

ISAAC TOURISM STRATEGY

2019-2024

Current as at 28.02.2019

Presented by **Jessica Bugeja, Planning, Environment & Community Services**

ISAAC
REGION 
HELPING TO ENERGISE THE WORLD

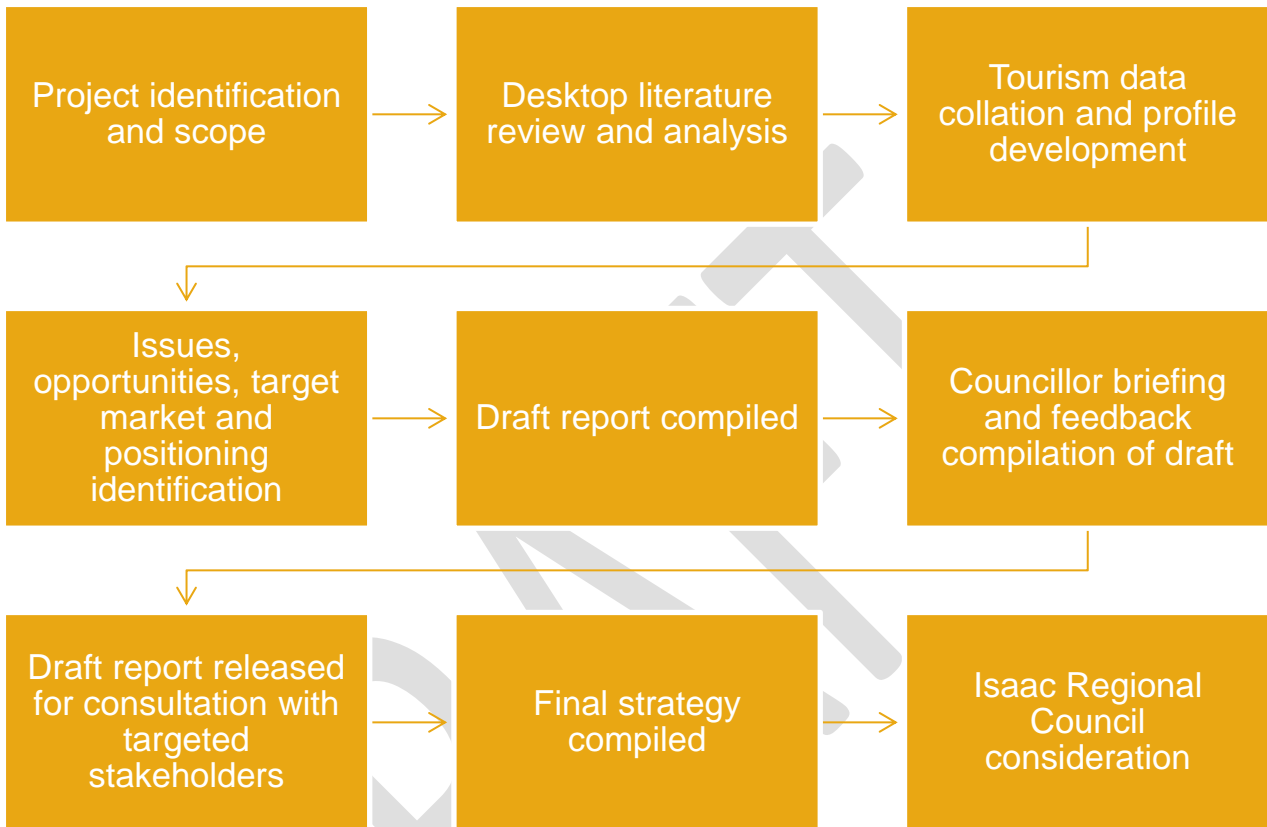
TABLE OF CONTENTS

STRATEGY DEVELOPMENT	4
COUNCIL'S ROLE IN TOURISM	5
OUR TOURISM PROFILE	6
VISITOR ECONOMY	8
ACCESS	11
TARGET MARKETS	12
MARKET OPPORTUNITIES	12
INDUSTRY TRENDS	20
OUR VISITOR EXPERIENCE	22
OUR 5 YEAR STRATEGIC DIRECTION	26
STRATEGY 1: DEFINING OUR STORY	28
STRATEGY 2: ENHANCING OUR VISITOR EXPERIENCE	29
STRATEGY 3: BUILDING OUR TOURISM OFFERING	32
STRATEGY 4: SUPPORTING OUR BUSINESS	34
STRATEGY 5: MAXIMISING OUR RELATIONSHIPS	35
APPENDICES	36
TOURISM OPPORTUNITY AUDIT	37
ISAAC VISITOR INFORMATION DISCUSSION PAPER	39
VISITOR INFORMATION PROVISION MODEL	44
RESOURCE LIST	48

STRATEGY DEVELOPMENT

METHODOLOGY

The diagram below demonstrates an overview of the methodology for the creation of the Tourism Development Strategy.



WHOLE OF COUNCIL APPROACH

A whole of Council approach represents working across department boundaries to achieve a shared goal and an integrated government response to elevate the region's visitor economy. Approaches can be formal and informal. They can focus on strategic development, new initiatives and service delivery

COUNCIL'S ROLE IN TOURISM

DESTINATION MARKETING	Destination marketing; including positioning messaging, public relations, events development and management
INDUSTRY DEVELOPMENT	Developing the local tourism industry; including encouraging emerging local tourism businesses and providing business support and guidance.
PLACE MANAGEMENT	Improving the public realm, place making and activation, place management and community capacity building initiatives.
FOSTERING PARTNERSHIPS	Fostering and building key tourism partnerships at local and state government levels.
TOURISM INFRASTRUCTURE	Providing tourism related infrastructure; including community spaces, facilities and services that enhance the visitor experience and improves the safety of residents and visitors.
PLANNING SCHEME	Providing a planning scheme framework that supports and encourages the development of new and appealing tourism attractions and experiences.
ADVOCACY	Advocating for appropriate tourism development
COLLABORATION	Collaborate with industry to manage the region as a visitor destination including providing visitor information



OUR TOURISM PROFILE

LOCATION

Located 1,000km north-west of Brisbane and 900km south of Cairns, the Isaac region forms part of the broader Mackay region tourism area. The region features a diverse built, natural and social landscape and covers approximately 58,000 square kilometres. Including seven regional towns including Clermont, Dysart, Glenden, Middlemount, Moranbah, Nebo and St Lawrence, the region also boasts 100km of under-developed coastline, vast agricultural and grazing pursuits and Australia's largest coal deposit.

Figure 1. Map of Isaac Local Government Area



COMMUNITY PERCEPTIONS ON TOURISM

The following section is summarised from TEQ's Social Indicators 2017 Mackay

The 2017 Social Indicators Study into the Mackay region examined the social impacts on the local community, as perceived by its residents. The research was conducted to inform the decision-making of state and local authorities, as well as tourism bodies.

The study revealed local residents are significantly more likely than the average Queensland to agree that tourism has a positive impact on the community. Fifty-three per cent (53%) of residents agree that tourism has a positive impact on the community compared with 43% in Queensland. Eighteen per cent (18%) agree that tourism has a positive impact on their personal quality of life.

Local residents overwhelmingly agree that, because of tourism, there is: greater cultural diversity (90%) economic benefits (92%), an increased regional profile (85%), increased local pride (77%), and new infrastructure (65%). These positive benefits are seen to impact the community more than the individual.

According to the study, there is a strong local desire for continued tourism development, with some suggesting capitalising on the fishing, beach and island tour markets; developing tourism in conjunction with the mining industry and; the development of affordable beachfront camping areas.

VISITOR ECONOMY

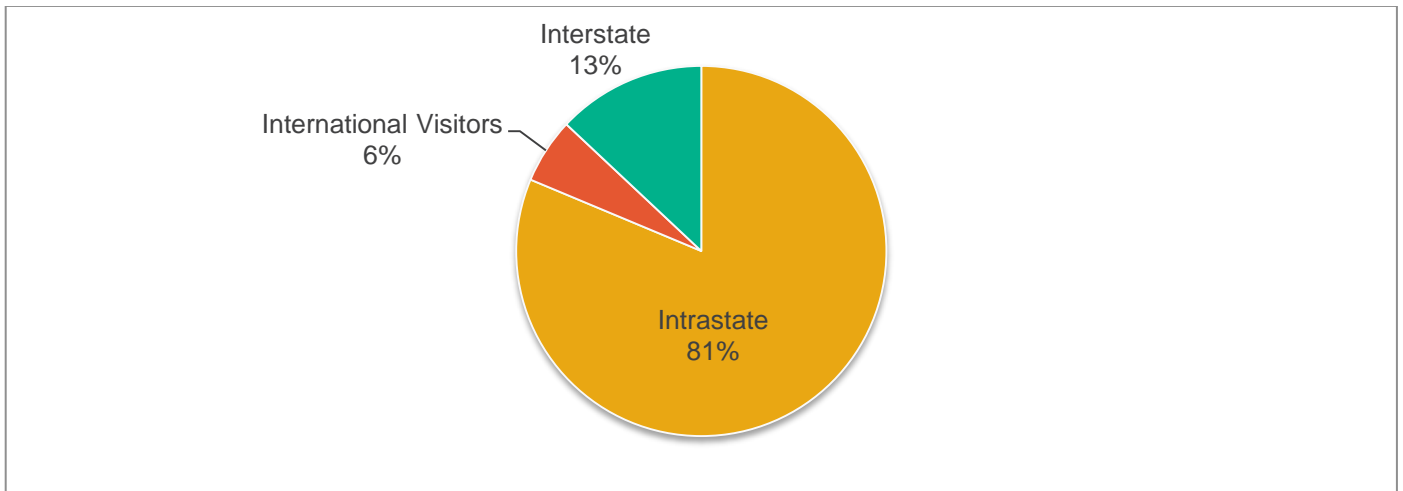
In 2016-17 the tourism industry contributed an estimated **\$197 million** to the Isaac regional economy (1.4% of the Isaac region's gross regional product) and supported around **1,092 jobs** (5% of employment in the Isaac region)¹.

OUR VISITORS

The following section is summarised from TEQ's Mackay Regional Snapshot, Year Ending December 2017 and the Isaac Local Government Area Profile, 2016.

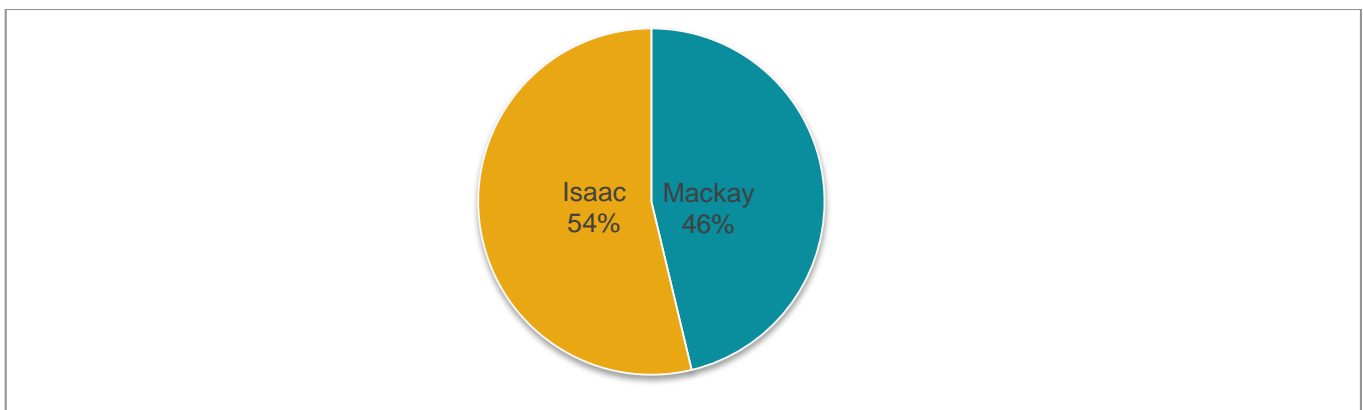
The domestic market represented the majority (94%) of overnight visitation to the Mackay region with 827,000 visitors.

