



The Mackay Region

Queensland *Nature. Reserved.*

MACKAY ISAAC DESTINATION
TOURISM PLAN
REVIEWED OCTOBER 2017





1. SETTING THE SCENE

1.1 PURPOSE OF THIS REPORT

Recognising the importance of tourism to the region's local economy, Mackay Tourism Limited (MTL) has reviewed the region's Destination Tourism Plan (DTP), first implemented in June 2014, to ensure that it remains up-to-date and relevant.

As a part of this review process, MTL implemented an extensive consultation process with the region's tourism sector and key stakeholders in order to determine what strategic directions within the existing document are still valid, and which directions/outcomes require changing. The aim of this revised DTP is to provide the framework and strategic direction for industry to work together to achieve targets and goals over the next 5 years (2017 - 2022).

The Mackay region's DTP will be annually reviewed by MTL and other key stakeholders to measure its progress against the identified targets and strategies, and make necessary changes if required.

1.2 DTP REVIEW METHODOLOGY

The DTP review process involved a thorough consultation process with industry and key stakeholders, and included the following key steps:

MOBILISATION

- Identification of key stakeholders.
- Desktop Review and Market Assessment.

CONSULTATION

- Development and distribution of a Mackay DTP Discussion Paper to key stakeholders, outlining current situation in comparison to 2014, and the strategies and goals developed in 2014.
- Consultation workshops with key stakeholders and industry to be facilitated in both the Mackay and Isaac Regional Council areas.

STRATEGY IDENTIFICATION

- Incorporating stakeholder feedback to develop a first draft of the reviewed Mackay DTP 2017 - 2022.
- Second round of consultation workshops to discuss, refine and prioritise identified strategies for inclusion in the Mackay DTP 2017 - 2022.

DTP DELIVERY

- Feedback received assessed and incorporated into the final Mackay DTP 2017 - 2022.
- Delivery of the final plan to Mackay Tourism for implementation.



1.3 THE MACKAY REGION'S TOURISM ATTRIBUTES

The Mackay region offers an abundance of natural attractions including national parks, gorges, the Great Barrier Reef, numerous tropical islands and beaches. The region also presents strong opportunities in the heritage and agritourism (sugar industry) space.

Extending from Clairview and Cape Palmerston National Park, to the north of Midge Point, west beyond Moranbah and Clermont and east to the Cape Hillsborough National Park, the Mackay region encompasses the local government areas of Mackay and Isaac. The combined population of both councils areas is just over 140,000, and is largely supported by the mining and agricultural sectors of coal and sugar.

The Mackay region continues to grow a strong reputation as a fast emerging tourism destination with an extensive nature based offering. Following the launch of Mackay Tourism's 'Mackay. Nature Reserved' branding in 2014, nature has been established as the region's core Hero Experience and as a result, locations such as the Eungella and Cape Hillsborough National Parks have gained strong national and international exposure – particularly around the themes of the platypus and the Sunrise Wallaby Experience.

Mackay itself is a relaxed tropical city and regional service centre, with a fast growing cultural, dining and arts scene. These dining, cultural and heritage experiences along with the region's unspoilt natural attractions and hinterland destinations makes Mackay an ideal holiday destination for those wanting to get away from the crowds and for those

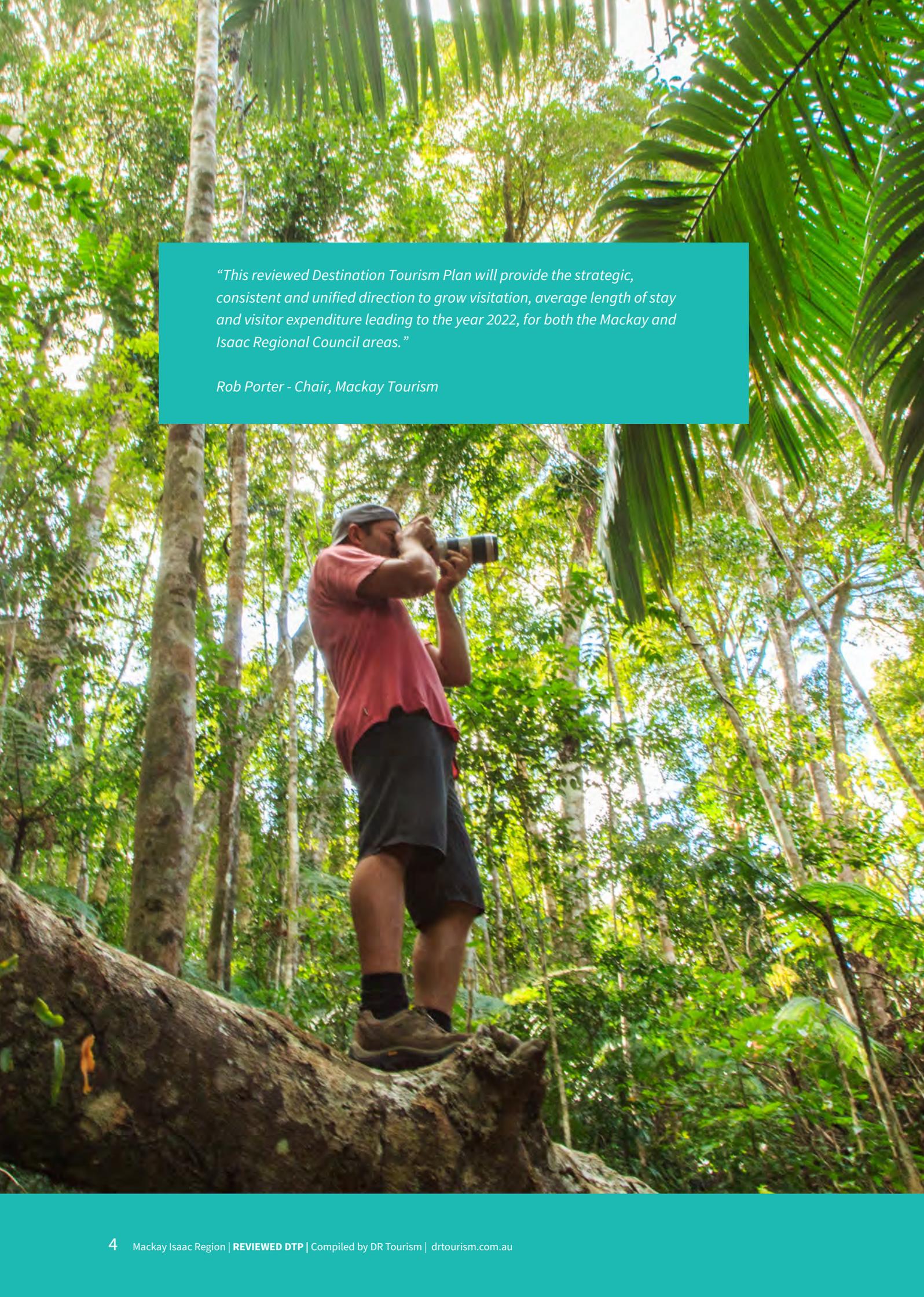
seeking unique, intimate and authentic holiday experiences.

