

**QUEANBEYAN-PALERANG
REGIONAL COUNCIL**

**TOURISM PLAN
2017–2025:**
*Supporting the
Visitor Economy*

LEFT TO RIGHT: Royal Hotel Bungendore (photo by Adam McGrath); Queanbeyan River Festival (photo by Martin Ollman); Queanbeyan Rodeo



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EXECUTIVE SUMMARY

Queanbeyan-Palerang Regional Council (QPRC) has prepared the region's first Tourism Plan, which covers the period 2017–2025, to provide strategic direction to the growth of our visitor economy, encourage economic development and attract investment.

QPRC recognises the significant potential of tourism as a key driver of the visitor economy and economic growth in the region. The recent success achieved by both Visit Canberra and Destination NSW in growing their visitor economies is an opportunity to be leveraged by our region.

The Plan recognises that success will come from greater collaboration within our region as well as with surrounding areas, including with Canberra and the regions of the NSW Southern Tablelands. It has been informed by research and consultation with our tourism industry.

Tourism and the growth of the visitor economy is everyone's responsibility. It will deliver benefits to our communities and contribute to a more vibrant place to live and work. This means that the Tourism Plan identifies opportunities for the private sector and other partners to be involved alongside the Council and our communities.

It establishes a clear vision for 2025, which is to connect our region, honour our heritage and inspire a future of possibilities. It also provides a distinctive positioning for the region, which underpins our strategic experience themes and offer to our visitors.

The Plan sets out both short-term and longer-term initiatives covering marketing, experience and product development, capacity building and opportunities to strengthen our relationships.

There are some major initiatives that would ultimately be game-changers for our region. While resources are not available to implement all of these initiatives, the Plan provides a clear roadmap of actions to achieve our long-term vision.

Some of the key recommendations include:

- Meet the Makers trails and events to promote our incredible produce, food and drink, artists and artisans;
- Establishing the region as an ultimate cycling destination, involving a network of cycling touring routes, rail trail experiences, bike parks and technical tracks and linking it all to the hospitality and heritage offer of the region;
- Integrating the visitor economy into our planning for the transformation of Queanbeyan's CBD and to guide the revitalisation of our towns and villages;
- Attracting investment in a diverse range of visitor accommodation;
- Creating sculpture commons that interpret and reflect the history and character of our places and inspire new ideas and thinking;
- Bringing our heritage to life by making it more accessible to our community and visitors alike while showcasing future possibilities for more sustainable living;
- Developing itineraries to promote and encourage discovery of our beautiful nature;
- Leveraging our marketing efforts through collaboration with Visit Canberra and reinvigorating our visitor services and marketing through new digital and online channels.

QPRC will utilise the Plan to prioritise our resources and attract investment from partners and the private sector to ensure that we achieve our vision and deliver tangible benefits to our communities.

INTRODUCTION

Queanbeyan-Palerang Regional Council (QPRC) has developed the region's first Tourism Plan to provide strategic direction to the growth of our visitor economy, encourage economic development and attract investment. This initiative is also designed to assist the amalgamation of the former Queanbeyan City and Palerang Councils by identifying the opportunities for greater collaboration to strengthen the economy and maximise the potential of the region.

This Tourism Plan recognises the strengths of the region and seeks to make greater use of its assets to enable a vibrant visitor economy where:

- The overall tourism mix is supported by other industry sectors, from renewable energy through to agriculture and produce, food and wine and arts and culture;
- Urban renewal and planning support, maintain and improve the essence of the destination;
- Regional dispersal across the region can be enhanced by identifying experiences that differentiate each of the villages and their offering, as well as identify experiences that strengthen the connectivity of the region;
- Growth in nature tourism is leveraged through experiences such as cycling and other recreational activities such as walking, which will also deliver benefits to our community;
- Partnerships with organisations such as Visit Canberra are enhanced to leverage marketing activities so that the region becomes a stronger part of the Canberra and Tablelands story.

Significant consultation was undertaken to develop the Tourism Plan, including community workshops and interviews with business owners, community representatives, QPRC personnel and the Local Representative Committee (LRC). In addition, meetings were held with key regional organisations, including Ngambri Land Council, Visit Canberra, Regional Development Australia (RDA), Pedal Power ACT, Molonglo Rail Trail, Monaro Rail Trail, Braidwood and Villages Tourism Association as well as local food and wine industry representatives.

A wide range of consumer research has been analysed, including data from Tourism Research Australia (TRA) as well as tourism-sector specific research reports, such as studies available on bike, nature and sports tourism and the short break leisure market.

As a result of the detailed consultation and research analysis, the Tourism Plan was developed to provide a strategic approach to growing the visitor economy. A key aspect is the integrated approach the Plan adopts to ensure that tourism is integrated into the broader economic development agenda of QPRC and the destination marketing programs of the Australian Capital Territory (ACT) and Southern NSW.



In addition, the Tourism Plan will assist QPRC proactively position the region and contribute to the development activities of:

- Canberra Region Tablelands and the Canberra Region Joint Organisation (CBRJO);
- Southern NSW Destination Network, which is currently being established and will be tasked with developing a Destination Management Plan for the broader region during 2017.
- Draft South East and Tablelands Regional Plan (NSW Planning and Environment); and
- Regional Development Framework – Making it Happen in the Regions (NSW Department of Industry).

It is clear that the region has many strengths, from its vibrant arts, food and drink culture through to its quality fresh produce and commitment to a sustainable environment. In the immediate term, the region's proximity to Sydney and Canberra, the nation's capital, offers a unique opportunity to attract visitors for an outstanding short break getaway. Longer-term, with the right planning and investment, the region can mature into a destination of choice in its own right.

There will be significant benefits to our community, whether it result from investment in new infrastructure and facilities that help to improve our well-being or a more vibrant city centre and villages that attract new businesses and residents, creating employment opportunities and delivering improved services.

Goals of the Tourism Plan

QPRC identified the following broad goals of the Tourism Plan:

1. Establish a supported and clear unifying vision, strategy and priorities for tourism in QPRC region based on wide-ranging consultation with community, industry, stakeholders and QPRC;
2. Identify stakeholders committed to taking action to move the plan forward and outline their roles and responsibilities;
3. Produce a multi-year Tourism Plan to:
 - a. gain local, regional, state and national support for Queanbeyan-Palerang region priorities based on strong understanding of its opportunities and challenges
 - b. balance future tourism and events growth with local aspirations
 - c. provide for the future needs of visitors
 - d. foster an increase in partnerships between businesses, the community and stakeholders
 - e. guide future tourism capital investment and product development
 - f. create an enhanced capacity of local businesses to participate in programs or funding proposals offered by Destination NSW and other government or tourism industry bodies
4. Implement a best practice Tourism Plan to distribute economic benefits to the destination and support a sustainable tourism industry that will facilitate a greater level of local involvement in tourism;
5. Complement and integrate (where practical) with existing regional strategies, including Visit Canberra, Destination NSW, Canberra Region Tablelands and the CBRJO development activities;
6. Increase tourism visitation within the QPRC region by:
 - a. developing coordinated marketing strategies for use by all tourism stakeholders in the QPRC region
 - b. working collaboratively with Destination NSW and neighbouring councils to develop and promote a regional visitor experience
 - c. developing locally focused tourism initiatives to enhance the local visitor experience
 - d. developing tourism product based on evidence and the region's identified strengths, unique features and needs
 - e. identifying the best target markets for existing and new tourism products consistent with strategies and research and forward-looking market trends
7. Recognise the inherent character of the community and areas of cultural or environmental sensitivity.

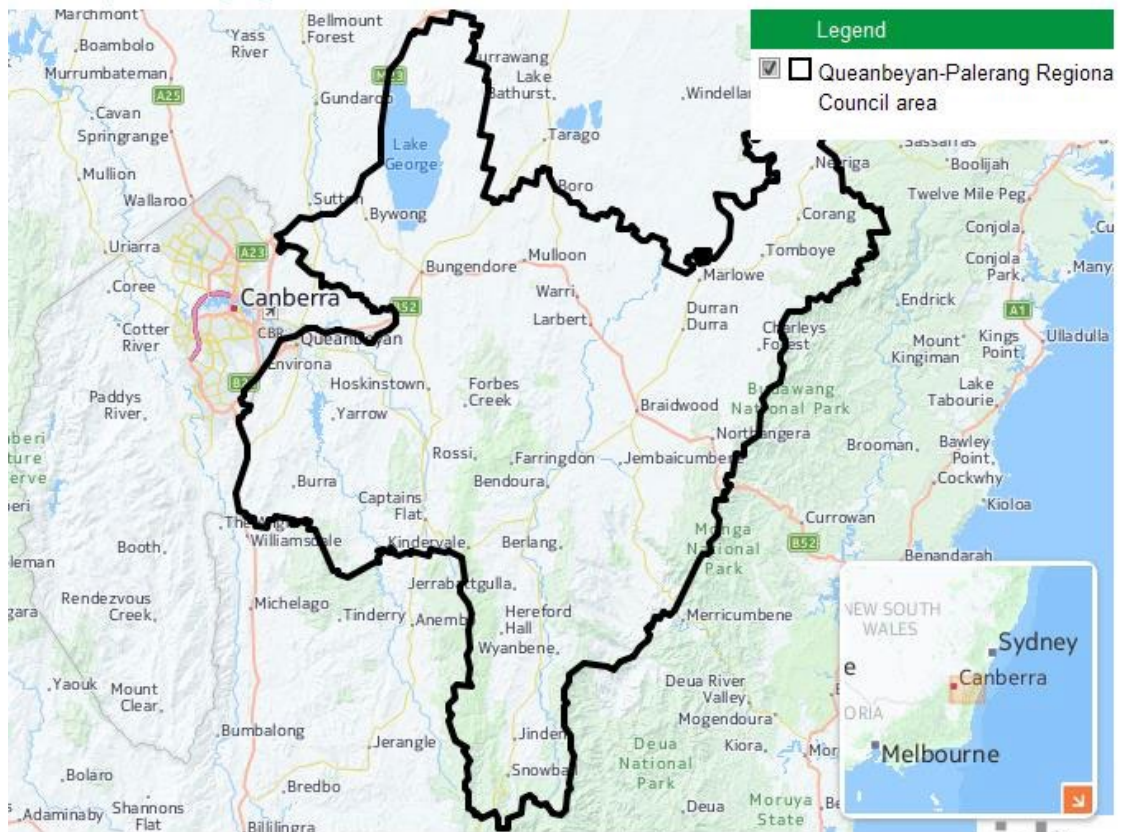
The Tourism Plan addresses each Goal and provides an Action Plan with short (1–2 years), medium (3–5 years) and longer-term (5+ years) priorities for QPRC and our partners to implement. An important consideration as the Council moves forward from planning to implementation will be the role of Council and its partners. While the Tourism Plan only represents one aspect of QPRC's broad approach to economic development, it offers a clear roadmap to grow the visitor economy, with implementation success reliant on strong relationships and our capacity to work collaboratively with a wide range of stakeholders as well as the communities and businesses of the region.

OUR REGION



Economic region

Queanbeyan-Palerang Regional Council area



Compiled and presented in economy.id by .id, the population experts.

.id the population experts

CONSUMER RESEARCH AND CONSULTATION OUTCOMES

The following information is provided as a summary of key consumer research and consultation outcomes. A detail analysis of consumer research and trends was prepared to inform the Tourism Plan. It is included in the *Consumer Research & Trends Analysis Report*, which is provided as an appendix to this Plan.

Sydney is by far the biggest source market for Domestic Overnight visitors – accounting for 32% of visitors and 26% of domestic visitor nights.

The NSW South Coast is the second largest source market – accounting for 14% of visitors and 11% of domestic visitor nights.

Other important source markets include Canberra and Melbourne.

Consumer research – understanding the visitor data

Destination NSW estimates that the South East and Tablelands region’s visitor economy is worth over \$1.6 billion per year and brings in over 6.1 million visitors each year. Almost 70 per cent of the economic contribution to tourism in the region comes from the Far South Coast (40 per cent) and the Alpine area (27 per cent).

Visit Canberra identifies that the key source of domestic overnight visitors is NSW (66%), followed by Victoria (18%) and Queensland (8%).

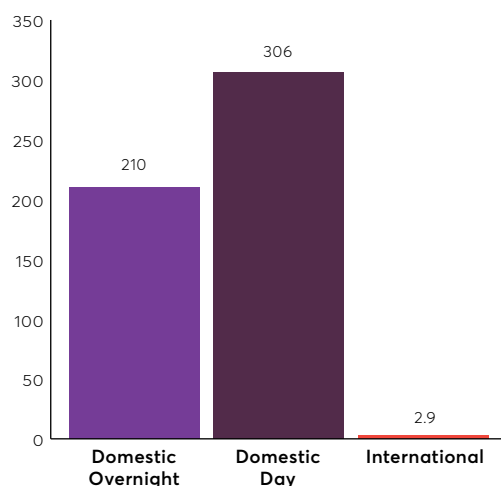
At the local level, Queanbeyan-Palerang overnight domestic trips are dominated by the Sydney market.