Figure 2. Mackay-Isaac region overnight visitation



According to Tourism Research Australis's Local Government Area Profile, the Isaac region welcomed 468,000 domestic overnight visitors in 2016. This equates to just over half (54%) of the total regional domestic overnight visitation*².

Figure 3. Domestic visitors market share by LGA



¹ 2016-17, Australian Bureau of Statistics, Tourism Satellite Account

² *Based on cross referencing data from the Mackay Regional Snapshot (2017) and Local Government Area Profiles (2016).

Domestic Visitors

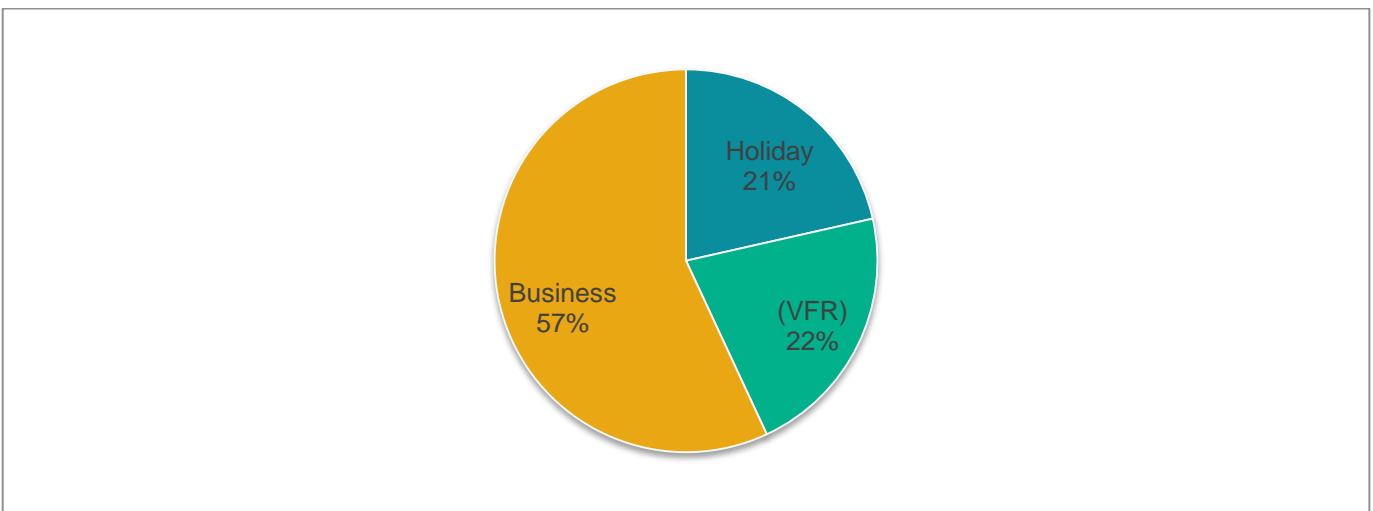
Approximately 86% or (713,000n) domestic visitors to the Mackay region are from the intrastate. In order, the three largest intrastate markets were:

1. Mackay region (220,000 visitors);
2. Townsville (124,000 visitors) and;
3. Brisbane (105,000 visitors).

Purpose of visit

In the three years ending December 2017, over half (57%) of domestic visitors to the Mackay region were business travellers, up by 5.3% to 427,000.

Figure 4. Mackay-Isaac, purpose of visit



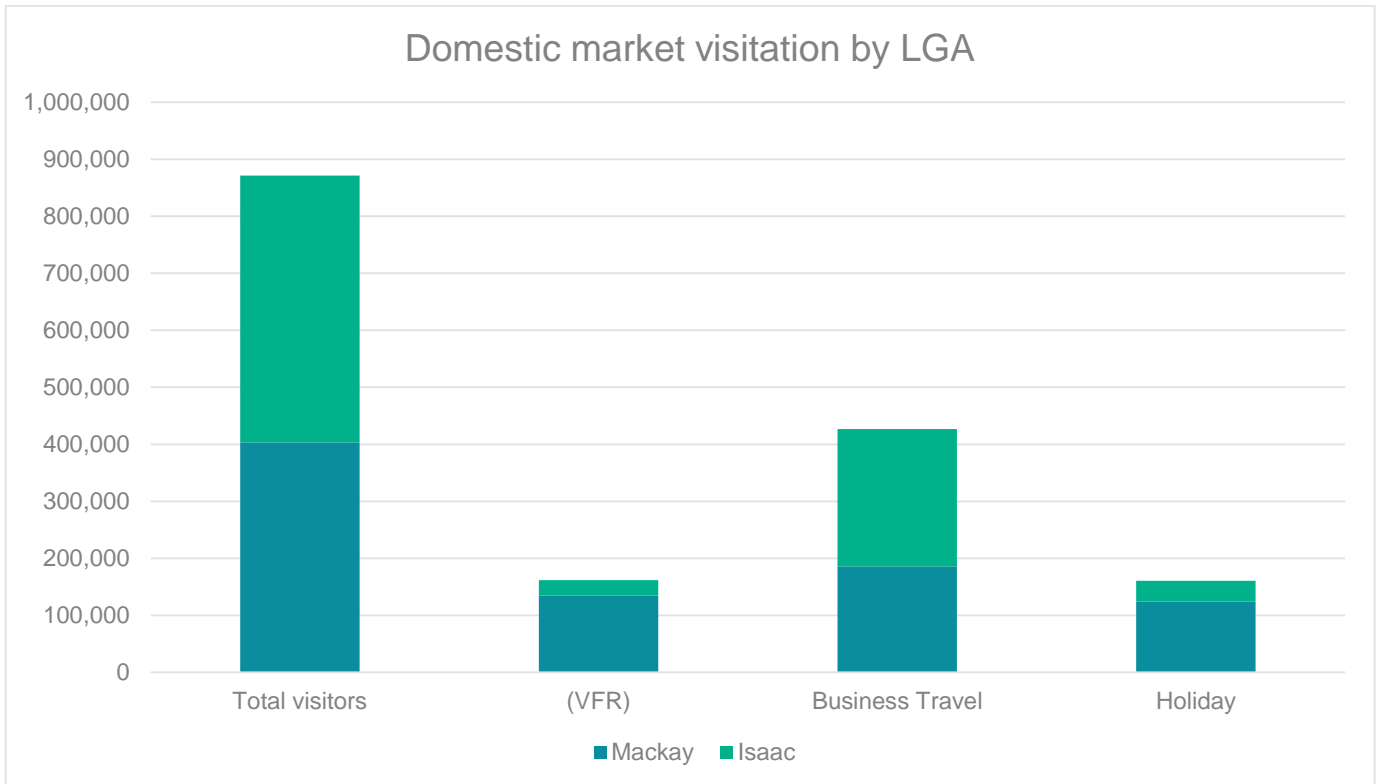
Meanwhile, the holiday and visiting friends and relatives (VFR) markets declined over the same period by 3.6% and 3.7% respectively.

The interstate market declined by 2.2% to 114,000 visitors in three years due to fewer travellers from NSW.

Visitor nights in the region reached a record high of 3.8m, up 11%. This was driven primarily by growth in business trips and a longer length of stay by business and holidaymakers. As a result, expenditure increased by 3.5% to \$382.7m.

Recent international research shows 83% of leisure travellers and 76% of business travellers plan their trip online (The Traveller's Road to decision, Google and Ipsos MediaCT, July 2012)

Figure 5. Domestic visitation by LGA



Business travel dominates Isaac’s purpose of visit with approximately 56% of the market share. The Isaac holiday market holds 23% of the share and Visiting Friends and Relatives, 17%.

International Visitors

The Mackay region welcomed 50,000 international visitors, representing an increase of 3.9% over the three years ending December 2017. Approximately 4,000 (or 8%) of these are attributed to the Isaac Region.

The international market contributed 6% of all overnight visitors to the region. Holiday visitors continued to dominate international travel to the Mackay region, accounting for 38,000 visitors and growing by 7.6% over the three years.

International expenditure in the Mackay region was \$13.7, in the ending December 2017.

Visitor nights declined by 11.5%, over the three years to 411,000 nights. The decline was driven by shorter stays in the region, with the average length of stay declining to 14% to 8.3 nights.

ACCESS

Air

A commercial domestic airport is located in Moranbah and is serviced by QantasLink with flights to Brisbane.

In 2017, the airport recorded a total of 115,373 passengers ranking it as the 44th busiest regional airport in Australia. Isaac Regional Council has approved plans for the airport to introduce jet capability and increase the long-term capacity to cater for almost half a million passenger movements per year.

The airport is predominantly used for business travel, opportunity exists for strategies to encourage repeat visitation, recreational add-ons, increased visitor spend and extended length of stay.

Mackay and Emerald also have commercial airports, which even though located outside of the Isaac LGA support visitation to the area. Mackay is serviced by Qantas, Jetstar and Virgin, while Emerald is serviced by Virgin and Qantas.

Rail

The Spirit of Queensland travels between Brisbane and Cairns five times a week and stops at St Lawrence and Carmila in the Isaac region.

Road

The Isaac region is well connected via three (3) major arterial routes including the Bruce Highway, Great Inland Way/Gregory Highway and Peak Downs Highway.

The Bruce Highway connects Brisbane and Cairns on the eastern coast of Queensland and connects travellers to Isaac's highway towns of St Lawrence, Clairview, Carmila and Ilbilbie. The Highway is recognised as the biggest traffic carrier in Queensland.

According to Average Annual Daily Traffic Values, an average of 1,500 light vehicles pass the Bruce Highway turnoff to St Lawrence on a daily basis. If it is assumed that one in three light vehicles are travelling for tourism purposes and that vehicles travelling for tourism purposes carry an average of 1.8 visitors, then close to 330,000 potential drive visitors travel the Isaac coast per annum³.

The Great Inland Way (GIW) is an established tourist route originating in Sydney and ending in Cairns. The route passes through the western area of the Isaac LGA, via the Gregory Highway connecting Clermont to Charters Towers in the north and Emerald to the south.

The Peak Downs Highway runs for a total of 266km and links the towns of Mackay and Clermont. The Highway connects to the Gregory Highway in the west and Bruce Highway in the East. The Peak Downs Highway is a critical link to the towns of Nebo, Moranbah and Clermont and is the primary access route for workers, fuel, machinery and other supplies to the Bowen Basin.

As a large dispersed region where many of the experiences are outside of the more popular surrounding destinations, the drive market (including fly-drive and rail-drive) presents a significant opportunity to increase visitor dispersal and increase repeat visitation to different areas of Isaac.

³ EC3 Global, 2011, *St Lawrence & the Isaac Coast Visitor Experience and Enhancement Project Issues and Opportunities Paper*, p.23.

TARGET MARKETS

Business travellers

Business travel is by far the most significant market for Isaac. With over half (56%) of all the domestic overnight visitors coming for business purposes, encouraging the development of leisure add-ons to this market would increase spend and average length of stay.

Visiting Friends and Relatives (VFR)

The Visiting Friends and Relatives market for the Mackay region has increased by 1.5%. The average length of stay for the VFR segment within Queensland is approximately 4 days for domestic travellers and 6 days for interstate. There is a misconceived perception that VFR tourists provide minimal economic impact to the regions they visit, however it has been shown that VFR can contribute up to 25% of total tourism expenditure.

With 22% of all overnight visitors coming to the region for friends and relatives, extending length of stay or increase in the percentage of locals who invite relatives to stay could significantly benefit the visitor economy.

MARKET OPPORTUNITIES

DRIVE TOURISM MARKET

According to Tourism Research Australia's National and International Visitor Surveys, in the year ending September 2012, there were 10.3 million domestic overnight drive tourism visitors to Queensland (or 57% of all domestic visitors to Queensland)⁴.

