

Warrego Highway

CORRIDOR MANAGEMENT PLAN



IMPLEMENTATION PLAN



Warrego Highway Corridor Management Plan Implementation Plan

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1.0 Background

This final report provides an implementation schedule and planning framework to guide the introduction of the Warrego Highway Management Plan.

The final report does not contain an overview of planning or management issues or the visitor information and signage template. This information is clearly outlined in report two and report three. The focus of this report is on providing a practical implementation framework.

2.0 Warrego Highway Vision Statement

Travelling “By Way of the Warrego” offers travellers:

- A wide range of short break holiday and drive options within 2 ½ hours of Brisbane
- A direct route to Toowoomba, the Western Downs and Outback Queensland including Carnarvon Gorge and the Matilda Highway
- Access to a rich patchwork of rural attractions and experiences
- A chance to experience country life and events within easy access from South East Queensland
- A chance to take time to spend time with your family or partner and meet new friends

3.0 Product Components

The following outlines the desired core elements of the product offer. In other words these are the product attributes of the corridor that we wish to achieve.

(i) A Corridor of Linked Rural Communities and Shires

The Warrego Highway corridor is made up of thirteen shires along the Warrego Highway with a number of ‘associated’ shires, with access from the highway. The corridor also passes through three Regional Tourism Associations (RTAs), - Brisbane Marketing, Toowoomba and Golden West, and Outback Queensland Tourist Association.

The corridor can be driven as a long haul trip connecting with the Matilda and Leichhardt Highways or as a short break journey traversing one of the many byways of the Warrego and visiting some of the many Towns / Shires.

The “By the Way of the Warrego” theme has been designed to promote the cross selling and promotion of neighbouring shires and towns within the corridor under the existing regional branding and positioning campaigns eg South East Queensland Country, Western Downs and Outback Queensland.

(ii) Creatively Packaging and Presenting the Warrego Highway Corridor Heritage

The corridor will offer a rich tapestry of themed experiences and rural attractions, which come alive and are accessible from each town along the corridor. The themes will represent the distinctive uniqueness of each town / region within the Warrego corridor.

The natural and cultural heritage along the corridor will be presented in a way that can be packaged to meet the needs of targeted consumer markets within South East Queensland.

The success of the Warrego Highway Corridor will be judged on its ability to attract visitors and to entice them to spend time and money in the region throughout the year.

Events and short break packages will be used to entice repeat visitation.

(iii) A Network of Visitor Information Centres and Tourist Attractions

Information Centres and QHTN attractions will become the hub and focal points for visitor information and interpretation of the corridor's attractions and services.

All signage will reinforce the role of visitor centres.

Information provided in Visitor Information Centres will be consistent across the corridor and promote the attractions of the local town / region and the corridor.

Access to each region's unique natural and cultural heritage will be promoted via self drive trails and packaged tours using local operators. A variety of 1 day, 2-3 day and extended tour packages should be available at each town.

(iv) An Integrated Visitor Information Network and Signage Strategy will be created

An integrated, visitor information network will be established along the corridor. This will include themed signage, regional and local maps, and visitor centre displays.

(v) Implementation

The local communities and businesses of the region will implement the Warrego Highway corridor management plan over a staged plan. The level of take-up of each initiative will be determined in accordance with the priority and resources of each community.

A project manager will be initially appointed to 'drive' the implementation of the plan, working with the RTAs, Councils, various signage committees and QHTN attractions along the corridor.

Ongoing funding for the project will be sourced through local and state government initiatives, commercial sponsorship and industry joint venture initiatives.

The success of the Warrego Corridor will be its ability to link and value add with a wide number of existing regional initiatives such as the Cobb & Co Byway and the Western Shires Tourism and Signage Strategy etc.

4.0 Target Markets

The Warrego Highway services two different visitor markets. The long haul drive market travelling beyond Toowoomba and connecting with the Matilda Highway (or one of the many north south link roads) and the short break market from South East Queensland.

