Continued review of Park Management Plans in National Parks and State Forests to ensure the inclusion of required upgrades and maintenance for particular visitor groups Formation of a working group between key stakeholders to identify and confirm opportunities for further development of attractions and experiences in or near protected areas
Warwick Rail Precinct			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Warwick	<ul style="list-style-type: none"> Southern Downs Regional Council RTO Warwick Tourism and Events Queensland Rail 	2009-2012	<ul style="list-style-type: none"> Engagement with key stakeholder to identify opportunities for the development of a rail precinct in Warwick Undertake a pre-feasibility study for the precinct development
Relocation of the Warwick VIC			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Warwick	<ul style="list-style-type: none"> Southern Downs Regional Council RTO Warwick Tourism and Events 	2009-2012	<ul style="list-style-type: none"> Engagement with local stakeholders to identify options for the relocation of the Warwick VIC The opportunity to relocate the VIC to the Warwick Rail Precinct site has been identified. It is recommended that the Rail Precinct would need to be well established before the relocation of the VIC to this site is considered
Southern Downs Art Trail			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Southern Downs	<ul style="list-style-type: none"> Southern Downs Regional Council Industry operators 	2010-2012	<ul style="list-style-type: none"> Support for the finalisation of the arts and culture audit being undertaken by the Southern Downs Regional Council Identification of options to link a Southern Downs Art Trail to the Handmade in Country concept described in Section 5.4
Rodeo Hall of Fame Development			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Warwick Rodeo Hall of Fame	<ul style="list-style-type: none"> Site management Pro Bull Riding Association Industry associations Southern Downs Regional Council 	2011-2016	<ul style="list-style-type: none"> Engagement with key stakeholders to identify opportunities for the further development of the Warwick Rodeo Hall of Fame visitor attractions, experiences and events Undertake a pre-feasibility study for the development including an assessment of introducing regular events / shows at the site

Warwick Night Time Tour			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Warwick	<ul style="list-style-type: none"> Warwick Tourism and Events Tour Operators Industry 	2010	<ul style="list-style-type: none"> Engagement with stakeholders to identify opportunities for the introduction of a Historical / Ghost walking tour through Warwick Review of the Harrow Sound and Light Show experience in Victoria as a case study
Main Range Accommodation			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Southern Downs – location to be determined	<ul style="list-style-type: none"> Southern Downs Regional Council EPA / QPWS Private land owners Investors 	2012-2018	<ul style="list-style-type: none"> Undertake a pre-feasibility for the development of an off park resort style accommodation facility adjoining the Main Range National Park including a site assessment of potential locations

Toowoomba Regional Council Area

Toowoomba Region Sustainable Parklands Master Planning			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Toowoomba Region	<ul style="list-style-type: none"> Toowoomba Regional Council DIP Community Groups 	2009-2012	<ul style="list-style-type: none"> Formation of a working group between key stakeholders to identify and confirm an appropriate approach for undertaking a Parklands Master Planning process for the Toowoomba Region Identification of the priority parklands areas to be included in the master planning process Undertake master planning, incorporating a high level of community and industry consultation
Long Range Walking Trail			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Toowoomba and surrounds	<ul style="list-style-type: none"> EPA / QPWS Toowoomba Regional Council DIP BNT Committee Private land owners 	2009-2014	<ul style="list-style-type: none"> Formation of a working group to investigate the development of long-range walking trail through the region Development of a master plan to guide the implementation and development of the walking trail and associated facilities and amenities Collaboration in the identification of additional development opportunities to support the walking trails
Jondaryan Woolshed Master Plan			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Jondaryan Woolshed	<ul style="list-style-type: none"> Jondaryan Woolshed management Toowoomba Regional Council 	2009	<ul style="list-style-type: none"> Support for the development of a Master Plan for the future development and expansion of the Jondaryan Woolshed