The Isaac region compliments the overall destination with a mix of authentic inland and coastal experiences. The inland towns of Moranbah and Clermont have rich cultural and heritage stories to share, and Clairview provides a stunning coastal scene ideal for fishing and crabbing - home to a Dugong Sanctuary and close to the St Lawrence Wetlands.

The destination is also making positive strides towards establishing the region as a key destination for significant events. The region's excellent event infrastructure, easy access and accommodation options have assisted in attracting several large scale events, including several professional sporting events and the recent Elton John concert attracting over 5,000 visitors to the region.

The Mackay region is fast positioning itself as an ideal destination for recreational anglers. In 2016, fishing visitors to Mackay contributed approximately \$23 million in tourism expenditure to the local economy. Recognising the opportunity that the recreational fishing sector presents, the Mackay Regional Council developed the Mackay Region Recreational Fishing Strategy 2017 - 2022 outlining a number of key objectives to position Mackay as a premier fishing destination.

The region has good levels of access through both the Mackay and Moranbah airports. Mackay enjoys direct flight services from Brisbane, Townsville and Cairns, and the Moranbah airport receives direct flights from Brisbane.



“This reviewed Destination Tourism Plan will provide the strategic, consistent and unified direction to grow visitation, average length of stay and visitor expenditure leading to the year 2022, for both the Mackay and Isaac Regional Council areas.”

Rob Porter - Chair, Mackay Tourism



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2. KEY TOURISM TRENDS

2.1 TEQ'S EXPERIENCES FRAMEWORK

In 2016, Tourism & Events Queensland (TEQ) undertook comprehensive research in order to identify current consumer drivers. From this TEQ developed a consumer led, evidence based approach for a new marketing direction and refreshed brand architecture for Queensland, one which promotes Queensland as the master brand and showcases the hero experiences across the state's destinations, in order to deliver TEQ's vision to Market the Best Address on Earth.

Five experience pillars have been identified that are consumer orientated and based on categories identified by our research. They form the backbone of TEQ's creative strategy and are what TEQ is using to deliver messaging to consumers across the full breadth of channels and touchpoints. While each pillar is distinct and clearly defined, they all share a point of view that is unmistakably, quintessentially Queensland.



Queensland's experience pillars and hero experiences represent our competitive advantage and reflect what is unique and memorable about Queensland. Queensland tourism operators and events will bring to life the destination delivered approach by being the direct touch point with consumers, delivering the hero experiences to guests across the destinations and delivering authentic and truly memorable guest experiences.

For the first time, TEQ will be unashamedly promoting individual tourism experiences that align with these pillars, and that are high achieving, exceptional tourism products and experiences that are bookable, tangible products. TEQ will implement a Best of Queensland program, to identify the best of the best tourism operators and events who will represent all that is great about Queensland. This program will recognise and celebrate our leading tourism products and events who consistently deliver outstanding and world class experiences to our guests. In time, TEQ will use these Signature Products and Events to promote Queensland, so that they are confident that we are inspiring people to experience the best address on Earth.

As a result of this strategic shift - Mackay Tourism will need to play a key role in ensuring local tourism operators are provided with the skills, tools and know how to work towards becoming a part of TEQ's Best of Queensland Program.



2.2 HERO EXPERIENCES

Destination ‘Hero Experiences’ have been identified for each of Queensland’s thirteen destinations and are considered to be the ‘essence’ of a destination. TEQ defines Hero Experiences as being:

- Those world class iconic experiences that provide a destination with a real competitive advantage over other destinations;
- Those experiences that focus on what is truly unique or memorable or engaging about a destination; and
- Those experiences which meet the needs of our target markets.