QPRC region is currently heavily reliant on domestic day visitors. Over the last 10 years, day visitors dominated the market. In the two years ending June 2016, domestic day visitors represented 59% of the market, while domestic overnight visitors represent 40.5% and the international overnight visitors representing 0.5% of visitors.

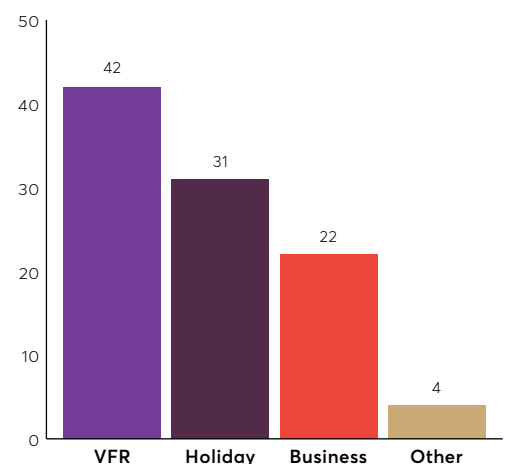
The largest group of Domestic Overnight visitors to Queanbeyan-Palerang are the visiting friends and relatives market (VFR), accounting for 42% of all visitors in the year ending June 2016. Holiday makers account for roughly a third of domestic overnight visitors whilst business travellers account for 22%.

The majority of overnight visitors are only staying 2 nights – 62% in June 2016 (66% 10-year average).

Visitor Type ('000)



Primary Purpose of Trip (%)



Nature-based and cultural tourism

Underpinning significant growth in holiday travel in Australia over recent years is the unprecedented numbers of domestic travellers who pursue outdoor, nature-based and cultural activities as well as health-related activities such as cycling. The Queanbeyan-Palerang region has a clear opportunity in regard to the range and accessibility of its natural and cultural assets.

Short Breaks market

Short Breaks are a growing market in Australia – in the past decade, the short breaks market in NSW grew by 14%. Short breaks represent significant opportunity for destinations such as Canberra and the QPRC region as they are both within a three-hour drive of Sydney. Visit Canberra has also identified through qualitative research that Canberra and the region is perceived as a short break destination and not a holiday destination (at this stage).

The Queanbeyan-Palerang region is under-represented as a short break destination, particularly given the excellent access and transport options available. At a regional level the former Capital Country only attracted 4% of domestic visitors in NSW.

Short Break offers sit across and can be tailored to highlight specific tourism sectors, such as bike, nature and heritage tourism as well as to target the VFR market. Insights into the relevant specific-interest or niche markets are identified below under Target Markets and outlined in further detail in the attachment 'Consumer Research & Trends Analysis Report.'

Global and domestic trends in tourism

There are a number of global¹ and domestic tourism trends that are highly relevant to the region, including:

- Growth market segments:
 - A modern female traveller – disposable income, travel solo or in small groups of friends; and
 - The fifties are the new demographic for travel brands.
- New experiences:
 - Tourism activities are finally coming into their own. However, the focus is on small-scale, immersive and locally-curated activities;
 - New luxury is defined by small brands with big stories – the appeal is in bringing the story to life through immersive and authentic experiences matched to high-quality and more personalised accommodation options; and
 - 'Fertilisation' of meetings and events – festival components to bring depth and highlight the offer of the destination during events and conventions.
- The growth of combination adventure – the concept of adding in other activities to provide a multi-activity itinerary underpins the need for partnerships;
- Dining out as the main event – not just about the 'super-star' restaurants but now about 'local heroes' who create immersive and curated experiences rather than simple, expected service;
- Domestic travel – increasingly seen as a major opportunity among all demographics, including young adults who are particularly interested in short-break opportunities with friends; and
- Continued rise of the flashpacker – the 35–45 year olds who wish to relive the experience of their backpacking days but in more comfort and style, including undertaking higher-yield activities.

Key outtakes from consumer research and tourism trends

In summary, the key outtakes from the consumer research and analysis of tourism trends include:

- Short breaks represent the greatest short to medium term opportunity;
- Bike tourism is higher yield and a growing market segment, especially for short breaks and events;
- Nature and cultural-based tourism is a fast-growing segment and should also be targeted;
- Strengthening the food, drink and arts offering (or perception of this offer) is critical, including events and markets – there are opportunities to leverage the high-quality offering to host special events, such as festivals, weddings and reunions (family and/or special interest reunions);
- Heritage tourism represents a smaller, niche offering but could be strengthened to have broader appeal if it was more accessible;
- Visiting friends and relatives (VFR) travellers, including those visiting Canberra (domestic and international) is a strength of the region. However, adopting a different approach to marketing directly to the host is required; and
- There is an opportunity to strengthen partnerships with Visit Canberra, CBRJO, Destination NSW and the recently established Southern NSW Destination Network to leverage marketing and experience development so that the Queanbeyan-Palerang region is a stronger part of the Canberra and Tablelands story and enhances NSW's tourism offer.

Consultation outcomes – key insights of stakeholders, industry and our communities

Consultation workshops were held in the second half of 2016 with community representatives from across the QPRC region, QPRC staff and the Local Representative Committee (LRC) as well as key stakeholders from within the tourism industry, hospitality sector and interest groups. A number of one-on-one stakeholder interviews were also conducted.

The key insights from the consultation process are summarised below:

- Perceived strengths of the region are its heritage, natural environment and local artisans and food and wine experience but it is also part of the broader region that embraces innovation and new industries to drive economic growth, i.e. renewable and sustainable energy production.
- The community and businesses are committed to and keen to see a planned approach to tourism led by the QPRC. There is a desire to work together more cooperatively.
- Strong desire to ensure that the region maintains its authenticity and more intimate and friendly ambiance. This means positioning the QPRC to leverage its history and heritage, local artisans, designers and craftsman (this includes winemakers) and its local produce.
- Sports tourism opportunities should be explored, especially in relation to Queanbeyan.
- The domestic market, particularly out of Canberra has been identified as having the most potential for growth.
- It was generally viewed that the region has an opportunity to leverage the international visitor due to the opening of the ACT international airport. This international market would only represent a small percentage of the overall visitor market.

Key challenges raised in relation to the region's visitor economy included:

- Perceived negative attitudes of the broader community to tourists ie local residents do not wish to see an influx of mass tourism into the region.
- A previous lack of planning for tourism and a lack of cohesion across the broader region, which is also contributing to a sense of apathy and low engagement.
- Inconsistent standards of customer service – there were examples highlighted of good customer service but generally the perception was that this is not consistent across the region.
- There is a clear opportunity to increase connectivity of the region especially through joint promotion and infrastructure such as rail trails, cycle ways and urban renewal projects. However, this would rely on greater collaboration, which is currently viewed as at a low level.
- The importance and strengthening of local events was recognised. However, volunteer fatigue was raised as a potential challenge for continued event programming, especially in small communities.
- Perceived need for greater marketing effort, particularly in the digital space along with a re-positioning of the QPRC 'brand' as a tourism destination and how that could leverage Canberra.
- A lack of Aboriginal cultural experiences was identified as a gap across the region.
- Lack of a range of accommodation, particularly to attract new markets or service some traditional markets eg holiday parks and higher quality accommodation. It was noted that there are a lot of motels that provide a low-value offering, which reinforces the 'cheaper than Canberra' perception.
- Strategic urban planning is a key issue that has also been identified as a weakness, with the Queanbeyan CBD highlighted as a major example. The key concern raised was the lack of attractiveness, functionality and vibrancy of the CBD. Likewise need for stronger heritage planning and standards in key villages, especially Braidwood.
- Visitors services are seen as important to raise the profile of the region and improve the visitor experience. However, there were a range of views with regard to the effectiveness of the existing visitor services, with the following issues raised specifically:
 - Multiple websites, causing confusion for visitors;
 - Inconsistent quality of face to face visitor information, particularly in relation to providing appropriate coverage to the range of activities, retail and accommodation options; and
 - Relative costs associated with the channels for visitor services and whether the current split between face to face and online or digital services is the most appropriate mix to maximise visitor outreach as well as whether the current location of existing visitor services matches visitor needs.



LEFT TO RIGHT: Queanbeyan Multi Cultural Festival; National Theatre, Braidwood

STRENGTHS, WEAKNESSES, OPPORTUNITIES & CHALLENGES

The table below sets out the strengths, weaknesses, opportunities and challenges facing the Queanbeyan-Palerang region. These have been identified through analysis or high-level review of: consumer research; domestic and global tourism trends; stakeholder consultation; and assets, facilities and infrastructure of the region.

Strengths and opportunities

| Strengths | Opportunities |
|---|---|
| <ul style="list-style-type: none"> - Range of existing outdoor recreation and nature-based facilities and places - Extraordinary European heritage, including a heritage-listed town (Braidwood) - High quality local produce and wines - Cross-regional collaboration through the CBRJO - Proximity to Sydney and Canberra - Strong existing VFR market, including out of Canberra | <ul style="list-style-type: none"> - Strengthen the connectivity between Queanbeyan CBD and region's villages and towns through enhanced networks of touring routes, cycle ways and walking trails – capitalise on the existing (but as yet unfunded) proposals for rail trails, bike parks, etc - Queanbeyan CBD Transformation Strategy currently being developed – improve integration of the visitor economy and outdoor recreation - Amalgamation offers a unique opportunity to identify the common ground and create economies of scale to build awareness of and promote the region - Short breaks market is growing – tailor regional offer to capitalise on this growth - Opening of international air access through Canberra Airport, in particular (but not exclusively) for the international VFR market into Canberra - Collaboration with surrounding regions and Canberra (eg Visit Canberra and new Destination Network), including joint marketing, destination planning, event activations and experience development |

Weaknesses and challenges

Weaknesses

- Lack of cohesion and collaboration between key stakeholder groups and industry sectors
- Limited range of accommodation types and accommodation capacity restrict the towns within the LGA's ability to attract events
- Allocation of existing resources not maximising opportunities to build awareness or promote the region to key target markets
- Visitor information centres (VICs) – stand-alone VICs are resource intensive and reduce resources for other visitor services' channels
- Online and digital presence confusing – multiple, poor quality or out of date websites (eg Braidwood and high reliance on volunteers)
 - lack of engaging content on Visit NSW website and low social media presence
- Inconsistent levels of capacity within the industry and visitor services
- Maintenance required to some visitor infrastructure such as tracks and trails
- Inconsistent standards of customer service, including some villages not offering 7 day or weekend services
- Limited resources for implementation of signature experiences

Challenges

- Low interest and awareness within communities of the benefits of sustainable tourism or revitalisation of the CBD
- Customer reviews and feedback not consistent and will impact on decision to travel
- Poor perception of Queanbeyan – viewed as the 'low-cost' option for Canberra stays
- Current lack of a clear positioning for the region or understanding of the broader regional offering
- Many artists and artisans but few with 'open studios'
- Volunteer fatigue to help run events and markets
- Competition from Canberra with regard to limited accommodation reinforcing perception as day visitation destination (not overnight)

TARGET MARKETS

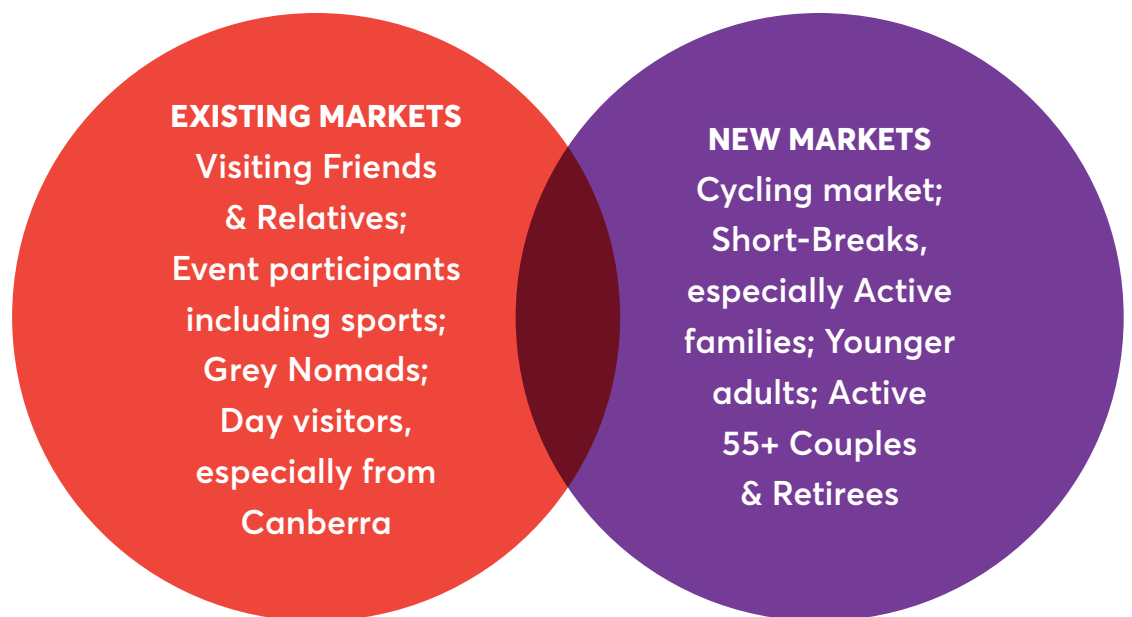
The approach adopted within the Tourism Plan is to maintain existing markets but also target new higher-value markets. This approach supports the growth of the visitor economy, recognizing that existing markets continue to provide economic benefit to the region.