The drive market represents visitors who use some form of vehicular transport to reach their destination, where their main purpose of visit is leisure. This includes day trips and overnight trips to one or multiple destinations. Drive tourism also includes those who utilise multiple forms of transport as part of their journey including fly-drive and rail-drive, utilising vehicle hire. This includes the hire of 4wds, motorhomes, campervans and regular vehicles.

The drive market can be broken down into the following categories:

Day trippers venture out and return to their place of residence without an overnight stay. The Queensland day trip market, the vast majority of which was by car, was worth \$4.4b to the state's economy each year⁵.

Short break visitors are away from home between one and three nights.

Long haul visitors are away from home four nights or more and are generally categorised into either **point-to-point visitors** or **Queensland tourers**. Point to point visitors stay overnight in one or two locations whereas touring visitors tend to stay overnight in three or more different locations.

While every segment of the drive market is important, the touring market taken on a stronger focus due to higher perceived economic benefits to the state and regional areas (because of their longer length of stay and higher number of stopovers). Between the year 2000 and 2010 domestic tourers contribute approximately \$1.2b to the Queensland economy, stayed an average of 11.8 nights in Queensland and spent an average of \$113 per night.

⁴ Queensland Government, 2012, Queensland Drive Tourism Strategy 2013-2015

⁵ Queensland Government, 2012, Queensland Drive Tourism Strategy 2013-2015

Drive tourism is the lifeblood of the tourism industry in many regions. It is vital in facilitating regional dispersal and access to Queensland's many and varied visitor experiences. Given the vastness of the state and distances between regional destinations, the diversity of tourism experiences is critical to both the tourism industry and to the economic and social development of the regions.

CAMPING MARKET

Content summarised from the 2014 Queensland Camping Options Toolkit

The camping market is defined as someone who is travelling with their own accommodation, whether it is a caravan, motorhome or tent. This excludes those staying with friends and relatives, in cabins or in commercial accommodation.

Commercial camping is defined as camping which occurs on private land and can be run by an independent operator or local government. Stay restrictions, fees and facilities available are determined by the owner.

Non-commercial camping is camping which occurs on the side of the road, in a national park, on crown land or on private property.

In recent years there has been a noticeable increase in the number of people using camping accommodation yet a decline in the number of commercial sites available. This has been offset by the increased patronage of non-commercial sites, a trend expected to continue⁶.

Tourism Research Australia's (TRA) national and international visitor surveys revealed there were almost 8.8 million camping visitors to Australia in 2011, generating a spend of \$7 billion and an 11.3% share of all overnight expenditure. Of these nights, 45.3 million were spent in caravan parks with more than 40 sites. This represents around 10% of all visitor nights to Australia.

There is no one typical non-commercial camper. The research shows they are 3 times more likely to be touring than on a short-break or travelling point to point. They are more likely to be 25-44 years old than 65+ and the vast majority are still working (77%).

They spend less time and less money on average in a destination but may be more likely to visit places the commercial camping site traveller may not have the time or inclination to visit. The number of domestic visitors who use non-commercial camping sites is growing at a slightly faster rate than the drive market as a whole (6% versus 5.4% per year). Research also showed attempting to move non-commercial visitors into commercial sites would be extremely challenging.

Commercial campers

Those surveyed in commercial camping sites tend to:

- Spend 85% of their nights in commercial accommodation or camping grounds.
- Stay 4 nights or longer (49% of campers), with 34% staying 2-3 nights and only 17% staying 1 night.
- Spend approximately \$576 at each location (excluding accommodation) or \$73 per day.
- Still be in full-time employment (33%)

⁶ Queensland Government, 2014, Queensland camping options toolkit.

Non-commercial campers

Those surveyed in non-commercial camping sites tend to:

- Spend 71% of their nights in non-commercial accommodation or camping grounds
- Stay at commercial sites 30% of the time, but an equal number (30%) try to avoid staying at commercial sites.
- Stay 3 nights or less in each location (74%); 34% of which are for one night.
- Spend approximately \$213 at each location (excluding accommodation) or \$53 per day.
- Be retired (only 12% are still employed full-time)

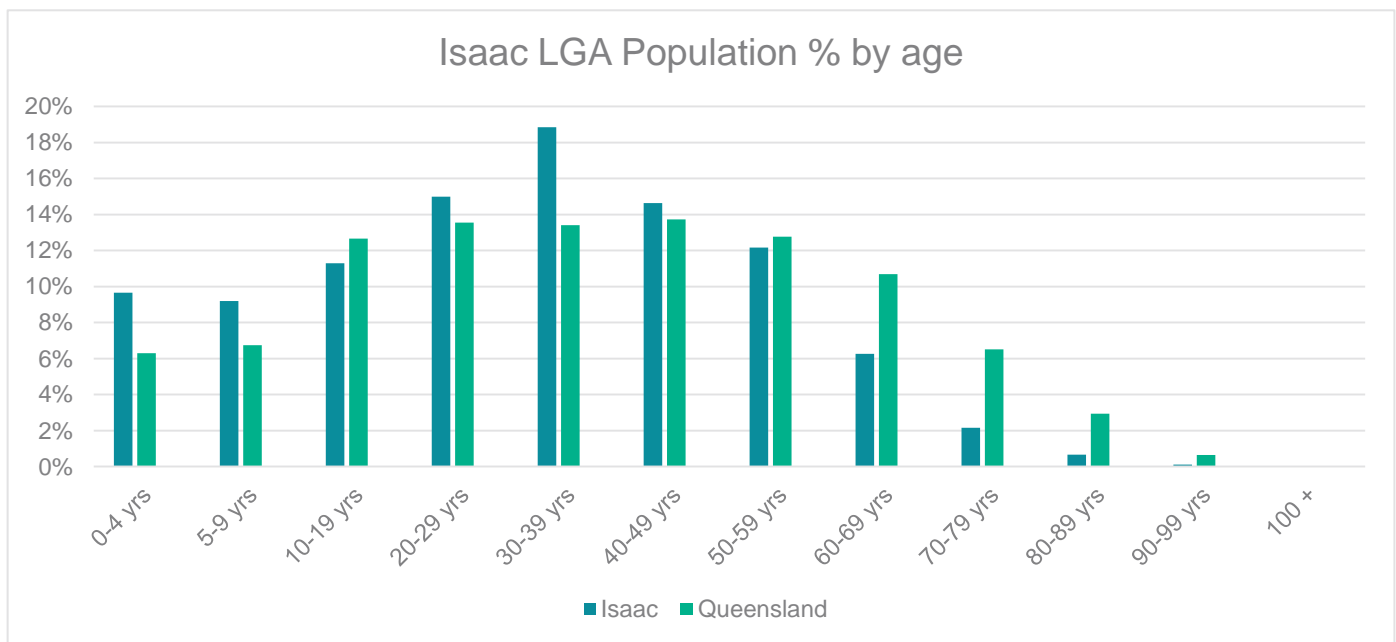
Family campers

Research by KPMG indicates that while the 55+ segment will continue to grow, for commercial camping providers the key market will be families. The fastest growing segment of the Queensland population is aged 0–19 years and this segment is predicted to grow by 46% from 2012 to 2050⁷.

The Isaac Region in particular has an extremely young family population. Its median age is 31 years. Approximately 58% of the region's population is under 40 years of age with 19% of those aged between 0-9 years.

Families are looking for the most cost-effective travel and accommodation options and Isaac offers numerous camping choices to cater for this market.

Figure 6. Isaac LGA population by age



⁷ Queensland Government, 2014, Queensland camping options toolkit.

Grey nomads campers

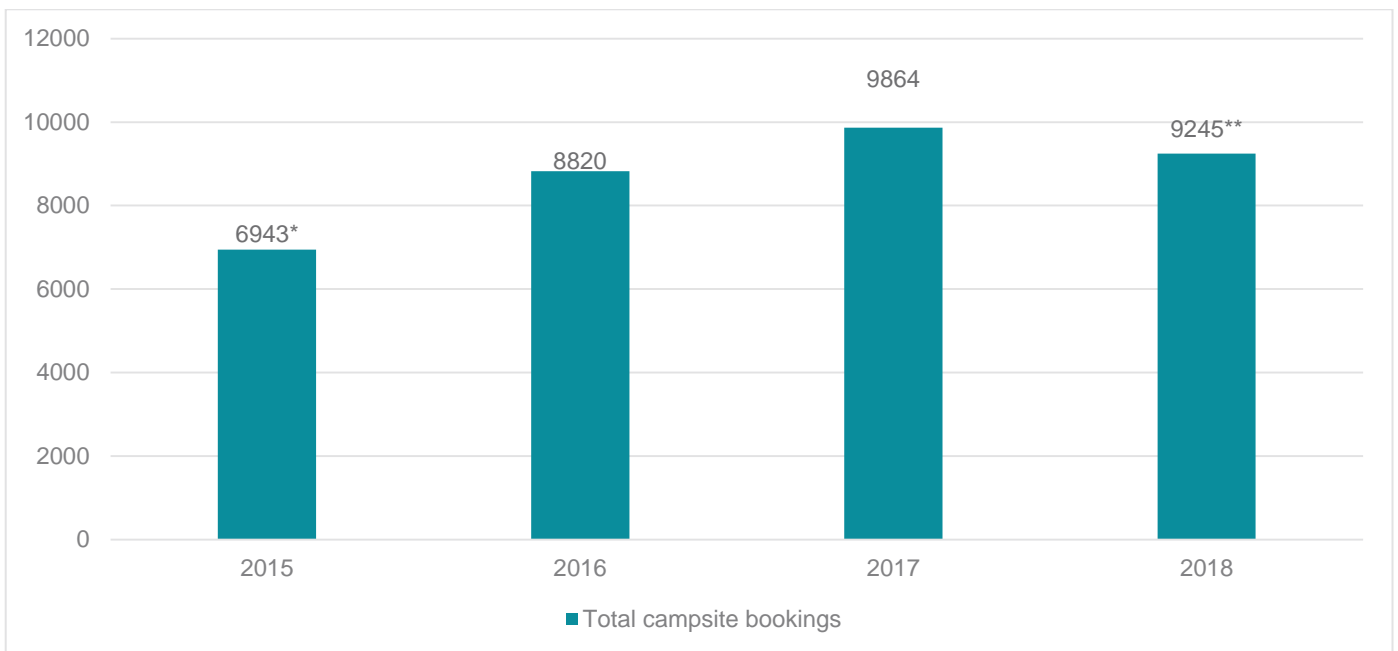
As per the *Queensland drive tourism strategy 2013–2015*, grey nomads are defined as retired or semi-retired, over 55 and travelling for leisure, grey nomads are significant contributors to rural and regional economies. They spend similar amounts of money per day as do younger visitors, but spend a greater number of nights per year driving and staying within regions, often in areas not frequented by other visitors. In addition, they often travel in off-peak periods, reducing demand at peak times.

A 2010 survey found grey nomads spend an average of 163 days per year on the road. They usually spend 3 days at each stopover, and nearly 88% of participants indicated they had travelled (or intended to travel) to rural and remote parts of Australia⁸. The ABS predicts that by 2050 the number of Australians aged 55 years and over will more than double and there will be a proportionate increase in demand for tourism product. This presents a tremendous opportunity for the Isaac Region.

THERESA CREEK DAM

Theresa Creek Dam is the Isaac region's premier commercial camping ground and has become an attraction in its own right. It is a significant drawcard for regional, intra-regional and interstate visitors alike. It attracts, families, grey nomads as well as boating, camping and fishing enthusiasts.

Figure 7. Annual campsite bookings



* 2015 figures begin from May. **2018 figures only current to August.

