



REDLANDS COAST DESTINATION MANAGEMENT PLAN

2023–2028



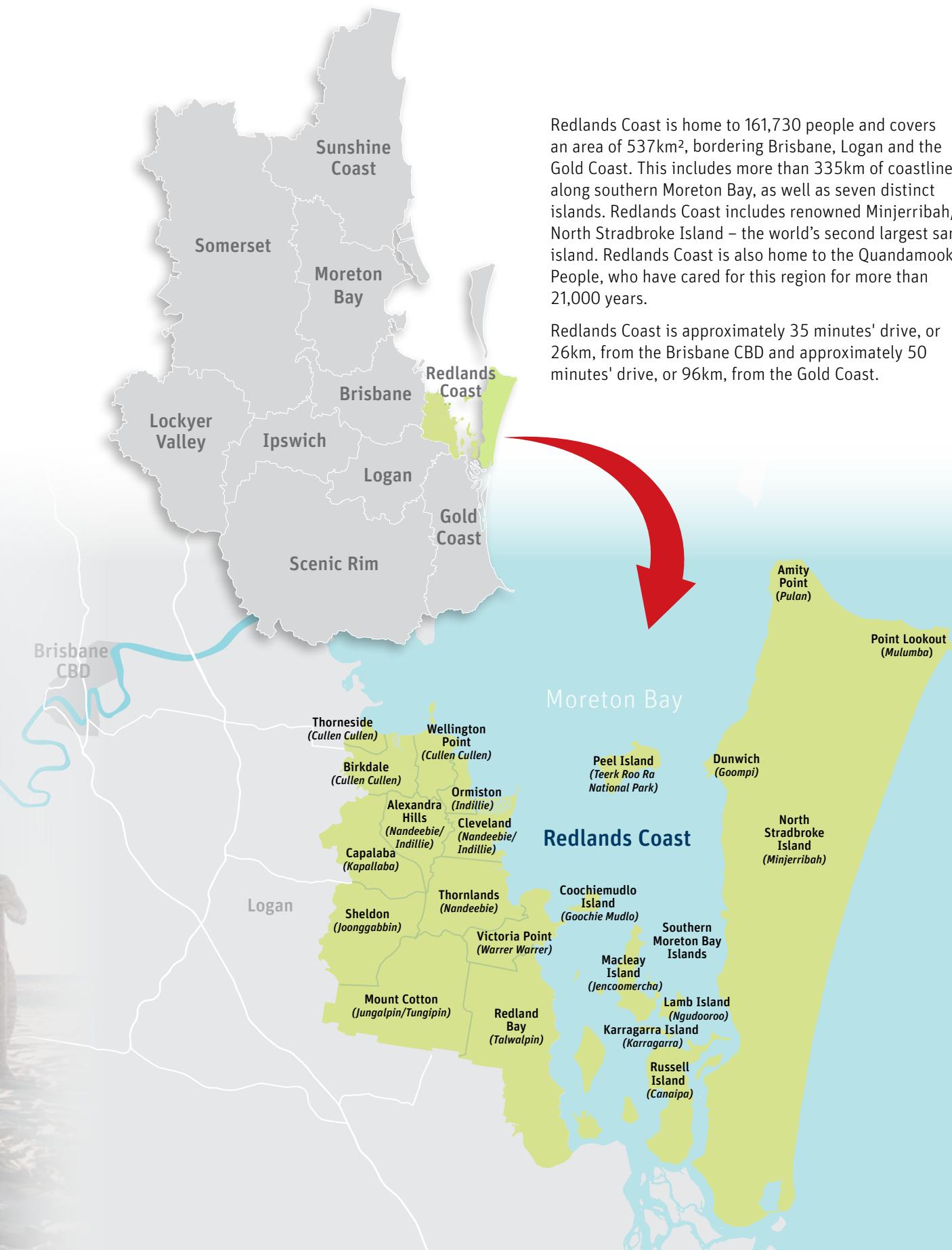
ACKNOWLEDGEMENT OF COUNTRY

Redland City Council is committed to working with Traditional Owners, supporting their role as custodians of their traditional lands and helping ensure the future prosperity and cultural enrichment across Redlands Coast.

Council acknowledges the Goenpul, Ngugi and Noonuccal First Nations Peoples of the Quandamooka region and recognises that the Quandamooka People are the Traditional Owners of much of Redlands Coast. Council also extends its acknowledgement of Traditional Owners to the Danggan Balun (Five Rivers) claimant group who are currently in the process of Native Title determination for an area that crosses into southern Redlands Coast.



Quandamooka dancers, Adder Rock, Minjerribah/North Stradbroke Island



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MESSAGE FROM THE MAYOR

To be inspired by our naturally wonderful Redlands Coast you need only to experience the stunning beauty and wildlife of Minjerribah/North Stradbroke Island, walk down Cleveland's Bloomfield Street when the poincianas are ablaze, have lunch or a coffee at a village cafe, ride the ferry to Coochiemudlo Island or our Southern Moreton Bay Islands, get afloat in Moreton Bay Marine Park, stretch out on our myriad of hinterland trails and bayside walks, including the popular walk along the sandbar at Wellington Point to King Island, or see the exciting plans for Birkdale Community Precinct, Redland Bay's Weinam Creek and Cleveland's Toondah Harbour.

Ours is a community of world-class natural and cultural treasures, wonderful hidden gems and a friendly, welcoming vibe, all of which contribute to a thriving visitor economy.

This plan seeks to bring the visitor economy to life in the wake of COVID-19, allowing us to reimagine our tourism future and meet the economic, social, cultural and environmental needs of our residents.

It is the blueprint that will direct the strategic growth of our tourism industry and our great natural, cultural and human assets – from our exceptional island and hinterland experiences, Quandamooka culture, unique stories, natural encounters and eco-sustainable experiences, adventure possibilities and friendly, relaxed lifestyle. It is the product of what our tourism industry operators and other key stakeholders have told us they need.

The *Redlands Coast Destination Management Plan 2023–2028* is very much about creating partnerships to help our city overcome the challenges presented by a pandemic that savaged the global tourism industry and to maximise the once-in-a-lifetime opportunities that will come with the Brisbane 2032 Olympic and Paralympic Games.

It is aspirational. It identifies opportunities to attract domestic and international visitation, increase visitor expenditure and length of stay, deliver new and sustainable experiences, support workforce development and employment and sets a new target for tourism to account for 4% of Redlands Coast's Gross Regional Product by 2041.

It allows us to responsibly manage the growth of our visitor economy, and it will help to build better awareness of what our naturally wonderful Redlands Coast is all about.

It also supports improving accessibility across Redlands Coast so that everyone can experience the naturally wonderful region, aligning with the 2023 Year of Accessible Tourism for Queensland.

Ours is an extraordinary city of great potential. As the world awakens from its pandemic dormancy, we need to be ready to grasp the many opportunities that will emerge and ensure that we present Redlands Coast as a 'must visit' destination brimming with experiences worthy of anyone's bucket list and surpass the 1.2 million annual visitors who already inject more than \$234 million into the Redlands Coast economy each year.

This plan is our ticket to tourism development and growth, maximising our opportunity to benefit from the global spotlight that will shine on the region for the Brisbane 2032 Olympic and Paralympic Games.

I congratulate everyone involved in its creation, including our dedicated Redlands Coast Tourism Sub-Committee, hard-working local tourism industry and valuable partners.



Cr Karen Williams
Mayor of Redland City



INTRODUCTION AND VISION

Yura (Hello)

From bush to bay, beach to rainforest, calm to wild, Redlands Coast is naturally wonderful.

It is a place to immerse yourself in the oldest living culture in the world, explore the world's second largest sand island, enjoy the sparkling waters of southern Moreton Bay and diverse islands, world-class beaches and surfing, and vibrant hinterland and coastal villages.

Naturally wonderful

With more than 335km of coastline, as well as swathes of nature-rich conservation areas, national parks, rainforest, and bushland, Redlands Coast is a city of diverse, naturally wonderful mainland and island treasures to explore.

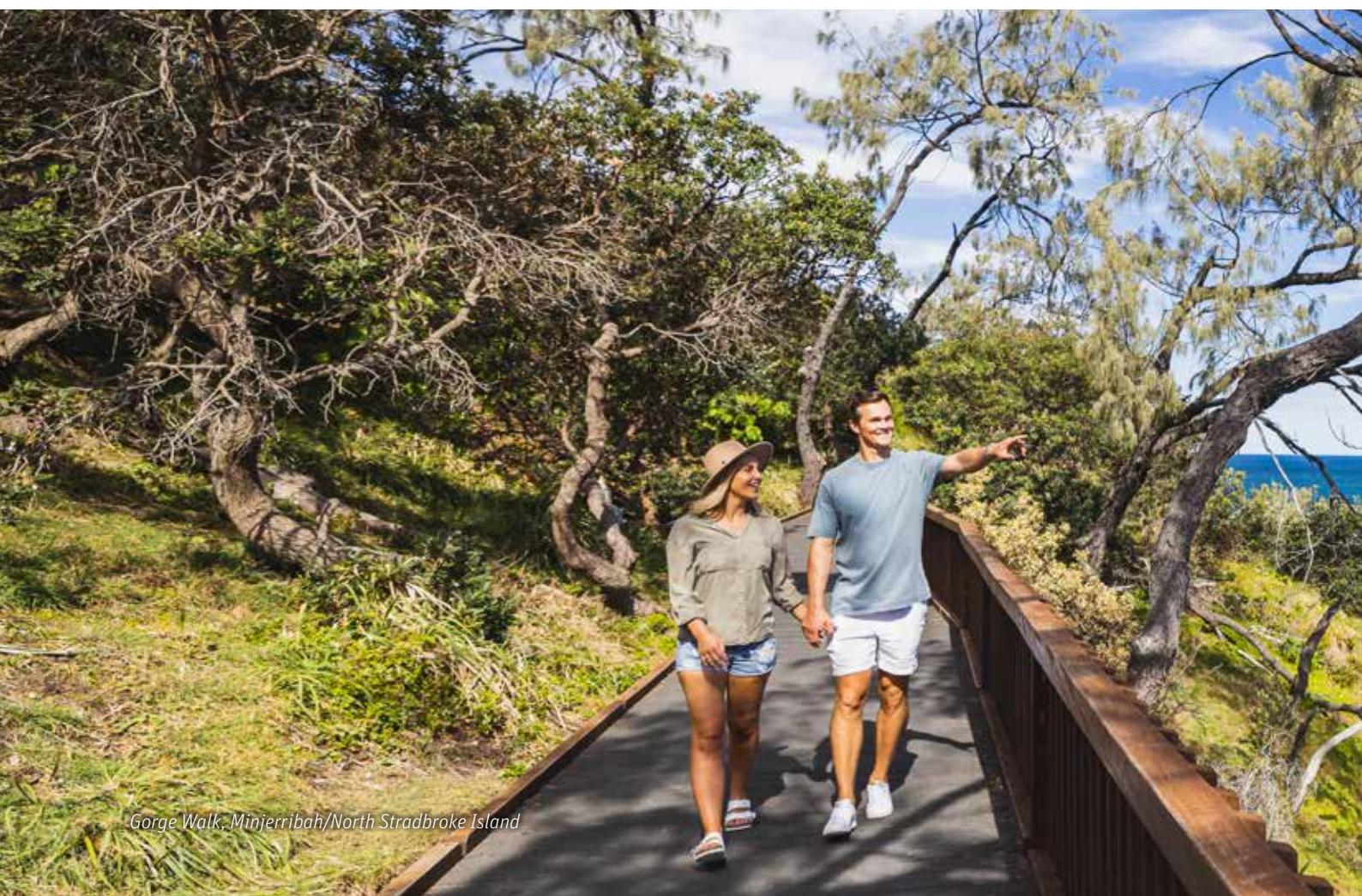
Experience Quandamooka culture or watch whales pass by from one of Australia's best land-based vantage points at Point Lookout on Minjerribah/North Stradbroke Island, the world's second largest sand island. Explore our many tracks and trails or pump up the adrenaline with mountain bike riding at Mount Cotton, where the first-class tracks are also accessible to adaptive riders.

Nature lovers relish Redlands Coast's nature-based appeal. Redlands Coast is also home to kangaroos, wallabies, koalas, possums and more than 300 species of birdlife, while southern Moreton Bay teems with marine life, including dolphins, turtles, dugongs and manta rays.

The region also boasts a range of boutique stores, a thriving café culture, craft bars and micro-breweries, Queensland's largest winery, unique arts and crafts and creative precincts, including Council's Redland Performing Arts Centre and Redland Art Gallery.

Renowned as an event-friendly destination with a balanced calendar of community events, Redlands Coast is also home to a diverse array of markets, festivals, concerts, cultural celebrations and sporting fixtures and competitions.

As the economy continues to rebuild post COVID-19, Redlands Coast has the opportunity to reimagine how tourism and the visitor economy can meet the economic, social, cultural and environmental needs of the region's residents and targeted visitor markets into the future.



Gorge Walk, Minjerribah/North Stradbroke Island

The plan and vision

The *Redlands Coast Destination Management Plan 2023–2028* provides a strategic vision and direction for the local tourism industry, including 27 actions across five key areas of destination marketing, product development and experience delivery, visitor services and business readiness, enabling infrastructure and destination stewardship.

In developing this plan with local tourism operators and stakeholders, a tourism industry vision has been created: *Redlands Coast is a connected region with liveability, social inclusion and natural values at its heart. Its tourism industry brings culture to life and creates opportunities for locals and visitors to play a part in caring for the environment and building a sustainable and resilient economy.*

The plan adopts a collaborative partnership approach to the actions that set the foundation for growth in an exciting time in the lead up to the Brisbane 2032 Olympics and Paralympic Games. It also presents aspirational goals and opportunities that outline how tourism can create economic growth across Redlands Coast.

It is built on the principles that tourism is everyone's business, that visitors travel for enriching experiences, that the region needs to be brought to life through storytelling and precinct activation, that travel around the region should be seamless and convenient and that sustainability and community values need to sit at the heart of the region's brand.

Now is the time for Redlands Coast to build on the planning and infrastructure that is being set in place to service the Brisbane 2032 Olympic and Paralympic Games. The Games provide an opportunity to strengthen partnerships with tourism operators, the Australian Olympic Committee, Brisbane Economic Development Agency, Tourism and Events Queensland, as well as the state and federal governments to increase destination awareness and investment in the region.