Adventure Park and Mountain Biking Facility			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Toowoomba – location to be determined	<ul style="list-style-type: none"> ■ Toowoomba Regional Council ■ DIP ■ Private land owners ■ EPA / QPWS 	2012-2016	<ul style="list-style-type: none"> ■ Engagement with key stakeholders to identify opportunities for development of a adventure / mountain bike park in the Toowoomba region, including identification of potential sites
Night Time Attractions			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Toowoomba region	<ul style="list-style-type: none"> ■ Toowoomba Regional Council ■ DIP ■ Commercial operators 	2010-2016	<ul style="list-style-type: none"> ■ Identification of potential opportunities for the development of night time attractions in the Toowoomba Region ■ Further investigation into the development of attractions such as a birds of prey wildlife show or moon rise viewing experiences at Picnic Point
Picnic Point Canopy Tour			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Picnic Point Park	<ul style="list-style-type: none"> ■ Toowoomba Regional Council ■ DIP ■ Picnic Point commercial facility management 	2013-2018	<ul style="list-style-type: none"> ■ Pre-feasibility assessment of the development of a commercial recreational experience in Picnic Point Park eg. A canopy tour
Night Time Attractions			
Location	Potential stakeholders	Indicative timeframe	Key Actions
Toowoomba CBD	<ul style="list-style-type: none"> ■ Toowoomba Regional Council 	2010-2016	<ul style="list-style-type: none"> ■ To cater for larger events and conferences in Toowoomba purpose-built or multi-purpose meeting facilities will need to be investigated to cater for events exceeding 500 visitors.



Lake Annand, Toowoomba (Photo: Dan Proud)

Appendix 6: Long-Term Projects

Provided below is a summary of the identified long-term projects for South East Queensland Country.

Tours, Activities and Attractions

- **Dalby tour operators** – Introduction of new tour operators in the Dalby region. Opportunities include:
 - Desalination Plant tours
 - Mine charter flights
 - Heritage tours / flights
 - Power station tours
 - Bunya Mountains
- **Kilkivan Lookout development** – Development of a lookout at either Mt Bubu or School Hill in Kilkivan
- **Coopers Gap Wind Farm Visitor Experience** – Development of a visitor experience around the proposed Wind Farm development at Coopers Gap eg. Viewing platform and facilities
- **Bell Community Centre** – Coopers Gap Wind Farm Interpretation – Development of the Bell Community Centre to incorporate a Visitor Information Centre and interpretation of the proposed Wind Farm development at Coopers Gap
- **DownsSteam Tourist Train** – Investigation into the feasibility of the introduction of a regionally significant tourist train experience from Drayton to Wallangarra through a partnership between DownsSteam and Southern Downs Steam Railway
- **Transport Trail** – Investigation into the bundling of existing regional transport attractions as a Transport Trail. This would include attractions such as the Cobb and Co Museum, Army Aviation Museum, Main Roads Museum, Highfields Pioneer Village, Jondaryan Woolshed and the Milne Bay Military Museum. Consideration should be given to the possible consumer confusion with the Cobb and Co Trail
- **Crows Nest Wind Farm Interpretive Centre** – Development of an interpretive centre at the Crows Nest Wind Farm
- **Bracker Road Lookout** – Development of a lookout over the Warwick City. A current vacant block of private land on Bracker Road overlooks the city
- **Jondaryan Woolshed Night Tours** – Introduction of charter bus night tours of the Jondaryan Woolshed to leverage the historic stories and themes of the site

Regional Cuisine

- **Red Claw Farm Tourism Experience** – Development of a local produce visitor experience surrounding the Red Claw Farms in the South Burnett. This project should be linked to the South East Queensland Country Food and Wine Experience project
- **Weis Factory Tourism Experience** – Development of a regional cuisine visitor experience through the introduction of Weis Factory tours in Toowoomba. This project should be linked to the South East Queensland Country Food and Wine Experience project

Outdoor Recreation

- **Mountain Bike Trail Signage** – Further development of signage for mountain biking trails through the South Burnett Region. Linkages to the Bicentennial National Trail
- **Further development of Great Horse Ride** – Further development of visitor experiences associated with the Great Horse Ride. Potential linkages with the Rail Trail and Bicentennial National Trail developments
- **Ice Skating Rink Stanthorpe** – Development of an ice skating rink in Stanthorpe
- **Public Motorsport Facility** – Development of a public motorsport facility in South East Queensland Country
- **Condamine Eco Trail** – Development of an eco trail of unique natural and indigenous attractions throughout the Condamine Catchment, incorporating a variety of walking trails, signage and interpretation at key sites. An Australian Tourism Development Program (ATDP) funding application has previously been prepared for this project and received wide industry and community support
- **Noosa to Kilkivan Horse Ride** – Development of additional facilities to support the growth of this existing experience