The following diagram presents the existing markets alongside those new markets identified as having the highest potential to grow the visitor economy of the region, based on a number of factors including leveraging existing assets and the region's competitive advantage.

High-level objectives for target markets

As part of the process to evaluate the QPRC Tourism Plan, it is important to identify measurable objectives in relation to the target markets. The objectives vary between those set for existing markets and those established for new markets, as outlined below:

1. **Existing markets** – strengthen appeal of the destination to existing markets to:
 - a. Extend length of stay
 - b. Encourage repeat visitation
 - c. Increase participation in tours and activities
2. **New markets** – focus on those markets with greatest propensity to grow the visitor economy:
 - a. Increase visitor numbers
 - b. Increase yield (through development of higher-yield experiences and accommodation offer)



Describing the target markets

There are three key new markets identified, based on emerging trends in domestic travel:

1. **Active families** are attracted to a destination that offers happy, healthy, sustainable and safe family adventure. There is a strong trend in tourism driven by the motivation of many city-living families to escape the urban environment. They seek opportunities for their children to experience the great outdoors and self-select a break from relentless screen time by providing a fun and exciting alternative. This increasingly includes short breaks. The region is well positioned to offer this type of holiday and enhance it through linking into Canberra's activities for children.
2. **Younger adults**, in the age group of 25–35, are changing the way they travel. This market is highly likely to be attracted to the region as they seek more sustainable, nature-based destinations that offer a variety of accommodation, quality food and wine and contemporary arts and culture. They travel in couples or small groups of close friends, avoid youth hostels and desire to experience a destination 'like a local.'
3. **More active retirees or 55+ market** – there has been a clear segmentation of the retiree market, with more active retirees seeking more than a 'grey nomad' holiday. This market prefers a more active holiday, especially with recreational opportunities in nature or the outdoors. Many travel with their bikes or kayaks.

In addition, there are some core market segments that should also be targeted:

- **Short breaks market:** The annual study into the Australian travel mindset, *Domesticate*, reported that short breaks are a vital component of a happy life, offering a chance to get away from 'city busyness' and to refresh and relax. Domestic short breaks often a mix of planned and spontaneous trips, spread across the calendar to provide milestones to look forward to. Australians like to make short domestic trips often, even after returning from long-haul overseas trips. As identified by Visit Canberra, the short break market is definitely a short to medium priority for QPRC.
- **Cycling market or bike tourism:** A recent Tourism Research Australia survey, conducted in partnership with Visit Victoria concluded that while this market is relatively small in size, those involved often take multiple trips each year, and are highly engaged. It found that recreational cycling on day trips close to home was the single most common trip type (28%) although participation in three cycling events and trips that involved at least one overnight stay were also popular trip types. The QPRC has a competitive advantage in this market and with the right investment could ensure it becomes a world-class cycling destination.
- **Nature and adventure-based tourism:** Nature-based travel is a strong and growing segment of the tourism industry in NSW. NSW received nearly 25.3 million international and domestic nature-based visitors in the year ended December 2015; up by 10.5% on the year ended December 2014. However, Capital Country has a relatively low percentage of overnight domestic visitors who engaged in a nature-based activity.

The natural environment and recreation areas in Queanbeyan-Palerang provide abundant opportunities for outdoor activities including horse-riding, bushwalking, camping, swimming and fishing. There are many facilities and opportunities for active recreation such as swimming pools, horse-riding, dog off-leash areas, cycle ways, greenways, walking trails, skate parks, exercise centres, golf courses and tennis courts. Domestic visitors to the region also rate 'Bushwalking or Rainforest walks' in the top 5 activities for in the region. There is an opportunity for Queanbeyan-Palerang to further develop nature-related tourism product offerings as well as design marketing specifically targeting nature based travellers.

- **Visiting Friends & Relatives (VFR) market:** While this market is an existing market, it is clearly a strength of the region and has significant potential to grow. It includes those visiting the region to attend reunions, both family or special-interest groups such as defense personnel. A key point is that the VFR market for the region also includes the Canberra market. A vast majority of current visitors to the region are VFR travellers. 'Visit friends and relatives' is listed in the top two activities for both domestic overnight and day visitors and the major type of accommodation category is 'a friend's or relative's property'. There is an opportunity to tap into the VFR market via targeted marketing activities aimed at the host to increase expenditure and length of stay.

Further detail on these markets, including consumer research data and recent studies is contained in in the *Consumer Research & Trends Analysis Report*. This report also includes further information on the **Food and Wine market**.

There are some other more niche or specialist tourism market sectors also worth considering:

- **Culture and heritage tourism:** NSW saw a modest growth in the cultural and heritage tourism market from both domestic and international visitors from 2011 to 2015, with an increase of 10.2% and 13.8% respectively in the year ending 31 December 2015 on the prior year. The most popular cultural and heritage activities for both domestic and international markets are: visits to history, heritage buildings and sites; followed by visits to museums or art galleries; and attendance at festivals or cultural events. Interestingly, these activities are relatively more popular with international visitors and unsurprisingly, the participation in these activities varies significantly across age groups. Capital Country is performing well in regard to cultural and heritage tourism compared with other regions in NSW, with only the Blue Mountains and Sydney attracting a larger share of the market². It is likely that this trend will continue to grow. QPRC has a competitive advantage in relation to its historic and heritage sites and buildings. However, one aspect to further develop is the Aboriginal cultural offering of the region. This is a longer-term proposition and would require closer collaboration with organisations such as the Local Aboriginal Land Council and the NSW National Parks and Wildlife Service (NPWS), which manages a cultural tourism development program.



TOP TO BOTTOM: Wine Barrels – Lark Hill Wine Co; Queanbeyan at Night

- **Sports Tourism:** Sport not only gives people pleasurable things to watch and play in their spare time, but also supports many businesses, sporting associations and clubs. Furthermore, it provides “external” benefits in the form of more socially connected neighbourhoods, healthier communities, lower healthcare costs, and more productive workplaces³. For these reasons alone, investment in sporting facilities and maintenance will provide a positive outcome for the community. There is little statistical information that estimates the contribution of sporting events to regional or local economies specifically, although it is recognized that ‘events generate considerable general economic activity in the community. Because sports also generate consumer demand for all manner of goods and services related to, or associated with, participation or spectating, there are many additional economic spin-offs from sport that serve as economic drivers within other sectors of the economy⁴.’ Sport more broadly should be considered in more detail in both the QPRC’s economic development and community engagement strategies.

There are a number of key insights in relation to sports tourism that have informed the recommended actions in the Tourism Plan:

- Leverage the positioning of the region by supporting and promoting sporting events that highlight the appeal of the region or profile specific experiences, for example cycling or horse-riding events, including polo;
- Support sports that already have strong community engagement to attract and host regional, State or National events. This may include funding or in-kind contributions towards ‘hosting bids’ to sporting associations. In relation to such events, there needs to be careful coordination between many partners such as the hospitality sector to ensure a range of accommodation is available, restaurants and shops are open and basic services will be in place to maximize the benefits of hosting it, including enhancing the perception of the region as a leisure destination. Examples include continued support for the Kanga Cup (Canberra region football competition) and a very active cricketing community as well as emerging sports such as water polo;

- Developing itineraries and promoting experiences and activities that encourage sporting event participants to either bring friends or family with them and/or extend their length of stay is important. However, the offer must match the motivations and expectations of the target market of the event. Furthermore, it should be promoted well in advance of the event and in partnership with the event organiser and sporting club/association.

Tourism to Canberra and the Australian Capital Territory (ACT)

A clear opportunity for the Queanbeyan-Palerang region is to leverage marketing and experience development efforts by Visit Canberra and the ACT Government. Since the amalgamation, the relationship with Visit Canberra has already been strengthened, especially through the CBRJO. However, further leverage could be achieved by focusing on opportunities to:

- Extend length of stay, especially in collaboration with major exhibitions in Canberra such as those hosted by the National Museum and National Art Gallery;
- Encouraging exploration of the region for the VFR market into Canberra. An important growing market is international VFR, particularly resulting from the international student market and the opening of Canberra Airport to international flights;
- Drive and short-break markets, which are currently a strength of the Canberra visitor economy. This would involve enhancing the appeal of the Queanbeyan-Palerang region for day trips as well as to encourage overnight stays to experience the region’s nature and outdoor recreation, including bike tourism.

³ <https://theconversation.com/sport-is-more-than-just-a-fringe-player-in-australias-economy-71212>

⁴ https://www.clearinghouseforsport.gov.au/knowledge_base/organised_sport/value_of_sport/economic_contribution_of_sport

The ACT Government has committed to the development of a Cycle Tourism Strategy, which would be enhanced by the bike tourism experiences in and cycling linkages to the Queanbeyan-Palerang region. The arts and artisan and food and wine offer would also strengthen the appeal of the region and value-add to Canberra's experience offer.

Visit Canberra reports that for the year ending September 2016⁵, growth on the prior year in domestic day and domestic overnight visitors was above the national average while the increase in international visitors was around equivalent to the national average. However, for both domestic and international overnight markets the length of stay decreased, which was against the national average trend of a 3.7% and 3.8% growth respectively. Joint marketing initiatives should target increasing length of stay to reverse this trend.

2016 International Visitor Survey results for Canberra and ACT⁶

Canberra led the nation in 2016 for increased international visitor expenditure in a bumper year that saw 7.6 million visitors spend a record \$39.1 billion across the country.

The ACT recorded 208,000 visitors (+7%) who spent \$452 million. The 15 per cent extra they paid was Australia's highest gain.

Canberra also had the biggest gains for average trip expenditure (+7.7%) and average expenditure per night (+33.1%). The big spend came despite reduced average stays (down from 26 nights to 21) and a 38.9 per cent plunge in backpacker nights, suggesting more well-heeled, high-yield visitors.

For those citing education as a reason for their Canberra stopover, total expenditure rose 22.7 per cent to \$272 million. There was modest growth in the holiday market, family visits and business travel.

The impressive ACT figures include minimal impact from the introduction of international flights to Singapore and Wellington, which only began on September 21.

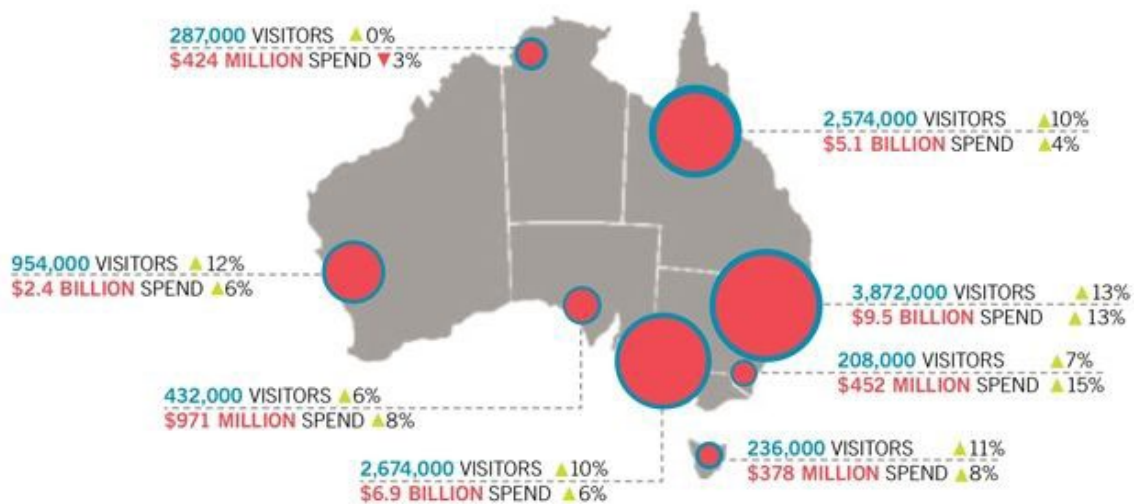


Image: Canberra recorded Australia's highest growth in average expenditure per international visitor in 2016 – Data source: Tourism Research Australia (TRA), International Visitor Survey (IVS) 2016

⁵ See: http://www.tourism.act.gov.au/images/documents/research/snapshots/Tourism-Snapshot_September_2016.pdf
⁶ Following information taken from Canberra Times article on 15 March 2017 – see: <http://www.canberratimes.com.au/act-news/canberra-leads-australia-in-overseas-visitor-spending-growth-20170314-guxzuz.html>

DESTINATION VISION & POSITIONING

A best-practice approach to strategic tourism planning involves identifying a clear vision and positioning for the region at the outset. The destination vision extends to 2025, as it will provide a consistent direction while the various strategies that support it are tailored to suit the circumstances of each phase in QPRC’s long-term commitment to economic development and growing our visitor economy.