Redlands Coast has the opportunity to position itself as Brisbane region's nature-based and adventure destination and gateway to Moreton Bay and islands. It already has the strongest annual growth rate of international visitors of any local government area in the Brisbane region.

Tourism industry vision

Redlands Coast is a connected region with liveability, social inclusion and natural values at its heart. Its tourism industry brings culture to life and creates opportunities for locals and visitors to play a part in caring for the environment and building a sustainable and resilient economy.



VISITOR ECONOMY ANALYSIS

Redlands Coast has witnessed growth and development across a range of industries, with the region's tourism industry showing a positive trend in domestic day trip, domestic overnight and international visitors.

However, COVID-19 had a significant impact on tourism, with the cessation of international travel, government-initiated border restrictions between states and region-specific lockdowns, which resulted in atypical visitation patterns.

Data has been used in two principal ways throughout this plan. When considering the typical characteristics of Redlands Coast visitors, data up to the end of 2019 has been used. The

rationale for using 2019 data is that it best represents the region's 'typical' visitor profile prior to the impact of COVID-19. It represents the typical balance of international, interstate and intrastate visitors and their activities – a profile the region is gradually expected to return to as market conditions normalise during the five-year time period of this plan.

Up-to-date datasets covering the period where COVID-19 has disrupted the market (2020/21 and 2021/22 financial years) have also been used in the plan to provide a factual statement on current performance and the extent of recovery from COVID-19 impacts including current visitor numbers,

nights spent in the region, and visitor expenditure.

Tourism data used in the *Redlands Coast Destination Management Plan 2023–2028* is sourced from Tourism Research Australia's National Visitor Survey (NVS), International Visitor Survey (IVS), Tourism Satellite Account (TSA) and Regional Expenditure Model data (REX) – unless otherwise indicated.

Redlands Coast Tourism: 2021/22 Financial Year

As of June 2022

980,000
total visitors,
652,000 domestic
day trip visitors
and 328,000
domestic overnight
visitors

1,095,000
domestic nights
with an average
length of stay
3.3 days

\$533
spent per trip by
domestic overnight
visitors

\$215 million
total domestic
visitor expenditure

Day trip visitors' expenditure reached \$40 million, with holiday trips accounting for more than half of this figure at \$24 million. Overnight visitors' expenditure reached \$175 million, with holiday trips accounting for \$110 million.



Geoff Skinner Wetland Reserve, Cullen Cullen/Wellington Point

Overall Visitation

Domestic and international visitation across the country was significantly impacted across the 2019/20, 2020/21 and 2021/22 financial years due to the effects of COVID-19. As seen in Figure 1, Redlands Coast's domestic day trips decreased from 915,000 annual visitors in 2019/20 financial year to 685,000 in 2020/21 financial year, and further to 652,000 in 2021/22 financial year. Overnight visitation grew from 317,000 to 350,000 between 2019/20 financial year and 2020/21, before decreasing

to 328,000 in 2021/22 financial year. Overall domestic visitation to Redlands Coast saw decreases of 6% in 2019/20 and 2020/21 and a further 5% in 2021/22.

This performance pattern is not unique to Redlands Coast and stems mostly from the decrease in day trip visitors across Queensland, particularly between 2020/21 and 2021/22. With a decline of 14%, the Brisbane region (which includes Redlands Coast) saw

similar year-on-year decreases and significant impact to day trip visitors.

International visitors to Redlands Coast reached 23,037 in 2019/20 financial year. However, the impacts of COVID-19 subsequently prevented international visitation in 2020/21 financial year and the majority of 2021/22 financial year. The sample size is not large enough to quantify international visitations to Redlands Coast for these two remaining financial years.

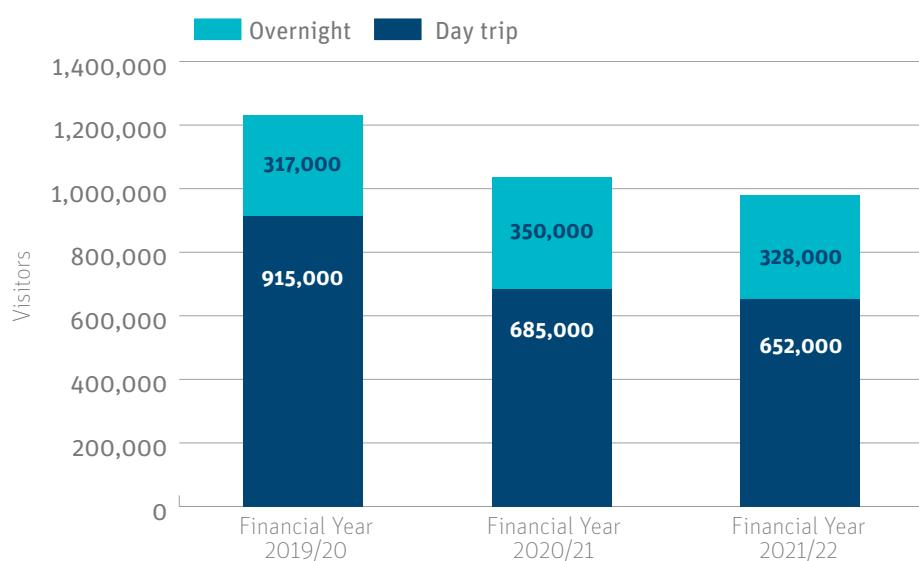


Figure 1: Domestic visitation mix and annual total change percentage to Redlands Coast

While domestic overnight visitors have remained relatively consistent on Redlands Coast, visitor nights experienced a dip in 2019/20 financial year at 922,000 nights, before recovering by 32% to 1,214,000 nights in 2020/21 financial year (Figure 2).

This increase was seen across south-east Queensland, as market trends and demands shifted during the pandemic. Redlands Coast domestic overnight visitation in 2021/22 financial year saw a decrease of 10% to 1,095,000 visitor nights.

Average length of stay (ALOS) greatly improved from 2.9 nights in 2019/20 financial year to 3.5 and 3.3 in 2020/21 financial year and 2021/22 financial year respectively.

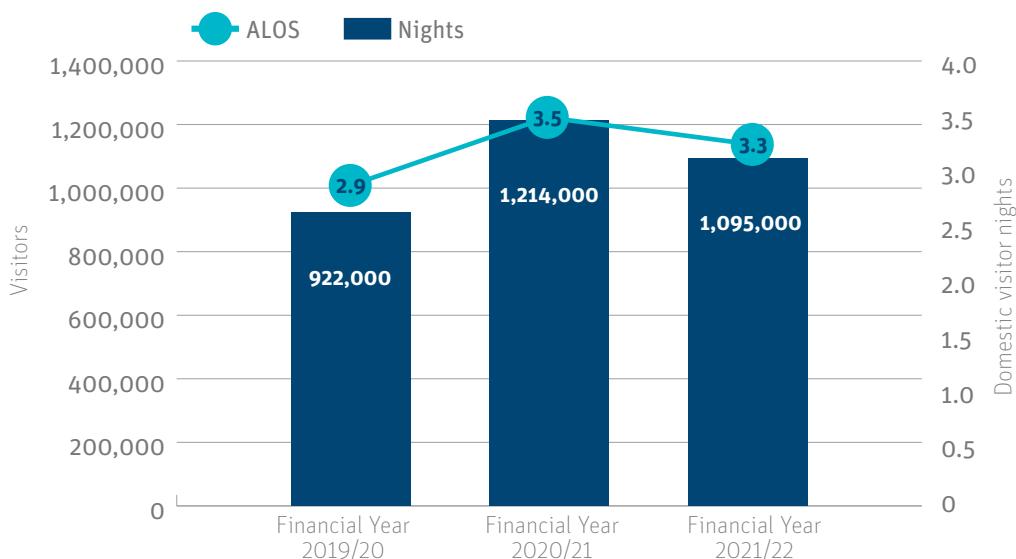
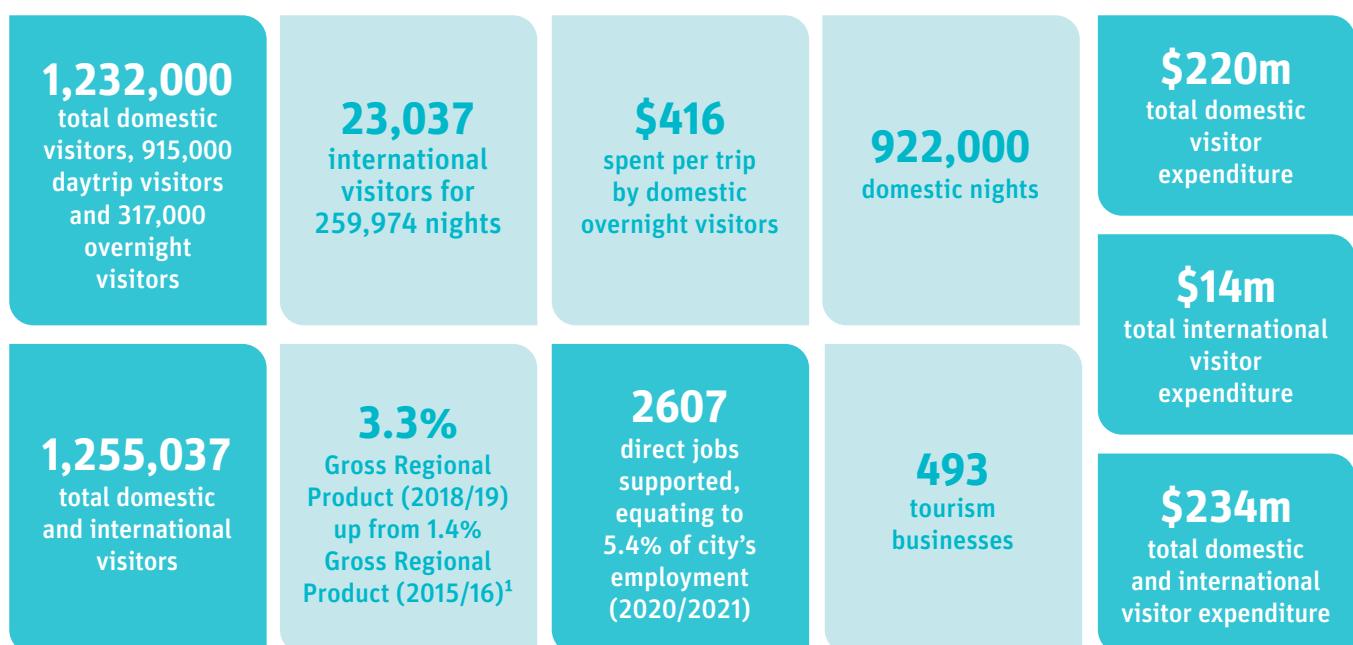


Figure 2: Domestic nights and Average Length of Stay (ALOS) – Redlands Coast

Redlands Coast Tourism: Key Characteristics

Year end, June 2020 (impacted by border closures COVID-19)



¹ Economy.id Tourism and hospitality

Socio-Demographic Characteristics

The main reason for domestic travellers to visit Redlands Coast is for a holiday (50%), followed by visiting friends and family (43%). The majority of day trip visitors were from Brisbane (76%), followed by Gold Coast (17%).

Overnight visitors were predominately intrastate (80%), either from Brisbane (60%), Sunshine Coast (13%) and Gold Coast (12%).

The largest segment of domestic visitors were over the age of 55 (33%).

The largest group of visitors have household incomes between \$100,000 – \$149,000 (23%), closely followed by lower income groups between \$55,000 – \$99,000 (23%) and under \$54,999 (23%).

Day Trip Visits

More than 915,000 day trips were taken to Redlands Coast over the 2019/20 financial year, a significant increase on 2018/19's 549,000 day trips. Compared with 2018/19, over the 2019/20 financial year, Redlands Coast was able to increase its market share from 2.9% to 5.3% of south-east Queensland day trips.

In 2019/20, the majority of day trips

to Redlands Coast (84%) were spent on the mainland. The dispersal of day visitors to Redlands Coast islands, including Minjerribah/North Stradbroke Island, declined by 3% since 2015/16.

The Queensland Government Minjerribah Visitor Research Program explains the relative lower volume of day visitors to Redlands Coast islands is being driven by several factors,

including the perception of expense, lack of awareness and accessibility challenges for vehicles and young families.

Outside of Minjerribah/North Stradbroke Island, the other Southern Moreton Bay Islands (SMBI) are less well-known, and accessibility is often a perceived challenge for island visitors.

Day Visitor Experiences²

Day visitors to Redlands Coast are largely attracted by social (often low yielding) activities. These include picnics or barbecues, eating out at a café, restaurant or pub, or attending the movies – with more than 50% of visitors participating in these activities during their visit.

Aquatic and coastal activities also remain a major attractor to the region for day visitors, with more than 30% of visitors engaging in coastal activities such as going to the beach, fishing, snorkelling, surfing, whale watching or dolphin and marine life spotting.

Organised tours (guided tours, tourism attractions, sightseeing) account for 19% of day visitor activities.

Sport participation has increased over the past five years, with 12% of day visitors now participating in sports activities when on Redlands Coast. Activities include playing golf, water sports, cycling or playing at an organised sporting event such as cricket, touch football, softball, rugby or AFL, to name a few.

Heritage and culture currently has a relatively low level of participation among day visitors at 5.8% compared

with other segments where there is broader mass market participation, including aquatic and coastal activities, nature-based or social activities. Perceptions of cost and ease of accessibility act as barriers to engagement in heritage and culture experiences.

Participation in food and wine experiences is limited at present with only 3.3% of day visitors actively engaging in food and wine activities such as wine tasting, visiting markets or visiting breweries.

² Tourism Research Australia. National Visitor Survey June 2020

Domestic Overnight Segment

A total of 922,000 domestic visitor nights and 317,000 overnight domestic visitors were recorded on Redlands Coast in the 2019/20 financial year.

Visitor trends over the past five years can be seen in Figure 3 below. Prior to the impact of COVID-19, the region showed strong performance. In 2018/19 financial year, Redlands Coast welcomed 354,000 domestic overnight visitors who stayed 1,226,000 nights.

The number of visitor nights pre COVID-19 grew at a faster rate than the

increase in visitors (2.4% and 1.4% respectively). This type of growth is positive for the region – a lower volume of visitors spending more nights in region reduces the environmental and social impact on Redlands Coast.