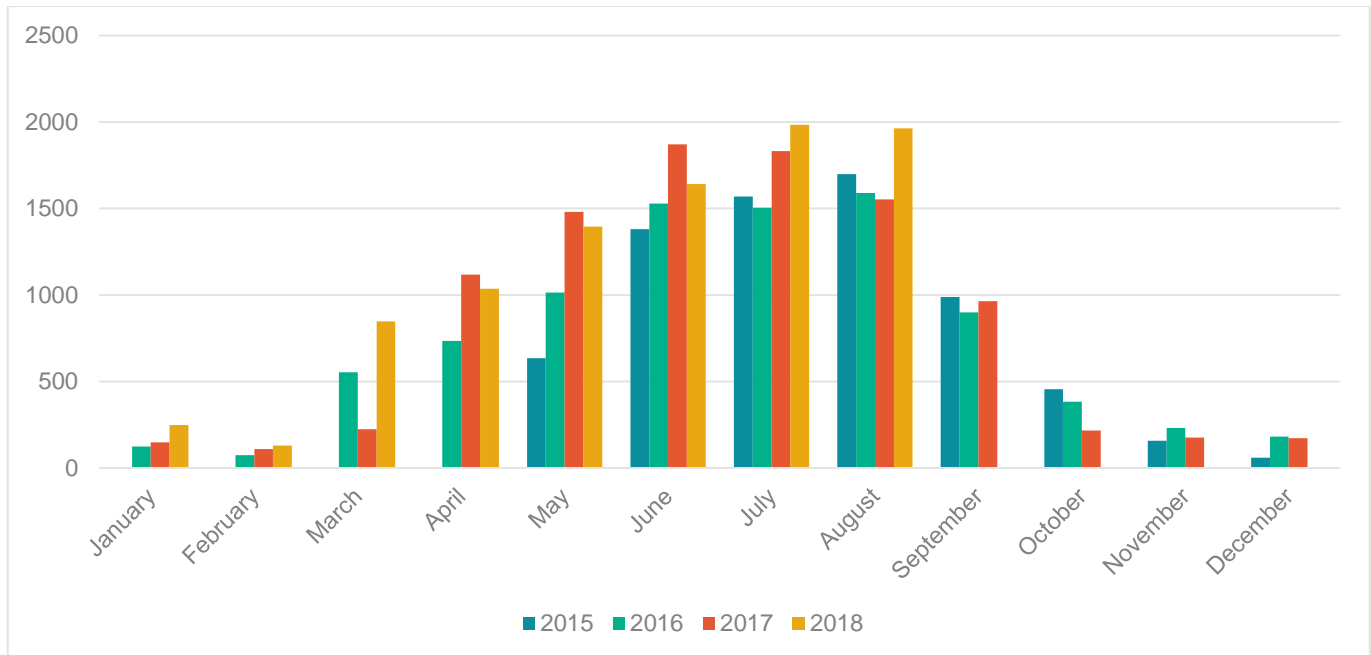
Camp site bookings have been steadily increasing at Theresa Creek Dam for the past 3 years. Between 2016 and 2017, bookings grew by 1044 sites or 11.8%.

If we apply a conservative average of two people per campsite, Theresa Creek Dam solely accommodated 19,728 overnight visitors in 2017.

⁸ Queensland Government, 2014, Queensland camping options toolkit.

April to September continue to be the most popular period of year to stay at the Dam, which is consistent with the grey nomad travel period throughout the region.

Figure 8. Seasonal camp site bookings for Theresa Creek Dam



COASTAL CAMPING

The Isaac Region has multiple commercial and non-commercial camp grounds along its coastline.

Non-commercial campgrounds include:

- Notch Point (IRC)

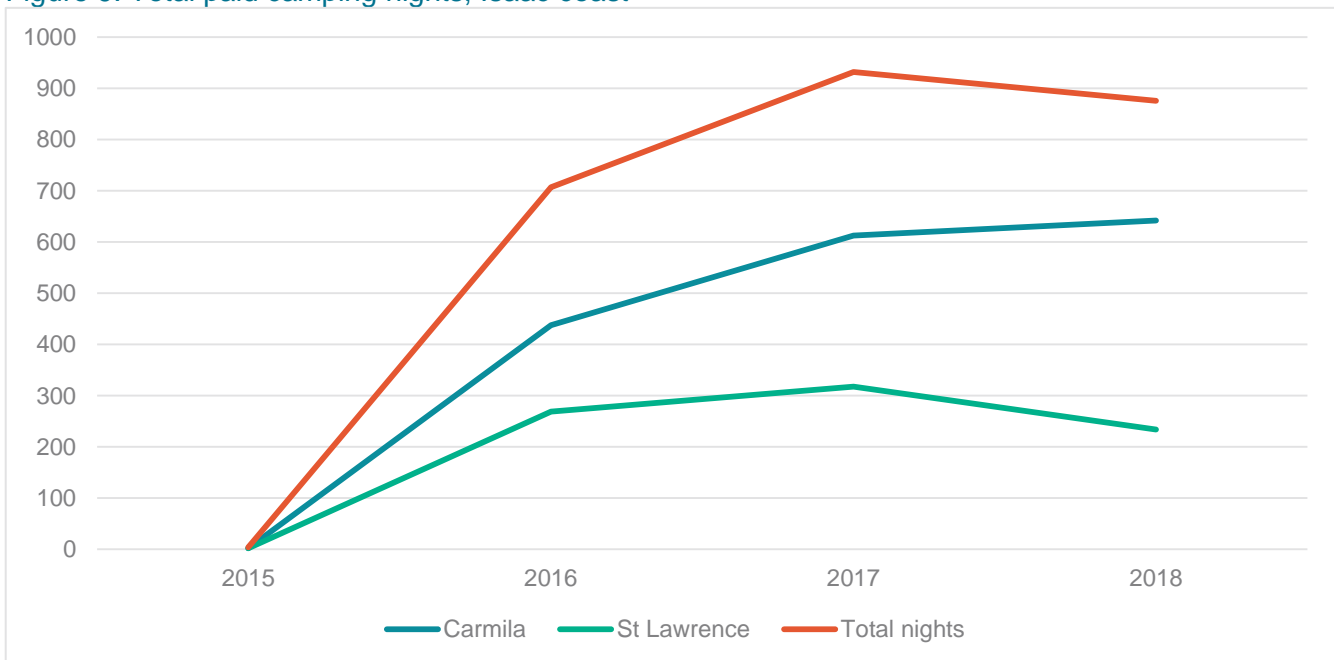
Commercial campgrounds (including private) include:

- Cape Palmerston National Park
- Cape Palmerston Holiday Park
- Carmila Beach (IRC)
- Clairview Caravan Park
- St Lawrence Recreation Grounds (IRC)

The St Lawrence Recreation Grounds has had a donations box in place for an extended period of time for use of the hot showers and amenities. In 2015, Isaac Regional Council formalised paid camping at St Lawrence and also Carmila Beach via a mobile App called ParkMobile. While the App was originally designed for paid parking in urban areas, it is proving very functional in a camp environment. Since its introduction, Isaac Regional Council has finally been able to begin quantifying camp numbers at the sites.

While it is assumed not all campers will pay 100% of the time, the uptake and overall figures are proving promising. Combined overnight stays increased from 707 in 2016 to 932 in 2017.

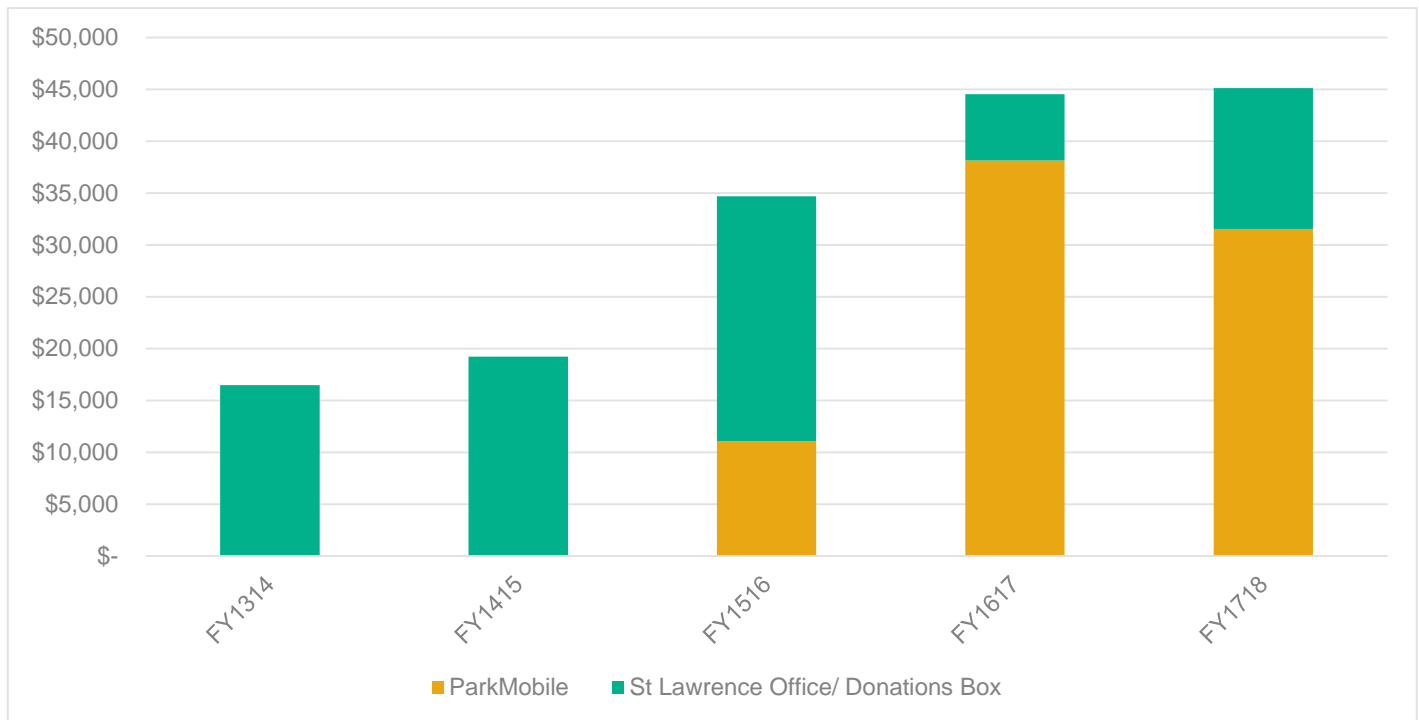
Figure 9. Total paid camping nights, Isaac coast



* NB. 2018 data current up to August

Similarly, camping revenue now captured through coastal paid camping has seen Council bank over \$40,000 in both the 2016/2017 FY and 2017/2018 FY. **Since its introduction, the ParkMobile App alone has enabled Council to capture over \$80,000 in revenue.**

Figure 10. Coastal Camping Revenue



PROSPECTORS

Both Clermont and Nebo/Mt Britton communities were founded on the discovery of gold in the mid-19th Century and people have been trying to strike it rich ever since.

It is important to differentiate *prospecting* from the previously used term of *fossicking*.

Prospecting is the selective extraction of a natural resource by means of low-impact, environmentally friendly, hand-operated device (metal detector and pick). Prospectors identify a target, dig a hole and then fill it in. Gemstone *fossicking* however, requires bulk processing of large quantities of material where often, excavations are left open.

Prospectors are a unique market opportunity in that they are longer-term visitors and can stay anywhere from a few days to up to 6 months in a particular location in pursuit of gold.



INDUSTRY TRENDS

INDUSTRY TRENDS

DAY TRIPS	Domestic travel is now more a short break proposition with day trip visitation growing
AUTHENTIC EXPERIENCES	People have a desire for unique authentic experiences. No longer do they just want to visit attractions.
MEET THE MAKER	Experiences which involve discovery and interaction with local producers and innovators have fast become a strong motivator for visiting a destination
EVENTS	Events make towns and cities more vibrant and interesting places to live, bringing people and communities together and giving them a sense of identity, belonging and civic pride. Events can raise awareness and change perceptions, and can attract visitors to a destination that would not otherwise be considered.
THE DIGITAL AGE	Increased use of digital technology is likely to continue. Consumers are also interacting with destinations at a deeper level by sharing their experiences via social media which is influencing others travel behaviour.
DISCERNING CONSUMERS	Australian consumers are becoming more discerning and demanding of higher standards. There is a dissatisfaction amongst consumers with the quality, attitude, attention to detail and overall approach to customer service in Australia. As such visitors will continue to expect improved service and skills across the tourism industry.