At the heart of the vision statement is the desire to position the Queanbeyan-Palerang region as a leading regional destination that is anchored by its rural heritage and mining history but with a focus on the future, which is demonstrated by the presence of the renewable energy sector and the quality of the residents’ lifestyle.

Vision Statement for 2025:

Our vision is to connect our region, honour our heritage and inspire a future of possibilities

The vision encompasses three core ambitions:

1. **Connecting the region:** Following the amalgamation of Queanbeyan City and Palerang Councils, there is a great opportunity to develop stronger connections between our communities and our people while also seeking partnerships that help to enhance our connectivity beyond the region.
2. **Honouring our heritage:** Our region is steeped in history with outstanding examples of our nation’s heritage. It is a region that takes great pride in our rural and mining heritage and continues to honour this through a genuine rural lifestyle.
3. **Inspiring a future of possibilities:** Queanbeyan-Palerang is a place where contemporary art and culture connect with a rich rural heritage, open space and remarkable nature. As the world becomes increasingly busy our unique mix of rich rural lifestyle and relaxed urban life will become increasingly attractive as a place to inspire creativity.



Destination Positioning

A destination positioning statement should be aspirational, invitational, based on consumer insights and resonate with the target market. It provides the context and an emotional reason to choose your destination over another one. It helps to win both the hearts and the minds of the target market.

Importantly, the positioning is a framework from which the destination can ensure consistency in the implementation of its communication and marketing strategies. It should inform the development of a tagline or slogan for the destination.

Together, the vision and positioning are the region's 'DNA' and set the direction of the Tourism Plan, specifically:

- Sustainable development to grow the visitor economy, which is in keeping with the values and character of the communities that make up the region;
- Creating opportunities that are attractive to residents and visitors alike, reinforcing the integrated approach to planning of infrastructure, places and spaces, experiences and products that benefit the community as well as the visitor economy;
- Attracting new events, activities and exhibitions that reflect the local character of the region and contribute to a vibrant community and destination.

The destination positioning statement for Queanbeyan-Palerang is:

A small, smart city seamlessly stitched to our rural heartland, feel free to roam and delight in our craft

The positioning statement is based on the following propositions:

1. We want to create a city that inspires success – smart enough to count yet small enough to care
2. Our rural and mining heritage helped to forge a nation and continues to inspire our genuine country lifestyle
3. We are proud of our artisans, our produce, our places and invite our visitors to experience them with us

The link between these propositions and the positioning statement is illustrated in the following diagram:



As noted above, the positioning statement is not a tagline. Instead, it provides a framework for how QPRC communicates internally and externally. It informs the strategic development of the destination by sitting across the strategic themes and signature experiences offered within the region.

QPRC should utilise the positioning to inform the development of a place identity and tagline for external use in marketing and communication activities.

STRATEGIC THEMES & SIGNATURE EXPERIENCES

Three strategic themes underpin the Tourism Plan. They are:

1. Meet the Makers

- Food and drink
- Arts and crafts
- High quality, accessible and more personalised experiences

2. Great Outdoors

- Healthy outdoor living
- Quality recreational opportunities

3. Revitalising our Places

- Queanbeyan – Small city for small business
- Vibrant rural villages – steeped in heritage; celebrating our country lifestyle and rich artisan culture



The core themes identified for the QPRC region should link to and leverage the experience pillars of *Visit Canberra* to enable greater collaboration and synergies between the nation's capital and its surrounding environment.

This will also assist to positively position the QPRC Tourism Plan in relation to the future development of a Destination Management Plan for the newly formed Southern NSW Destination Network as well as with the destination positioning of the Canberra Region Joint Organisation (CBRJO).

The following table demonstrates the alignment between the QPRC Strategic Themes, Visit Canberra Experience Pillars and the Canberra Region Tablelands positioning (People, Place, Produce):

| QPRC Strategic Themes | Visit Canberra Experience Pillars | Canberra Region Tablelands positioning |
|--------------------------------|---|--|
| Meet the Makers | Food & Drink Art & Culture | People & Produce |
| Great Outdoors | Outdoors & Nature Family Fun | Place |
| Revitalising our Places | Museums & Galleries Shopping & Markets | People & Place |

The importance of identifying the linkages is that it will assist in leveraging the key strategies in the Tourism Plan to the work of our partners, such as Visit Canberra and through the CBRJO.

Signature experiences

Outlined below is a summary of the signature experience offer that would enhance the appeal of the region to the identified target markets. There are also clear benefits for the communities of the region, including infrastructure and facilities that can be utilised by local people for recreation and leisure. In the following section, these signature experiences are explored in further detail to capture the enablers and ultimately actions for either Council or one of its partners to implement.

Strategic Theme 1:

MEET THE MAKERS

Signature Experiences:

- Food & Drink Trail
- Artists & Artisans Trail
- Local Ambassadors
- Meet the Makers' Events

There is an opportunity to develop boutique 'Meet the Makers' experience trails for both food and drink and arts and crafts. These trails should link individual experiences and leverage events, restaurants, cafes and galleries.

- Existing events, such as the Southern Harvest Farmers Markets, which are already well positioned in the market place, should be highlighted as part of the Meet the Makers' experience trails with an emphasis on seasonal produce and slow-food movement, especially during autumn and winter seasons.
- A signature art and craft market should be established, which profiles local artists and artisans as well as local galleries and studios. Continue to host *Art Trail*, which is an open studio day with regional artists and artisans, including jewelers, craftspeople, sculptors, ceramists, etc
- Develop an initiative to increase the use and promotion of local produce and wines within restaurants and cafes throughout the region.

To support cross-regional collaboration, consider facilitating a new food and drink event, such as *Produce, Plate and Drink*, which could be delivered by a third-party provider to highlight the depth of produce and the food and drink offer of the broader region, encompassing the ACT and Canberra Region Tablelands or alternatively in collaboration with the NSW South Coast, such as a *Soil to the Sea* event.

In addition, there is an opportunity to promote individual food, drink, farm gate or winery businesses through a local ambassadors' program and encourage other local hospitality businesses and agricultural producers to develop their capacity and quality of service. A capacity building event, targeting the local industry, would involve the ambassadors and enhance the networking opportunities between producers, suppliers and food and wine retailers, cafes and restaurants.

Strategic Theme 2:

GREAT OUTDOORS

Signature Experiences:

- Ultimate Cycling Destination (game changer)
- Nature Itineraries

QPRC should position itself as the ultimate cycling destination of the future. There are a couple of key considerations, including:

- Physically connecting Queanbeyan to the villages and towns of the region through new facilities and cycle ways
- Opportunity for a mix or range of facilities and infrastructure – single track, multi-use or shared trails, technical rides and bike parks as well as touring routes including rail trails
- High priority is to map both the existing and potential (ie already identified) trails and develop a master plan for long-term growth and positioning of the region as a premium cycling destination
- Master plan should determine key routes and linkages, gaps and opportunities, feasibility and stages for investment and identify linkages between trails and off-bike experience offer, particularly food and wine, heritage, arts and crafts.

There are clear benefits for the community, including recreation and linkages between the urban and rural settings of QPRC that would also be attractive for people considering relocating. An example of the benefits for local communities is reflected in the QPRC Community Grants proposal for Captains Flat Bike Park, which has subsequently been funded. This bike park will provide a site within the broader network of cycling and bike infrastructure/facilities for attracting tourists, including connectivity with the proposed Molonglo Rail Trail, while also delivering benefits

to the Captains Flat community such as skills development, increased physical activity and strengthening community participation and engagement. An important initiative is to support the feasibility study for the Molonglo Rail Trail from Captains Flat to Bungendore.

Creating a world-class cycling destination would provide a very strong offer for the short break, young adults and active 55+ markets as well as for events. It should be developed in collaboration with the ACT Government, in particular in relation to the ACT's Cycling Strategy, for example to prioritise linkages in the track and trail network and corridors between Canberra and the Queanbeyan-Palerang region.

While the region currently offers a great range of outdoor facilities and opportunities to explore nature, it is poorly promoted. In addition, there are few itineraries that highlight the best that the nature of the region has to offer. Undertaking an audit of the key nature-based assets, developing itineraries and strengthening content for marketing nature-based activities are key priorities for QPRC.

Strategic Theme 3:

REVITALISING OUR PLACES

Signature Experiences:

- **Queanbeyan Revitalisation (game changer)**
- **Living Heritage; Inspiring Possibilities**
- **Sculpture Commons (game changer)**

The urban renewal of Queanbeyan centre or CBD is a game changer for both the community and visitors. The master planning process is a critical time to ensure the positioning of Queanbeyan supports a vibrant future. There are a couple of key considerations, including:

- Positioning Queanbeyan as a small, smart city for small business and enhancing its reputation as an outstanding regional city in Australia – smart enough to count yet small enough to care
- A priority for planning is to connect the rest of the region through tracks and trails network right into the heart of the CBD while also providing opportunities to profile the best the region has to offer through the cultural, retail and hospitality offer available within the CBD – this will reinforce the region's values, positioning and lifestyle

- Create a hub or creative precinct around the Q Theatre to encourage and attract musicians and emerging artists and artisans through offering low cost studio space
- Attract new businesses through providing incentives for small business to relocate to Queanbeyan (not necessarily from Canberra) – this will encourage new hospitality services and improve the quality of cafes, restaurants and bars through increased demand and competition
- Spaces between the buildings is critical – enlivened spaces are attractive and can also support greater promotion of regional product, arts and crafts through stores, pop-up stores, markets, etc. This would be supported by an urban beautification program.
- Consider establishing an Expert Advisory Panel to assist with the development of the vision, concept and master plan.

Appendix 1 outlines the benefits of and success factors for transport oriented development and urban renewal. This information has been prepared by ARUP. It is recommended that these success factors are considered in relation to the development of the Queanbeyan CBD Transformation Strategy.

There is an opportunity for Council to review its planning policies and processes to encourage renewal of the urban centre, towns and villages, including attracting investment in a broader range of accommodation facilities across the region. Incentives to attract investment in more unique or boutique style accommodation, including in natural areas or through the adaptive reuse of heritage buildings would also enhance the appeal of the destination to the identified target markets.

A key initiative to consider is the development of a visitor accommodation strategy, addressing the range of accommodation types suitable to the region and incentives or planning policies required to attract investment. For example, the changing dynamic of the 55+ market will likely see an increase in demand for holiday parks with facilities for recreation vehicles (RVs), campervans and caravans, particularly in Bungendore and Braidwood. This would also address the limited availability of this type of accommodation in these towns, which also suits existing markets (particularly grey nomads and families). There are also successful examples of holiday parks in natural settings that have incorporated semi-permanent

tented accommodation. For example, Parks Victoria have developed Wilderness Retreats at Wilsons Promontory National Park, Cape Conran Coastal Park and Buchan Caves Reserve in Victoria's Gippsland. They offer visitors the opportunity to immerse themselves in nature while staying in high comfort, low impact, safari style tents⁷. While offering a more affordable option they would also enhance the range of accommodation in the region.

Revitalising the heritage offer of the region through the concept of **Living Heritage** would enable broader appeal of the region for all markets, not just the niche heritage tourism market. There are a number of ways in which QPRC could enhance its heritage offer under this theme, including:

- Adaptive reuse of heritage buildings for boutique accommodation, restaurants or functions and events. As part of the above-mentioned accommodation strategy, QPRC's planning policies and processes should be reviewed to facilitate or incentivise adaptive reuse;
- There are some key sites and points of interest that require maintenance or improved access to ensure they remain part of the heritage experience of the region. This is not restricted to the key villages of Braidwood or Bungendore but is inclusive of the broader region. The concept links to Inspiring Future Possibilities by highlighting new ventures. For example, promoting renewable energy while respecting the region's mining history. This could be enhanced by creating the first rural region with electric car fill-up stations and cross-promoting with scientific institutions in Canberra.
- Placement of high-value heritage items or objects from within museums in-situ throughout villages, even inside retail stores. It also includes a focus on the retained and contemporary parts of genuine country living, such as the rodeo events and sale-yards. This would make the rural heritage of the region more accessible and attractive to a broader audience.
- Better trails and interpretation would support this as would a partnership with key museums or institutions in Canberra – See it in Canberra; Experience it in Queanbeyan-Palerang. This initiative would also enhance the perceived heritage values of the region within the local community and assist the Council re implementation of heritage standards and planning.

A game-changer initiative would be to create a Sculpture Trail. This could be developed in two ways, which while independent could ultimately leverage each other:

1. Create three Sculpture Commons, each one based on a different theme but all connecting to the story of the region's heritage. For example, honouring the Aboriginal community's deep connection to Country (based in Queanbeyan); celebrating the region's rural and mining history (based near Braidwood); and exploring a more contemporary future for the region (based near Bungendore). These Commons would then be linked to touring routes, cycle ways (such as Rail Trails) and other regional assets, sites of interest and events. For example, the sites could be linked with specific events, such as rodeos and saleyards, artists and artisans' markets, etc. Further information on this initiative is outlined below.
2. Create micro sculpture gardens along the region's rail trail corridors. This would strengthen the appeal of the rail trails to the bike touring market as well as contribute to a more positive outcome from the feasibility assessment of the rail trail proposals. At its essence, this option would be about profiling the artist character of the region and its communities. Signature sculptures could be commissioned for a select number of high-profile sites to deliver on certain themes, such as those proposed in option a above.