The dispersal of domestic overnight visitors between the islands and mainland in 2019/20 financial year was 53% to island-based destinations and 47% to the mainland. In 2019/20 financial year, almost 60% of visitor nights were generated on Redlands

Coast island locations, demonstrating the islands' importance in attracting the overnight visitor market.

Domestic visitors to Redlands Coast islands stayed longer than those choosing mainland destinations and experiences. In the 2019/20 financial year, visitors spent an average of 3.6 nights on islands, whereas the average number of nights of domestic visitors to mainland destinations on Redlands Coast was 2.3 nights.

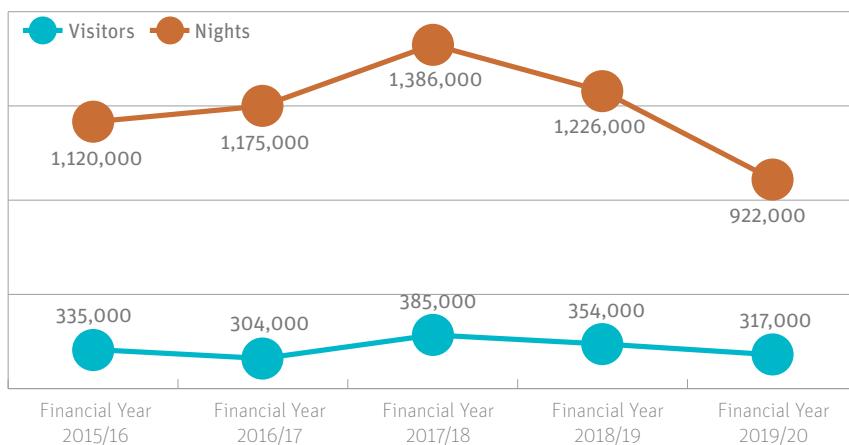


Figure 3: Domestic Overnight Visitors and Nights, 5 Year Trend – Redlands Coast

Overnight Experiences

Among overnight domestic visitors to Redlands Coast, 75% engaged in social activities. Aquatic and coastal activities had 255% growth in participation over a five-year period, with more than 64% of domestic overnight visitors participating in the 2019/20 financial year. Nature and wildlife activities are also favoured by domestic overnight visitors, with 39% participating during the 2019/20 financial year. Similar to the day trip visitors segment, participation in food and beverage experiences is low (5%), reflecting the

relatively limited range of experiences currently available to visitors.

Social (typically low yielding, e.g. picnics, barbecues and low-cost dining) activities were the most popular type of experiences among domestic overnight visitors. Participation in social activities increased over the three years.

The heat map below (Figure 4) highlights visitation in relation to availability of activities.

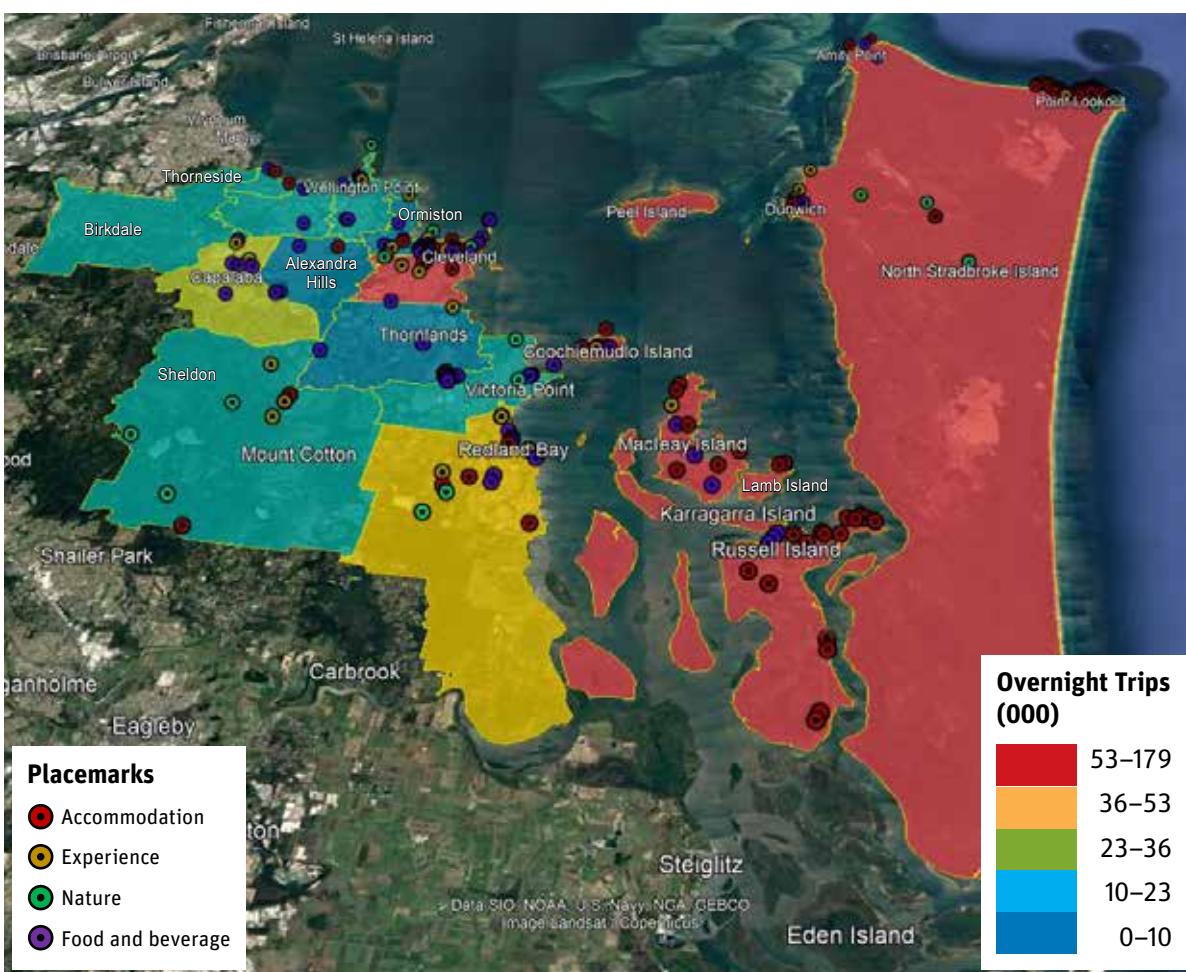


Figure 4: Visitation and tourism attraction mapping

Map – Google Earth

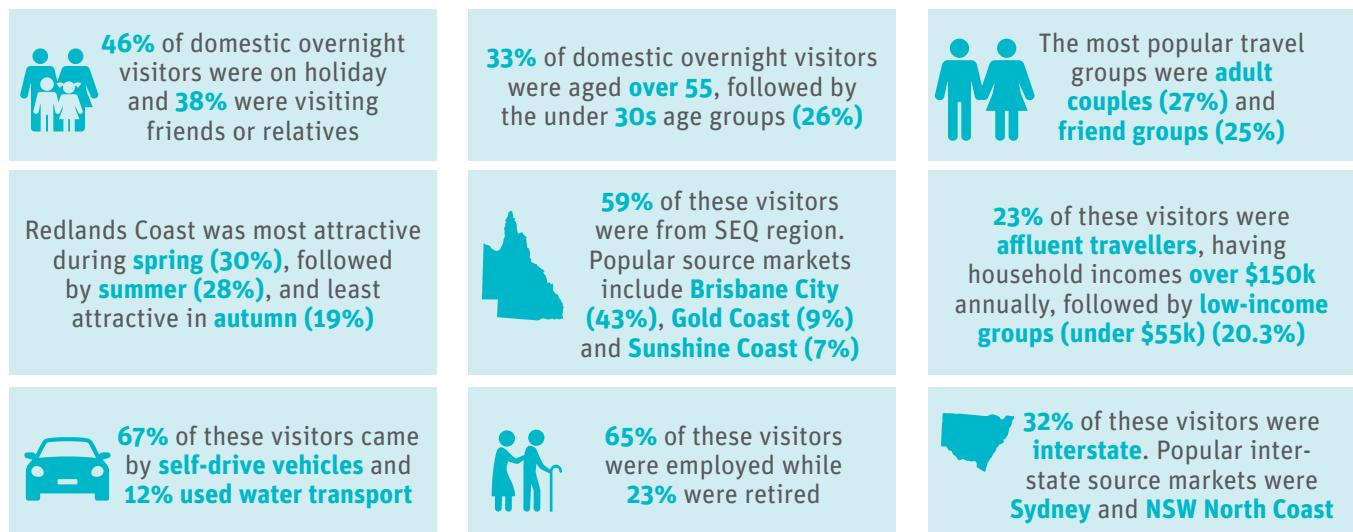
Visitor overlay – Tourism Research Australia

Placemarks – Australian Tourism Data Warehouse (ATDW) listings

(NB. Southern Moreton Bay Islands, Goochie Mudlo/Coochiemudlo Island, Teek Roo Ra National Park/Peel Island and Minjerribah/North Stradbroke Island are all grouped as Redlands Coast islands for visitation purposes').

Redlands Coast Domestic Overnight Visitor Profile

The characteristics of domestic overnight visitors to Redlands Coast, based on a three-year average, are outlined below (to 2019).



Economic Value of Domestic Tourism to Redlands Coast

Domestic tourism contributed **\$220 million** in expenditure to Redlands Coast in 2019/20 financial year. Day trip visitors contributed **\$88 million** in expenditure to Redlands Coast and spent on average **\$96.17 per day** in region.

Domestic overnight visitation contributed **\$132 million**, with holiday visitors accounting for more than **\$82 million**. On average, each domestic overnight visitor spent **\$416.40** on their trip to Redlands Coast.

The flow-on impact of tourism also needs to be considered, highlighting that the impact of tourism extends far beyond direct engagement, with tourism supporting more than direct tourism jobs. For every dollar spent on tourism, an additional 83 cents is spent elsewhere in the economy³.

As seen in Figure 5, tourism supports wages and salaries, contributes to profits but also contributes to taxes and benefits across the whole community. Whether a newsagent, supermarket or mechanic, visitors contribute to many parts of the Redlands Coast economy.



Figure 5: Economic Impact of Tourism

³ Tourism Research Australia. State Satellite Accounts. 2018/19.

International Visitors

Redlands Coast pre-COVID-19 was witnessing a growth in interest among international visitors. By 2018/19 the region was welcoming more than 34,800 international visitors for more than 500,000 nights (Figure 6).

Given the impact of COVID-19 in the 2019/20 financial year and the closure of international borders, the region welcomed 23,037 international visitors who generated 259,974 nights. This included an average length of stay of 11.1 days. Despite the challenges of COVID-19 and border closures, this performance still represented

an increase in international visitor numbers and nights when compared to 2015/16.

Since 2015/16 the region has had an average annual international visitor growth of 9.5% – the strongest growth rate recorded by a local government area in the Brisbane region. Redlands Coast's market share of international visitors in the Brisbane region grew from 1.4% to 2.2% between the 2015/16 and 2019/20 financial years.

Visiting friends and relatives is the primary purpose for international visitors, demonstrating strong growth

over the period, followed by holiday makers. The top three international visitor source markets were New Zealand, United Kingdom and United States of America, accounting for 58% of all visitors (Table 1).

Figure 7 indicates strong demand for a range of experiences, including food and wine, which generated the highest average annual growth rate at 23%, followed by sports at 20%. social activities, excursion activities and coastal and aquatic activities were the top three activity categories for international visitors to Redlands Coast.

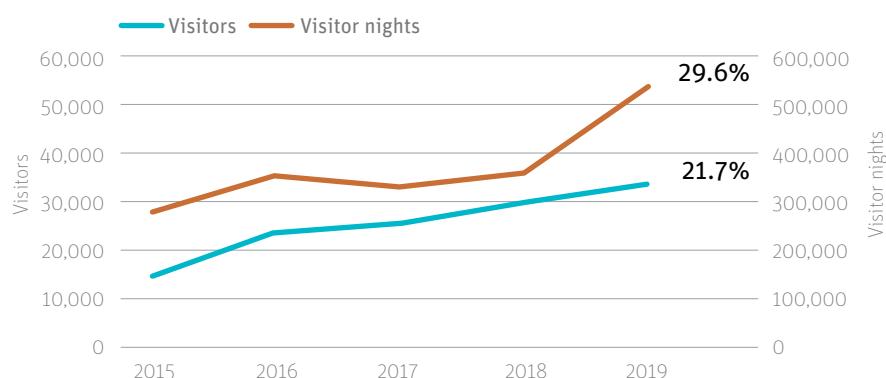


Figure 6: Summary of growth trends (visitors and nights) up to 2019

Source market	% of international visitation
New Zealand	32%
United Kingdom	16%
United States of America	10%

Table 1: Redlands Coast top three international visitor source markets

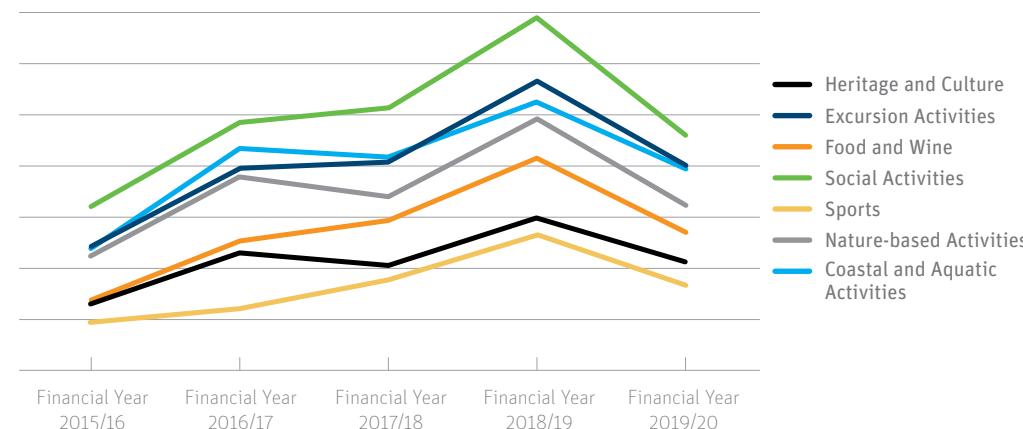


Figure 7: Demand for a range of experiences. Social Activities, Excursion Activities and Coastal and Aquatic Activities were the top three activity categories participated in by international visitors.