OUR VISITOR EXPERIENCE

THE ISAAC VISITOR EXPERIENCE

Today, people are seeking experiences which offer a closer community interaction and provide them with an authentic story to share; and Isaac's unpretentious, relaxed, intimate and authentic experiences can provide this to visitors.

It's these types of experiences we want to continue to grow and attract to our region.

Queensland's Experience Framework identifies five key Experience Pillars and supporting Hero Experiences that reflect the heart and soul of the Queensland story and represents where it has a competitive advantage.

QUEENSLAND EXPERIENCE FRAMEWORK

EXPERIENCE PILLAR	HERO EXPERIENCE
Reef, Islands & Beaches	Great Barrier Reef, Islands, Beaches, Diving and snorkelling, Sailing
Natural Encounters	Natural landscapes, Wildlife experiences, Marine life experiences
Adventure & Discovery	Adventure experience, Dinosaurs and fossicking, Theme parks, journeys
Lifestyle, Culture & People	Food and beverage, Indigenous experiences, Local character, City experiences, Outback and country life
Events	Participation events, Food and beverage events, Music events, Festivals, Arts and culture events, Spectator sports

“Queensland is everything the world loves most about Australia. Warm and welcoming, unpretentious and real. And heart-stoppingly, take-your-breath-away beautiful. Beauty is a great place to start, of course. But looks will only get you so far. Modern travellers demand much more – they don't just want to see, they want to feel. They don't just want to tick things off a list, they want life-affirming experiences they'll never forget.

We're here to show the world that Queensland isn't just a collection of stunning locations, natural wonders and picture opportunities. You can't get a read on us by simply flicking through a travel brochure or your friend's holiday snaps. You have to live it. And do we know how to live. Ours is a land with heart: where the people are as warm as the year-round weather. Where there's always something happening somewhere (and a friendly local to point you in the right direction). Where the characters and wildlife you encounter are as much a part of the story as the land they live on.⁹

⁹ TEQ Extraordinary Experiences Through Storytelling: Unlocking the Secrets of Successful Storytelling teq.queensland.com/storytelling

ISAAC'S HERO EXPERIENCES

The following table is a collation of *existing* and *possible* Hero Experiences and was created to identify the region's strengths against Queensland Experience Framework.

The Isaac region offers Hero Experiences that deliver on each of the five primary Queensland experience themes. The region's strongest experiences relate to Natural Encounters, Adventure and Discovery and Events. People and Culture play a secondary supporting role to the strengths of the other three.

By developing a comprehensive brand, core promise and narratives, we are able to express our individuality and unique identity that sets us apart from other destinations.

Further work should be done to identify the region's three strongest Hero Experiences to truly differentiate itself from other destinations.

EXPERIENCE PILLAR	HERO EXPERIENCE
Reef, Islands & Beaches	<ul style="list-style-type: none"> - Feel like Robinson Crusoe, stranded on a remote island of Isaac's colourful coast - Relax at one of our remote, pristine beaches
Natural Encounters	<ul style="list-style-type: none"> - Observe dugongs from the shore or up close by paddleboard at Clairview Beach - Visit the St Lawrence Wetlands and see the critically endangered Capricorn Yellow Chat in its natural habitat - Spot your first crocodile/turtle in the wild - Camp right on the beach at Carmila, Notch Point, or Cape Palmerston. - Bird watch by canoe or kayak at Lake Elphinstone - Watch the moon rise over the water at Theresa Creek Dam.
Adventure & Discovery	<ul style="list-style-type: none"> - Taste the fruits of your labour – one claw at a time. - Land that once-in-a-lifetime catch and cooking your own back at your peaceful beach-front campsite. - Strike it rich while prospecting or panning for gold in Clermont - Journey the mining trail and learn about the rich mineral deposits and unique gems which define our region. - See the big machines in action while participating in a mine tour in the Bowen Basin - Trek to the top of Wolfgang and/or Gemini Peaks in the Peak Range National Park. - Partake in water-skiing fun at either Theresa Creek Dam or Lake Elphinstone. - Lake to Lake 4WD experience from Eungella to Lake Elphinstone

Lifestyle, Culture & People

- Savour the local produce and specialty dishes at the St Lawrence Wetlands Weekend
- Source locally grown or made produce at local markets, retail outlets, restaurants and cafes.
- Experience convenient outback and country life and meet the unique characters that make our communities at one of our regional events.
- Re-imagine one of the many ghost towns of the region such as Mt Britton or Copperfield.
- Visit the latest exhibition at the Clermont and Nebo Museums.
- Stay in one of our classic country pubs such as the Nebo Hotel or Commercial Hotel in Clermont.

Events

- Twin Hills Rodeo, Campdraft and Race Day;
 - Country Horse Race circuit
 - 4U2 Concert;
 - Clermont Show
 - Dachshund Races at the Middlemount Race Day;
 - Queensland Music Festival;
 - St Lawrence Wetlands Weekend;
 - Moranbah Arts Festival;
 - Nebo Rodeo
 - Clermont Gold and Coal Festival
-



OUR 5 YEAR STRATEGIC DIRECTION

FIVE YEAR STRATEGIC DIRECTION

KEY STRATEGIC DIRECTIONS	FOCUS AREAS
Defining Our story	<ul style="list-style-type: none">- Defining our identity and telling our stories as a point of differentiation.- Undertaking marketing activities that have the ability to guide our entire visitor experience offering.- Maximising awareness with the target markets we want to attract.
Enhancing our visitor experience	<ul style="list-style-type: none">- Using our unique assets and identity to create better and more engaging experiences for visitors- Ability to attract more visitors, more often, staying longer and spending more.- Creating a strong sense of place and improving amenity.
Building our tourism offering	<ul style="list-style-type: none">- Closing gaps in tourism infrastructure needs- Investigating and facilitating tourism opportunities- Diversifying our tourism offering
Supporting our businesses	<ul style="list-style-type: none">- Providing smoother pathways for tourism initiatives- Building greater tourism business capability
Maximising our relationships	<ul style="list-style-type: none">- Maximising our relationships with industry partners to leverage outcomes for our region.- Advocating tourism priorities for our region

STRATEGY 1: DEFINING OUR STORY

Celebrating who we are and differentiating ourselves from others

Having a strong story to tell; one that reflects our community values and aspirations, and recognises the individual personality of Isaac's experiences, will provide a platform on which to express our individuality and unique identity.

The stories we create will guide our entire visitor experience offering, and maximise awareness with the target markets we want to attract. This goal focuses on defining our identity and undertaking marketing activities that have the ability to attract new visitors and also increase spend from those already visiting our region, such as people travelling for business, leisure, or to visit friends and relatives.

STRATEGY 1 OUTCOMES:

- A consistent approach to how we talk about our destinations
- Increased awareness of the diversity of experiences on offer in our region
- Increased length of stay and visitor spend from those already visiting

ACTION	PRIORITY
Marketing & collateral	
1.1 Create an iconic brand, style guide (in keeping with the Mackay Region tourism brand) and supporting narratives that embody and celebrate the region's authentic tourism experiences.	H
1.1.2 Partner with Mackay Tourism to develop and implement an Isaac Marketing Strategy, with a key focus on expressing Isaac's narratives to its target markets across print and digital platforms including but not limited to visitor brochures, consumer website and social media channels.	H
1.1.3 Develop and produce crafted maps, guides, and other collateral to guide visitors through the region.	H
1.1.4 Undertake an audit of Isaac's online tourism content and work with businesses to fill content gaps across influential online and social media platforms.	M
Tourism Ambassadors	
1.2.1 Facilitate information sessions and provide tool kits to inspire an army of local tourism ambassadors amongst the region's communities.	H
Signage	
1.3.1 Prioritise the replacement of visitor interpretive signage across the region to promote Isaac's story and its visitor experience narratives	M

STRATEGY 2: ENHANCING OUR VISITOR EXPERIENCE

Doing better with what we have

Our ability to encourage visitors staying longer and spending more will depend on our ability to deliver memorable experiences that exceed what we promise in our marketing. By using our unique assets, our identity and unconventional ways, we can create better and more engaging experiences for visitors and leverage better tourism outcomes.

The ability to leave a lasting impression on visitors will also be enhanced by strengthening our sense of place, character and amenity. Aesthetic improvements will be important; however we must also activate our places so they are vibrant for residents and visitors.

By creating a strong sense of place and improving amenity, we will continue to build pride and create the very best advocates for our region – our residents. This goal focuses on initiatives that help to leave a lasting impression on our visitors and enhance their overall experience.

STRATEGY 2 OUTCOMES:

- Improved existing tourism experiences
- Visitors stay longer and spend more
- Isaacs sense of place, character and amenity exceeds visitor expectations
- Community pride is strengthened and residents become our best advocates

ACTION	PRIORITY
Signage	
2.1.1 Conduct a signage audit and develop a prioritised signage action plan to improve gateway entry signage, wayfinding and visitor information and interpretive signage.	H
2.1.2 Ensure Isaac's roads, destinations and experiences are signed adequately without detriment to the aesthetics of the region or road safety, and applications for new signage are processed efficiently.	H
Visitor Information	
2.2.1 Ensure visitors can readily access reliable and unbiased information on events, experiences, road and traffic conditions via a range of print and electronic mediums.	H
2.2.2 Prioritise wayfinding signs for tourists to visitor information outlets.	H
2.2.3 Prioritise the development of a 'Flagship' Visitor Information Centre in Clermont based on recommendations in the Visitor Information discussion paper. See appendix 2	H
2.2.4 Investigate potential accreditation for the Clermont Visitor Information Centre	M
2.2.5 Actively implement the Visitor Information Network Model. See appendix 3	H
2.2.6 Facilitate the sale of a range of souvenirs and material to improve commercial performance at visitor information outlets.	H
2.2.7 Develop a tourism ambassador program to sell the Isaac experience narratives and advocate for tourism development outcomes.	M

2.2.8	Work with tourism stakeholders and tourism ambassadors to utilise new technologies to engage with current, past and potential visitors.	M
2.2.9	Encourage greater use of the MTL mobile VIC at regional events to promote visitation and extended length of stay Isaac events.	M
2.2.10	Investigate a secondary mobile VIC to be hosted by IRC.	L
2.2.11	Distribute visitor information resources to all accommodation outlets in the Isaac Region for in-room reading.	H
Facility optimisation		
2.3.1	Undertake an audit of Council facilities and identify those that can be utilised better for tourism purposes and increased usage for business events and conferencing.	H
2.3.2	Develop and Isaac Corporate Events and Conferences kit highlighting Council's venues, corporate packages and customisable menus.	H
2.3.3	Review and assess the role Council's website plays in providing visitor information and investigate the development of a commercial tourism website which optimises tourism content (integration with businesses websites, ATDW) and online booking abilities (camping, community facilities etc.)	H
2.3.4	Investigate opportunities to expand paid camping across other Council-run camp grounds.	M
2.3.5	Identify and implement initiatives that better utilise Isaac's parks and gardens, natural assets and facilities for tourism purposes, e.g. events, adventure races, interpretive walks, cycling tours, trails/maps which connect Isaac's tourism experiences, narratives and strengths.	M
2.3.6	Continue to implement Council's streetscape, urban design, and place making and town activation programs.	M
Events		
2.4.0	Create a regional tourism events strategy which addresses actions 2.4.1 - 2.4.5	H
2.4.1	Create and promote an annual iconic events program and annual events calendar	H
2.4.2	Continue to develop the St Lawrence Wetlands Weekend to 'iconic' status	H
2.4.3	Conduct an audit to identify gaps in the event program and determine whether new iconic events are required.	M
2.4.4	Facilitate the growth and development of Isaac's event offerings through its Community Grants and Donations Program	M
2.4.5	Encourage the employment of local artists and arts workers at Council and community facilitated events.	M
Agritourism		
2.5.1	Foster the development of a local food culture amongst Isaac communities	M
Tourism infrastructure		
2.6.1	Continue to advocate for improved telecommunications infrastructure including mobile blackspots, and high-speed internet.	H
2.6.2	Ensure infrastructure needs and investment opportunities for drive tourism are understood and factored into infrastructure planning and investment decisions	H
2.6.3	Further investigate required roadside infrastructure including dump points, rest areas, toilets, bins, shelters at points of interest throughout the region.	M

2.6.4	Ensure the provision of adequate, high quality and appropriately located infrastructure which meets the needs and expectations of the drive market consumer.	M
2.6.5	Conduct master-planning for Council's premier camp grounds to inform prioritised tourism infrastructure development.	M
2.6.6	Gradually improve infrastructure and amenity at Council's premier camp grounds including but not limited to: Carmila Beach, Lake Elphinstone, Notch Point, St Lawrence Recreation Grounds, and Theresa Creek Dam.	H

Lifestyle, culture and people

2.7.1	Recognise and celebrate an understanding and appreciation of local indigenous heritage and living culture.	M
2.7.2	Support the continued development of the Clermont Historical Centre and Historic Nebo Museum	M

STRATEGY 3: BUILDING OUR TOURISM OFFERING

Expanding and diversifying our tourism product

As an emerging visitor destination with an opportunity to shape our story, it is essential our region leverages its strengths and existing assets to capitalise on emerging tourism opportunities. Our ability to attract more visitors, more often will depend on the suite of products and experiences that extend the depth and breadth of our story's offering.