The Mackay region’s ‘Hero Experiences’, launched in 2014 following extensive consultation with industry, includes:

UNSPOILT NATURE

The Mackay Region has a place reserved just for you, to feel the quiet satisfaction of what nature has to offer without all the crowds...the secretive platypus at Eungella National Park, the surprise of wallabies on the beach at Cape Hillsborough, the abundance of private beaches or the seclusion of a lesser known but spectacular part of the Great Barrier Reef.

FISHING AND BOATING

Whether you’re an experienced angler or you just want to relax with the family wetting a line without the crowds, the Mackay Region is the place for you. The excitement of a big game catch, the challenge of reeling in one from the beach, or the pleasure of sitting back in your tinny and fishing one of the region’s picturesque lakes.

EVENTS THAT CELEBRATE OUR LOCATIONS

Mackay Region locals know how to have a good time and celebrate the best the region has to offer so join in and experience one of the many events that take advantage of the region’s uncrowded natural landscape, first class sporting facilities and quality cultural venues.

In 2016, Mackay Tourism worked to more specifically define the region’s Hero Experiences which now include:





2.3 CURRENT VISITATION AND PERFORMANCE

The following infographic summarise the current (year ending June 2017) travel trends for the Mackay region, in comparison to the year ending June 2013 (when the current DTP commenced development).

	2013	2017
OVERNIGHT VISITATION		
Total overnight visitors.	793,000	928,000
Total number of visitor nights.	3.15 million	3.7 million
Total visitor expenditure.	\$451 million	\$396 million *
DOMESTIC VISITATION		
Total domestic overnight visitors.	749,000	883,000
Total number of domestic visitor nights.	2.4 million	3.3 million
Average length of stay.	3.2 days	3.8 days
INTERNATIONAL VISITATION		
Total international overnight visitors.	44,000	45,000
Total number of international visitor nights.	753,000	432,000
Average length of stay.	17.1 days	9.6 days

In the year ending June 2017:

DOMESTIC

48% of all domestic overnight visitors travelled for business, followed by VFR (23%) and holiday purposes (20%).

INTERNATIONAL

75% of all international overnight visitors travelled for holiday purposes.

*Tourism Research Australia does not provide specific international expenditure data for the Mackay region. For the purposes of this report, international expenditure data has been used based on Central Queensland visitor expenditure averages.



2.4 NATIONAL TRAVEL FORECASTS

DOMESTIC

In 2017–18, increases are forecast for domestic visitor nights, up 1.5% to 343 million nights, and day trips up 2.6% to 191 million trips. This reflects a situation where Australian economic growth is expected to remain at below its historical average. Domestic travel costs, particularly for accommodation in capital cities are also likely to remain high, while continued low growth in domestic air capacity could result in higher airfares in 2017–18. One positive area is the strong likelihood that petrol prices will remain at current levels. As economic growth picks up through 2018–19, and the Australian dollar remains near its longterm average, domestic tourism activity should increase, with domestic visitor nights up 2.9% and day trips up 3.7%. There are also some drawcard events in 2017–18 that should boost domestic travel and international travel including the Ashes series and the Commonwealth Games.

Over the 10 years to 2026–27, day trips are projected to increase at an average annual rate of 2.9%, while domestic visitor nights will grow at an average annual rate of 2.2%. ABS projections suggest that as more of Australia's large baby boomer population (1946 - 1964) become older than 75, they will travel far less in the coming decade, which is contrast to the previous decade, where baby boomers were a major driver of growth in domestic travel.

When considering travelers of all ages, increases for both day trips and overnight travel are still expected.

INTERNATIONAL

Tourism Research Australia - Australia's peak body for national tourism research, produces an annual **Tourism Forecast Report** through the expertise of a Tourism Forecasting Reference Panel. The Tourism Forecasts 2017 report states that over the next two years, international visitor numbers to Australia are expected to increase by 13.1%, from 8.6 million in 2016–17 to 9.2 million in 2017–18 and 9.7 million in 2018–19. **Asia** will continue to outperform other overseas markets over this period. The total number of Asian visitors is expected to increase 17.4% in the two years to 2018–19, from 4.2 million in 2016–17 to 4.5 million in 2017–18 and 4.9 million in 2018–19. Countries making the largest contributions to growth from Asia will be:

- China – up 26.4%, from 1.3 million visitors in 2016–17 to 1.6 million in 2018–19
- India – up 21.1%, from 278,000 visitors in 2016–17 to 337,000 in 2018–19
- Japan – up 15.1%, from 427,000 visitors in 2016–17 to 492,000 in 2018–19.

Asia will account for over half of all international visitors to Australia during 2018–19, compared with 48% in 2016–17.

Growth prospects for Australia's largest traditional markets are mixed. Visitor numbers from the United States (US) are expected to grow very strongly – up 14.9% from 752,000 in 2016–17 to 864,000 in 2018–19. Visitation from the United Kingdom (UK) in 2017–18 is forecast to grow 7.0% to 779,000, largely driven by the Ashes Test series scheduled for 2017–18. In 2018–19, UK visitation will fall 1.1% to 770,000. New Zealand (NZ) will experience



below-average visitor growth relative to most other markets, increasing from 1.36 million in 2016–17 to 1.45 million in 2018–19 – growth of 6.7% over the two years.