Culture and Heritage

- **Cherbourg Visitor Experiences** – Further development of visitors experiences associated with the Cherbourg Rangers Station and the Cherbourg Historical Precinct
- **Performing Arts or Art Gallery Facility** – Development of a State Significant Performing Arts or Art Gallery facility in Toowoomba or expansion of existing facilities. Opportunity to incorporate indigenous arts and culture
- **International recognition of the Bunya Mountains** – Application for the Bunya Mountains to be internationally recognised for its natural, cultural and heritage assets eg. World Heritage listing or Biosphere reserve

Accommodation

- **Girraween Accommodation** – Expansion of the existing accommodation facilities in Girraween to cater for larger groups
- **Health Retreat** – Development of a health retreat facility in the Toowoomba Region as a health and wellness centre to cater for patients recovering from major operations

Events / Conferences

- **Meeting and Event Facilities** – Storm King / Lake Leslie potential use of existing facilities for leisure tourism groups and a facility for meetings and events. Potential for future investment to upgrade facilities for business tourism and conference facilities

Major Infrastructure / Services

- **Toowoomba Airport** – Investigation into the future plans for the Toowoomba Airport to service the business and industry needs of the region. Potential use of the airport for leisure visitors
- **Dalby Airport Upgrade** – Airport upgrade and introduction of regular passenger air transport services to service the mining boom
- **Kingaroy Rapid Passenger Transport Services** – Introduction of RPT services to service the Kingaroy Airport eg. Stopping point between Brisbane and Longreach
- **RPT services to Stanthorpe** – Introduction of RPT services to the Stanthorpe Airport. Potential leveraging of the Horizon Airways training facility
- **Killarney Road Upgrade** – Redevelopment of the road from Killarney to Lake Moogerah as an all-weather access road
- **Southern Downs Investment Prospectus and Incentives** – Development of regional investment prospectus including investment encouragement initiatives including incentives and streamlined application processes. Planning scheme input for tourism developments is required

Appendix 7: Other Tourism Opportunity Plan Projects

Provided below is a summary of the additional project opportunities for the Sunshine Coast Hinterland and Greater Brisbane Country Regions.

Sunshine Coast Hinterland – Additional Projects

- **Mary Valley Recreation** – Development of recreational leisure and tourism activities in the Mary Valley region including the proposed Traveston Dam
- **Hinterland Accommodation** – Development of accommodation in the hinterland region that is suited to a broader market range eg. Corporate, family and budget-conscious markets including caravan and camping opportunities
- **Glasshouse Mountains VIC** – Development of the Glasshouse Mountains Visitor Information and Interpretive Centre
- **Hinterland Tracks and Trails** – including:
 - Development of the Maleny to Montville Trail
 - Development of the Glasshouse Mountains Trails Network
 - Development of the North Coast Mountain Bike Touring Trail
 - Development of the Rural Landscape Trek
 - Investigations into the development of appropriate mountain bike and horse riding opportunities through the region
 - Investigations into the development of recreational opportunities for the motorbike and trail bike market
- **Glasshouse Mountain Recreation** – Further development of recreational opportunities and visitor facilities associated with the Glasshouse Mountains
- **Kenilworth Recreation** – Investigations into the further development of recreational opportunities in the Kenilworth and Gympie areas, including 4WD and other adventure recreation
- **Hinterland Accommodation** – Investigations into the provision of incentives for the development of private off park facilities including accommodation
- **Events** – Further development of infrastructure to meet the needs of major events such as the World Rally Championships and Gympie Muster
- **Woodford Folk Festival** – Development of further fringe activities that will attract more visitors to the region over a longer period of time
- **Regional Cuisine** – Introduce improved bundling / packaging of food products, experiences and events eg. Support initiatives such as the successful Noosa Food Trail