Challenges and Opportunities for the Visitor Economy

With the impacts of COVID-19 lingering longer than predicted, the war in Ukraine and high inflation rates, the world's economy is slowing more than anticipated⁴. Yet despite global challenges, and given a base of domestic intrastate travellers, Redlands Coast has the opportunity to capitalise on its traditional markets and create new visitor experiences and products that highlight the region's natural appeal in rich cultural stories to attract a broader intrastate and interstate market.

As tourism learns to live with COVID-19⁵ and its impacts, there is a high level of pent-up demand for travel, and consumer confidence across all domestic travel segments is beginning to return⁶. Visitor markets are now looking for reconnection with friends and family and nature-based experiences that can provide them with fresh air and safe open spaces. Travel segments are more conscious of sustainable travel expectations and more mindful of health, hygiene and wellness considerations⁷.

Redlands Coast is well positioned to develop and deliver the products and experiences to meet these new

consumer demands and expectations.

Hallmark events such as the Brisbane 2032 Olympic and Paralympic Games will not only bring extensive international and national exposure and awareness to the host region, but they can provide a catalyst for increased self-confidence, civic pride and the revitalisation of community and commercial infrastructure. Redlands Coast has a once-in-a-lifetime chance to leverage this opportunity. The region's product strengths, opportunity to leverage transport infrastructure and improved accessibility that will be needed to service the eastern block of major Olympic venues, location around the Sleeman Sports Complex at Chandler cluster of four venues, and close proximity and accessibility to Brisbane provide Redlands Coast with an unprecedented opportunity. Birkdale Community Precinct, including the Redland Whitewater Centre, also has the potential to set the region up to become a major catalyst for adventure sport and recreation as well as emergency and resilience education and training in south-east Queensland and beyond.

Redland City Council's Our Future Redlands – A Corporate Plan to 2026

and Beyond presents a vision for Redlands Coast as a city of connected communities, naturally wonderful lifestyle and embracing opportunities. Tourism is everyone's business, and the *Redlands Coast Destination Management Plan 2023–2028* is closely aligned with both the vision and the catalyst projects that have been identified in the corporate plan.

A new regional partnership approach will help build tourism to its maximum potential. Success can only be achieved through strong cross-government collaboration, industry and community engagement and a commitment to action.

There is an opportunity to continue destination marketing partnerships with Brisbane Economic Development Agency and Tourism and Events Queensland. This includes access to more strategic data that may assist Redlands Coast in tracking visitation numbers and better understanding visitor satisfaction.

Redlands Coast Transport Strategy 2020 outlines a visitor network plan to improve connectivity and provides activity hubs and strategic access



⁴ OECD economic outlook, September 2022. oecd.org/economic-outlook/september-2022/
⁵ Towards 2032: Reshaping Queensland's visitor economy to welcome the world.

⁶ Euromonitor. 2022. Unprecedented Pent Up Demand Drives Travel Recovery.
⁷ Booking.com Sustainable Travel Report. 2022.



Moreton Bay Cycleway, Nandebie/Thornlands

points across Moreton Bay Marine Park and to the islands. The key outcome for tourism is to progressively build seamless and convenient travel options across the region for both visitors and residents.

The Brisbane 2032 Olympic and Paralympic Games can be expected to have a strong First Nations narrative that will include storytelling, products and services that highlight traditional culture and heritage. The Games will open up new opportunities and partnerships with First Nations Peoples.

Quadruple Bottom Line reporting is put forward in Council's *Our Future Redlands – A Corporate Plan to 2026 and Beyond* and provides a basis to establish and track clear performance criteria for sustainable tourism.

The Queensland Government has made a formal commitment for the Brisbane 2032 Olympic and Paralympic Games to be climate positive.

Redlands Coast has an opportunity to take a leadership position in

sustainable and responsible tourism. This includes exploring opportunities to become an eco-certified destination with a commitment to decarbonisation, as well as encouraging local tourism operators to undertake accredited eco-certification programs to support the region's sustainable and responsible tourism aspirations.

Improved sustainability provides holistic benefits across the environment and community by identifying and managing resources that protect the now, as well as the future. Change, in the form of quickly evolving consumer demand, and national and international climate change commitments, means that the tourism industry needs to respond. Destination and operator sustainable certification can play a part in best-practice delivery for sustainability.

Tourism is already a major component of the Redlands Coast visitor economy, supporting more than 2607 jobs, and there is a substantial opportunity to continue to grow with new product

and visitor experiences and improved transport access. A new target for the tourism industry's contribution to the Gross Regional Product (GRP) of 4% by 2041 can be achieved if efforts are made to work with the visitor precincts, activity hubs and catalyst projects that can help shape and generate visitor growth. Key precincts and projects include Toondah Harbour, Weinam Creek, Redlands Coast Regional Sport and Recreation Precinct, Capalaba Town Centre Revitalisation, Redland Performing Arts Centre redevelopment and Birkdale Community Precinct.

Building on the interest in aquatic and coastal experiences, natural attractions and heritage and culture, Redlands Coast's naturally wonderful appeal can provide a centre stage for domestic and international visitors.

TRENDS AND TOURISM FUTURES

COVID-19 has led to significant impacts on the tourism and hospitality industry but has also opened an array of future possibilities that had never been considered. Some key trends have emerged that will shape the travel industry across the next five-year period.

Greatest of All Trips (GOAT)

After two years of pent-up demand and holidays on hold, the Greatest of All Trips is high on the agenda for many. Travellers are seeking out transformative experiences, willing to spend more and wanting to feel like they made the most out of their trip⁸. They are wanting unique ways to connect with places and experience new things that come with bragging rights. This will be a priority for some in the return to travel.

Safety and hygiene

Pandemic-influenced conservatism will continue to shape visitors' travel expectations. Physical distancing, strong hygiene practises, flexible booking options and increased service-level expectations will remain as the

industry continues to reopen.

Travellers may remain cautious in their habits, seeking reliable and known businesses that are displaying hygiene credentials⁹.

Rising uncertainties

While tourism continues to recover post pandemic, new uncertainties across unsettled geopolitical landscapes are creating turbulence globally. The war in Ukraine, inflation and unequal recovery from the global pandemic are causing economic instability among nations¹⁰. Overall uncertainty, lack of confidence, and economic pressures across nations could hamper tourism recovery. Further challenges will be realised with an extremely competitive marketplace as destinations domestically and globally compete for returning visitors.

Growth in nature-based and cultural experiences

Nature tourism and enhanced cultural experiences continue to grow, leading the recovery post pandemic. An increased appetite for wide open spaces and a sense of freedom have rejuvenated the benefits of outdoor

lifestyles and nature tourism¹¹.

Cultural experiences continue to grow with pipeline investment.

Working from anywhere

COVID-19 has seen rapid and widespread engagement with technology for business, safety, security, connection and collaboration – it has become a key to everything¹². Looking to the future, how we engage with technology and the expectations placed on businesses for their engagement with technology has shifted.

Expectation of online services is no longer a want; it is a need. As working from anywhere (WFA), or digital nomadism, becomes more acceptable, the ability to connect becomes a core consideration for destination management organisations, immigration authorities and hospitality organisations. Shared working spaces or collaboration stations encourage virtual work and facilitate collaboration and networking for those visiting destinations.

⁸ Expedia, November 2021. <https://newsroom.expedia.com/2021-11-30-The-GOAT-mindset-Expedia-reveals-2022s-biggest-travel-trend>

⁹ WTTC. 2021. Safe Travels Global Protocols and Stamp for New Normal. <https://wttc.org/initiatives/safetravels-global-protocols-stamp>

¹⁰ OECD. September 2022 Outlook. <https://www.oecd.org/economic-outlook/september-2022/>

¹¹ Intrepid Travel Index 2022. <https://d1wxgmez3jk7il.cloudfront.net/intrepidtravel/Intrepid-Travel-Index-2022.pdf>

¹² Harvard Business Review, 2020. <https://hbr.org/2020/11/our-work-from-anywhere-future>

¹³ RMIT. HILDA Survey 2019. [https://www.rmit.edu.au/news/all-news/2019/jul/increasing-commuting-times#:~:text=As%20in%20past%20surveys%2C%20Sydney,ad%20Adelaide%20\(56%20minutes\)](https://www.rmit.edu.au/news/all-news/2019/jul/increasing-commuting-times#:~:text=As%20in%20past%20surveys%2C%20Sydney,ad%20Adelaide%20(56%20minutes))

WFA and working from home (WFH) has also shifted the way we engage with other leisure activities. Research indicates in Brisbane the average commute time is 33.35 minutes each way¹³ (5.5 hours per week). WFH provides additional time to engage with leisure activities. More flexible working hours along with WFA/WFH creates additional opportunities to smooth seasonal trends or weekday lulls for tourism experiences. Exploring localised promotion programs to capitalise off this trend could present short-term opportunities for businesses.

Conscious consumers

Respect for the environment and local provenance grew during enforced COVID-19 lockdowns, resulting in more people championing brands that were underpinned by sustainability credentials¹⁴. Customers pay more attention to the brands they support and what they stand for, including how sustainable they are both in environmental impact and ability to continue trading¹⁵. Customers are less likely to be forgiving if expectations are not met.

Travellers seek a richness of experiences, to expand their knowledge, to feel a connection and engage with culture and heritage. Social sustainability is becoming as important as environmental¹⁶.

To that end, localisation is on the rise. With early restrictions compelling a behaviour change among consumers, supporting local became commonplace. As restrictions lifted, support of the local continued, with research indicating 85% of Australians were willing to pay more to support local¹⁷. This translates to a desire for local food and beverage and travellers seeking regional destinations where community is at the centre of the experience. Localised supply chains and showcasing regional flavours will continue to be important as we continue to emerge.

Sustainability

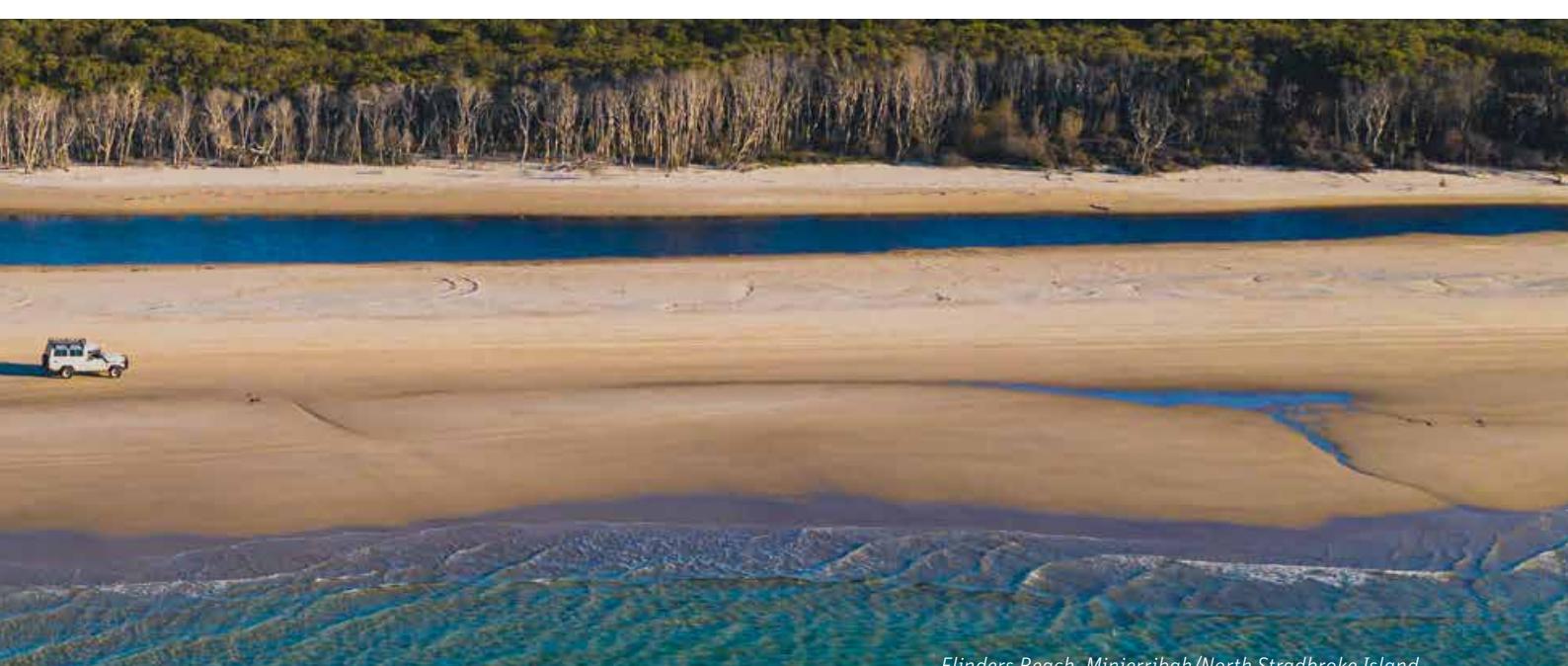
Sustainability and environmental stewardship underpin the actions and intent of this destination management plan due to the inherent connection between visitors, the natural environment and social licence to

operate within the Redlands Coast community.

Climate change is a risk and an opportunity too big to ignore for Queensland and for coastal communities¹⁸. Careful consideration and planning are required to allow for adaptation and mitigation to the changing conditions the coast is facing.

As travellers become more environmentally, socially and culturally conscious, they too are seeking experiences that enable them to act responsibly and that minimise their impact¹⁹. Providing low-impact opportunities for visitors will support Redlands Coast's competitive positioning and support the sustainable future of tourism within the region.

Long-term goals of encouraging visitors to support environmental stewardship and commitment to protecting Country will be worked towards. This will enable Redlands Coast to align with Tourism and Events Queensland's Travel for Good purpose-led brand positioning with a focus on regeneration and connection with people.



Flinders Beach, Minjerribah/North Stradbroke Island

¹⁴ Booking.com 2022 Sustainability Report. <https://globalnews.booking.com/download/1161485/booking.comsustainabletravelreport2022final.pdf>

¹⁵ Expedia 2022 Sustainable Travel Study.

¹⁶ Booking.com Sustainable Travel Report. 2022.