London Bridge

EXPERIENCE DEVELOPMENT PRIORITIES

In order to provide context for the experience development priorities set out below, it is important to consider some of the critical issues with regard to implementation. An objective of this Tourism Plan is to identify short, medium and longer-term initiatives that would contribute to the growth of the visitor economy and strengthen economic development for our region. However, it is recognised that not all initiatives are easily implemented and would require a strong commitment from QPRC, community and business support and in some cases, significant resources.

With this in mind, the short and medium-term priorities identified are more easily achieved, albeit with potential reallocation of existing resources or through adopting new procedures or practices.

The longer-term initiatives are ambitious. They represent a significant repositioning for the region and would require additional resources, not all of which would be able to be funded by QPRC. However, if implemented in a multi-year, staged approach, they would contribute significantly to the economic growth of the region.

Enabling implementation

Key considerations for implementation of experience development priorities include:

1. Availability of resources, including financial and human resources. The resourcing of enabling activities, such as support to grow networks, facilitate collaboration and build industry and Council's capacity, is just as critical as the future sourcing of funding of capital works for infrastructure and future funding of new tourism marketing initiatives. This will require a review of existing resources and reallocation to meet the needs of the future as well as identifying alternative or additional funding sources to supplement QPRC budgets, such as the Tourism Demand Driver Infrastructure (TDDI) grants.
2. Visitor services and centres across the region are currently resource intensive, provide inconsistent standards of visitor services and don't necessarily meet the needs of the majority of visitors or potential visitors to the region. This includes in some cases, high reliance on volunteers. However, there is still a need for the right services in the right places for certain markets. A key initiative is to develop a visitor services strategy, which allocates resources to highest priority needs, based on a multi-channel,

visitor-centric approach to maximise the use of resources to achieve an increase in awareness of the destination within target markets. For example, this may include co-locating visitor centres with other service or retail outlets or attractions and increasing the budget for online and digital channels.

3. Need for collaboration between QPRC, communities, businesses and other key stakeholders across the Queanbeyan-Palerang region. Building and maintaining networks and ensuring ongoing communication with local communities and businesses is essential and requires a consistent and planned approach.
4. Council's planning policies and processes are essential to facilitate economic development, including incentives to attract the right type of investment. In a competitive environment in which many regions are actively working to attract new investment, QPRC will need to communicate its vision, articulate its long-term direction and ensure it is reflected in the Council's planning policies, development application processes and decision-making.
5. Partners are critical to long-term success. It is clear that the ACT Government and other regions involved in the CBRJO realise the benefits of collaboration and have committed to an agenda to lift the profile and performance of the broader region. QPRC continues to be involved and make a significant contribution towards this initiative. However, there will also be a need to work more closely with the new Southern NSW Destination Network and Destination NSW as well as other potential partners, such as the NSW National Parks & Wildlife Service and other public and private sector organisations.
6. Individual initiatives identified in the Tourism Plan link to other initiatives. That is, there is an opportunity to consider how each experience development initiative can leverage or strengthen the appeal of other initiatives. When considering the experience development agenda proposed in this Plan, there is value in considering the broader outcome achieved by looking for elements that integrate across themes or support specific strategies. This will assist with staging development priorities to maximise resources and grow the appeal of the destination.

Game-changers: Longer-term and/or ambitious initiatives

Signature Experience

Description & Priority Actions

GREAT OUTDOORS

Creating the ultimate cycling destination

Queanbeyan-Palerang region already hosts a number of high-quality cycling tracks and trails. There are also a number of proposals to strengthen the mountain biking, rail trail and cycle pathways network. This initiative aims to consolidate independent efforts to provide a network of cycling trails that suit a range of tastes and markets, from technical mountain biking tracks to leisurely touring routes. To leverage the investment in the required infrastructure, it is proposed to create new cycling events and link the network of trails into the broader tourism and hospitality offer of the region.

This initiative should take into consideration the development of the ACT's Government's Cycle Tourism Strategy.

Key actions

1. Comprehensive mapping of existing trails as well as proposed new infrastructure. This should involve all cycling interest groups, including Pedal Power ACT, Monaro Rail Trail Inc, Molonglo Rail Trail Inc. (MRT Inc.), etc.
2. Develop a Master Plan that addresses feasibility, infrastructure requirements and identifies key links to the broader tourism and hospitality offer. The Master Plan should also outline a staged approach to implementation that provides a clear roadmap for securing resources for capital works. It needs to integrate proposals, such as the Captains Flat Bike Park as well as identifying opportunities for connecting the region to other regions, for example through the Monaro Rail Trail to Bombala and Cooma and through the development of the ACT Government's Cycle Tourism Strategy.
3. Review the existing cycling events program and identify gaps and opportunities to develop new events. This includes identifying a clear positioning and potential partners to deliver the events
4. Develop a marketing plan specifically addressing the bike tourism and cycling opportunities across the region and in collaboration with Visit Canberra. This would include profiling major events. The market for cycling is highly engaged online and on digital platforms (social media) so a core element of the marketing plan would be to identify approach content for multi-channel promotion. It should be matched to the stages of implementation of new facilities and infrastructure, which provide 'new news' for an active PR campaign.

REVITALISING OUR PLACES

Queanbeyan City Revitalisation

The revitalisation of Queanbeyan City CBD offers a unique opportunity to reposition the city in the context of the broader region and provide a distinct offering that attracts new business and residents. Work has already commenced on a Queanbeyan CBD Transformation Strategy. It is a longer-term proposition but if developed with a clear vision in mind, Queanbeyan could become one of Australia's next great small cities. It is essential that the positioning of the Queanbeyan revitalisation offers something different to Canberra or the major capital cities of Australia. For example, creating a small smart city for small business, which is 'smart enough to count yet small enough to care' would ensure it stands out from other regional cities in Australia. As a result of this approach, Queanbeyan could adopt a proactive approach to attracting contemporary and high-quality event or function spaces suitable for small business, flexible work hubs, such as the We Work model (see footnote 7) and attract short-term accommodation providers, such as the We Live model based in the United States of America⁸.

(continued overleaf)

Signature Experience
**REVITALISING
OUR PLACES**
**Queanbeyan
City Revitalisation**
(continued)
Description & Priority Actions

Appendix 1 outlines the best practices principles and drivers or critical success factors in urban renewal as well as providing a small number of relevant case studies. This information has been prepared by ARUP. It is recommended that the best practice principles and critical success factors are considered in relation to the development of the Queanbeyan CBD Transformation Strategy.

Key actions

1. Establish an Expert Advisory Group to advise QPRC on the Queanbeyan CBD Transformation Strategy, including a long-term vision, measurable objectives and concepts for a Master Plan
 2. Consider the destination positioning and experience offer of the region to inform the Queanbeyan CBD Master Plan Renewal project. The Master Plan should identify specific precincts for attracting various sectors or industries, such as an arts and culture precinct around the Q Theatre or a precinct for small businesses. A critical issue will be to consider how the retail offer and recreational infrastructure, such as walking pathways and cycle ways, connect the CBD to the broader region, including utilisation of the 'space between the buildings' to enhance the sense of vibrancy based on local produce, arts and crafts and the food and drink offer. Refer to Appendix 1 for benefits and success factors.
 3. Review the Council's planning policies and framework to identify opportunities for providing incentives that attract the right type of investment or to activate and beautify precincts and 'spaces between the buildings', such as footpaths and laneways. For example, this could include:
 - a. Requirements to provide studio space in new building approvals for low-cost rent by artists or artisans.
 - b. Incentives for establishing shared office studios for small business, especially those that provide high-speed internet.
 - c. Incentives to attract investment in a broader range of accommodation facilities across the region, including encouraging more unique or boutique style accommodation in natural areas or through the adaptive reuse of heritage buildings. See Visitor Accommodation Strategy below.
 - d. Vibrant spaces policy, designed to reduce the regulation of footpaths and other spaces to encourage businesses to make better utilisation of outdoor areas for dining, seating, pop-up promotions and markets etc. It would provide a simplification of current regulations but requires registration and a 'common sense' approach by participating businesses to ensure the needs of young children, older residents and people with a disability are not adversely impacted. It should also encourage and support a beautification program, for example integrating public art.
 4. Identify opportunities for new events, such as the Red Umbrella Markets⁹, to encourage increased foot traffic and build a sense of excitement and anticipation about the future possibilities for the Queanbeyan City CBD redevelopment.
-

Signature Experience

REVITALISING OUR PLACES

Visitor Accommodation Strategy

Description & Priority Actions

QPRC should adopt a proactive approach to attracting investment in a more diverse range of visitor accommodation. This includes holiday parks, nature-based accommodation, adaptive reuse of heritage assets for boutique accommodation as well as short-term accommodation to support the small, smart city initiative outlined above. This can be achieved through a review of Council's planning policies and processes as well as the identification of priority areas throughout the region where such investment would enhance the accommodation offer.

Key actions

1. Undertake an audit of existing visitor accommodation to identify the types of accommodation as well as quantify supply by visitor nodes throughout the region
2. Identify potential areas within the region for investment in visitor accommodation, assess the existing supply of visitor accommodation by type across the region, identify areas with an over-supply or gaps as well as opportunities relating to the various styles or types of accommodation
3. Review existing planning policies in relation to visitor accommodation and assess capacity of the policies to attract investment (for example, adaptive reuse of heritage assets or providing development approval incentives for certain types of accommodation)
4. Finalise Visitor Accommodation Strategy, including identification of priorities, opportunities for attracting investment and proposed reforms to the Council's planning policies



Queanbeyan Park

Signature Experience

Description & Priority Actions

REVITALISING OUR PLACES

Living Heritage;
Inspiring Possibilities
Sculpture Trail

Queanbeyan-Palerang is a place where contemporary art and culture connect with a rich rural heritage, open space and remarkable nature. The region’s unique mix of rich rural lifestyle and relaxed urban life will become increasingly attractive as a place to inspire creativity.

QPRC has an opportunity to work with local artists, artisans, land owners and others to develop a series of sculpture commons or micro gardens that connect the region, bring to life its story and inspire creativity.

There are two options, with the first involving the establishment of three sculpture commons, with the commissioning of a small number of sculptures that respond ‘intellectually, historically, physically and conceptually to the place.’ For example, this could include creating an overarching theme that allows each site to interpret a particular part of the region’s story, reflecting its history and heritage.

This initiative would be an outstanding way to honour the Aboriginal community’s connection to Country as well as the rich rural and mining heritage of the region. The sites would be connected by both a tourist driving route as well as linking into a cycling touring route (potentially a rail trail). The location of the sites would not need to be within the city or villages but nearby and accessible. We recommend considering starting with sites near Queanbeyan, Bungendore and Braidwood. Option 2 would involve establishment of micro-sculpture gardens along rail trail routes (described in more detail above).

Key actions

1. Establish an Expert Advisory Group to advise QPRC on the concept for a Sculpture Trail and ultimately on the commissioning of art works for the Commons or micro-gardens. This group should involve relevant community groups, and other groups that can contribute to the development of the QPRC story and themes that underpin the sculpture trail.
2. Prepare a multi-year funding application for a Tourism Demand Driver Infrastructure (TDDI) grant (or other funding source) to develop a Master Plan and potentially commission signature artworks.
3. Develop a Master Plan for the initial Commons or micro-gardens, which incorporates links to touring routes, cycling or walking trails and other regional assets, places of interest such as renewable energy sites, accommodation and hospitality services, including wineries, art galleries, artists or artisan studios and restaurants and cafes.
4. Develop and implement an Expression of Interest process or competition to engage artists for the creation of sculptures.
5. Prepare a marketing and communication plan that is matched to the staged implementation process and ensure the capturing of multi-channel content, including images and video, that profiles artists and their artworks as well as the development of the Sculpture Gardens Trail.

Short to medium-term initiatives

Signature Experience

Description & Priority Actions

MEET THE MAKERS

Artists & Artisans Trail; Food & Drink Trail

There is an opportunity to develop boutique 'Meet the Makers' experience trails for both food and drink and arts and crafts. These trails should link individual experiences and leverage events, local restaurants and local galleries.