4.1 Regional Tourism Overview

The tourism region enjoys good quality highway access from a range of key national and state highways.

Main road links in the region include the New England Highway, the Warrego Highway, the Newell / Leichhardt Highway and Carnarvon Development Road. Important regional links include Bunya Highway, D'Aguilar Highway and road links to a variety of Towns and Shires.

Tourism attractions and services are spread thinly across the Darling Downs and considerable work is still required to creatively link attractions and services and provide themed packages which can be creatively offered to the marketplace (eg wine and food and heritage trails etc).

A low level of tourism commercialisation and awareness still exists west of the Toowoomba Range resulting in a less than optimum level of economic activity (critical mass of visitor services and products). Tourism activity tends to be focused around key regional population centres or product areas (Stanthorpe – weekend retreats and wine, Bunya Mountains – camping, weekend retreats, Carnarvon National Park – camping, Toowoomba – daytripping, events, B&Bs etc).

Research undertaken by Tourism Queensland has shown that the Darling Downs currently faces the following challenges: -

- High variability in product quality and service
- A lack of critical mass of attractions and products
- A low level of tourism awareness
- A high level of competition from coastal regions including northern New South Wales
- A lack of regional funding for marketing activity

Appendix 1 provides a more detailed overview of the short break travel market.

Target short break markets for the region can be subdivided into two key segments: -

- 1) Primary markets
Short break; drive, families and couples; 35 years +; living in the Brisbane region
- 2) Secondary markets
Short break; drive; families and couples 35 years +; living in the Gold Coast, Sunshine Coast and northern New South Wales; Queensland drive holiday market

Research undertaken by Tourism Queensland indicates that the prime motivations for the Brisbane short break market include: -

- Break routine, make life more interesting
- Relaxation, forget chores and responsibilities
- Be together as a couple, renew relationships
- Do different things (diversity)

Appealing characteristics for short break destinations include: -

- Little planning needed
- Not a big investment
- Not far to go, a pleasant drive
- Short notice possible

A comprehensive overview of visitor market characteristics is provided in Appendix 1.

Key Issues

- 1) There are limited visitor attractions to link with and cross-sell / promote. The Cobb & Co Byway is an excellent example of an initiative to link attractions with are located off the Warrego Highway.
- 2) The drive market (touring / exploring), daytripping from South East Queensland and Toowoomba, attending special events and visiting friends and relatives are important market segments.
- 3) There is a low awareness of the Darling Downs and this is reflected in low demand, and low intention to visit.
- 4) The region experiences a high degree of through traffic on major highways.

Key Market Characteristics

- Predominantly domestic drive market
- Origin - >65% Brisbane, South East Queensland and northern New South Wales
- Age - >70% aged 35years +
- Adult groups and family groups
- Purpose - 65% holiday, 20% business
- Transport - Private vehicle
- Length of stay – 2 nights average

4.1.1 Long Haul Visitor Characteristics

The travel routes of visitors of western Queensland are difficult to identify, however, most visitors travel on an east-west axis along the Warrego, Capricorn and Flinders Highways, and on a south-north axis long the Mitchell, Newell, and Pacific Highways.

A large number of these travellers visit or pass through the major centres of Roma, Charleville, Blackall, Barcaldine, Longreach, Winton and Mt Isa. Unlike visitors who holiday at a single coastal destination, visitors to western Queensland tend to travel long distances and visit many places.