Greater Brisbane Country – Additional Projects

- **Telecommunications** – Improving the supply of telecommunications services to the hinterland of the region.
- **Road Infrastructure** – Improving the hinterland roads eg. route through the Scenic Rim and connections into/bypasses for rural towns and cities from motorways/highways eg. Ipswich, Beaudesert.
- **Eco Accommodation** – Expand the range of and upgrade the accommodation facilities catering to leisure and business visitor markets including eco styled boutique product in the Scenic Rim.
- **Small Scale Food Production and Retail Outlets** – eg. Cheese factory, ice-cream factory (emphasis on using local agricultural products and selling at a local level) at Boonah.
- **Bremer River Recreation** – Development of the Bremer Rive in Ipswich for recreational pursuits and construction of pier for leisure trips out of Ipswich.
- **Wyaralong Dam** – Development of Wyaralong Dam lookout and interpretation for viewing of new infrastructure construction. Introduction of non-motorised water activities on the Dam.
- **Motorsport Precinct** – Expansion of the motorsport precinct at Ipswich including on-site hotel, upgrading amenities.
- **Amberley Air Force Base** – Development of an activities based museum / attraction.
- **Caravan Park** – Development of a quality caravan park close to Boonah town centre and other locations in the Scenic Rim eg. Maroon and Wyaralong Dams.
- **Backpacker Accommodation** – Development of backpacker accommodation within the Scenic Rim region.
- **Farm Stays** – Development of farm stay options within the Scenic Rim region.
- **Motel / Chalet Style Accommodation** – Development of more motels / chalet style accommodation in the Scenic Rim.
- **B&B Accommodation** – Development of B&B accommodation in the Scenic Rim.
- **Kooralbyn Conference Centre** – Expansion of conference facilities and on-going upgrading of existing facilities, development of air strip for car club days.
- **Market Sites** – Development of market sites in locations with emphasis on farmers markets and local produce sales.
- **Heritage Buildings** – Restoration of heritage buildings in Kalbar and use as tourism opportunities eg. Retail, arts and crafts outlets, possible VIC, food markets, cafes etc.
- **Wine Trails** – Integrate wine trails into other tourism experiences.
- **Farm Gate Food Sales** – Introduction of farm gate sales highlighting the quality produce grown in the region.
- **Road Lay-bys** – Creation of lay-bys on the Cunningham Highway, Mt Lindesay Highway, Route 90 between Boonah and Beaudesert, Beaudesert and Tamborine, Tamborine and Canungra and secondary roads through the seven National Parks.
- **Directional Signage** – Introduction of directional signage on highways and roads of the area and tourist trail signage.
- **Passing Lanes** – Improve roads in the Scenic Rim with passing lanes / sealing and widening eg. Ipswich to Boonah, Boonah to Beaudesert, Brisbane to Beaudesert, Brisbane to Mount Tamborine and Gold Coast into the Scenic Rim.
- **Heavy Vehicle Bypass** – Introduction of bypass for Beaudesert.
- **Streetscaping** – Improve streetscape in Boonah, Beaudesert and Canungra.
- **Circuit Link Road** – Complete circuit link road from Kooralbyn to Boonah.
- **Public Transport** – Improvements to public transport specifically rail between Brisbane and Ipswich and mini buses between towns in the Scenic Rim.
- **Ipswich Gateway** – Improvements to the gateway into Ipswich.
- **Recreational Trail** – Development of the Boonah to Ipswich Regional Recreational Trail.
- **Over Mountain Walkway** – Development of a major ‘over mountain’ walkway through a section of the Scenic Rim National Parks.
- **Mt French Rock Climbing** – Development of a climbers centre at Mt French.
- **Walks and Picnic Areas** – Development of walks and picnic areas at Mt French and Lake Maroon.
- **Kooralbyn Lookout** – Expansion of the lookout at Kooralbyn with a large viewing platform, interpretation boards and a covered picnic area.
- **National Park Facility Upgrades** – Improvements to the majority of the National Parks in the Scenic Rim including access points, interpretation boards, improved walking trails, toilet facilities, equine facilities and picnic areas