Key actions

1. Undertake a product audit to create a database of all existing food and drink and arts and crafts opportunities – this should include wineries, farm gate stalls, restaurants, wine bars, cafes, galleries, artists or artisan studios (open to the public), relevant regular events (held weekly to annually), including markets
2. Develop a calendar that provides content on what produce is in season and identify where it can be purchased or consumed
3. Develop a series of itineraries – ultimately, these would be interactive and available online or via a digital platform. In the first instance, static itineraries can be developed for the website and social media (links back to website) and distribution through PR and visitor services channels
4. Identify local Ambassadors and develop content (images, video and copy) for promotion – needs to be realistic in that visitors to the region must be able to meet them (within reason) or visit their studio/farm/vineyard or somehow engage with their story
5. Consider creating some form of pass ie 'Artists & Artisans Trail passport' as well as hosting events to activate the boutique Meet the Makers Trails – for example, talk to the vintage car clubs and see if they would be interested in hosting or promoting one of the trails as a slow-style car rally

MEET THE MAKERS

Local Ambassadors: Cross-regional activations, local ambassadors and capacity building

To support cross-regional collaboration, consider facilitating a new food and drink event, such as *Produce, Plate and Drink*, which could be delivered by a third-party provider to highlight the depth of produce and the food and drink offer of the broader region, encompassing the ACT and Canberra Region Tablelands or alternatively in collaboration with the NSW South Coast, such as a *Soil to the Sea* event. In addition, there is an opportunity to promote individual food, drink, farm gate or winery businesses through a local ambassadors' program and assist to encourage other local hospitality businesses and agricultural producers to develop their capacity and quality of service.

Key actions

1. Develop event concept and pitch to CBRJO, which includes Visit Canberra – also pitch concept to NSW South Coast re potential for a *Soil to the Sea* event
2. Identify local ambassadors and capture content (such as short videos, images and copy) from across restaurateurs, fresh produce, vineyard and other food and drink producers – this may include makers of jams and preserves, artisan bakers, distillers, etc
3. Develop a local industry event utilising the local ambassadors to build capacity of hospitality and local produce industries

Signature Experience

REVITALISING OUR PLACES

Living Heritage;
Inspiring Possibilities
Living Museum

Description & Priority Actions

The Queanbeyan-Palerang region is home to extraordinary examples of Australia's historical heritage, including the heritage-listed village of Braidwood. There are collections, such as that housed in the Braidwood Museum, that offer the opportunity for objects and stories to be out in the community to be absorbed and experienced by both visitors and residents. For example, items of cultural significance could be strategically displayed in businesses, public buildings and outdoors throughout the town – with the display helping to enhance the link between the past and present. It is recommended that this initiative only commence with a small number of significant items displayed throughout Braidwood. Based on this trial, consider extending it within Braidwood or to other key villages such as Bungendore. This initiative should also be considered within the context of a strategy to aimed at revitalising the heritage offer of Braidwood, for example a Braidwood Main Street Strategy.

In addition, there are some key walking routes and points of interest across the region that require maintenance, access or promotion.

Key actions

1. Establish an Expert Advisory Group to advise QPRC on the most outstanding heritage items to curate throughout Braidwood, including advice on how to display and store the items
2. Review the existing Heritage Trail information re presentation and accessibility as well as opportunities to integrate with regional itineraries. This should also address issues or barriers to accessing heritage on private land, such as public liability insurance and identify potential solutions, including strengthening engagement with residents and businesses who own and manage heritage assets.
3. Install objects and stories – launch with a Living Heritage event and generate PR
4. Identify opportunities to connect the story of Braidwood or the region to exhibitions (permanent or temporary) in Canberra-based institutions so as to create a *See it in Canberra; Experience it in Queanbeyan-Palerang* campaign – this concept can be extended to other industries or sectors, such as the cattle saleyards in Braidwood and the renewable energy sector
5. Develop an overarching strategy addressing the revitalisation of Braidwood, which incorporates a clear vision for ensuring the heritage of Braidwood is presented and maintained in line with its outstanding heritage values. A critical consideration will be to ensure that it remains accessible and that policies with regard to heritage restoration and maintenance are not so restrictive as to deter investment or maintenance of the heritage buildings and other assets.

THE GREAT OUTDOORS

Nature Itineraries

While the region currently offers a great range of outdoor facilities and opportunities to explore nature, it is poorly promoted. In addition, there are few itineraries that highlight the best that the nature of the region has to offer

Key actions

1. Undertake an audit of the key nature-based assets, activities and events across the region, including those delivered by tour operators or community groups
2. Develop half to multi-day nature and adventure-based itineraries for promotion online and through social media
3. Develop new content for marketing nature-based activities, including images, copy and video – this could involve collaboration with NPWS

MARKETING THE QUEANBEYAN-PALERANG REGION

A key initiative for QPRC will be to drive demand through a new approach to marketing our region. The Tourism Plan incorporates key marketing strategies that will start to build awareness of the region and convert interest into bookings.

In this section:

- Models that will be utilised by QPRC to target our resources and maximise the outcomes of marketing efforts are examined; and
- High-priority marketing initiatives are identified.

Models to adopt in marketing the region

1. Customer Journey

Marketing communication requires a commitment throughout the customer or visitor journey. It starts with building awareness and knowledge of QPRC as a destination and its point of difference, distinguishes it from other places to visit and assists to convert interest to an actual visit. Continuing the communication cycle is critical to ensure visitors to the region have a positive experience and share their experience with their peer group.

The customer journey also highlights:

- Importance of pre- and post-visit communication; and
- Growing awareness of the destination does not automatically lead to conversion of interest to an actual visit or booking.

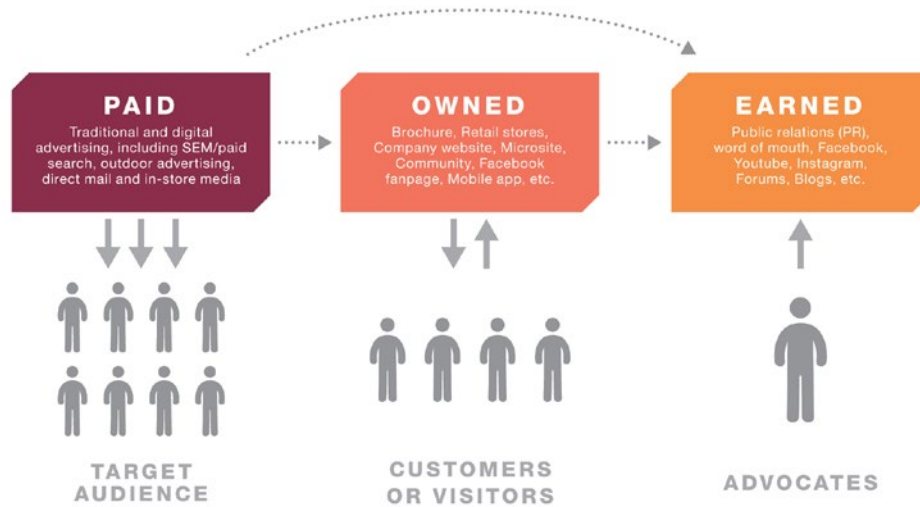


2. Paid, Owned, Earned Model

In today's disrupted media environment, it is critical to identify the right channels to reach the target audience for each communication activity. In the following model, communication channels have been split between our channels:

- Owned – website, social media platforms and newsletters;
- Earned – public relations (PR) articles or reviews by key influencers; and
- Paid – search engine marketing, or digital and traditional advertising.

The importance of this model lies in the interaction and opportunities for leveraging each channel within the overall communications or marketing mix. Getting the balance right by identifying the right channels to reach the target market will maximise effectiveness within the available resources.



3. Reach, Inspire, Engage, Connect Model

An important strategy for QPRC is to create advocates. Word-of-mouth influences more than two-thirds of people’s decisions as visitors and consumers. The channels for word-of-mouth have been changed forever by social media and the digital environment. This means everyone who visits or interacts with the region may ultimately become an advocate.

Advocates add credibility. People are more likely to believe an advocate or key influencer in their peer group before a government message. In addition, this approach assists with managing more difficult or contentious issues, as advocates may join the conversation in support of QPRC.

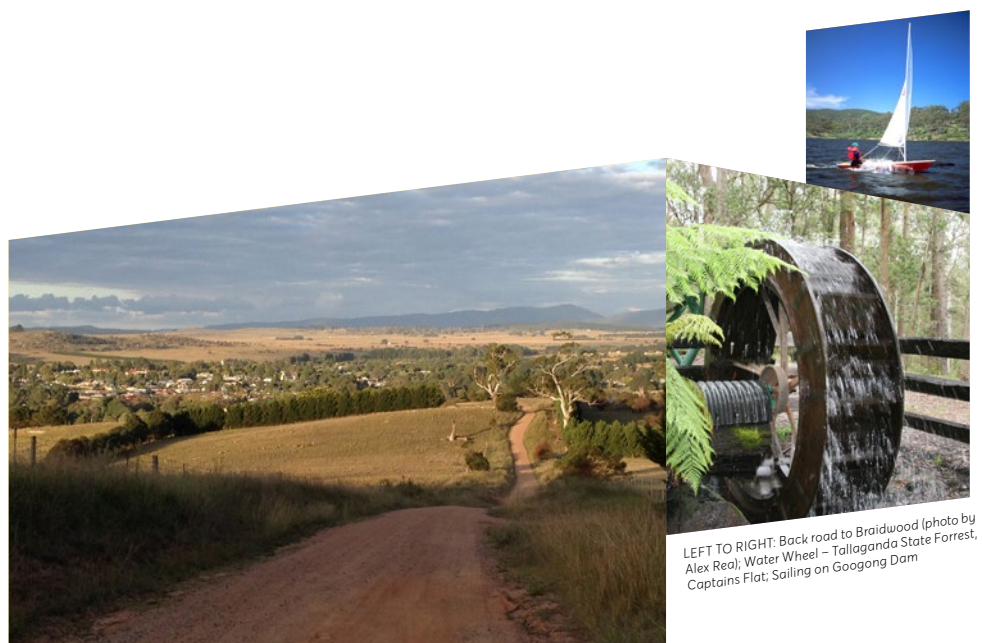


QPRC will aim to create advocates across a number of our strategic themes, for example:

- Meet the Makers: opportunities to actually meet the people who create the art and craft, supply the produce, make the wine or have a deep understanding of the history and heritage of the region;
- Great Outdoors: understand what attracts cyclists, horse-riders and other nature-based adventurers to the region;
- Revitalising our Places: transformation of the Queanbeyan CBD or the revitalisation of the region’s villages and towns could involve experts in urban design, heritage curation, liveability and sustainability.

Key marketing initiatives

| Initiative | Description & Priority Actions |
|---|--|
| <p>DEVELOP A 5-YEAR MARKETING PLAN</p> | <p>Prepare a five-year Marketing Plan during 2017, which includes clear tactics targeting various visitor segments and is structured in consideration of the marketing models outlined in the section below. It should also integrate measurable objectives and set targets for evaluation of outcomes.</p> <p><i>Key actions</i></p> <ol style="list-style-type: none"> 1. Engage a public relations (PR) agency to provide a tactical marketing communications plan for more immediate promotional activities, including PR and digital marketing, and facilitate some 'quick wins' for industry and key stakeholders 2. Commence discussions with Visit Canberra, CBRJO and Destination NSW (potentially through the newly established Southern NSW Destination Network) on the initiative to develop a QPRC marketing plan to ensure key partner considerations and opportunities are identified 3. Utilising the customer journey and 'Paid, Owned, Earned' models, identify key actions to build awareness of and promote the region, including through PR, travel media famils (esp special interest journals and publications), etc 4. Undertake consultation with industry and key stakeholders to identify opportunities and gaps and clarify roles and responsibilities – the implementation will require collaboration between industry, QPRC and partner organisations 5. Utilise the destination positioning and strategic themes to identify existing signature products and experiences that can be promoted as lead products for the region 6. In line with the recommendations of the recent Events Review for QPRC, develop a brand for QPRC Events to promote the QPRC Events team identity and role across QPRC region. This will also leverage a coordinated approach to events promotion. |



| Initiative | Description & Priority Actions |
|---|---|
| <p>ESTABLISHING AND STRENGTHENING PARTNERSHIPS</p> | <p>Significant opportunity to leverage Visit Canberra and Tablelands, including the new Southern NSW Destination Network and CBRJO. In addition, strengthening partnerships with Destination NSW, Canberra Airport and the NSW National Parks and Wildlife Service, which has multiple visitor opportunities in the region, would also enable greater leverage of QPRC’s promotional spend.</p> <p><i>Key actions</i></p> <ol style="list-style-type: none"> 1. Identify forward content needs for Visit Canberra and provide regular updates in line with Visit Canberra Experience Pillars (see Online and Digital Promotion below) 2. Review Destination NSW content on Visit NSW website and provide regular content updates 3. Foster participation of local businesses in both the ACT and NSW Tourism Awards 4. Pitch a cross-regional event, such as Produce, Plate and Drink or Soil to the Sea, as outlined above under Meet the Makers to CBRJO NSW South Coast and/or Southern NSW Destination Network – could also develop a proposal for collaboration with these organisations in experience development, such as cross-regional touring routes, including rail trails 5. Continue to participate in CBRJO and other forums involving regional organisations, including active participation through Southern NSW Destination Network – consider developing a partnership agreement with Visit Canberra and Canberra Airport to articulate key opportunities and benefits of collaboration and clarify roles and responsibilities |
| <p>DISCOVER YOUR OWN BACKYARD</p> | <p>Given the recent amalgamation between Queanbeyan City and Palerang Councils as well as the commencement of international flights into Canberra Airport, it would be timely to develop and implement a ‘Discover your own Backyard’ campaign to raise awareness of the tourism potential within the region and for day visitors from Canberra. The primary purpose of the DYOB campaign is to target ‘hosts’ who are key decision makers with regard to the Visiting Friends and Relatives (VFR) market. There is already a significant VFR market visiting the region and the opportunities for activities or extending their stay can be enhanced. There are additional benefits of a DYOB campaign for QPRC, including fostering civic pride and building loyalty within the communities of the region.</p> <p><i>Key actions</i></p> <ol style="list-style-type: none"> 1. Consider acquisition of the Destination Melbourne DYOB campaign licence (initial 1-year licence) or alternatively develop content strategy and regional/local campaign in-house to grow awareness of the region with residents and businesses, including those based in Canberra 2. Identify local ambassadors who are accessible and can help to lift the perception of the region – could include local artists, artisans, farmers, wine-makers, restaurateurs, heritage experts and sporting identities (especially cyclists and horse-riders) – also see Meet the Makers section above 3. Foster local event development through sponsorship, utilising the funding from the amalgamation process |