The ability to lure long haul visitors to attractions and facilities are affected by:

- The variety of attractions and facilities along the whole travel route,
- The time constraints involved in driving long distances, and
- The ability to visit numerous facilities and places within a particular trip timetable and budget

Research undertaken by Tourism Queensland reveals the main reasons for visiting an outback region:

- Travelling through the region
- Natural attractions
- Culture / Environment
- Historical / Heritage
- Outback Hospitality
- Climate
- Adventure
- Experience "real" Australia
- Lifetime dream

Appealing characteristics of the Queensland Outback:

- Friendliness of the locals and fellowship of travellers along the way
- Getting in touch with the cultural, political and social history
- The nature and diversity of natural phenomena, wide open spaces / vastnesss, birds and other wildlife
- The cleanliness and tidiness of the towns & wide roads
- Closeness to the natural environment
- Providing a personally enriching experience, getting in touch with "real" Australia, the culmination of a long held dream
- Excitement / thrill of discovering interesting things along the way

Key market Characteristics:

- Origin - > 66% from local intrastate; 29% interstate visitors New South Wales
- Age - > 55% aged 50 years +
- Seasonality: High - > June & July; Low - > February
- Independent travellers + 90%
- Average expenditure higher due to longer trips
- Length of stay - > 8-14 nights average

5.0 Packaging the Product

A range of initiatives will need to be set in-train to ensure that the Warrego Highway is presented and packaged as a buyable proposition for targeted visitor markets.

Key initiatives include:

- (i) Current regional tourism brochures will need to be amended to include details on the Warrego Highway concept. This can be achieved through inserts or through the bundling of product under a common banner.
- (ii) The visitor information available at information centres will need to be upgraded and presented in a consistent "By Way of the Warrego" format along the corridor.
- (iii) Contact will need to be made with all road agencies; for example, RACQ, AAA and NRMA etc., to ensure that their databases are all updated to include the latest material on the Warrego Highway.
- (iv) The TQ and QHTN drive tourism's web sites will need to be updated overtime.
- (v) A range of marketing initiatives will need to be pursued under existing marketing campaigns. These are further outlined in Section 9.

6.0 Branding and Use of the Warrego Highway tagline – By Way of the Warrego

The consistent application of the Warrego Highway tag line under the banner of existing regional branding exercises can offer the following advantages:

- (i) A clear product image and consistent marketing messages.
- (ii) A logo / brand that both the community and tourism industry in the region can understand and support.
- (iii) Improve advertising awareness and positioning on promotional material from maps through to souvenirs.
- (iv) An image that can position the Warrego Highway in the minds of intending visitors.
- (v) A framework for developing a consistent look and feel on all communication from road signage through to information panels and merchandise.

Communication initiatives will need to be tailored to meet the individual needs of a broad range of stakeholder and consumer markets. These include: -

- The Travel Trade (wholesalers, retailers, operators etc)
- Community and business houses
- Special interest markets including tour operators, schools, grey market etc
- Potential corporate sponsors and donors
- Targeted consumer groups (short break / long haul)

7.0 Warrego Highway Themes

Warrego Highway themes and linkages have previously been outlined in reports 2 and 3. Core themes and story lines are outlined in Diagram One. Each town will need to review and document how these themes should be incorporated within information centres.