Over the longer term, Australia will continue to have a high proportion of its visitors from the top five inbound markets – China, NZ, the US, the UK and Singapore. Collectively, these five countries are forecast to provide almost two-thirds (62%) of the additional 6.5 million arrivals expected in 2026–27. Around 2.6 million, or a 40% share of these additional arrivals, will be from China.

2.5 MACKAY TRAVEL FORECASTS

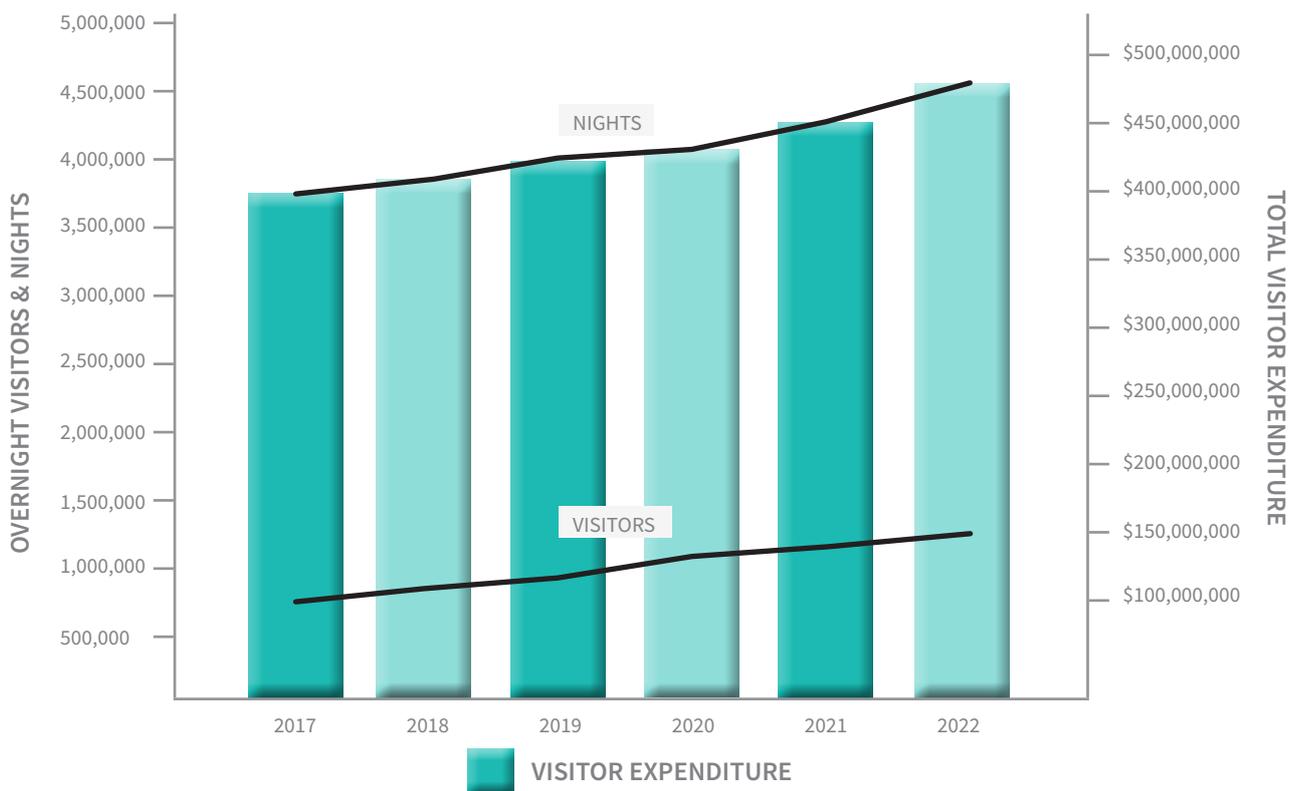
Growing at approximately 4% per annum, the Mackay region is predicted to reach approximately 1.05 million overnight visitors in 2020, with a total overnight tourism expenditure of \$445 million.

This continued growth is expected to generate 1.13 million overnight visitors by 2022, with total overnight expenditure of \$482 million.

These estimates are based on the latest visitor growth rates for overnight domestic and international tourism by Tourism Research Australia's 2017 Tourism Forecast Report. These estimates are however based on national and state growth, and therefore we can assume that the Mackay region will follow these estimated growth rates. As a result, these forecast figures should be treated as 'natural growth' in the context of national averages. Reaching these forecast projections would mean that in 2022, the Mackay region would see:

- An additional 200,000 overnight visitors;
- An additional 820,000 nights;
- An additional \$86 million in overnight visitor expenditure.







3. THE VISION

VISION

The vision for the Mackay region is:

“To create a must visit destination by showcasing memorable, authentic and unique nature based and heritage experiences to the world.”

GOALS

To work towards achieving the above vision, there are several goals that will be worked towards in order to achieve the targets as listed below. These goals include:

- **Foster and encourage the development and introduction of new tourism products and experiences** by working with existing product and tourism operators, and attracting new tourism products and experiences to the region.
- **Develop existing and attract significant events** to the region that play a key role in driving visitation and boosting occupancy levels for the region, particularly in non peak tourism periods.
- **Build community awareness of the importance of tourism** throughout the entire region, and improve the skills and knowledge of the local tourism workforce in order to deliver superior levels of customer service and tourism experiences.
- **Implement a regional approach to destination branding and awareness**, focusing on both the coastal and inland attributes of the entire region - which in turn will assist in garnering greater support from key tourism stakeholders.