¹⁷ KPMG. 2020. <https://home.kpmg/au/en/home/insights/2020/07/7-consumer-behaviours-post-covid-19.html>

¹⁸ EY. 2019. Capitalising on Queensland's Opportunities in a Zero Net Emissions Future. https://www.qld.gov.au/_data/assets/pdf_file/0010/101701/ernst-young-qld-zero-net-emissions-future-exec-summary.pdf

¹⁹ EY. 2019. Capitalising on Queensland's Opportunities in a Zero Net Emissions Future. https://www.qld.gov.au/_data/assets/pdf_file/0010/101701/ernst-young-qld-zero-net-emissions-future-exec-summary.pdf

ALIGNED STRATEGIES AND PLANS

The *Redlands Coast Destination Management Plan 2023–2028* functions within a broad policy framework, including current tourism policy and direction at federal, state and local government levels and community, economic development, land management and environmental frameworks.



Federal	<ul style="list-style-type: none"> • THRIVE 2030
State	<ul style="list-style-type: none"> • Towards Tourism 2032 – Transforming Queensland's visitor economy future – a collective framework to set the direction of tourism in Queensland for the next 10 years. • Next Generation Tourism Planning Guide • Eco Tourism Strategy • Jobs Queensland Workforce Plans • Inclusive Tourism: Making your business more accessible • Camping and Caravanning Toolkit • Moreton Bay Marine Park Guide • Minjerribah Futures • Building a Resilient Tourism Industry: Queensland's Climate Change Response Plan • TEQ Events Strategy 2025
Brisbane Region	<ul style="list-style-type: none"> • The Visitor Economy 2031 – Vision for the Brisbane
Industry Led	<ul style="list-style-type: none"> • First Nations Tourism Plan • Digital Workforce Plan • Gudjundabu Marumba Gubiyan – Tourism for a Glad Tomorrow
Redland City Council	<ul style="list-style-type: none"> • Redland City Plan Version 8, 2022 • Redlands Coast Transport Strategy 2020 • Redland City Economic Development Framework 2014–2041 • Seven Cs Connection Strategy, 2011 • Cleveland Centre Traffic and Transport Action Plan, 2019 • Redland City Events Strategy and Action Plan 2017–2022 • Our Future Redlands – A Corporate Plan to 2026 and Beyond • Redland City Council Strategic Asset Management Plan 2019–2029 • Redland Open Space Strategy 2026

Table 2: Aligned Strategies and Plans

The recently published *Towards Tourism 2032: Transforming Queensland's Visitor Economy Future* sets out an ambitious vision: *By 2032, Queensland will be Australia's destination of choice for domestic and global visitors seeking the world's best experiences.*

The industry target across Queensland is \$34 billion in overnight visitor expenditure per annum by 2027, and \$44 billion by 2032. These are ambitious, high-growth scenario goals that depend on increasing international visitors to Queensland, building on performance against other states and maintaining current momentum in interstate travel.

Redlands Coast overnight visitors contributed \$175 million in 2021/22, or 0.85%, towards the state total. Maintaining this market share, to reach the 2026/27 expenditure target, Redlands Coast overnight visitor expenditure needs to reach \$289 million – a 65% increase. By 2031/32, overnight visitor expenditure needs to reach \$374 million – a 114% increase across 10 years.

Redlands Coast's contribution is achievable through strategic planning and innovation that redefines the current experience offerings to deliver actions that anticipate changing consumer demands and addresses key opportunities across the region. The strategic themes and actions in the *Redlands Coast Destination Management Plan 2023–2028* align with the priorities and goals in *Towards Tourism 2032: Transforming Queensland's visitor economy future*.

REDLANDS COAST SITUATIONAL ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Proximity to Brisbane • Authenticity • Beaches and secluded swimming spots • Wildlife encounters • Redlands Coast history • Walking routes • Active adventure activities within region 	<ul style="list-style-type: none"> • Natural beauty of the region • Mountain bike trails • Weather • Quandamooka culture • Arts community • Festivals and events • First Nations tourism • Storytelling and experiences • Arts and culture experiences • Strengthened partnerships with federal and state governments as well as the private sector • Brisbane 2032 Olympic and Paralympic Games • Marketing and promotion • Safety and connectivity • 4–5 star accommodation offerings
LIMITATIONS AND GAPS	CRITICAL SUCCESS FACTOR
<ul style="list-style-type: none"> • Supply tensions • Accommodation gaps • Experience gaps • Skills and capacity • Product gaps • Connectivity between trails and villages • Accessible tourism options for all • Awareness of business' role in the tourism industry 	<ul style="list-style-type: none"> • Experiences and quality • Transport limitations • Perceived cost of reaching islands • Accessible coast • Wayfinding • Strength of the tourism network • Service quality • Investment by all levels of government and the private sector to support catalyst projects • Community support • Cross-government support

Strengths

Proximity to the 2 million population of Brisbane

Within a 35 minute drive from the Brisbane CBD, Redlands Coast has a market of more than 2.52 million²⁰ people. With COVID-19 restrictions lifted, shifting travel patterns mean that domestic travel is on the rise, local and authentic experiences are prioritised, and consumers are seeking greater control over the safety of their surroundings²¹.

Natural beauty of the region

Redlands Coast is naturally wonderful, with landscapes from bush to bay and beach. Its 335km of coastline and islands surrounded by coastal villages and rugged hinterland present ample nature-based opportunities. Its vast open spaces and outdoor attractions typify the experiences sought by consumers, providing breathing space and freshness.

Authenticity

Visitors are seeking experiences that are true reflections of the destination. Redlands Coast offers lifestyle destination experiences that are true to the region's history and nature.

Wildlife encounters

Redlands Coast has more than 1700 species of flora and fauna²². On Minjerribah/North Stradbroke Island, visitors can commonly see marine life, including whales and rays. Redlands Coast is home to a significant koala population and visitors can spot native koalas in local bushlands, parklands and street trees. Redlands Coast utilises scientific knowledge to track and monitor natural habitats in the area.

Quandamooka culture²³

With more than 21,000 years of continuous occupation of land and sea, the Quandamooka people offer knowledge, experiences and stories that cannot be found anywhere else in the world. More than 1000 known heritage sites can be explored across Quandamooka Country, helping share the story and history of Quandamooka people.



Redlands IndigiScapes Centre, Kapallaba/Capalaba

²⁰ Australian Bureau of Statistics. 2016 Census Data. <https://www.abs.gov.au/websitedbs/censushome.nsf/home/2016>

²¹ Australian Bureau of Statistics. 2016 Census Data. <https://www.abs.gov.au/websitedbs/censushome.nsf/home/2016>

²² Redland City Council. https://www.redland.qld.gov.au/info/20254/wildlife_in_redlands_coast

²³ Gudjundabu Marumba Gubiyiyanya – Tourism for a Glad Tomorrow. A 5 year strategy for sustainable tourism on Quandamooka Country. http://www.qyac.net.au/docs/Tourism_for_a_Glad_Tomorrow_WEB.pdf



Aunty Evelyn Parkin with daughter Delyne Cockatoo-Collins

Heritage experiences

The lands and waters of Minjerribah/North Stradbroke Island are also home to some of the most significant places of colonialisation. Sites listed on the Queensland Heritage Register include the convict causeway, remaining parts of the Benevolent Asylum and the Cemetery at Goompi/Dunwich, and the Lazerette on Teerk Roo Ra National Park/Peel Island.

Redlands Coast history

With more than 35 historic locations to visit, Redlands Coast presents ample opportunities to engage heritage visitors. Key attractions include Queensland's oldest licensed hotel the Grand View Hotel, Redland Museum, Cleveland Point Lighthouse, and Ormiston House, where you can enjoy tea among the gardens and learn about one of the birthplaces of the Australian sugar industry.

Arts community

Redlands Coast has a thriving arts community, with Redland Art Gallery in the villages of Cleveland and Capalaba, Redland Performing Arts Centre in Cleveland, and a range of art studios and galleries across the islands. There is also a cluster of more than 250 artists, writers and musicians who live, work and play on Jencoomercha/Macleay Island²⁴. Leveraging off the region's arts trail presents a significant opportunity for the region.

Walking routes

A suite of walking routes has been established throughout Redlands Coast, offering diverse scenery, connection points and wide-open spaces for visitors to explore.

Mountain bike trails

Trails throughout Redlands Coast were mapped for the *Redland City Tourism Strategy and Action Plan 2015–2020*

and provide outdoor adventure opportunities. Redlands Coast is building its reputation as a go-to biking destination with dedicated eco-trails and reserves.

Beaches and secluded swimming spots

Mainland and island coastlines boast swimming spots, offering a coastal escape in close proximity to Brisbane's thriving city population base.

Active adventure activities within region

Home to outdoor adventure centres and an array of visitor experiences centred around active adventure, Redlands Coast offers a broad suite of adventure opportunities.

Weather

Redlands Coast benefits from Queensland weather at its finest; warm winters make it a year-round destination of choice.

Opportunities

Storytelling and experiences

Each Redlands Coast village has its own unique identity, voice and story to tell. By focusing on the authentic characteristics of the villages, activating precincts and creating consistency in the quality of experience delivery, Redlands Coast can provide visitors with a network of destinations to explore. This will add a depth of experiences across Redlands Coast, providing new motivators for visitors and opportunities to increase length of stay.

Experience development should focus on public and private assets, including Council-controlled aspects of the destination experience, such as wayfinding, entry-points and exploring innovative ways to fill empty shop fronts to create welcoming and lively village centres.

Accommodation

The region lacks high-end and luxury accommodation that meets the needs of higher yielding visitors, with only limited supply. Attracting boutique, high-end accommodation that aligns with the characteristics of Redlands Coast presents opportunities to increase domestic and international visitor spend.

International visitation

Growth in international visitation to Redlands Coast can be achieved through private sector investment in 4–5 star accommodation, improved infrastructure and transport connectivity as well as authentic and memorable product and experience delivery to meet the needs and expectations of international visitors.

Redlands Coast's ability to attract international visitor markets will be strengthened by partnering with Brisbane Economic Development Agency (BEDA), and Tourism and Events Queensland (TEQ) to leverage international marketing campaign activity and brand positioning, global market insights as well as industry development, trade-ready programs to build capacity and capability of the local tourism industry. It will be further strengthened through participation at Australian Tourism Export Council events and programs.

There is also an opportunity to leverage Council's existing Sister-City relationships and arrangements that are in place to promote and attract international visitation to the region.

²⁴ Macleay Island, Arts. (2022). <https://www.macleayisland.net/the-arts/>

Festivals and events

Festivals and events present significant opportunities to bring visitors to the region and to encourage visitor dispersal, both seasonally and regionally. Building on Council's event strategy, there is the opportunity to create a full schedule of major events that leverage the region's unique assets, and positions villages as 'must visits' at strategic times during the year.

Arts and Culture

Redland Performing Arts Centre, Redland Art Gallery, Redland Museum, North Stradbroke Island Historical Museum, Southern Moreton Bay Islands (Russell Island) Museum and local art studios present a cluster of arts and cultural experiences for visitors across the region. The depth of experiences creates opportunity to activate and leverage this sector more actively through marketing, events, and collaborative working.

Village activation

Village activation across Redlands Coast is supported through the development of Council's Centres Management Program (CMP). This program is aimed at driving specific outcomes to create and support successful city centre economies within Redlands Coast. This program emanates from Council's centres management approach that will revitalise our town centres and grow the economy across Redlands Coast.

Safety and connectivity

Safety and security are considered the amplifying or qualifying determinants of a destination's competitiveness²⁵. They are fundamental to creating an engaging space where residents and visitors wish to stay and engage. Well-lit precincts that are connected – both physically and digitally – will help build

confidence in the region's villages.

Connectivity across all islands through improved public infrastructure (jetties, moorings) and the existence of well-stocked convenience stores and beachfront activation, could also facilitate greater opportunity for visitors to spend more. Considering the movement of visitors as well as locals when planning transit routes and other share facilities is critical.

Making business simple

A connected Council that understands its role in tourism, not only in the tourism department but across all aspects of service delivery, is key to facilitating a sustainable future for Redlands Coast tourism. This includes areas such as asset management, a planning framework that provides for appropriate new development, arts and cultural activities and events, as well as trails and recreation management. Council can also play a valuable role in creating opportunities for small businesses and providing entrepreneurial support through red tape reduction or internal navigation that would present opportunities to fast-track revitalisation of Redlands Coast village precincts.

Leveraging Council's existing concierge services to address complex business requirements and facilitating business and networking events for the benefit of local businesses is an important factor in making business simple.

Marketing and promotion

Building on Redlands Coast's brand, which was launched through the previous tourism strategy, Redlands Coast has the opportunity to build greater awareness with potential visitors, to sustain consistent visitation through a balanced calendar of year-round events, and gain traction with a united industry voice.

There are further opportunities to leverage regional and state tourism investment made through Brisbane Economic Development Agency (BEDA) and Tourism and Events Queensland (TEQ) to feature Redlands Coast across multiple areas in future marketing campaigns.

BEDA's current tourism brand positioning focuses on driving connection between Brisbane and the Bay. One of the key brand pillars for the Brisbane Region is the Pristine Bay of Aboriginal Culture and Wildlife. Redlands Coast is well placed to support this experience pillar.

Brisbane 2032 Olympic and Paralympic Games

Queensland's successful hosting of the Brisbane 2032 Olympic and Paralympic Games will deliver a range of economic and community benefits for Redlands Coast.

From a strategic tourism perspective, the unparalleled opportunity for heightened global and national profile will provide opportunities to grow awareness of the region, helping put Redlands Coast on the world map.

Positioning Redlands Coast as an adventure sports hub provides a significant opportunity to leverage Brisbane 2032 Olympics and Paralympics Games investment.

The Redland Whitewater Centre, to be built at Birkdale Community Precinct, will host the Canoe Slalom events for the Brisbane 2032 Olympic and Paralympic Games, providing opportunities to offer visitors an increased range of event and experience opportunities before and after the Games, as well as international promotion.

²⁵ Ritchie & Crouch. 2003. *The Competitive Destination: A Sustainable Tourism Perspective*.



Minjerribah/North Stradbroke Island



Limitations and Gaps

Transport connectivity

Getting to and around Redlands Coast, particularly the islands, is a significant issue.

A seamless ticketing system across public transport networks, including ferries, buses and trains; coordinated timetables; and additional transport options, including regular services to destinations on each of the islands, would be of benefit.

On Minjerribah/North Stradbroke Island, passenger and vehicle ferries finish earlier each evening than when restaurant staff complete their shifts, adding to the difficulty of attracting mainland staff and limiting evening economy on the island.

A current lack of publicly accessible moorings and facilities on the islands for recreational vessels makes it difficult to encourage the boating market.