Diagram 1 - Themes

THEMES	LANDSCAPE	MOVEMENT	LIVING	EVENTS	CORE THEME
Ipswich	Urban Parklands, wildlife	River Railway Service Centre	Settlement Architecture Indigenous stories Local stories Arts, Mining	Regional linkages Regional Events	OHTN GAL, Workshops <i>Movement and Living</i>
Lockyer Valley	Croplands Open forests Reserves Scenic rim	Railway Cobb & Co	Settlement Schools/ Services Architecture Indigenous Stories Crops Farm Tours/visits	Regional Events	Cobb 'n' Co Way <i>Movement and Living</i>
Toowoomba City	The escarpment The downs Climate Scenic rim landforms Garden City	Early settlers, squatters Railway Roads	Explorers Grazing and cropping Settlement Indigenous Stories	Depression World War II Regional Events	OHTN Cobb & Co Museum <i>Movement and Living</i>
Oakey/Jondaryan	Crop lands Treeless plains Bunya Mts Great Artesian Basin Murray Darling Basin (MDB)	Railway Airfield	Explorers Grazing and grains Settlements Farm tours/visits	Regional Events Wars (aircraft) - Museum of Army Flying	OHTN Jondaryan Woolshed <i>Landscape and Living</i>
Dalby	Croplands Great Artesian Basin MDB	Railway Regional centre	Explorers Settlement Grazing and grains	WWII Regional Events	Farming prosperity <i>Landscape and Living</i>
Chinchilla	Croplands Wildflowers Great Artesian Basin MDB	Regional centre	Settlement Explorers Indigenous Stories Cacoblactis Farm tours/visits	Regional events	Farming prosperity <i>Landscape and Living</i>
Miles	Croplands Wildflowers Brigalow Great Artesian Basin MDB	Regional Service Centre	Settlement Explorers	Leichardt Regional Events	OHTN Miles Heritage Centre <i>Movement, landscape living and events</i>
Roma	Great Artesian Basin Crops and grazing Carnarvon Gorge Brigalow MDB	Railway Airport	Explorers Pastoralism Architecture	Gas discovery Regional Events	Oil and gas exploration <i>Events and Living</i>
Mitchell	Great Artesian Spa Brigalow Grazing Maranoa River, MDB	Railway	Explorers Pastoralism Architecture	Mitchell Regional Events	Great Artesian Basin – spa Mitchell <i>Landscape, Events</i>
Charleville	Mulga and Mitchell grass Great Artesian Spa Warrego River MDB	Drovers Airport	Architecture Pastoralism Indigenous stories/ culture	Leichardt, Mitchell Regional Events	OHTN Cosmos Centre – stargazing <i>Landscape and Living</i>

Interpretation / information in each visitor information centre should be organised under the Warrego Highway banner under the following areas:

- Local attractions along the corridor and within the town;
- Regional attractions including byways; and
- Corridor attractions / destinations.

8.0 Implementation Plan

An implementation schedule outlining both hard and soft infrastructure is outlined in Diagrams Two, Three, Four, and Five where appropriate, responsibility for design and fabrication, erection and placement, ongoing maintenance and funding of soft and hard infrastructure is outlined in the diagrams.

Diagram 2. Warrego Highway – Proposed Hard Infrastructure

	Design and Fabrication	Erection Cost	Ongoing Maintenance Cost	Funding Available	No. of Signs	Location	Cost	Timing
1. Regional Gateway Sign	DMR, TO, QHTN	QHTN, MRD	MRD	✓	5	Gatton / Ipswich Mitchell / Charleville	(25,000) #	March 2002
2. Shire Signage Inserts	LGA, QHTN Design provided	LGA	LGA	✓	Multiple Sites	Shire/Town Signs	\$5,000	From March 2002
3. Town Gateway Signage Welcome	DMR, TO, QHTN	LGA	LGA	✓	20	Chinchilla Charleville, Mitchell, Roma, Miles, Dalby, Oakey, Laidley, Toowoomba Ipswich, Gatton	\$80,000 ## details attached	From March 2002
4. Regional Interpretation Panels (Maps) in VIC's	QHTN, TO	LGA	LGA	✓	4	Ipswich Toowoomba Charleville Roma	\$48,000	From March 2002
5. Local Interpretation (maps) in VICs	QHTN, EPA, LGA	LGA	LGA	✓	2	Laidley Miles	\$18,000	From April 2002
6. Accredited VIC signs	DMR	LGA	LGA	✓	Multiple	All major towns	\$10,000	Ongoing from March 2002
7. QHTN Signage	DMR, QHTN	LGA, QHTN	LGA	✓	To be determined	QHTN sites	To be determined	In accordance with site plans
8. Precinct Signage	LGAs	LGAs	LGAs	×	×	×	×	As budget permits
9. Route Marker on Direction Signs	DMR	DMR	DMR	×	×	×	×	As budget permits
10. Tourist Drive Signage (Cobb & Co Way and Western Downs)	LGAs, DMR	LGAs, DMR	LGAs	✓	To be determined	Cobb & Co Way Western Downs	\$10,000 \$10,000	As budget permits
Total Budget							\$181,000	

Funded via separate drive project

Includes cost for design fees

Diagram 2 Continued. Warrego Highway Town Gateway Signage

1. Eleven towns - 2 x Welcome (18 signs)
- Ipswich / Charleville (1 sign each)

2. Preliminary costing based upon:-
1 Size

Welcome Signs

2400 x 2400mm on 1.6mm aluminium with posts. Price includes the printing of graphics with a four-year durability. Delivery to points along the Warrego.