By increasing and diversifying the range of tourism product, we will continue to provide repeat interest and curiosity in our region. This goal focuses on initiatives that continue to develop iconic and authentic hero products and experiences.

STRATEGY 3 OUTCOMES

- Diversified and expanded tourism product
- New and genuine reasons for people to visit
- More visitors, more often

ACTION	PRIORITY
3.0 Investigate the viability of tourism development projects identified in the Isaac Tourism Opportunities Paper and develop an investment prospectus for key feasible projects. See appendix 1	H
3.01 Investigate opportunities for a Tourist Park in Moranbah.	M
Adventure & Discovery	
3.1.1 Develop a gold prospecting strategy for the region (Clermont/surrounds and Nebo/Mt Britton) to drive increased visitation, participation and extended length of stay.	H
3.1.2 Work with relevant stakeholders to encourage the opening of new prospecting general permission areas	M
3.1.3 Work with Queensland Government to declare the Isaac Region the prospecting capital of Queensland.	M
3.1.4 Partner with the mining industry to identify industry-based tourism opportunities and facilitate their development. E.g.: mine tours, viewing platforms.	M
3.1.5 Redefine, re-brand and revitalise the Mining Trail to encompass the Central Highlands Gemfields	M
3.1.6 Investigate the development of an Isaac Recreational Fishing Development Strategy.	H
3.1.7 Work with QPWS to increase access to National Park areas through the development and reopening of walking trails, 4WD tracks, bird watching opportunities, campgrounds and interpretive signage.	M
3.1.8 Investigate 4WD trail opportunities linking the coast to the 'convenient outback'	M
Natural Encounters	

3.2.1	Conduct feasibility study into improved amenity and access to the St Lawrence Wetlands, including boardwalks, platforms, eco-accommodation (seasonal pop-up or permanent), recreational activities such as kayaking.	M
3.2.2	Investigate commercial opportunities for wildlife tourism development across the region, and in particular, the Isaac coast.	H
3.2.3	Investigate voluntourism opportunities for working with the Northern Hairy-Nosed Wombat and/or sea grass watch for the Clairview Dugong Sanctuary.	M
3.2.4	Work with QPWS to identify eco-tourism opportunities on in National Parks.	L
Lifestyle, culture & people		
3.3.1	Facilitate the development of food and agritourism experiences in the region	M
3.3.2	Assist farmers to investigate and develop food and agritourism diversification options via a specialist business development program.	M
3.3.3	Enable on-farm and agritourism innovation by ensuring land use planning reform processes are streamlined within the region by incorporating principles of multifunctional farming in land use planning definitions.	M
3.3.4	Encourage the development of paddock-to-plate farm stays.	H
3.3.5	Identify and support the development of key cultural assets that contribute to the growth of cultural tourism.	L
3.3.6	Work with traditional owners and operators to scope authentic indigenous experiences throughout the Isaac region, raise cultural awareness and share indigenous stories.	M
Events		
3.4.1	Develop a series of regional food festivals to celebrate and showcase regional differentiation, seasonality and expertise. E.g.: St Lawrence Wetlands Weekend, regional beef and beer festival/cattleman's long lunch, Island soiree at sunset.	M
3.4.2	Investigate the reintroduction of a fishing competition at Theresa Creek Dam.	M
3.4.3	Encourage the employment of local artists and arts workers at Council and community facilitated events.	M

STRATEGY 4: SUPPORTING OUR BUSINESSES

Making it easier for tourism businesses

It is important council takes a proactive approach to tourism in our region by creating a supportive environment for business and tourism activity to flourish. We will work with our residents and businesses to provide smoother pathways for tourism initiatives that stimulate tourism growth.

By providing market insights to our businesses, easier planning processes through our revised Planning Scheme, and working with industry leaders to build greater tourism business capability, the activities under this goal aim to provide leadership in developing our region as a visitor destination.

STRATEGY 4 OUTCOMES:

- Businesses find it easier to establish in Isaac
- More businesses are established in Isaac
- Existing businesses thrive in Isaac

ACTION	PRIORITY
Business development	
4.1.1 Implement the Isaac Business Support Strategy	H
4.1.2 Support the development of aboriginal tourism business	M
4.1.3 Provide opportunities for local businesses to undertake training, skills development and mentoring programs to build capability and digital literacy.	M
4.1.4 Partner with MTL and QTIC to deliver web-based digital and trade programs with businesses in the Isaac Region.	H
Business tools	
4.2.1 Promote Business Queensland's starting a tourism business guide	H
4.2.2 Develop tourism business starter packs	H
4.2.3 Create a tourism e-newsletter/bulletin to regularly inform the local tourism industry of data, trends, news and funding opportunities.	M
Policy and regulation	
4.3.1 Review and improve Council's venue hire policies, fees and charges to provide greater utilisation of Council assets for business tourism activities	M
4.3.2 Promote concessions in the Isaac Planning Scheme which facilitate and promote tourism business opportunities	H
Place activation	
4.4.1 Work with real estate agents and landlords to attract new business, and tenants to renew and improve unused, vacant and poorly maintained sites, to achieve greater activation of these spaces.	L
4.4.2 Continue running Isaac's Buy Local campaign	H

STRATEGY 5: MAXIMISING OUR RELATIONSHIPS

Leveraging what we need with who we know

STRATEGY 5 OUTCOMES

- Strong key tourism partnerships at local, state and federal government levels
- Collaboration with industry to manage the region as a visitor destination
- Advocacy for appropriate tourism development

ACTION	PRIORITY	PARTNERS
5.1.1 Continue to develop robust working relationships and partnerships with government, economic and tourism development agencies.	H	
5.1.2 Develop tourism investment prospectus and tourism advocacy plan.	H	
5.1.3 Build a good working relationship with Central Highlands Development Corporation (CHDC)	H	
5.1.4 Identify projects of mutual interest between CHDC and IRC and partner in their delivery if necessary.	M	
5.1.5 Continue to support, engage and maintain relationships with peak tourism bodies and industry representatives.	H	
5.1.6 Undertake familiarisation tours of Isaac products and experiences for key influencers including media, industry and government stakeholders.	H	
5.1.7 Continue to participate in, and identify new, tourism-related cluster development initiatives, committees and programs such as Growing Greater Whitsunday.	L	

APPENDICES

APPENDIX 1: TOURISM OPPORTUNITY AUDIT

The following audit is a list of identified tourism opportunities in the Isaac region. It is by no means an exhaustive list, rather a baseline of opportunities captured to date. It will continue to evolve and grow.

NATURAL ENCOUNTERS

Guided tours or self-hired paddle-boarding/kayaking experience with dugongs in Clairview

Isaac Coast managed Voluntourism sea-grass watch program at Clairview and Cape Palmerston

Meet the Northern Hairy-nosed wombats in Epping State Forest – guided tours or managed Voluntourism program

Commercial or self-guided birdwatching at St Lawrence Wetlands

Seasonal pop-up tents or permanent self-contained cabin or eco-tourism accommodation at St Lawrence Wetlands/Rec Grounds

Improved infrastructure access at St Lawrence Wetlands – boardwalks, platforms, kayak launch points.

Expand paid camping to Lake Elphinstone and Notch Point

ADVENTURE AND DISCOVERY

Mountain biking trail or event from Eungella to Homevale National Park

Peak Ranges cycling route

Lake to Lake 4WD experience from Eungella to Lake Elphinstone

Mine tours, mine viewing platform and public driver simulation

Self-guided 'Pit to Port' driving trail

Mt Britton working gold mine tour

Private fishing and crabbing charters

LIFESTYLE, CULTURE AND PEOPLE

Gold, ghosts and grave tour of Clermont and district ghost towns

Homevale Homestead bed and breakfast, caravan park/campgrounds

Paddock to plate farmstays

Meet the maker tours of the Australian Prawn Farm at Ilbilbie

Projected light-show depicting the Clermont Flood at Hood's Lagoon

Old town heritage walks in Clermont, Nebo and St Lawrence (use of QR codes, interpretive signage and custom brochure map)

Indigenous bush tucker and cultural heritage tours

EVENTS

Redevelopment of the Clermont Powerhouse Museum as a premier events and arts facility.

Cattleman's long lunch event

Beef and Beer festival

Island soiree at sunset

Fishing competition at Theresa Creek Dam

Isaac race day circuit

The Great Isaac Race – vehicle rally meets The Amazing Race

REEF, ISLANDS AND BEACHES

Chartered Island tours

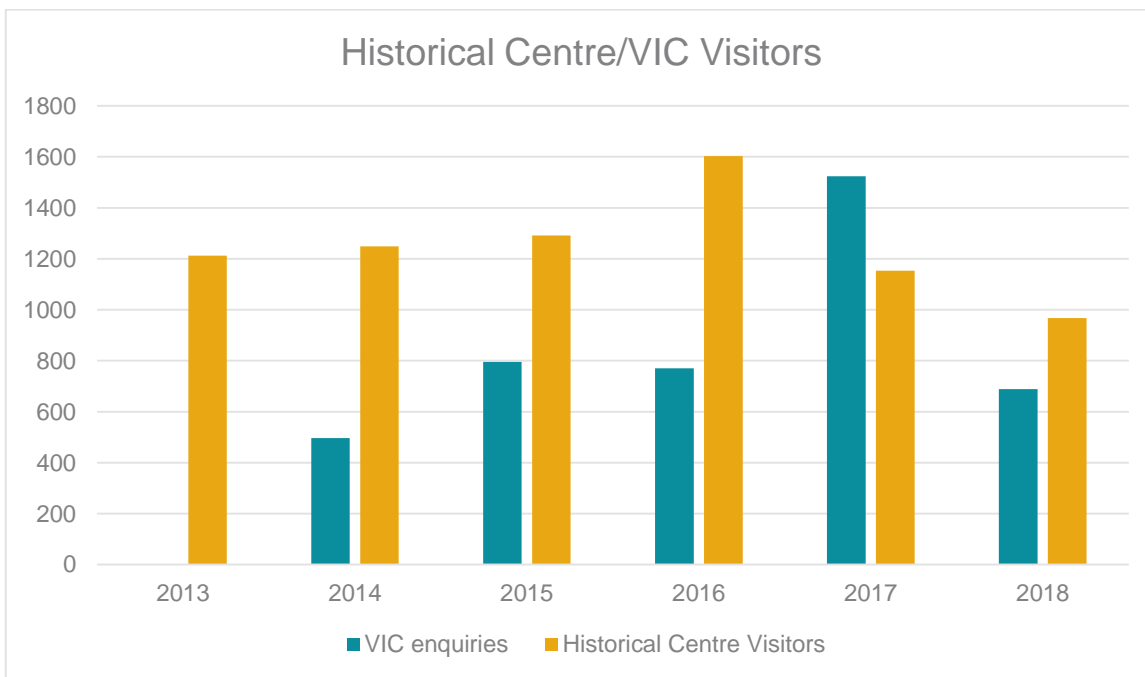
APPENDIX 2: ISAAC VISITOR INFORMATION DISCUSSION PAPER

The Isaac region only has one formal visitor information centre across the region.