TARGETS

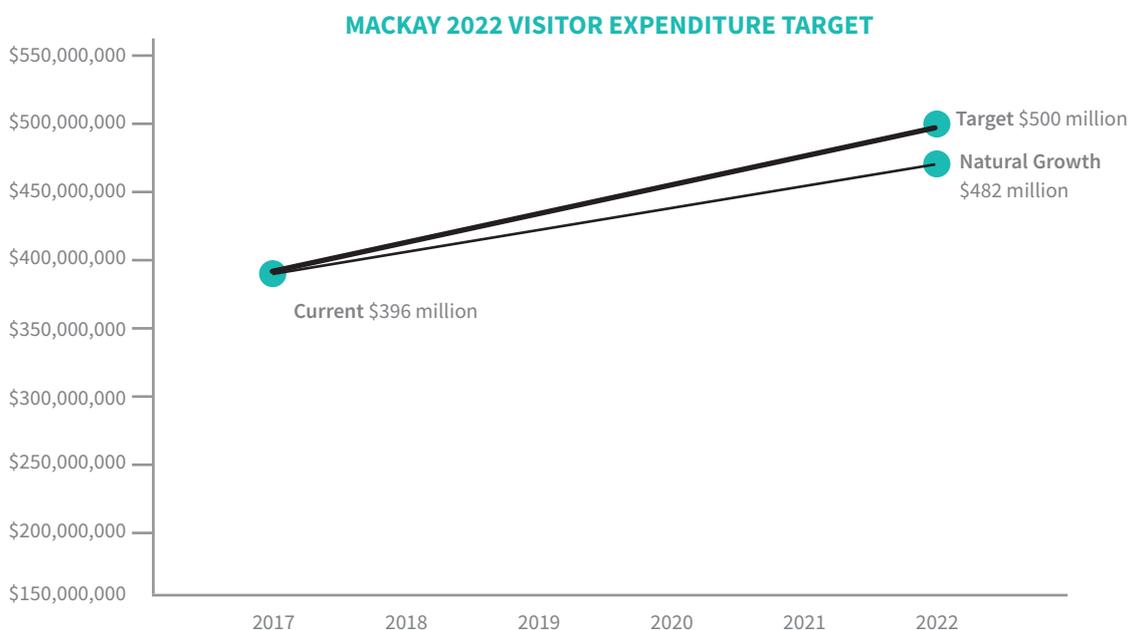
The following targets have been developed to provide a measure and to act as a gauge of success for the goals listed below. These targets include:

- **Visitor Spend:** Increase total overnight visitor expenditure from \$396 million to \$500 million by the year 2022.
- **Average length of stay:** Increase the average length of stay amongst domestic travellers from 3.8 days to 4.2 days by the year 2022.
- **International visitors:** Increase the number of international overnight visitors by 3% per annum leading to 2022.



4. TARGET 2020

The Mackay region is predicted to grow at a rate of approximately 4% per annum leading to the year 2022, generating 1.13 million overnight visitors by 2022, with total overnight expenditure of \$482 million (based on Tourism Forecasting Committee National Growth Estimates). MTL aims to exceed the forecasted overnight expenditure amount to a grand total of \$500 million in overnight visitor expenditure by the year 2022 through a range of specific, targeting actions and strategies focused on the areas of Product/experience development, Marketing, Great service and innovation, and Events.



TARGET MARKETS

The Natural environment is a key driver behind visitation to the Mackay region. Some of the primary activities participated in by visitors to the region include bushwalking; visiting parks, going to the beach; and visiting family and friends. Eat out at restaurants is the most popular activity participated in by visitors in Mackay.

Following stakeholder consultation, and based on future growth trends and consumer based target market research carried out by TEQ, the Mackay region will pursue the following markets:

EMPTY NESTERS

Research conducted by TEQ shows that the Empty Nesters market segment has a strong association with the experience offerings of Mackay. Although Empty Nesters holiday slightly less often than the other segments, they typically spend the most per night – especially on holidays longer than 15 nights. On these longer holidays, they are considerably more likely than other segments to choose to holiday in Queensland. Empty Nesters are defined as being Aged 50+, with no children in the household.



OLDER FAMILIES

Similarly, the Older Families market segment has a strong association with Mackay, second only to Empty Nesters. Older Families are defined as Families with no children under 5 in the household. Families with older children are more likely to travel in Australia, and they are more likely to consider visiting Queensland for trips between 4 and 14 nights. It is on holidays between 7 and 14 nights that they spend the most each night.

Both the intrastate Empty Nesters and Older Families market segments represent key potential source markets for Mackay. There may also be opportunities for these segments in NSW and interstate throughout Australia.

VISITING FRIENDS AND RELATIVES (VFR)

The VFR segment is a strong contributor of overnight visitation to the Mackay region, with the segment providing 21% of all overnight visitors to the region in the year ending June 2017. Over the past 3 years, the VFR market for Mackay has increased by 1.5%.

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

NICHE MARKETS (FISHING, SPORTING EVENTS)

A niche tourism market is a specific market segment, which has a specialty interest that becomes the primary motivator for a visit. Some examples of a niche market for tourism include fishing, sporting events, cycling and health and wellness. Mackay has developed the Mackay Region Recreational Fishing Strategy which will position Mackay as a recreational fishing mecca and will undoubtedly target increased visitor numbers from this segment. Similarly, Mackay is positioning itself as a regional sporting hub in Queensland, attracting high profile sporting events to the region which in turn attract strong visitor numbers for the purpose of experiencing specific events.