PRICE \$2,500 plus GST

*NB Price based on minimum quantity of 20 signs and erection by Local Government.

3. \$2,500 + GST \$250 + Freight \$150

= \$2900 + project and design fee of 20% \$580 (provides for design of signs along whole corridor)
= \$3480 (per sign in place on the ground) (local government to erect signs)
= 20 x \$3480
= \$69,600 + 15% contingency fee of \$10,440
= \$80,040

Diagram 3. Warrego Highway – Proposed Soft Infrastructure

Item	Design Cost Printing	Ongoing Cost	Funding Available Under DT	Details	Budget	Timing	Project Manager
RTO Brochure Inserts	TQ / RTO's	RTO's	✓	Inserts into existing regional brochures)	\$50,000	Immediate	TQ / RTO's
Road Maps AAA DMR	AAA / DMR	AAA	×	Material to be provided to agencies free of charge	×	×	RTO / TQ
Trip Planning Information Website	TQ	QHTN	✓	Drive tourism website to be updated to include links to TQ, DMR and RACQ for trip planning	\$10,000	March 2002	TQ / QHTN
Market Research	TQ RTO's	RTO's	✓	Research into drive market	\$25,000	April 2002	TQ / QHTN
TOTAL					\$85,000 inclusive of GST		

RTO Regional Tourism Organisation

Diagram 4. The Warrego Highway Implementation Schedule - Signage

	ACTION	Nov 2001	Dec	Christmas 21.12.01 – 07.01.02	Jan 2002	Feb	Mar	April	May	June	July	
1.0	Sign off on integrated information framework. Appoint Project Manager		■									
	Sign off on budgeted project responsibilities & timeline.				■							
2.0	Complete design specifications for each Town along corridor for Town Signs/Gateway signs.				■							
3.0	Prepare brief for fabrication of signs & cost & approve by project team.					■						
4.0	Undertake negotiations with MRD & each LGA to determine placement & responsibility for erection of signs. Must be in accordance with MUTCD & in accordance with established MRD protocols.					■	■					
5.0	FABRICATE ALL SIGNS & freight to Region for Corridor roll out						■					
6.0	COMMENCE ERECTION of all signage in accordance with protocols and project management agreement.							■				
7.0	LAUNCH PROJECT							■	■	□	□	
8.0	Accredited VIC Signage to be determined by MRD & TQ QHTN									□	□	
9.0	QHTN Signage To be arranged in accordance with individual site needs									□	□	□
10.0	Maintenance LGA to maintain all town signs										□	□
11.0	MRD to maintain all Directional signage in accordance with MUTCD										□	□

Diagram 5. Warrego Highway Project Implementation Schedule - Soft Infrastructure: Regional / Local Maps

	ACTION	Nov 2001	Dec	Christmas 21.12.01 – 14.01.02	Jan 2002	Feb	Mar	April	May	June	July
1.0	Prepare specifications & cost for Region and Local tourist maps & have signed off by project team.		■		■						
2.0	Commission consultant to commence consultation, and commence collection & design of regional & local prototypes & have prototype signed off by project team.				■						
3.0	Commence design of each case study region (regional & local maps)					■					
4.0	Sign off Draft by LGA Reference Group, TQ, QHTN						■				
5.0	Print & fabricate designs and place in regions							■			
6.0	LAUNCH PROJECT								■		