The Clermont Visitor Information Centre is based at the Clermont Historical Centre on the Gregory Development Road, 2km from the Clermont CBD. In 2014, the Visitor Information Centre was moved from the Clermont Library to the Museum to make room for the additional library services and where it was believed it could add to the overall management and functionality of the Museum.

The visitor information centre provides a range of visitor services such as promoting local tourism product, general visitor information, road conditions and driving routes, prospecting and GPA information and brochure distribution. These services are provided by a very small and valuable volunteer base the region's Tourism Development Officer and on occasion, the Historical Centre Coordinator.

With an exception in 2017, visitor numbers have been relatively static since 2014. The 2017 spike was due to a large volume of visitor enquiries made during the Clermont Historical Centre's Open Day. Comparatively speaking, visitor enquiries made through the centre are relatively low and also represent a narrow view of visitors to the region, as data captured is predominantly based on people who enter the building. The most popular months for visitors are from April to October peaking in June/July, largely due to the grey nomad market.



* Visitor numbers in 2017 include those from the Open Day held on the 1 July 2017. However, statistics were unavailable for September and December of the same year.

Informally, visitor information is also provided by Council at each of its Council offices and Libraries. However they are not signed as information outlets, it is difficult to quantify their contribution and impact.

Barriers to effective visitor information services in Isaac

A number of issues for visitor information have been identified including:

Online presence – Visitors primarily access regional visitor information online and Isaac's online presence for tourism related activities is extremely poor. This is the primary way visitor's access regional information. The region's visitor information would benefit from a commercial tourism website to provide better functionality, navigation, imagery and hierarchy around the representation of visitor information content and saleable tourism product (e.g.: campsite bookings).

Awareness – Improving wayfinding and signage directing people to the VIC is important. There is limited wayfinding pointing people to the Clermont Visitor Information Centre from all entry points into town. Other information outlets such as Council's offices and libraries are not signposted as visitor information outlets and as such are underutilised by the visiting population.

Access – The Clermont Visitor Information centre is located 2km out of town. Visitors have to venture out of the town footprint to visit the VIC and the location is not currently suitable for pedestrian access from town. Furthermore the locations of some Council facilities such as Dysart, Middlemount, and Glenden offices/Libraries are difficult to find.

Operating Hours – The Visitor Information Centre and Museum have limited operating hours due to human and financial resourcing as well as a small volunteer base. As the region has a poor online presence, options for visitors who arrive after hours are limited. Extended opening hours/days during the visitor season would improve information provision and visitor experience.

Customer interface – when entering the Clermont VIC, confusion exists between the museum function and visitor information services. Reconfiguration of the customer interface would provide a more welcoming visitor experience. There is opportunity to improve the visitor information interface in Council Offices and Libraries also, should it be deemed appropriate.

Visitor information material/saleable products – The Clermont VIC currently has very limited *professionally designed and printed* promotional collateral on the Isaac Region as well as souvenirs and merchandise. The collateral that has been produced is suffering from significant under-print, resulting in the use of photocopied material. Opportunity exists for the development of a range of merchandise and souvenirs which reflect Isaac's experience narratives to help recuperate some of the operational costs of the facility.

Accreditation – The Clermont Historical Centre/VIC is not an accredited Visitor Information Centre which means it is not able to use the italicised yellow on blue 'i' symbol. Domestic and international visitors are aware this symbol represents genuine and objective visitor information. Benefits of accreditation include advanced road signage on local and state controlled roads; collateral references on all TEQ Maps, website, National Parks and any other TEQ authorised printed material including the events publication which lists all accredited VICs; access to TEQ funded VIC related campaigns; and free brochure distribution.

National trends in Visitor Information Services

Challenges¹⁰:

- VICs providing paper-based information and limited opening hours have less relevance for visitors who want to access high-quality, targeted information online 24 hours a day. ③. The quality of visitor experiences and yield may decline because of inconsistency across the network in how visitors can access information and make bookings.
- Increasing funding pressure and scrutiny on the return on investment for local government and regional tourism organisations (RTOs) is challenging many VICs to demonstrate their value to their owners.
- Some VIC owners perceive a lack of value in accreditation.
- There is only limited tourism product available for distribution online in some destinations.
- Limited mobile coverage in some areas prevents VICs from offering an effective online service.
- There is some duplication of effort and inefficiencies across the network through a lack of leadership and support.
- VICs can struggle to maintain staff levels when they have to pay staff higher rates on weekends and public holidays.
- VICs have limited appeal for volunteers who have different expectations and requirements compared with the older generation of volunteers.

Opportunities¹¹:

- They can evolve how they provide information. They can respond especially to the rapid increase in visitors' use of technology, particularly via mobile devices, to gather information, create their own content and share experiences during their visit.
- They can leverage visitors' desire to experience what is unique and special about a destination.
- VIC accreditation can continue to drive VICs to optimise the visitor experience and maximise value for the tourism industry and local community.
- VICs can regularly take information out of their building to high visitor traffic areas, e.g. via popup stands and roving ambassadors with tablets.
- VICs can work towards delivering all visitors consistent front-of-house experiences regardless of the size and location of the VIC.
- Working together, VICs can establish a modern, integrated network that allows visitors to have their information and travel booking needs met regardless of their location.
- VICs can diversify the services they offer, such as actively servicing local residents with community information and providing support to event management and marketing.
- VICs can make the experience of working in them more attractive for volunteers that are comfortable with technology.

¹⁰ Australia's Accredited VICs: A Strategic Directions Paper

¹¹ Australia's Accredited VICs: A Strategic Directions Paper

Common Traits of Successful VICs

Recent research by Tourism WA identifies that Visitor Centres play a valuable and important role for supporting local tourism operators and businesses in regional areas by providing credible, authoritative and unbiased information to visitors¹².

In 2016, Sandwalk Partners presented a model for the provision and distribution of Visitor Information to the Victoria Tourism Industry Council's Summit. After a thorough analysis of national and international VICs, they found the most successful VICs share common traits. These include:

Location - Location is critical to engaging locals and visitors and providing an effective service to the largest available audience. Locations should be highly visible, high traffic areas servicing locals and visitors. Successful VICs are often a destination in their own right.

Contemporary adaptable spaces with skilled staff- Contemporary designs with adaptable fixtures and fittings. Well informed and motivated staff providing a highly valued interface between customers and various information sources. Focus on 'what's on today/tonight/right now'

Commercially driven– VICs should be a portal for local businesses to curate and promote their products and experiences. Ancillary revenue streams through retail, merchandise, booking commissions are integrated with experience.

Clear branding and storytelling - Clear and consistent branding across web, signage and displays. A strong web-presence as first contact point. A mixture of traditional maps and brochures integrated with digital technology such as web-kiosks, digital signage. Regional displays, stories and experiences offering a sample of what visitors can see and do.

¹² Haeberline Consulting, The Future of Visitor Centres In WA (August 2014)

The role of VICs in the digital era

The success of accredited VICs in maintaining and enhancing their relevance and having an edge over technology depends on several factors. These include their ability to ensure a visitor's experience with a VIC is unforgettable and the service unparalleled. With the plethora of information online, visitors have to sift to find information they can trust and the inspiration for what to see and do in a destination or on their journey. VICs have the opportunity to engage visitors of all ages both on and off-line and maintain a clear point of difference from other information providers¹³. They can do this by:

- Delivering accurate, timely and objective information in a way that is convenient and personalised to a visitor's needs, is easily digested, and can be booked or actioned¹⁴.
- Enabling visitors to speak directly with passionate, knowledgeable locals. Staff and volunteers can help visitors gather information and inspire them with insights and stories to spend time and money in the region and connect with other VICs on their journey¹⁵.

VICs' use of technology in providing information is only a part of what they offer. It is essential however, as they can no longer simply offer a 9 to 5 service. By the VICs working with their RTO to supply information online, visitors can access information at any time prior to arriving and when in the region. VICs can also have a role in meeting the needs of visitors who seek only digital content¹⁶.

Measuring value

VICs should not be expected to be financially self-sufficient as information providers. They are an economic driver, dispersing visitor expenditure and increasing visitor yield. They can also have a critical role as an information hub during emergency response and recovery in times of crisis. There is an onus on them however to maximise the return on investment for local government and RTOs. To do so, VICs need sustainable business models with a focus on flexibility. They will have to adapt their services to the needs of their audience and many already are doing so. Measuring their effectiveness should be based on standardised indicators such as economic impact, visitor experience and satisfaction, industry growth and performance, and local community benefits¹⁷.

Discussion areas:

Is Council's website the best place to host Isaac-specific visitor information?

Does Council want its offices and libraries to be treated as information centres to visitors?

Is the Clermont Visitor Information Centre in the right spot?

Did Council want to investigate VIC accreditation? While most criteria are easy to meet, the most controversial is the requirement to be open 7 days a week.

¹³ Australia's Accredited VICs: A Strategic Directions Paper

¹⁴ Australia's Accredited VICs: A Strategic Directions Paper

¹⁵ Australia's Accredited VICs: A Strategic Directions Paper

¹⁶ Australia's Accredited VICs: A Strategic Directions Paper

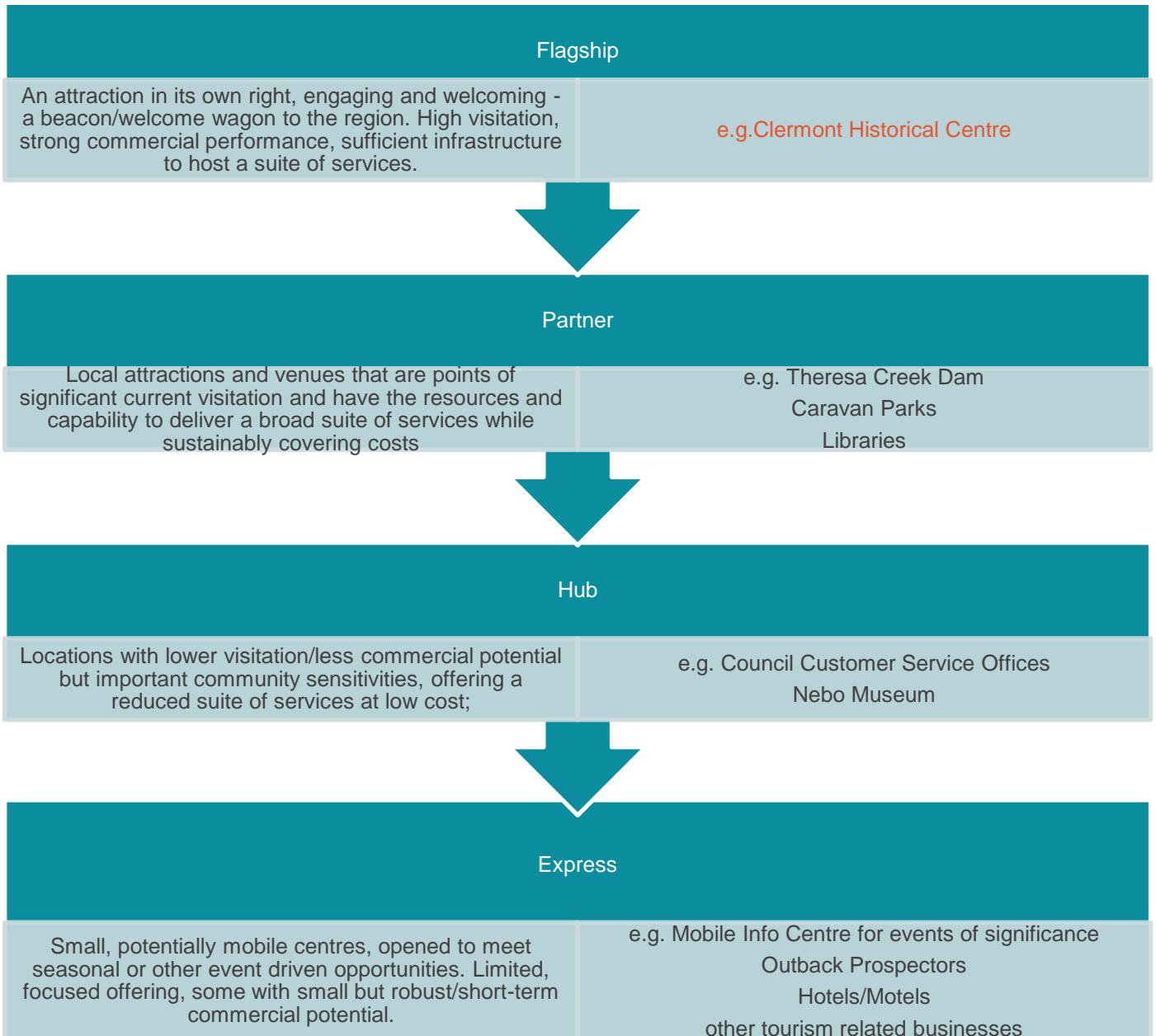
¹⁷ Australia's Accredited VICs: A Strategic Directions Paper

APPENDIX 3: VISITOR INFORMATION PROVISION MODEL

A collaborative approach in visitor servicing is crucial because of the many touch points for visitors. VICs need to be actively involved with the RTO and local tourism organisations in destination management planning and well engaged with tourism operators, local government and the community¹⁸.