INTERNATIONAL MARKETS

Key international markets such as the UK, Germany and the rest of Europe are showing strong signs of growth for the Mackay region and are forecasted to continue their strong performance. The nature based attractions that exist within Mackay such as the Cape Hillsborough Sunrise Wallabies experience resonates strongly with these markets, and the proximity of the destination to the international tourism hotspot of the Whitsundays provides significant opportunities to leverage.

5. DESTINATION STRATEGIES

The following section highlights a number of ‘pillars’ and strategies that are recommended to be implemented by all stakeholders in order to achieve the destination’s targets by the year 2022. There are a number of stakeholders that need to be involved in the delivery of these strategies and actions to make this happen, and these stakeholders include the following:

ACRONYM	NAME
DTESB	Department of Tourism, Major Events, Small Business and the Commonwealth Games
TMR	Department of Transport and Main Roads
DSD	Department of State Development
MIWRO	Mackay Isaac Regional Office (DTESB)
MRC	Mackay Regional Council
MTL	Mackay Tourism Limited
RFS	Recreational Fishing Sector
MAFSA	Mackay Area Fish Stocking Association
MRFSG	Mackay Recreational Fishing Steering Group
DAF	Department of Agriculture and Fisheries
GBRMPA	Great Barrier Reef Marine Park Association
IRC	Isaac Regional Council
QPWS	Queensland Parks and Wildlife
TORG	Traditional Owners Reference Group
CCBG	Clermont Community and Business Group
EHP	Department of Environment and Heritage Protection
TEQ	Tourism and Events Queensland
QTIC	Queensland Tourism Industry Council
GW3	Greater Whitsunday Alliance



The urgency and importance of strategies have been classified into different ‘priorities’ as seen below. The priorities include:

M = Must (implemented in 0 - 12 months) **S** = Should (implemented in 1 - 3 years)

O = Opportunity (Future/aspirational opportunities to be pursued) = Game Changer

The pillars and strategies that need to be implemented include the following:

PRODUCT AND EXPERIENCE DEVELOPMENT

In recent times, there has been a significant shift in consumer behaviour to seeking out tourism products and experiences that are perceived to be ‘authentic’, ‘off the beaten track’ and ‘value for money’. The Mackay region is in a prime position to be able to capitalise on this trend. By developing and promoting new, high quality experiences, and allowing visitors to enjoy memorable experiences, Mackay can attract increased visitor numbers, average length of stay, encourage word of mouth promotion and drive increased visitation.

The number of memorable and authentic experiences and tourism products within the region can be increased through the implementation of the following recommended strategies:

STRATEGIES	PRIORITY	OWNER	PARTNERS
1. Continue to facilitate the development of dual use recreational areas for locals and tourism, including the Waterfront Priority Development Area.	M	MRC	DSD/MIWRO
2. Implement the 2017-2022 Mackay Region Recreational Fishing Strategy.	M	MRC	MTL/RFS/MAFSA/MRFSG/DAF/TMR/GBRMPA
3. Investigate the feasibility of developing a Mackay and Isaac Region RV and Camping Framework (including signage).	M	MRC/IRC	TMR/MTL
4. Develop and implement a tourism incubator/mentoring program in the Isaac and Mackay regions to encourage and drive new tourism product/experience development.	M	MTL	IRC/MRC/QPWS/DTESB/CCBG/Industry
5. Continue to work with QPWS to develop and implement a management plan to ensure the sustainable management and delivery of the Cape Hillsborough Sunrise Wallabies Experience.	M	MTL	QPWS/EHP/MRC/Industry



STRATEGIES	PRIORITY	OWNER	PARTNERS
6. Continued efforts to upskill and enable tourism operators to engage with and leverage the tourism trade distribution network.	M	MTL	Industry/QTIC/DTESB
7. Create a Eungella/Finch Hatton Recreational Management Plan to allow for sustainable management of planned growth including identification of future infrastructure needs and investment opportunities to feed into a regional investment profile.	S	QPWS	MRC/MTL/DSD
8. Work with QPWS to increase access to National Park areas through the development and reopening of walking trails, 4WD tracks, bird watching opportunities, campgrounds and interpretive signage.	S	MTL/IRC	QPWS/MRC
9. Development and launch of a Historic Trail highlighting the heritage of the Isaac Region (particularly Clermont and surrounds).	S	MTL	IRC/CCBG
10. Partner with Mining companies to develop and launch a mining site/facility tour.	S	IRC	MTL/Mining
11. Continued development and expansion of the Mackay Regional Sports Precinct in order to attract large scale participatory events.	S	MRC	MTL/DSD/TEQ/DTESB
12. Work with Traditional Owners and operators to scope authentic Indigenous experiences throughout the Mackay and Isaac region, raise cultural awareness and share Indigenous stories to key target markets.	S	MTL	IRC/MRC/TORG/QPWS/DTESB
13. Liaise with key stakeholders to promote the destination's credentials within the cruise ship segment, with the aim to be included on a cruise ship itinerary as a stopover location.	O	MTL/GW3	TEQ/MRC

MARKETING

Tourism is more competitive than ever. As a result, it is vital that the Mackay region continues to develop and promote authentic tourism experiences that are unique to the Mackay region. The region is blessed to have a diverse range of tourism experiences, ranging from nature to heritage and culture, and it is vital that the region continues to promote these experiences to key target markets in a unified and consistent approach.