Supply tensions

Balancing the need to provide accommodation on Minjerribah/North Stradbroke Island for both visitors and locals, it is important that workers are not pushed out of the market through private rentals and the sharing economy. At peak visitation times there has been tension between accommodation availability for workers and visitors. This not only impacts the ability of tourism operators to find skilled employees but it also shifts local commerce opportunities in the region.

Experiences and quality

Social media analysis and consultation across industry indicates inconsistent delivery of high-quality experiences. Ensuring that experiences are delivered to the highest quality is no longer a wish – it is an expectation. Consumers are seeking to immerse themselves in experiences where they can connect with the people, place, and culture they are visiting. Engaging visitors in the story of a place through consistent

delivery of key messages that are appealing is a key step in creating satisfied consumers.

Skills and capacity

To be a competitive and resilient destination, tourism businesses must also be resilient and competitive. Upskilling in areas such as business management, service quality and experience development, among others, will support delivery of exceptional and diverse experiences across Redlands Coast and ensure delivery of the brand promise across the region.

Accessible coast

Despite the region's 335km of coastline, there is limited access on the mainland to the coast, which reduces the destination's appeal when compared to nearby Gold Coast, Sunshine Coast and Moreton Bay region's precincts.

Product and experience gaps

To fulfill Redlands Coast's aspirational growth target to enhance the tourism

industry's contribution to 4% Gross Regional Product by 2041, there needs to be adequate infrastructure and experiences to create opportunities for visitors to spend more and stay longer.

Ensuring appropriate accommodation is available across the destination to support growing sport tourism prospects is important. New infrastructure such as the Redland Whitewater Centre at Birkdale Community Precinct, upcoming Redlands Coast Regional Sport and Recreation Precinct at Mount Cotton and other sporting infrastructure that host competitions (e.g. rugby league, AFL, touch football, cricket etc.), can provide a significant boost to the region's appeal.

Redlands Coast is home to Queensland's largest winery, Sirromet Wines, which offers a signature food and beverage experience as well as major festivals and events such as A Day on the Green, attracting significant visitation. While a range of cafes can

be found throughout Redlands Coast, a broader range of high-quality food and beverage experiences have been identified as a major gap in experience delivery across the region.

Consideration of red-tape reduction measures, including more flexible licensing, could encourage further development of precinct activation and evening economy.

Additionally, exploring ways to engage day visitors in spending more while on Redlands Coast is key. Food and beverage facilities aligned to popular walking and cycling paths, unique hire opportunities (e-bikes, scooters and pedal karts) along key park and foreshore areas (where logistically viable) are key strategies to enhance the economic impact of what is currently lower-value tourism. In practical terms, enablers such as flexible zoning or licensing that supports temporary or pop-up vendors are examples of actions that can be implemented.

Accommodation gaps

The accommodation audit conducted in July 2020 indicates a total of 459 accommodation providers (including private rental options e.g. Airbnb and Stayz) on Redlands Coast with capacity of 4253 visitors per night. In addition, there are 13 caravan parks and campsites (eight of which are located on Minjerribah/North Stradbroke Island), providing additional accommodation offerings

across Redlands Coast. In total, 62% of accommodation is located on Minjerribah/North Stradbroke Island. It is important to note that a significant proportion of accommodation is holiday rental, with a large pool of accommodation across Redlands Coast available on share platforms such as Airbnb.

The majority of accommodation (70%) is in the budget range, with 28% in

the mid-range category. Only 2% of accommodation can be described as being in the luxury bracket. The budget style accommodation limits the average daily spend of overnight visitors and sets expectations of the experiences across Redlands Coast.

There is an opportunity in the market for further accommodation across Redlands Coast, particularly at the luxury end of the market.



Don and Christine Burnett Conservation Area, Joonggabbin/Sheldon

Experience gaps

While there may be several experiences available, the existence of tourism businesses is not enough. Visitors are seeking transformational experiences, those that develop their beliefs, provide a connection with people and place, and provide an aspect of growth. Ongoing experience development is required to support the development of transformational tourism experiences across Redlands Coast to meet emerging visitor needs and wants.

Low cost or free nature-based activities are widespread across Redlands Coast, providing visitors with easy access to parks, bike trails and walks throughout the destination. Identifying ways to leverage opportunities through these areas, for example through guided mountain biking or walks or through deeper nature-based experiences, could increase the existing natural attraction of Redlands Coast.

To elevate the positioning of the Southern Moreton Bay Islands (where there is significant potential), there needs to be more experience options for visitors to do and spend while on the islands. This will bring greater benefits to the islands, providing direct economic return. Experiences are currently largely limited to water-based activities and arts centres.

On Minjerribah/North Stradbroke Island, there is diversity in existing experiences with both land and water-based options for visitors. Minjerribah/North Stradbroke Island remains the hero attractor for Redlands Coast.

Connectivity between trails and villages

Destinations that are highly competitive and favoured among visitors are well connected and easy to navigate. Establishing plans to connect the region's existing walking and cycling routes, and to connect with public transport options and visitor attractions (where feasible) to create a connected Redlands Coast should be considered.

As climate change continues to impact destinations across Queensland, more frequent extreme weather conditions will impact on visitors and residents' interactions with outdoor spaces.

When exploring opportunities within trail development and the associated infrastructure, Council should consider creating natural shade as a protection from harsh weather conditions and weatherproofing walkways with other means to encourage year-round engagement with tourism precincts.

Wayfinding

Both directional and informational signage support a connected destination and enhances visitor experiences, creating a sense of place. Integrating physical and technological opportunities for wayfinding can further enhance experiences and tell stories of the region. There is a great opportunity to continue leveraging off the initial dual place naming strategy, and integrate First Nations knowledge of Quandamooka Country to significantly enhance experience delivery.

Awareness of business' role in the tourism industry

While the core tourism industry understands its role in servicing the visitor market, there is a gap in the broader understanding of tourism's role in the economy and who is involved in the industry (i.e. retailers, food and drink and other supplier businesses have valuable roles to play). Embedding a thorough understanding of the industry and supporting all businesses to understand their contribution to the visitor economy will strengthen service delivery, promote collaboration and packaging opportunities and create a more connected Redlands Coast.

Accessible tourism

Almost one-in-five people are living with a disability²⁶ in Australia and spend about \$8 billion on tourism products and experiences annually. Accessible tourism is of growing importance to

the state's tourism industry²⁷, with the Queensland Government dedicating 2023 as the Year of Accessible Tourism to drive change and create opportunities across the tourism industry.

There is an increased need for improved accessibility across Redlands Coast. Providing accessible experiences through investment in infrastructure such as boardwalks and cycle pathway widening and expansion, beach matting, infrastructure enhancements, innovative technology and tailored tourism experiences present significant growth opportunities to make the region more accessible for all.

However, a 'whole of journey' approach is recommended, which considers the entire trip that visitors make. This includes ensuring there is suitable access for travel, food and drink and accommodation options as well as the focal visitor experience. A focus on universal design means that accessibility considerations not only accommodate disability access but can also cater for aged living and visitors with prams and other mobility requirements. The Brisbane 2032 Olympic and Paralympic Games will also highlight the importance of accessible destinations.

Perceived cost of reaching islands (especially Minjerribah/North Stradbroke Island)

Cost perception is a major barrier to potential visitors' willingness to travel to Minjerribah/North Stradbroke Island. It is also a difficult misconception to address. Review of current cost structures indicates that the cost of travelling to Minjerribah/North Stradbroke Island at certain times of the day can be more affordable when compared to equivalent travel to Mulgumpin/Moreton Island or K'gari/Fraser Island. While the variable pricing strategy of the vehicle ferry plays an obvious role in aligning with peak and off-peak demand, this could also be one of the reasons regarding misconceptions on expense regarding island access.

²⁶ <https://www.and.org.au/resources/disability-statistics/>

²⁷ Towards 2032. Reshaping Queensland's visitor economy to welcome the world.

Critical Success Factors

Strength of the tourism network

To gain the greatest benefits from tourism, a strong and united message needs to be presented across all markets and high-quality experiences need to be consistently delivered throughout Redlands Coast.

Through a united and supportive network – across all levels of government, including federal and state government agencies as well as federal and state tourism organisations, regional tourism organisations, and tourism operators – a greater level of buy-in can be achieved for the Redlands Coast brand. Leveraging strategic partnerships with BEDA and TEQ presents mutually beneficial opportunities to build on existing marketing expenditure aligned to the region to showcase experiences and develop greater market penetration.

This was particularly the case when focus was placed on domestic markets during the COVID-19 recovery.

Continued development of the Redlands Coast brand, consistent usage and positioning, and clear alignment with other marketing campaigns driving visitation to the region will support broader community and operator engagement and buy-in to the brand. Enhanced buy-in among operators will augment brand positioning, build awareness and support Council's role in presenting the brand to market.

Cross-government support

Understanding that tourism is everyone's business is an important success factor. Integration and understanding of visitor flow, movement and interactions across the destination should be considered in all aspects of destination and

city development and placemaking. Infrastructure investment and improved amenity can deliver tangible benefits to visitors and residents. Embedding a 'cross-government' tourism focus will support a more coordinated and effective approach to destination management and delivery of economic benefits.

The village concept – activation of Redland Coast's unique villages through their own unique stories and identity – is central to this strategy and represents a good example of where a cross-government approach is necessary to achieve successful implementation. Village activation presents significant opportunities for year-round engagement with Redlands Coast businesses. To achieve this, place plans are required for each centre to focus activities and investment opportunities.



Eastern Escarpment Conservation Area, Jungalpin/Mount Cotton

CATALYST INFRASTRUCTURE PROJECTS

The investment in future strategic and catalyst infrastructure will drive demand for tourism and position Redlands Coast as an attractive destination to live, work and play.

Investing effectively in enabling infrastructure will support employment opportunities and strengthen regional growth. Infrastructure creates the building blocks for the future of Redlands Coast. We will keep pace for future demand by investing today.

Council will continue to partner with key proponents to bring these developments to life and to create a thriving Redlands Coast destination, bringing benefits to residents and visitors.

Some of the proposed key catalyst future infrastructure projects for Redlands Coast include:

Toondah Harbour, Cleveland – Priority Development Area (PDA)

Toondah Harbour PDA project is based on the existing port facility at Cleveland. The project will be a game-changer for Redlands Coast and south-east Queensland. It will create an exciting new mainland destination showcasing the natural attractions of Moreton Bay and islands and will provide a gateway to Minjerribah/North Stradbroke Island for locals and visitors alike.

Projected economic benefits from the Toondah Harbour development include 1000 construction-related jobs, 500 operational jobs post construction, an additional 50,000 visitors annually to Redlands Coast and \$2.33 billion indirect benefit to the local economy^{28 29}.



Weinam Creek, Redland Bay – Priority Development Area (PDA)

Weinam Creek is set to become an exciting and dynamic destination in its own right – as well as an effective transport hub and gateway to the Southern Moreton Bay Islands. Council's Weinam Creek master plan, which will be delivered in stages, will transform the waterfront of Redland Bay, provide community infrastructure for local families, improve the usability of the transport hub, attract visitors, create jobs and drive economic development in the area. Weinam Creek will see approximately \$260 million injected into the local economy.

The Weinam Creek master plan includes:

- more open space
- new pedestrian and cycle ways
- rejuvenation of existing parkland
- more car parks
- improved drop off and storage facilities for island residents and visitors
- a new boat ramp to separate emergency and public access
- a mix of residential and retail spaces, including cafes, restaurants, and potential for a medical precinct



²⁸ Toondah Harbour – Economic, 2022 <https://www.toondah-harbour.com.au/economic/>

²⁹ Toondah Harbour – Tourism, 2022 <https://www.toondah-harbour.com.au/tourism/>

Birkdale Community Precinct

Birkdale Community Precinct is the largest, most encompassing and diverse community project ever planned by Council for Redlands Coast.

Set on 62 hectares of land, Birkdale Community Precinct presents an opportunity to be a prime gateway for Redlands Coast. The precinct will be a destination in its own right, as a place with a space for everyone.

Birkdale Community Precinct will include a public swimming lagoon; food and entertainment hubs, including a stage for open-air movies, concerts, and theatre; a whitewater centre and adventure playground; bush trails with access to Tingalpa Creek for canoe and kayaking; dedicated facilities for cultural and environmental experiences; a circuit running track and other fitness opportunities; and an array of other community facilities.

It will also feature and celebrate two heritage properties that exist on the site: a former World War II Radio Receiving Station, built by the US Army in 1943; and Willards Farm, one of the city's earliest homesteads and dairy farms with its collection of outbuildings. A multi-million-dollar program will begin in 2023 to restore Willards Farm to its former pioneer-era glory.

With substantial numbers of local, national and international guests, users and competitors expected to visit the precinct annually, and given that the precinct is also an event venue during the Brisbane 2032 Olympic and Paralympic Games, there are numerous opportunities for Council to work with all levels of government and other partners to provide new and upgraded infrastructure.

In particular, regionally significant transport projects include the extension of the Eastern Transitway and duplication of the Cleveland rail line. At a more localised level, the precinct will play a part in the State Planning Policy's Active Transport Corridor, offering a pedestrian and cycleway connection between Capalaba and Thorneside. This corridor will also link and complement the rollout of the Capalaba Town Centre Revitalisation project to the precinct.



Redland Whitewater Centre

The Redland Whitewater Centre will be capable of hosting international, national and state events before and long after the Brisbane 2032 Olympic and Paralympic Games, for which the venue will host the canoe slalom events. The Games are predicted to deliver some \$8.1 billion in economic and social benefits for Queensland and \$17.6 billion nationally.

The whitewater centre will be a unique addition to sport and recreation facilities on Redlands Coast and is being designed with the additional capability of housing Australia's first natural hazards resilience training centre for a multitude of potential stakeholders, including emergency service providers. It will not only offer swift-water training opportunities for Australian emergency service officers but also for our Pacific neighbours, with potential to increase visitors to Redlands Coast.

The Redland Whitewater Centre will offer other sporting bodies a facility where they can undertake strength and conditioning preparation across a myriad of sports and ability levels. Its continued use will include partnering with schools and universities to offer recreational, sporting and educational programming.