VICs cannot operate in a silo if they are to provide accurate information and messages to visitors consistent with the RTO's regional marketing, as well as valuable intelligence and insights back to industry. They are also an important platform for local operators to promote and sell their products and services¹⁹.

The Visitor Information Provision model is a strategy to distribute visitor information across the region through the use of physical and digital platforms. The strategy is based on four (4) levels of Visitor Information provision²⁰ :



¹⁸ Australia's Accredited VICs: A Strategic Directions Paper

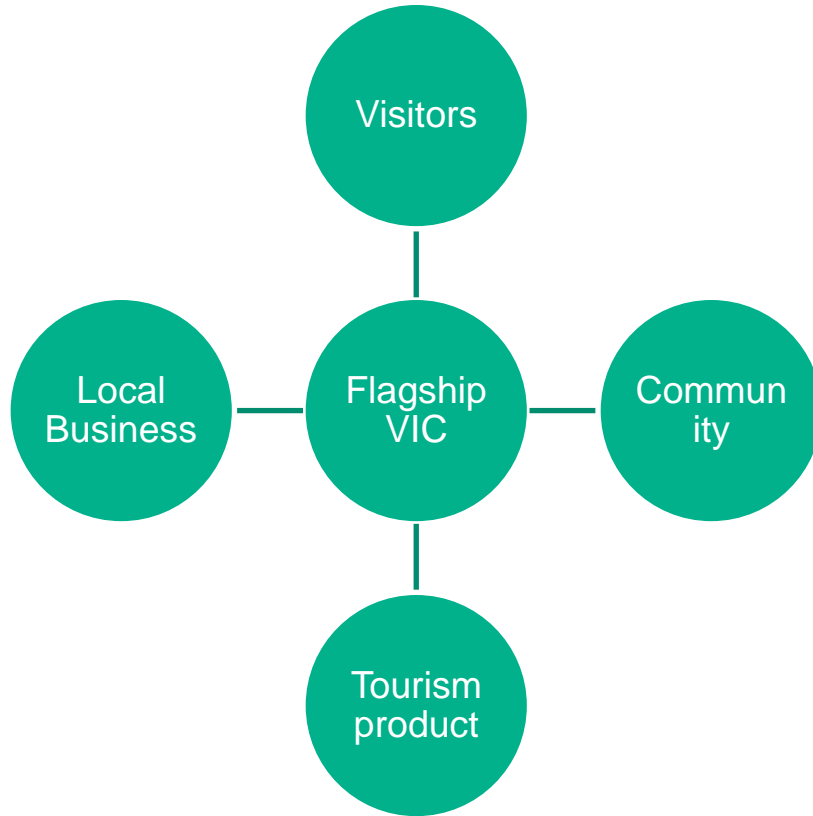
¹⁹ Australia's Accredited VICs: A Strategic Directions Paper

²⁰ Sandwalk Partners, Visitor Information Trends, 2016

Content Information & Distribution process

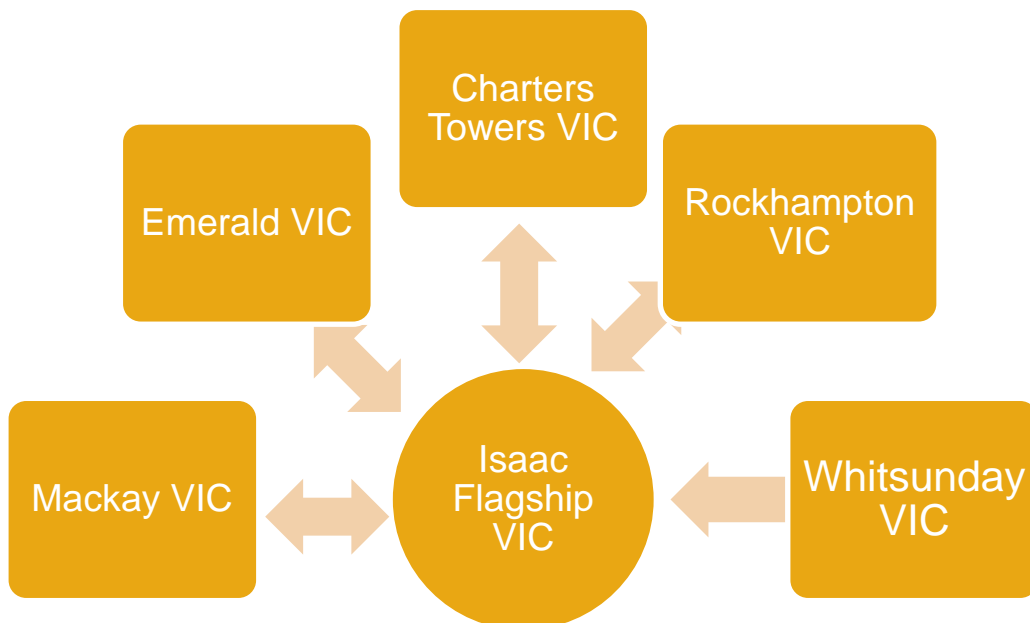
1. Content is regularly gathered from local tourism stakeholders and managed by the Flagship Visitor Information Centre. Information can be collected personally, over the phone, email, or through coordinated meetings/teleconferences.

Figure 11. Local content information network



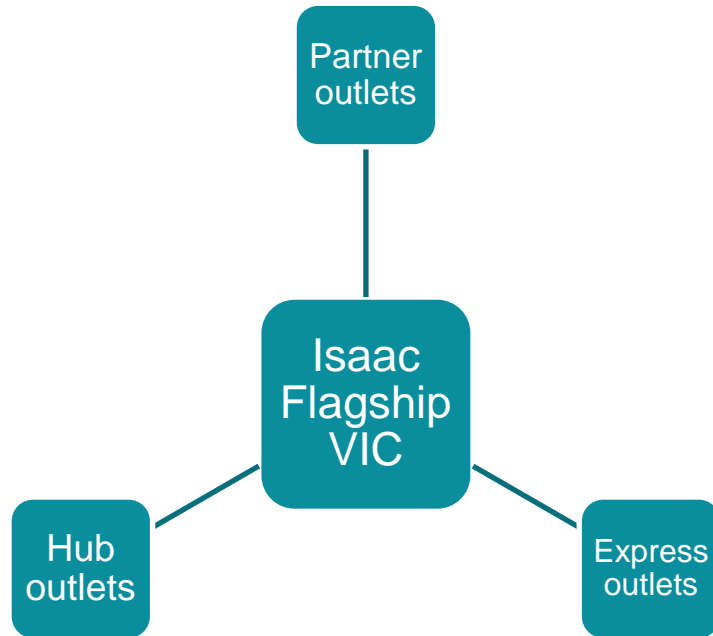
2. The local content is then shared through a regional VIC network to create mutually beneficial, up-to-date and meaningful regional content. It is recommended the Regional content information network meets approximately once a month for a brief information-share teleconference.

Figure 12. Regional content information network



3. Regional content curated through Isaac's Flagship VIC is filtered to the other outlets to optimise information, experiences and offers relevant to their respective customers. It is recommended the content be distributed monthly or more frequently if required, via an e-bulletin.

Figure 13. Content distribution network





4.0 RESOURCE LIST

RESOURCE LIST

Australian Government

- Austrade, Tourism Research Australia, Local Government Area Profiles, 2016

EC3 Global (now Earthcheck)

- Visitor Experience Enhancement Issues and Opportunities Paper – St Lawrence and Isaac Coast, 2011
- Visitor Experience Enhancement Pre-Feasibility – St Lawrence and Isaac Coast, 2011

Isaac Regional Council (IRC)

- Isaac Regional Council, Coastal Wildlife Tourism Development Project Business Case and Project Brief, 2017
- Isaac Regional Council, Isaac Tourism Development Strategy 2012-17
- Isaac Coastal Camping Management Plan, 2012
- St Lawrence Wetlands Weekend, Event Management Framework, 2018
- A tourist fossicking strategy for Clermont and Districts.

Mackay Tourism Limited (MTL)

- Mackay Destination Tourism Plan, 2014
- Mackay Isaac Destination Tourism Plan, Reviewed October 2017
- Marketing & Communications Plan 2017-18
- Mackay Region Hero Experiences Fact Sheet
- Mackay Iconic Natural Encounters flyer
- Mackay Region Recreational Fishing Strategy 2017-22, 2017
- Mackay Region Style Guide
- Mackay Region Brand Book

Regional Development Australia (RDA)

- Regional Roadmap Mackay-Isaac-Whitsunday 2013-2016

Tourism and Events Queensland (TEQ)

- Mackay Regional Snapshot, Year Ending December 2017
- Social Indicators Report, Mackay 2017
- Mackay Region Key Facts, Regional Tourism Satellite Accounts 2016-17
- Extraordinary Experiences through Storytelling
- Best of Queensland Experiences Program
- Experience Development Guide
- TEQ Marketing Strategy 2025

Queensland Government

- Department of Tourism, Major Events, Small Business and the Commonwealth Games, Queensland Drive Tourism Strategy 2013-2015
- Office of Small Business, Advancing Small Business Queensland Strategy 2016-2020
- Tourism, Major Events, Small Business and the Commonwealth Games Queensland Camping Options Toolkit, 2014
- Queensland Government, Queensland Tourism and Transport Strategy
- Tourism, Major Events, Small Business and the Commonwealth Games, Advancing Tourism, 2016-20
- Tourism, Major Events, Small Business and the Commonwealth Games, Advancing Tourism in North Queensland, 2016-2020
- Tourism, Major Events, Small Business and the Commonwealth Games, Best practice guide for roadside rest areas in Queensland, 2014
- Queensland Government, Queensland Ecotourism Investment Opportunities, Implementation Framework, Ecotourism Facilities on National Parks.
- Queensland Government, Queensland Ecotourism Plan 2016-2020
- Tourism, Major Events, Small Business and the Commonwealth Games, Next Generation Tourism Planning, A guideline for planners in Queensland, 2017
- Department of State Development – Mackay, Isaac, Whitsunday Regional Office, Mackay, Isaac Whitsunday Food and Agritourism Strategic Action Plan.

Other

- Growing Greater Whitsunday Agrifood – ‘Planting the Seed’
- Australia’s Accredited VICs: A Strategic Directions Paper
- City of Armadale Tourism Destination Strategy 2015-2019
- Darebin Draft Tourism Strategy 2016-2021
- Sandwalk Partners, A model for the provision and distribution of visitor information, 2016