It is recommended that the unique tourism attributes of the Mackay region continue to be promoted through the following recommended strategies:

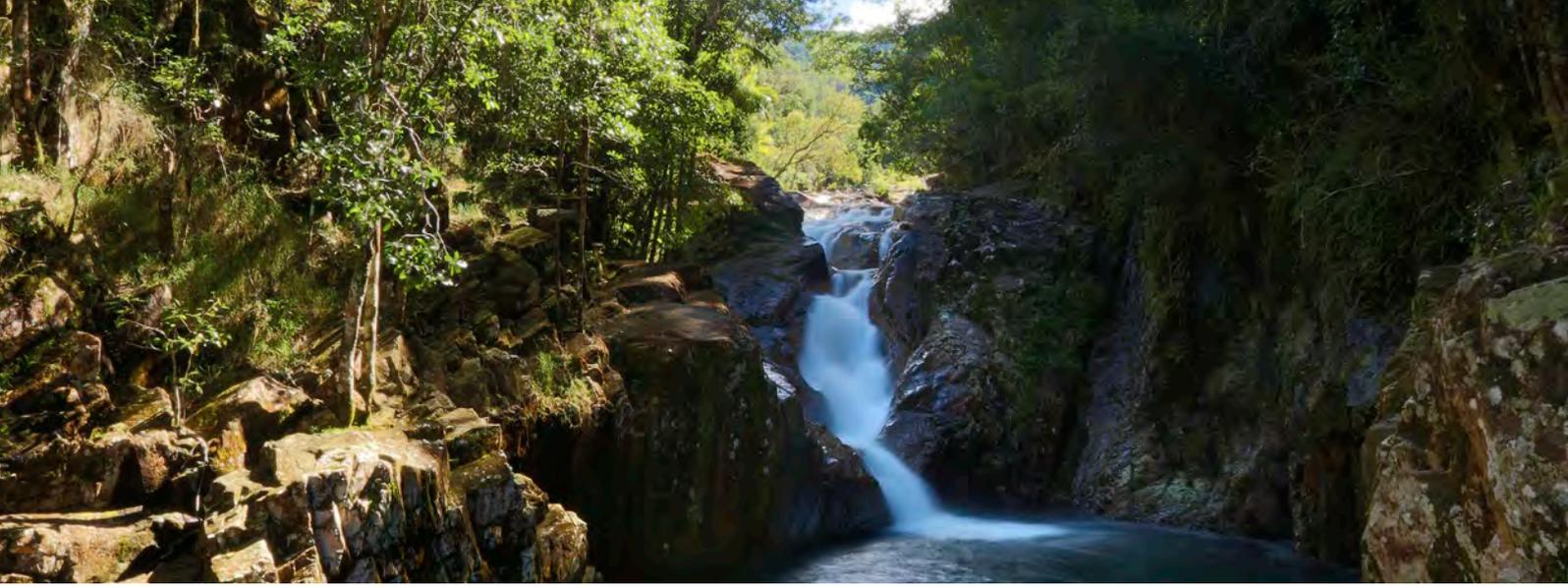
STRATEGIES	PRIORITY	OWNER	PARTNERS
1. Isaac Region to develop and implement an Isaac Region Marketing Strategy, with a key focus on brand and digital footprint - consumer website, social media channels etc.	M	IRC	MTL/Industry
2. Continue to promote the region's iconic hero experiences.	M	MTL	TEQ/MRC/IRC
3. Continued public relations activity in promoting iconic and authentic experiences and tourism events as part of strategic publicity efforts.	M	MTL/TEQ	MRC/IRC/Industry
4. Continue to target the 400km short break and long haul drive tourism markets.	M	MTL	TEQ/MRC/IRC/Industry
5. Increase international marketing efforts targeting western markets including Germany, Europe and the UK, through international trade and media familiaristations, and attendance at the Australian Tourism Exchange trade show.	M	MTL	TEQ/Industry
6. Continue to target the VFR segment to drive repeat and increased visitation.	M	MTL	TEQ/IRC/MRC/Industry
7. Collate and develop consumer collateral highlighting the region's heritage and sugar industry credentials, including the history of the Australian South Sea Islanders.	M	MTL	MRC
8. Target the business market to encourage repeat visitation.	S	MTL	TEQ/IRC/MRC/Industry
9. Advertise the region's iconic experiences via promotional and gateway signage.	S	TMR/MRC/IRC	MTL/QPWS
10. Create a unified brand and message for the Mackay Isaac Region.	O	MTL	MRC/IRC/TEQ/Industry

GREAT SERVICE AND INNOVATION

With tourism being as competitive as it is on both a domestic and international scale, the importance of offering high quality visitor experiences through customer service, ambassadorship and innovation has never been more important. By assisting to develop a destination that is renowned for its quality customer service, has a community that embraces and encourages tourism and is unified and its approach, the Mackay region can truly stand out from a busy market of competitors.