| Initiative | Description & Priority Actions |
|--|---|
| <p>ONLINE & DIGITAL PROMOTION</p> | <p>Online and digital promotion needs to be significantly improved, with far greater collaboration across the region. This is a high priority. Build capacity within industry to lift perceptions of the quality of products and experiences in the region. A core component of this priority is to strengthen the image and video assets and content that can be utilised across multiple channels.</p> <p><i>Key actions</i></p> <ol style="list-style-type: none"> 1. Review current websites and digital platforms to identify strengths, weaknesses, opportunities and gaps with regard to the online and digital presence and content of the region 2. Develop an overarching framework for Queanbeyan-Palerang online and digital assets – ensure a simple framework that identifies a smaller number of online and digital channels – ensure the future focus includes Facebook and Instagram, noting that Twitter is now a corporate tool and should only be utilised by QPRC to distribute new news, media releases and event notifications etc 3. As part of the Framework, identify clear objectives for the design of your website. For example, is the purpose to provide visitor information or is there a campaign prerogative that requires back-end website design to enable a responsive digital campaign or integrate social media channels. This will assist in future proofing your website and digital channels. 4. Utilise the destination positioning and strategic themes to identify existing signature products and experiences that can be promoted as lead products for the region 5. Develop content strategy and create content for multi-channel distribution (short videos, images and copy) – this includes cross-regional itineraries as well as seasonal and events calendars 6. Adopt the Paid, Owned and Earned model to prioritise resources for developing content as well as online and social media engagement, including opportunities to ‘boost’ popular social media posts as well as supporting offline marketing and PR activities – this should be done in consideration of the visitor services review outlined below |
| <p>REVIEW OF VISITOR SERVICES</p> | <p>Visitor services and centres across the region are currently resource intensive and not necessarily servicing the needs of the majority of visitors or potential visitors to the region. However, there is still a need for the right services in the right places for certain markets.</p> <p><i>Key actions</i></p> <ol style="list-style-type: none"> 1. Review visitor services across the region, including location of key visitor information centres, volunteer-based services, online and digital delivery of visitor information and published collateral (eg visitor guide) as well as signage and interpretation sites 2. Develop a visitor services strategy, which allocates resources to highest priority needs – this needs to adopt a multi-channel, visitor-centric approach to maximise the use of resources to achieve an increase in awareness of the destination within target markets 3. Conduct a famil for visitor services staff across the region 4. Develop an Events Calendar for distribution to tour operators and stakeholders and digital distribution – this should be developed as part of the content strategy and updated regularly |

| Initiative | Description & Priority Actions |
|---|---|
| <p>IDENTIFY PACKAGING AND PRODUCT BUNDLING OPPORTUNITIES</p> | <p>There is a need to develop or strengthen packages and the bundling of products and experiences, including across accommodation, transport, tours, etc. This could include multi-day itineraries and be promoted in collaboration with event organisers or partner organisations eg nature-adventures in collaboration with NPWS etc</p> <p><i>Key actions</i></p> <ol style="list-style-type: none"> 1. Undertake a product and experience development workshop (or series of workshops) with industry across the region to identify opportunities for product bundling and packaging 2. Facilitate development of product development through use of competitions or targeted promotions, especially leveraging events such as sporting events 3. Develop an agreement with Canberra-based institutions to promote the concept of 'See it in Canberra; Experience it in Queanbeyan-Palerang' – this would potentially work across multiple sectors/industries, from heritage tourism to renewable energy and |
| <p>FACILITATE INDUSTRY NETWORKS</p> | <p>Support or facilitate networks with businesses and key industry or sector-wide organisations (eg arts, wine, etc). This includes encouraging uptake of listing products and experiences through Australian Tourism Data Warehouse (ATDW) as well as ensuring the listings are up to date and accurate.</p> <p><i>Key actions</i></p> <ol style="list-style-type: none"> 1. Extend the current Bungendore business network meetings to other villages and towns in the region 2. Introduce capacity building opportunities by offering industry events with guest speakers – for example, digital marketing experts, product development experts, etc 3. Conduct an industry famil of the region to build a better shared understanding of the region and its assets etc – involve organisations such as Visit Canberra and NPWS in the famil 4. Review the ATDW listing for the region and contact operators and tourism businesses to either list their product within the ATDW database or update their listing regularly. This should be utilised as an opportunity for engagement with the tourism businesses of the region and provide information on who to contact or how to update their listing through a QPRC industry e-newsletter etc. 5. Introduce a regional awards program for the visitor economy (broader than just tourism), including recognition of outstanding individual contributors/operators – ensure application process is simplified 6. Work with local wineries and produce suppliers to increase the presence and promotion of local wines and seasonal produce available in restaurants and cafes within the region and in Canberra |

TOURISM ACTION PLAN

The following Tourism Action Plan synthesizes all the initiatives identified throughout the Tourism Plan and provides a summary of the key actions required for implementation. It should be noted that the table only provides a summary of the actions (greater detail is provided within the Tourism Plan).

Key to table

Priority:

- **H:** High priority for immediate implementation – within next 12 months
- **M:** Medium priority based on availability of resources – within 2 – 3 years
- **L:** Low priority based on availability of resources – within 3 – 5 years
- **O:** Ongoing action – initiative commenced and to be continued

Category:

- **Marketing:** this includes promotions, digital engagement and communication
- **Visitor Services:** this includes all customer channels for information and promotion of the region
- **Experience Development:** this relates to all opportunities to revitalise existing or create new visitor experiences
- **Capacity Building:** this includes industry networks and partnerships
- **Planning:** this includes feasibility assessments and master planning
- **Policy:** this relates to QPRC policy settings, including land use arrangements

Outcome timeframe:

- **Immediate:** the project outcome will be a direct result of the action
- **Medium-term:** the action will result in the project outcome over the medium term. However, other actions or resources may also be required to achieve the outcome
- **Longer-term:** the action is the first step towards the project outcome. However, other actions or resources will be required to achieve the outcome

Responsibility:

- **QPRC:** action to be undertaken by QPRC
- **Joint:** action to be undertaken in collaboration between QPRC and another organisation

LEFT TO RIGHT: Council Building, Braidwood (photo by Alex Rea); Vineyard in Winter – Contentious Character Winery



| Ref | Priority | Action | Category | Outcome Timeframe | Responsibility |
|----------|----------|---|-------------------------------|-------------------|----------------|
| 1 | H | Engage a public relations (PR) agency to provide a tactical marketing communications plan for immediate promotional activities, including PR and digital marketing | Marketing | Immediate | QPRC |
| 2 | H | Review current websites and digital platforms with regard to the online and digital presence and content of the region – and develop an overarching framework for Queanbeyan-Palerang online and digital assets | Marketing | Immediate | QPRC |
| 3 | | Content creation, curation and distribution | | | |
| 3.1 | H | Develop a Content Strategy and create content for multi-channel distribution (short videos, images and copy) – this includes cross-regional itineraries, seasonal calendars and Ambassadors (see Action 7 below) | Marketing | Immediate | QPRC |
| 3.2 | H | Review Destination NSW content on Visit NSW website and provide regular content updates | Marketing | Immediate | QPRC |
| 3.3 | H | Undertake an audit of the key nature-based assets, activities and events across the region, including those delivered by tour operators or community groups – utilise information for itinerary creation and content | Marketing | Immediate | QPRC |
| 4 | | Five-year Marketing Plan and marketing focus for campaigns | | | |
| 4.1 | H | Prepare a five-year Marketing Plan, which includes clear tactics targeting various visitor segments. It should also integrate measurable objectives and set targets for evaluation of outcomes. | Marketing | Medium-term | QPRC |
| 4.2 | H | Commence discussions with VisitCanberra, CBRJO and Destination NSW (potentially through the newly established Southern NSW Destination Network) on the initiative to develop a QPRC marketing plan to ensure key partner considerations and opportunities are identified | Marketing + Capacity Building | Immediate | QPRC |
| 4.3 | H | Undertake consultation with industry and key stakeholders to identify opportunities and gaps and clarify roles and responsibilities – the implementation will require collaboration between industry, QPRC and partner organisations | Marketing + Capacity Building | Immediate | QPRC |
| 4.4 | H | Utilise the destination positioning and strategic themes to identify existing signature products and experiences that can be promoted as lead products for the region | Marketing | Medium-term | QPRC |
| 4.5 | M | Develop a marketing campaign for Queanbeyan-Palerang to provide a framework for consistency and to drive promotion of the region. Commence with a clear campaign idea, which should be based on insights from the target market segments (addressing motivations, barriers and/or needs) and be developed in collaboration with industry and regional partners, including VisitCanberra and SNSWDN/DNSW | Marketing | Medium-term | QPRC |

| Ref | Priority | Action | Category | Outcome Timeframe | Responsibility |
|----------|----------|---|-------------------------------|-------------------|----------------|
| 4.6 | H | Develop a brand for QPRC Events to promote QPRC Events team identity and role across QPRC region that will also leverage a coordinated approach to events promotion | Marketing | Immediate | QPRC |
| 5 | H | Implement a <i>Discover Your Own Backyard (DYOB)</i> campaign – acquire licence from Destination Melbourne or alternatively develop content strategy and regional/local campaign in-house to grow awareness of the region with residents and businesses, including those based in Canberra. This is an important campaign for the international and domestic VFR market | Marketing + Capacity Building | Medium-term | QPRC |
| 6 | H | Identify local ambassadors who are accessible and can help to lift the perception of the region – could include local artists, artisans, farmers, wine-makers, restaurateurs, heritage experts and sporting identities – utilise in the DYOB campaign and content strategy (Actions 6 and 3.1) | Marketing + Capacity Building | Medium-term | QPRC |
| 7 | | Delivering high-quality visitor services | | | |
| 7.1 | H | Review visitor services across the region, including location of key visitor information centres, volunteer-based services, online and digital delivery of visitor information and published collateral (eg visitor guide) as well as signage and interpretation sites | Visitor Services | Immediate | QPRC |
| 7.2 | H | Develop a Visitor Services Strategy, which allocates resources to highest priority needs – adopt a multi-channel, visitor-centric approach to maximise the use of resources to achieve an increase in awareness of the destination within target markets | Visitor Services | Immediate | QPRC |
| 7.3 | H | Review the ATDW listing for the region and contact operators and tourism businesses to either list their product within the ATDW database or update their listing regularly. | Visitor Services | Immediate | QPRC |
| 7.4 | H | Conduct a famil for visitor services staff across the region | Visitor Services | Immediate | QPRC |
| 7.5 | H | Develop an Events Calendar for distribution to tour operators and stakeholders and digital distribution | Visitor Services | Immediate | QPRC |
| 8 | | Building capacity and networks with the local industry | | | |
| 8.1 | O | Extend the current Bungendore business network meetings to other villages and towns in the region (see Action 9.2 below) | Capacity Building | Immediate | QPRC |
| 8.2 | H | Introduce capacity building opportunities by offering industry events with guest speakers – for example, digital marketing experts, product development experts, etc | Capacity Building | Immediate | QPRC |