Redlands Coast Regional Sport and Recreation Precinct

The Redlands Coast Regional Sport and Recreation Precinct, located at Mount Cotton, will provide formal sporting facilities for touch football, rugby league, BMX and cycling. It will further support the wider community with a unique wet and dry play experience, kickabout space, pump track, rehabilitated wetlands, boardwalks, picnic areas and trails through conservation areas. Other sports and event spaces across the city may also benefit, with room to grow made possible by primary tenants moving to the precinct.

Minjerribah Panorama Coastal Walk

The Minjerribah Panorama Coastal Walk Point Lookout Connection will enhance the experience for pedestrians between Snapper Street and the Gorge Walk at Point Lookout on Minjerribah/North Stradbroke Island.

Formalising an existing track on the ocean side of Mooloomba Road, this project is the result of consultations with the community. It identified the importance of infrastructure that addressed this ‘missing link,’ and improved wayfinding signage, alongside sensitively enhancing this beautiful area, and building on the existing and unique landscape features and character of Point Lookout.



Dunwich Ferry Terminal Upgrade

The South East Queensland City Deal includes an initial investment of \$41 million to upgrade a new ferry terminal at Goompi/Dunwich. The upgrade will create a first-class arrival point at one of Australia’s most beautiful natural assets, Minjerribah/North Stradbroke Island, boosting tourism and supporting our local businesses.

The terminal upgrade is a joint partnership between the Australian Government, Queensland Government and Redland City Council. The project will include a new pontoon, shelters, retail, and commercial premises, improved landscaping and arrivals area. The upgraded infrastructure and services will improve connectivity and promote tourism to the island.

Capalaba Town Centre Revitalisation

Redland City Council, in partnership with subsidiary company Redland Investment Corporation (RIC), is delivering an exciting multi-million revitalisation of a 1.55 hectare site in the heart of Capalaba.

The Capalaba Revitalisation Project will transform the area behind Capalaba Central Shopping Centre into the urban heart of Capalaba. In October 2022 Council entered into a development agreement with RIC and Shayher Group to take the next steps in delivering the transformation.

The agreement will see delivery of a \$250 million project that incorporates a commercial precinct and exciting, new public spaces, including community assets such as a new library, customer service centre and arts space.

The project will accommodate an employment hub, supported by an innovative public precinct with a diverse mix of dining, retail and entertainment uses to create a day/night economy and bring much-needed infrastructure to improve the connectivity of the area.



Redland Performing Arts Centre Redevelopment

The \$1.4 million redevelopment of the Redland Performing Arts Centre includes a more open and welcoming entrance and piazza upgrades, including:

- New outdoor café
- Improved drop-off area for patrons.

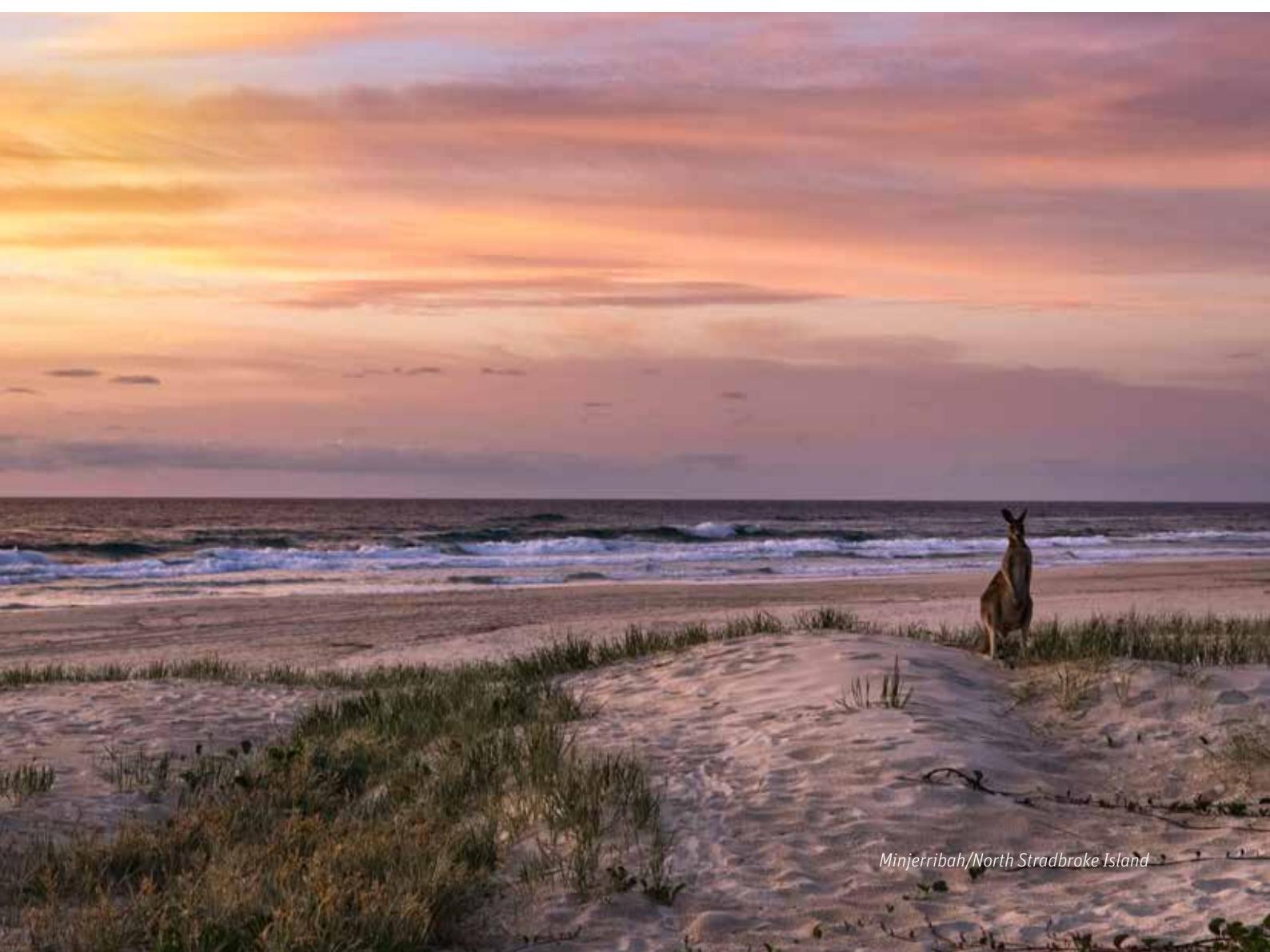
ACTION PLAN

This Action Plan contains steps to advance tourism opportunities for Redlands Coast in the lead-up to the Brisbane 2032 Olympic and Paralympic Games and to meet our tourism industry vision: *Redlands Coast is a connected region with liveability, social inclusion and natural values at its heart. Its tourism industry brings culture to life and creates opportunities for locals and visitors to play a part in caring for the environment and building a sustainable and resilient economy.*

The actions will also drive Redlands Coast's brand position as Brisbane region's nature-based adventure destination and gateway to Moreton Bay and islands.

There are 27 actions that will be implemented over the next five years across five key areas:

- Product Development and Experience Delivery
- Destination Marketing
- Visitor Services and Business Readiness
- Enabling Infrastructure
- Destination Stewardship



Minjerribah/North Stradbroke Island

Product Development and Experience Delivery

Visitors are seeking more than just products. They are looking for experiences – an emotional connection or personal achievement that can be gained from an inspiring activity that will connect them with the place, people and culture. The following actions will support experience and industry development, with the aim of delivering world-class, transformational experiences.

Aim

To position Redlands Coast as an experience-based destination that showcases and celebrates the region's natural and cultural values.

Actions	Tasks	Key Accountable	Stakeholders/Partners	Timing
1.1 Create an Experience Development Framework	<ul style="list-style-type: none"> Deliver an Experience Development Framework to guide the development of hero experiences across the region, build operator confidence and provide cohesive and coherent storytelling and positioning to underpin the Redlands Coast brand. Establish cluster groups to help strengthen the industry's unified voice, identify challenges and opportunities and develop specific cluster initiatives and events. The clusters will also help to increase communication between operators and encourage regular crossflow of information to enhance the visitor experience. 	Council	TEQ, BEDA	1 – 2 years
1.2 Support First Nations Stories and Culture	<ul style="list-style-type: none"> Work with Quandamooka Traditional Owners to deliver cultural awareness education programs to tourism businesses and embed heritage stories across the experience framework to promote a respectful partnership approach to supporting this defining characteristic of Redlands Coast. Establish a working group of Quandamooka tourism operators (QTO) and businesses to identify, support and promote opportunities to create authentic and immersive Quandamooka Aboriginal culture and heritage experiences. 	Council	First Nations operators, State Government, BEDA	1 – 3 Years
1.3 Advocate for a Moreton Bay Marine Park Activation Plan	<ul style="list-style-type: none"> Advocate to the state government for the development of a Moreton Bay Marine Park Activation Plan to ensure marine park tourism products, experiences and infrastructure are aligned with key visitor precincts and activity points. These include Toondah Harbour, Weinam Creek and across Redlands Coast islands. 	Council	Tourism operators, Chambers of Commerce, QTIC, BEDA, TEQ, State Government	3 – 5 Years
1.4 Enhance Wildlife and Marine Life Experiences	<ul style="list-style-type: none"> Further strengthen research partnerships with universities to develop research, education and conservation programs to support Redlands Coast's natural encounters. Advocate for high-quality, nature-based tourism experiences through partnerships and private-sector investment opportunities that can offer visitors eco-tourism and educational encounters. Promote the Moreton Bay Marine Park and Redlands Coast islands as a place to experience first-hand marine and wildlife encounters. 	Council	BEDA, State Government, Universities, Tourism operators	1 – 3 Years
1.5 Enhance Eco-Adventure Tourism Trails	<ul style="list-style-type: none"> Continue to advocate for eco-adventure tourism experiences, including the planning and development of a tracks and trails enhancement program for the Redlands Coast hinterland and islands, that includes improvements to connectivity, and infrastructure to support accessibility, visitor experience and hosting of events. Advocate for an islands great coastal walk/trail on Redlands Coast. 	Council	Tourism operators, Chambers of Commerce, TEQ, BEDA, State Government	3 – 5 Years

Destination Marketing

Destination marketing is about engaging stakeholders to drive destination awareness and finding creative ways of communicating destination value. It is also about creating reasons for targeted markets to visit Redlands Coast at the right time to create value for local operators and the wider community.

Aim

To position Redlands Coast as Brisbane region's nature-based adventure destination and gateway to Moreton Bay and islands.

Actions	Tasks	Key Accountable	Stakeholders/Partners	Timing
2.1 Continue Redlands Coast Brand Messaging	<ul style="list-style-type: none"> Continue to support the take up and delivery of the Redlands Coast destination brand and brand messages. Develop a Redlands Coast brand toolkit for local tourism and event operators to ensure their marketing efforts are consistent with the destination's brand messaging, use of high-quality images, videography, signage and other marketing collateral. 	Council	Tourism operators, TEQ, BEDA	1 – 2 Years
2.2 International Positioning of Redlands Coast	<ul style="list-style-type: none"> Continue to work in close partnership with BEDA and TEQ to ensure that Redlands Coast branding is aligned, maximising profile opportunities in target international markets. Incorporate Sister-City relationships to further increase international visitor opportunities and provide media familiarisations for coverage. Continue to promote Redlands Coast at airports, visitor information centres, in-flight magazines, hotels, and by media familiarisation programs. 	Council	TEQ, BEDA, Industry operators	2 – 3 Years
2.3 Embed Storytelling	<ul style="list-style-type: none"> Develop and deliver a storytelling guide (specific to destination, heritage and wildlife) to create a consistent Redlands Coast narrative. Further develop the tourism website – VisitRedlandsCoast.com.au to embed stories and trails making them accessible to visitors. 	Council	Tourism operators, BEDA	1 – 2 Years
2.4 Digital Delivery of Messages	<ul style="list-style-type: none"> Support the local tourism industry in embracing digital platforms including social media, Australian Tourism Data Warehouse, South East Queensland Food Trails, and other distribution websites. Implement a digital image library to support media, trade and industry partners in promoting high quality images and videos of the destination to align with the destination and brand values. Ensure cross promotion with TEQ image library. Engage travel writers and tourism content creators to build organic content to support the destination's diverse experience offering and promote across Redlands Coast's social media platforms. 	Council	Tourism operators, TEQ, BEDA	1 – 2 Years
2.5 Pilot Care for Country Pledge	<ul style="list-style-type: none"> Work with Quandamooka Traditional Owners, tourism operators and local businesses to pilot and promote a Care for Country Pledge. A destination pledge will help to encourage visitors to commit to responsible behaviours, and to respect the environment, culture and community while visiting Redlands Coast on Quandamooka Country. The pledge will have the dual effect of bringing operators together under one message and bringing visitors together. 	Council	Tourism operators, Businesses, First Nations operators	2 – 3 Years
2.6 Deliver Events Strategy	Continue to build Council's events strategy and expand it to promote and attract a balanced year-round calendar of events at precincts and villages.	Council	Tourism operators, Event organisers, TEQ, BEDA	2 – 3 Years

Visitor Services and Business Readiness

Visitor services are the touchpoints across the region that help guide tourism activities and support and augment commercial tourism operations. They can lead to seamless tourism experiences that delight all visitors and create memories that will bring people back to the destination.

Aim

To improve and expand visitor services and support the development and delivery of business skills and standards across Redlands Coast.