The reputation of the Mackay region as a must visit tourism destination will be greatly enhanced by the upskilling and education of the tourism workforce and the local community through the following recommended strategies:

STRATEGIES	PRIORITY	OWNER	PARTNERS
1. Implementation of the 'Welcome to Mackay/Isaac' program to educate the local tourism workforce and volunteer base on all the attractions the region has to offer, subsequently improving the visitor experience and length of stay.	M	MTL	DTEB/MRC/IRC/Industry
2. Design and implement a regional Experience Development Program to encourage operators to embrace and capitalise on TEQ's strategic direction, leverage 'hero experiences', create new experiences, and grow the region's share of operators featured in the 'Best of Queensland' program.	M	MTL	QTIC/TEQ/IRC/MRC/Industry
3. Develop and implement a Business Leaders Campaign, to lift the visitor experience and profile of the region as an appealing tourist destination for key target markets, encourage visitors to experience more of the Mackay and Isaac regions, and create ambassadors within region by educating local leaders of the importance of tourism.	S	MTL	MRC/IRC/Industry
4. Isaac Region to develop and launch a digital footprint as recommended in the Isaac Region Marketing Strategy, including a destination/consumer website and region specific social media channels.	S	IRC	MTL/Industry
5. Development and implementation of a Mackay region (Mackay and Isaac) digital ready/social media mentoring program.	S	MTL	MRC/IRC/QTIC/Industry



EVENTS

Events are critical to the success and prosperity of any tourism destination, and are seen as a key means of generating economic benefit, attracting visitors, driving social and community outcomes and enhancing the profile of destinations. Mackay continues to position itself as strong event destination, actively seeking large scale events that provide significant economic benefit.

It is recommended that the Mackay region continues to position itself as a regional events capital through the continued efforts to date and the implementation of the following recommended strategies:

STRATEGIES	PRIORITY	OWNER	PARTNERS
1. Target funding through TEQ's Destination Events Program to grow the profile and capability of existing events throughout the entire Mackay region (Mackay and Isaac).	M	MTL	MRC/IRC/TEQ
2. Continued attraction of large scale, high profile sporting and cultural events that showcase the region, drive increased levels of visitation, repeat visitation and length of stay.	M	MRC	MTL/TEQ
3. Position the Mackay/Isaac region as Australia's 'Home of Fishing' through continued promotion of the region's fishing credentials and the attraction/development of a large scale participatory fishing event in Mackay.	M	MTL	MRC/IRC/TEQ
4. Reintroduction of a participatory fishing event at Theresa Creek Dam	S	IRC	MTL
5. Develop and implement a strategy promoting the Isaac Region horse 'Race Circuit', including an intensive PR campaign.	S	IRC	MTL/TEQ

6. APPENDIX

STAKEHOLDER ENGAGEMENT

A large number of stakeholders were consulted as a part of this review process. These stakeholders include:

NAME	TITLE	ORGANISATION
Tas Webber	General Manager	Mackay Tourism Limited (MTL)
Nele Hahne	Marketing Manager	MTL
Terri McIntyre	Development Coordinator	MTL
Melissa Woods	Communications Officer	MTL
Rob Porter	Chairman/General Manager	MTL/Mackay Airport
Cr Greg Williamson	Mayor	Mackay Regional Council (MRC)
Cr Amanda Camm	Deputy Mayor	MRC
Cr Laurence Bonaventura	Councillor	MRC
Cr Fran Mann	Councillor	MRC
Cr Karen May	Councillor	MRC
Cr Ross Walker	Councillor	MRC
Gerard Carlyon	Director - Development Services	MRC
Bridget Mather PSM	Director - Community and Client Services	MRC
Jaco Ackermann	Manager - Strategic Planning	MRC
Cr Anne Baker	Mayor	Isaac Regional Council (IRC)
Cr Kelly Veava	Councillor	IRC



NAME	TITLE	ORGANISATION
Cr Lynette Jones	Councillor	IRC
Cr Jane Pickels	Councillor	IRC
Gary Stevenson PSM	Chief Executive Officer	IRC
Jeff Stewart - Harris	Director - Planning, Environment and Community Services	IRC
Stewart Gow	Manager - Economic Development and Communities	IRC
Emily Fry	Tourism Development Officer	IRC
Hayley Lyons	Tourism Development Officer	IRC
Debra Alvoen	Clermont Historical Centre Coordinator	IRC
Ewan Hughes	Analytical Research Officer	IRC
Garry Scanlan	CEO	Greater Whitsunday Alliance
Racheal Klitscher	Director - Great Barrier Reef	Tourism & Events Queensland
Arthur Burn	Principal Policy Officer	DTEBS
Robbie Meddick	Director - Tourism Policy	DTEBS
Vivien Hanrahan		Ocean International
Peter Moore		QPWS
Kelly Davidson	Director	Coral Cay Resort
Brent Cran	Owner	MyCow Accommodation
Glenys Mansfield	Centre Coordinator	Sarina Sugar Shed
Kerryn Beck	Manager	The Shores Holiday Apartments



NAME	TITLE	ORGANISATION
Peter Beck	Manager	The Shores Holiday Apartments
Dwayne Shea	Director	The Old Station Teahouse
Kaitlyn Shea		The Old Station Teahouse
Scott Grant	General Manager	Ibis Mackay Airport
Rena Atherton	Director	Cape Hillsborough Nature Tourist Park
Luana Royle	Director	Rainforest Scuba
Rosemary Haucke	Owner	Rosemary Bookkeeping Services
Frieda Berry-Porter	Owner	The Outback Prospector
John Burnett	Owner	Belyando Enterprise Network Inc.
Jan Burnett	Owner	Belyando Enterprise Network Inc.