| Ref | Priority | Action | Category | Outcome Timeframe | Responsibility |
|---|----------|---|--|-------------------|---|
| 8.3 | M | Undertake a product and experience development workshop (or series of workshops) with industry across the region to identify opportunities for product bundling and packaging | Capacity Building | Immediate | QPRC |
| 8.4 | M | Facilitate product development through use of competitions or targeted promotions, especially leveraging events such as sporting events | Marketing + Capacity Building | Immediate | QPRC |
| 8.5 | M | Develop a local industry event utilising the local ambassadors to build capacity of hospitality and local produce sectors and inspire them to extend their influence and market reach | Capacity Building | Medium-term | Joint: QPRC with local industry reps or organisations such as Chamber of Commerce |
| 9 Building partnerships within and beyond the region | | | | | |
| 9.1 | M-L | Develop an agreement with Canberra-based institutions to promote the concept of 'See it in Canberra; Experience it in Queanbeyan-Palerang' | Marketing + Capacity Building | Medium term | Joint: QPRC lead with VisitCanberra and industry |
| 9.2 | H | Conduct an industry famil of the region to build a better shared understanding of the region and its assets etc – invite organisations such as Visit Canberra and NPWS to participate in the famil | Capacity Building | Immediate | QPRC |
| 9.3 | O | Work with local wineries and produce suppliers to increase the presence and promotion of local wines and seasonal produce available in restaurants and cafes within the region and in Canberra | Capacity Building | Immediate | Joint: QPRC lead with industry |
| 9.4 | O | Continue to participate in CBRJO and other forums involving regional organisations, including active participation through Southern NSW Destination Network – consider developing a partnership agreement with Visit Canberra and Canberra Airport to articulate key opportunities and benefits of collaboration and clarify roles and responsibilities | Capacity Building | Immediate | Joint: QPRC lead with CBRJO, SNSWDN, VisitCBR, CBR Airport |
| 9.5 | M | Pitch a cross-regional event to CBRJO, NSW South Coast and/or Southern NSW Destination Network – could also develop a proposal for collaboration with these organisations in experience development, such as cross-regional touring routes, including rail trails | Capacity Building + Experience Development | Longer-term | Joint: QPRC lead with CBRJO, SNSWDN, VisitCBR, South Coast Tourism |
| 9.6 | M-L | Introduce a regional awards program for the visitor economy, including recognition of outstanding individual contributors/operators + Foster participation of local businesses in both the ACT and NSW Tourism Awards | Capacity Building | Medium Term | QPRC |

| Ref | Priority | Action | Category | Outcome Timeframe | Responsibility |
|------|----------|---|-----------------------------------|-------------------|--|
| 10 | | Establishing the region as an ultimate cycling destination, involving a network of cycling touring routes, rail trail experiences, bike parks and technical tracks and linking it all to the hospitality and heritage offer of the region | | | |
| 10.1 | H | Undertake comprehensive mapping of existing cycling tracks and trails as well as proposed new infrastructure. Consider this with regard to the ACT Government's Cycle Tourism Strategy | Experience Development | Medium-term | Joint: QPRC lead with cycling groups and stakeholders including VisitCBR |
| 10.2 | H | Develop a Cycle Tourism Master Plan that addresses feasibility, infrastructure requirements and identifies key links to the broader tourism and hospitality offer. The Master Plan should also outline a staged approach to implementation that provides a clear roadmap for securing resources for capital works. Consider this with regard to the ACT Government's Cycle Tourism Strategy | Planning + Experience Development | Longer-term | QPRC |
| 10.3 | M | Review the existing cycling events program and identify gaps and opportunities to develop new events | Experience Development | Medium-term | Joint: QPRC lead with cycling groups and VisitCBR |
| 10.4 | M | Develop a marketing plan specifically addressing the bike tourism and cycling opportunities across the region and in collaboration with Visit Canberra. This includes profiling major events | Marketing | Medium-term | Joint: QPRC lead with VisitCanberra and cycling groups |
| 11 | H | Identify a small number of opportunities for new events to encourage increased foot traffic, build a sense of excitement and to encourage the visitor economy – Foster local event development through sponsorship, potentially utilising the funding from the amalgamation process | Experience Development | Medium-term | Joint: QPRC lead with industry input |
| 12 | | Integrating the visitor economy into our planning for the transformation of Queanbeyan's CBD and to guide the revitalisation of our towns and villages | | | |
| 12.1 | H | Establish an Expert Advisory Group to advise QPRC on the Queanbeyan CBD Transformation Strategy, including a long-term vision, measurable objectives and concepts for a Master Plan – ensuring visitor economy expertise is represented | Planning | Longer-term | QPRC |
| 12.2 | O | Consider the destination positioning and experience offer of the region to inform the Queanbeyan CBD Master Plan Renewal project as well as the revitalisation of the towns and villages of the region. | Planning | Longer-term | QPRC |
| | | For example, a priority for planning is to connect the rest of the region through tracks and trails network right into the heart of the CBD while also providing opportunities to profile the best the region has to offer through the cultural, retail and hospitality offer available within the CBD – this will reinforce the region's values, positioning and lifestyle | | | |

| Ref | Priority | Action | Category | Outcome Timeframe | Responsibility |
|--|----------|---|-----------------------------------|-------------------|----------------|
| 12.3 | H | Review the Council's planning policies and framework to identify opportunities for providing incentives that attract the right type of investment in the visitor economy or to activate and beautify precincts, main-streets and 'spaces between the buildings', such as footpaths and laneways | Policy + Planning | Immediate | QPRC |
| 13 Attracting investment in a diverse range of visitor accommodation | | | | | |
| 13.1 | M | Undertake an audit of existing visitor accommodation to identify the types of accommodation as well as quantify supply by visitor nodes throughout the region – identify potential areas within the region for investment in visitor accommodation | Planning | Immediate | QPRC |
| 13.2 | H | Review existing planning policies in relation to visitor accommodation and assess capacity of the policies to attract investment + develop a Visitor Accommodation Strategy | Policy + Planning | Longer-term | QPRC |
| 14 Creating sculpture commons that interpret and reflect the history and character of our places and inspire new ideas and thinking | | | | | |
| 14.1 | H | Establish an Expert Advisory Group to advise QPRC on the concept for a Sculpture Trail or development of Sculpture Commons | Experience Development | Medium Term | QPRC |
| 14.2 | H | Prepare a multi-year funding application for a Tourism Demand Driver Infrastructure (TDDI) grant (or other funding source) to develop a Master Plan for the Sculpture Commons initiative | Experience Development | Longer-term | QPRC |
| 14.3 | M | Develop a Master Plan for the Sculpture Commons or micro-gardens, which incorporates links to touring routes, cycling or walking trails and other regional assets, places of interest such as renewable energy sites, accommodation and hospitality services, including wineries, art galleries, artists or artisan studios and restaurants and cafes | Planning + Experience Development | Longer-term | QPRC |
| 14.4 | M-L | Develop and implement an Expression of Interest process or competition to engage artists for the creation of sculptures | Planning | Longer-term | QPRC |
| 14.5 | M | Prepare a marketing and communication plan that is matched to the staged implementation process and ensure the capturing of multi-channel content, including images and video, that profiles artists and their artworks as well as the development of the Sculpture Trail | Marketing | Medium-term | QPRC |

| Ref | Priority | Action | Category | Outcome Timeframe | Responsibility |
|-----------|----------|---|-----------------------------------|-------------------|--|
| 15 | | Meet the Makers trails, itineraries and events to promote our incredible produce, food and drink, artists and artisans | | | |
| 15.1 | H | Undertake a <i>Meet the Makers</i> product audit to create a database of all existing food and drink and arts and crafts opportunities – this should include wineries, farm gate stalls, restaurants, wine bars, cafes, galleries, artists or artisan studios (open to the public), relevant regular events (held weekly to annually), including markets – Develop a calendar that provides content on what produce is in season and identify where it can be purchased or consumed | Experience Development | Immediate | QPRC |
| 15.2 | H | Develop a series of <i>Meet the Makers</i> itineraries – ultimately, these would be interactive and available online or via a digital platform. In the first instance, static itineraries can be developed for the website and social media (links back to website) and distribution through PR and visitor services channels | Marketing | Immediate | QPRC |
| 15.3 | O-M | Establish a signature art and craft market, which profiles local artists and artisans as well as local galleries and studios. Continue to host <i>Art Trail</i> , which is an open studio day with regional artists and artisans, including jewelers, craftspeople, sculptors, ceramists | Experience Development | Medium-term | Joint: QPRC lead with local industry (including artists and artisans) |
| 15.4 | M | Consider creating some form of pass ie 'Artists & Artisans Trail passport' as well as hosting events to activate the boutique <i>Meet the Makers</i> Trails | Marketing | Immediate | QPRC |
| 16 | | Bringing our heritage to life by making it more accessible to our community and visitors alike while showcasing future possibilities for more sustainable living | | | |
| 16.1 | H-M | Review the existing Heritage Trail information re presentation and accessibility as well as opportunities to integrate with regional itineraries. This should also address issues or barriers to accessing heritage on private land | Visitor Services + Planning | Immediate | Joint: QPRC lead with heritage groups or historical societies |
| 16.2 | M | Establish a <i>Living Museum</i> Expert Advisory Group to advise QPRC on the potential to strategically display items of cultural significance in businesses, public buildings and outdoors throughout Braidwood. Assess feasibility and implement as a trial project. Based on this trial, consider extending it within Braidwood or to other key villages such as Bungendore | Planning + Experience Development | Longer-term | Joint: QPRC lead with Braidwood Museum, heritage groups and Historical Society |
| 16.3 | M | Develop an overarching strategy addressing the revitalisation of Braidwood, which incorporates a clear vision for ensuring the heritage of Braidwood is presented and maintained in line with its outstanding heritage values | Planning + Policy | Longer-term | QPRC |

APPENDIX 1

TRANSPORT ORIENTATED DEVELOPMENT AND URBAN RENEWAL

Acknowledgement: The following information was prepared by ARUP. It is intended as a high-level outline of the benefits of and success factors for Transport Orientated Development (TOD) and urban renewal.

Context: The following information provides the benefits and success factors for TOD and urban renewal. The insights it provides should be considered within the Queanbeyan CBD Transformation Strategy. While not all of the insights below are directly relevant to Queanbeyan CBD, the intent is to demonstrate that through long-term strategic planning that addresses transport infrastructure, the appropriate mix of business, retail and housing as well as social and lifestyle considerations, there is a higher likelihood of creating a successful and attractive place to live, work and visit.

Urban Renewal

Broadly 'transit-oriented development' (TOD) is high density and mixed-use infill development within walking distance to a transit station. Some of the benefits of TOD include:

- Reduced household driving and thus lowered regional congestion, air pollution and greenhouse gas emissions.
- Walkable communities that accommodate more healthy and active lifestyles.
- Increased transit ridership and fare revenue.
- Potential for added value created through increased and/or sustained property values where transit investments have occurred.
- Improved access to jobs and economic opportunity for low-income people and working families.
- Expanded mobility choices that reduce dependence on the automobile, reduce transportation costs and free up household income for other purposes.

Traditional TOD focuses on outcomes instead of on process (such as the process of getting an area TOD-ready). A broader definition of TOD allows focus to shift to social aspects instead of limiting the focus to physical and functional outcomes of place. This broader definition should allow for the strengthening of existing communities, building of future communities, and socio-cultural aspects in the vicinity of transit.

In 2013, the Institute for Transportation and Development carried out a study of 21 North American transit corridors. According to that study the top three strongest predictors of TOD success are:

- Government support for TOD (from regulatory changes to financing to marketing of the area) is the strongest predictor of success.
- The strength of the land market around the transit corridor is the secondary indicator of success.
- The quality of the transit investment is the tertiary indicator of success.

The prerequisite for successful TOD is planning for TOD at a regional level. The regional strategic plan for TOD should identify specific goals for specific areas based on evidence. It should have a framework to indicate which areas are suitable for TOD, where to prioritise TOD investment and, criteria for assessment of TOD proposals. Where appropriate, it should identify spatial and geographic regions, zones, corridors, and precincts for different land uses, development, activity, and investment as well as the priorities and time frames for TOD.

Case Study: Forest Park, Chicago (similar attributes to Queanbeyan)

- The Village of Forest Park is located 10 miles west of Chicago’s downtown area. The neighbourhood is in a semi-urban setting with direct rail access to downtown Chicago within 42 minutes.
- The neighbourhood city government has limited powers to change taxation, land use, and zoning although does include a number of tax increment finance districts.
- Forest Park has a comprehensive Plan which includes aspirations for a renewed downtown
- Potential development opportunities have been identified for sites near the terminus of the railways stations.
- The council receives revenue from sales tax and car parks, especially the car park site adjacent to the rail station.
- Forest Park faces Inter-town competition for development with nearby Oak Park. Oak Park has a relatively strong economic base and has attracted TOD in recent years.

Undertaking renewal and TOD in Forest Park

There is no single way to undertake TOD as it depends on the local context and at a regional and city scale level. There are a number of critical factors when considering how to best attract infill development to TOD areas in Forest Park. These factors are not necessarily the most common or traditional criteria for all TOD. The approaches to TOD need to be tailored to the specific area and its circumstances.

Table 1: Criteria for TOD success for Forest Park

| Traditional TOD criteria for success | Criteria for success for TOD in Forest Park |
|---|---|
| <p>Top three criteria</p> <ul style="list-style-type: none"> - Support from government - Strength of land market around transit corridors - Quality of transit | <p>Support from government</p> <p>Strength of land market around transit corridors</p> <ul style="list-style-type: none"> - Existing density - Potential developer profitability <p>Quality of transit</p> <ul style="list-style-type: none"> - People living and working along transit lines - Reliable, comfortable and clean transit experience <p>Other local factors</p> <ul style="list-style-type: none"> - Good school district - Vibrant community (bars, restaurants, shops) - Local champion for renewal - Control over land parcels - TIF district |