Actions	Tasks	Key Accountable	Stakeholders/Partners	Timing
3.1 Wayfinding Signage Roll-out	<ul style="list-style-type: none"> Continue to roll-out wayfinding across Redlands Coast – including directional and informational signage for bike and walking trails, and interpretive signage for villages. Wayfinding should include Quandamooka Jandai language, where possible. 	Council	State Government, First Nations operators	1–5 Years
3.2 Support Accessible Tourism Program	<ul style="list-style-type: none"> Leverage opportunities aligned with the state government's Year of Accessible Tourism initiatives including educational industry workshops, online resources, audits and funding programs to support infrastructure and technology improvements. Support the implementation of an accessible tourism program to ensure Redlands Coast and its tourism businesses cater and support all residents and visitors to enable them to further experience the naturally wonderful region (e.g. accommodation, beach access, wayfinding, pathways, digital communications, hospitality establishments). 	Council	State Government, Tourism operators, BEDA, TEQ	1–5 Years
3.3 Enhance Heritage Trail Experiences	<ul style="list-style-type: none"> Lead the enhancement of heritage trails across Redlands Coast in conjunction with the local historic societies, museums and community organisations. 	Council	Historical societies, Museums, Community organisations	1–3 Years
3.4 Advocate for Seamless Ticketing Systems	<ul style="list-style-type: none"> Advocate for seamless ticketing systems and improved connectivity across public transport networks including ferries, buses, trains etc. to support the visitor experience across mainland and islands. 	Council	State Government, Translink, Queensland Rail	2–5 Years
3.5 Develop a Service Culture	<ul style="list-style-type: none"> Work with tourism operators, local businesses and the Visitor Information Centre to foster a welcome and quality service culture. This could include close involvement with the schools, universities, and service clubs. This in time should include language skills to service the Brisbane 2032 Olympic and Paralympic Games. 	Council	Tourism operators, QTIC, BEDA, Universities, Schools	1–5 years
3.6 Support Trade Ready Products and Packages	<ul style="list-style-type: none"> Upskilling of tourism operators to become international trade-ready and participating in profile-raising opportunities at key trade shows such as Australian Tourism Export Council (ATEC). 	Council	BEDA, TEQ, ATEC, Tourism operators	1–5 years

Enabling Infrastructure

There are a wide number of strategic infrastructure and policy documents that have a direct influence on the future of tourism on Redlands Coast. This includes the South East Queensland City Deal, Brisbane 2032 Olympic and Paralympic Games, Redlands Coast Transport Strategy and the Redland City Economic Development Framework 2014–2041.

Aim

To align tourism infrastructure to the wider state government and Council catalyst projects and strategic goals outlined in *Our Future Redlands – A Corporate Plan to 2026 and Beyond*.

Actions	Tasks	Key Accountable	Stakeholders/Partners	Timing
4.1 Implement Village Activation	<ul style="list-style-type: none"> Support activation initiatives and events at key centres across Redlands Coast. Identify options for pop-up and temporary event activations, shared spaces, short-term rentals or other innovative models to showcase arts, crafts, music and creative industries. 	Council	Tourism operators, Businesses, Chambers of Commerce	1–3 Years
4.2 Produce an Investment Prospectus	<ul style="list-style-type: none"> Develop a tourism investment prospectus including videos, and digital and printed collateral to promote Redlands Coast as a destination of choice for investment in new tourism experiences, precincts and accommodation. Explore opportunities for additional accommodation offerings including hotels, RV/Caravan Parks and campgrounds across Redlands Coast's coastline and hinterland. 	Council	Investors, Tourism operators	1–2 Years
4.3 Collaborate on Marine Facility Opportunities	<ul style="list-style-type: none"> Work collaboratively with the state government to prioritise accessibility to Redlands Coast islands including investigating opportunities for fishing pontoons, public recreational moorings, commercial marine fuel stations, jetties etc. 	Council	Marine operators, Transport operators, State Government	3–5 Years
4.4 Redlands Coast Regional Sport and Recreation Precinct Event Opportunities	<ul style="list-style-type: none"> Investigate opportunities to attract large sporting events and experiences to this precinct. 	Council	Adventure sport operators	5+ Years
4.5 Birkdale Community Precinct Tourism Opportunities	<ul style="list-style-type: none"> Collaborate with stakeholders to identify suitable tourism opportunities at this precinct. 	Council	Tourism operators	5+ Years
4.6 Advocate for Dedicated Event Spaces	<ul style="list-style-type: none"> Advocate for dedicated event spaces that incorporate associated infrastructure (electricity, parking, water, lighting, amenities etc.) across Redlands Coast to attract major festivals and events that generate out-of-region visitation. This includes advocating for a masterplan transforming Norm Price Park – Redland Showgrounds, Cleveland. 	Council	State Government, Event operators	1–3 Years

Destination Stewardship

Cross-Council actions are needed to support an approach to tourism management across Redlands Coast, ensuring that the impact of all Council decisions are considered with a destination, resident and visitor lens. Redlands Coast has an opportunity to position itself as a leader in ecologically sustainable development. The Brisbane 2032 Olympic and Paralympic Games is to be a climate-positive event and Redlands Coast has an opportunity to position itself as the leading sustainable destination in south-east Queensland.

Aim

Tourism needs strong leadership and regional partnerships to focus resources and energy and to remain agile and responsive in the lead up to the Brisbane 2032 Olympic and Paralympic Games.

Actions	Tasks	Key Accountable	Stakeholders/Partners	Timing
5.1 Develop Leadership in Sustainability	<ul style="list-style-type: none"> • Investigate opportunities for Redlands Coast to gain destination certification and benchmarking under a recognised eco-tourism program. • Support the transition to a circular economy for waste management and resource efficiency across the tourism supply chain. • Work across Council to set decarbonisation targets. 	Council	State Government, TEQ	1 – 3 Years
5.2 Support Tourism Industry Disaster Recovery and Resilience	<ul style="list-style-type: none"> • Deliver initiatives, programs, digital platforms and industry resources to assist tourism businesses to prepare for, and be resilient to, natural disasters. 	Council	State Government, Tourism operators	1 – 3 Years
5.3 Workforce and Skills Support	<ul style="list-style-type: none"> • Work with local operators, schools, state government and industry bodies to undertake an audit of the visitor economy workforce to identify gaps in current workforce skills. • Investigate options to support and increase the local workforce such as including mature aged workers, secondary and tertiary students seeking training, international students, working holiday visas and people with a disability. 	Council	QTIC, Tourism operators, State Government, Schools, TAFE, BEDA	1 – 3 Years
5.4 Deliver Tourism Infrastructure and Service Audit	<ul style="list-style-type: none"> • Undertake a review of current visitor service infrastructure and identify gaps for servicing international visitors. This work will be needed for all precincts and will need to include transport hubs. 	Council	Tourism operators	2 – 5 Years



Cleveland (Nandeebie/Indillie)



Teerk Roo Ra National Park/Peel Island

APPENDIX 1 – ROLES AND RESPONSIBILITIES

Organisation	Responsibilities
Redland City Council – Communication, Engagement and Tourism Group	<ul style="list-style-type: none"> Overall responsibility for Destination Management Plan Representing tourism and the visitor economy Industry development and engagement Monitoring and interpreting visitor statistics Festivals and events <ul style="list-style-type: none"> Cross-government partnerships Event facilitation Destination branding and marketing Visitor Information Centre
Redland City Council – all other departments	<ul style="list-style-type: none"> Destination assets appearance and maintenance Investment attraction Licences and permitting Redland City Plan Transport planning and supporting provision – infrastructure planning and development control Public health and safety <ul style="list-style-type: none"> Public and visitor services – toilets, car parking, waste, utilities, lighting and experience delivery Arts and culture programs Partnership with private sector on development Signage and wayfinding Street safety and lighting Sporting facilities
Redlands Coast Tourism Sub-Committee	<ul style="list-style-type: none"> Provide on-the-ground industry insights, and guidance to ensure implementation of the <i>Redlands Coast Destination Management Plan 2023–2028</i> <ul style="list-style-type: none"> Bi-monthly meetings Industry advocacy
Quandamooka Yoolooburrabee Aboriginal Corporation	<ul style="list-style-type: none"> Traditional Owners and Minjerribah Native Title holders Overall responsibility for <i>Gudjundabu Marumba Gubiyiyanya – Tourism for a Glad Tomorrow</i> delivery
Minjerribah Moorgumpin Elders-in-Council	<ul style="list-style-type: none"> Play a key role in the preservation and maintenance of Aboriginal First Nations Quandamooka cultural heritage, and cultural and educational services to domestic and international visitors Deliver guided tours, First Nations experiences and events
Chambers of Commerce	<ul style="list-style-type: none"> Actively assist members to maintain sustainable businesses Advocacy for businesses Seek opportunities through funding sources to facilitate business mentoring, advice, training and development for members and staff <ul style="list-style-type: none"> Facilitate collaboration Organise business networking opportunities and centralised communication
Tourism and Events Queensland (TEQ)	<ul style="list-style-type: none"> Queensland's whole-of-state tourism marketing, destination and experience development and major events agency Attract international and domestic visitors to travel to and within Queensland <ul style="list-style-type: none"> Identify, attract, develop and promote major events across Queensland Conduct research into, and analysis of, tourism in Queensland
Queensland Tourism Industry Council (QTIC)	<ul style="list-style-type: none"> Policy and advocacy – lobbying for favourable outcomes for the tourism and hospitality industry Certification – ensuring quality is acknowledged and championed across the state <ul style="list-style-type: none"> Award and recognition programs Capacity building Mentoring young tourism professionals Indigenous tourism and employment
Brisbane Economic Development Agency and RTOs	<ul style="list-style-type: none"> Develop product, experiences and events Provide leadership, advocacy, development and the coordination of industry, LGA and community, including setting the vision and direction for tourism in the region Partner with TEQ and LGAs in marketing, experience development and events <ul style="list-style-type: none"> Market the region to domestic interstate and/or intrastate visitors Share knowledge and cooperating with other destinations as part of the RTO network Administer service agreements with each of their LGAs outlining roles, responsibilities and financial contributions
Department of Tourism, Innovation and Sport (DTIS)	<ul style="list-style-type: none"> Leads the Queensland government's support to create a thriving visitor economy Policy and advocacy <ul style="list-style-type: none"> Strategic partnerships Infrastructure and major projects Delivery of funding programs
Department of Environment and Science (DES)	<ul style="list-style-type: none"> Conservation and enhancement of natural assets Wayfinding and visitor information Commercial activities permits <ul style="list-style-type: none"> Eco-trails National Parks
Department of Employment, Small Business and Training (DESBT)	<ul style="list-style-type: none"> Connecting and supporting Queenslanders with employment programs and services <ul style="list-style-type: none"> Small business grants and support Training and skills programs
Tourism Operators	<ul style="list-style-type: none"> Development and delivery of visitor experience Creation of jobs and experience development Buy-in to and engagement with destination brand
Local Voluntary Groups	<ul style="list-style-type: none"> Presentation and interpretation of heritage experiences Local event and conservation support Local knowledge and expertise

APPENDIX 2 – LIST OF ACRONYMS

ATDW	Australian Tourism Data Warehouse	NVS	National Visitor Statistics
AOC	Australian Olympic Committee	QTIC	Queensland Tourism Industry Council
BEDA	Brisbane Economic Development Agency	QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
DES	Department of Environment and Science	RTO	Regional Tourism Organisation
DESBT	Department of Education, Small Business and Training	SEQ	South east Queensland
DTIS	Department of Tourism, Innovation and Sport	SMBI	Southern Moreton Bay Islands
GOAT	Greatest of All Trips	STO	State Tourism Organisation
GRP	Gross Regional Product	TEQ	Tourism and Events Queensland
IVS	International Visitor Statistics	TRA	Tourism Research Australia
LGA	Local Government Area	VET	Vocational Education and Training
MMEIC	Minjerribah Moorgumpin Elders-in-Council	VIC	Visitor Information Centre



APPENDIX 3 – EXPERIENCE MAPPING

The following experiences are those listed on the Australian Tourism Data Warehouse (ATDW) website and the Visit Redlands Coast website, or that can be independently found when searching key terms of Redlands Coast, or things to do on Redlands Coast.

Mainland Experiences

While there are many natural experiences (national parks, walks, trails), the commissionable product on the mainland is relatively limited (Figure 8).

Health and wellness are well represented across Redlands Coast, as are sports and adventure-based experiences. Other land and water-based paid experiences are limited, leaving significant development opportunities for the region.

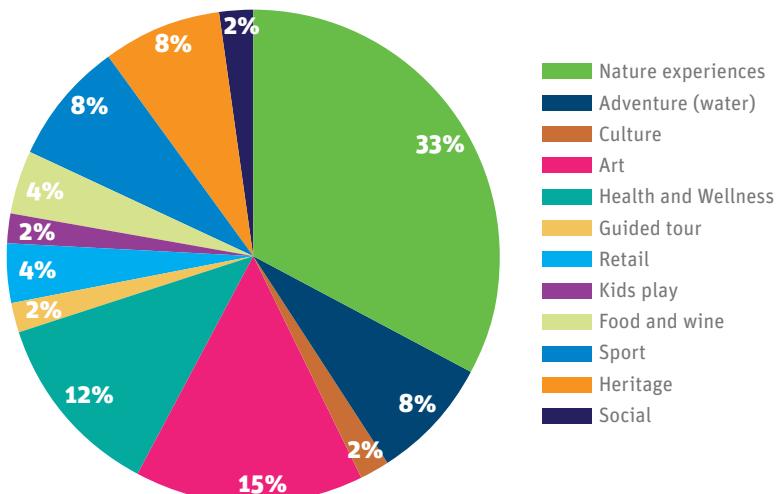


Figure 8: Mainland Experience Mapping

Minjerribah/North Stradbroke Island Experiences

Similar to mainland Redlands Coast, there is a significant number of free or low-cost activities and experiences available on Minjerribah/North Stradbroke Island. Nature-based experiences are most prevalent, with natural attractions such as North Gorge Walk, Main Beach and Cylinder Beach (Figure 9).

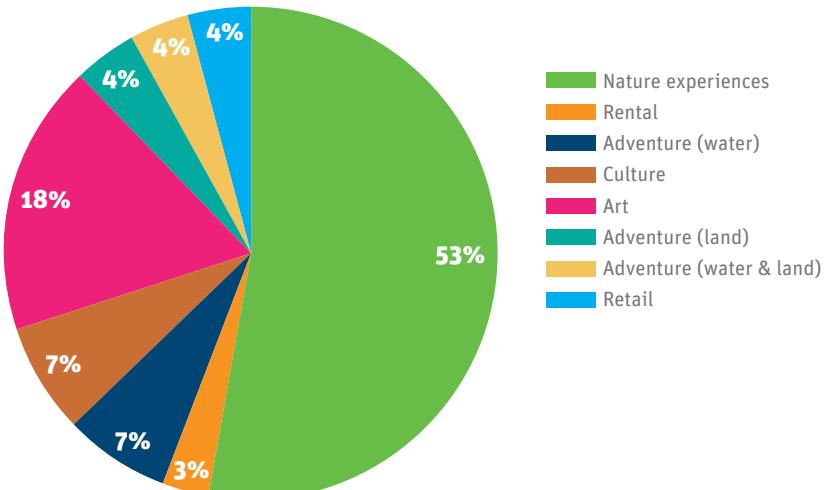


Figure 9: Minjerribah/North Stradbroke Island Experience Mapping



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King Island, Cullen Cullen/Wellington Point