Diagram 6. Capital Funds

FUNDING SOURCE	APPLICATION
QHTN	A one off grant scheme consisting of: <ul style="list-style-type: none"> • Gateway / Town Signage • Information Panels / Interpretive Panels • Regional Mapping Schemes • Byway Signage / gateways
MRD	<ul style="list-style-type: none"> • Improved Directional signage (ongoing) including focal point, service white on blue and tourist attractions (white on brown)
Department Transport	<ul style="list-style-type: none"> • Possible buy-in on both Directional and Gateway Signage to support road safety initiatives.
Local Government	<ul style="list-style-type: none"> • Ongoing budgets to maintain Gateway / Shire / Tourism signage and where possible interpretive panels. • Local Government funds to be focussed at local signage initiatives including local maps / interpretive signs.
EPA/National Parks	<ul style="list-style-type: none"> • Limited funds for buy-in on sites where National Parks are keen to inform visitors of services and attractions within National Parks and other resources.
Industry	<ul style="list-style-type: none"> • Sponsorship and joint venture funding initiatives
Miscellaneous Grants	<ul style="list-style-type: none"> • Federal / State / Local government grant schemes

Diagram 7. Marketing/Soft Infrastructure

FUNDING SOURCE	APPLICATIONS
QHTN	One off grants to be applied toward: <ul style="list-style-type: none"> • Funds towards upgrade of existing promotional brochure / web site. • Preparation of a regional mapping/signage template. • Preparation of a local mapping signage template. • Support for launch of project and merchandise.
Tourism Queensland	<ul style="list-style-type: none"> • Inkind support towards preparation of upgraded corridor brochure including assistance with free use of photos and assistance with printing support. • Assistance with initial design of a roadshow presentation kit for launch of the corridor in 2002. • Assistance with marketing advice including joint promotional activities.

9.0 Marketing Plan

9.1 Overarching Objectives

(i) Destination Development

To use the Warrego Highway to support and complement the further development and positioning of the Southeast Queensland Country, Western Downs and Outback regions as desirable drive destinations.

(ii) Product Development

To present, develop and package the Warrego Highway Corridor as a marketable drive holiday product to targeted visitor segments.

(iii) Partnerships

To establish a strong ongoing partnership agreement between the community, the industry and government to support the implementation and ongoing marketing and management of the Warrego Highway Corridor.

9.2 Marketing Plan

Key actions are outlined in the following diagram.

Diagram 8. Action Plan

Objective 1: Destination Development

	Action	Time	Budget	Responsibility
1.1	Work with BM, TGWRTA, and OQTA and TQ to review the current destination brochures with the option of providing an insert or advertorial on the "By Way of the Warrego" theme	Immediate	QHTN, TQ \$50,000	TQ, QHTN Project Manager (PM) BM, TGWRTA
1.2	Work with TQ & BM, TGWRTA, and OQTA and TQ to determine how the "By Way of the Warrego" can value add and dove tail into any planned marketing initiatives such as the South East Queensland Touring Guide /Short Breaks Promotional Brochure and other marketing initiatives	Immediate Ongoing	QHTN TQ	TQ PM BM, TGWRTA, OQTA
1.3	Work with TQ to ensure that the QHTN & TQ drive market web site is updated to include information & links to the "By Way of the Warrego" corridor. Contacts over time will also need to be made with RACQ, NRMA etc.	Immediate Ongoing	QHTN \$10,000	TQ PM BM, TGWRTA, OQTA

Diagram 8 continued. Action Plan

Objective 2: Product Development

	Action	Time	Budget	Responsibility
3.1	Prepare design guidelines for the design, development and placement of regional and local tourism panels / maps in information centres (VIC's)	March 2002	\$62,000	RRG TQ QHTN
3.2	Develop a series of fauna and flora guides in association with EPA / QNPWS which can be incorporated with byway maps and VIC's	April 2002 Ongoing	—	EPA, QNPWS TQ, CRC LGA's
3.3	Develop a special events program for the Warrego Highway which can move along the corridor throughout the year and provide a focus for activity / action and entertainment (Flora & Fauna events should be included)	April 2002 Ongoing	Grant funds	RMG, LGA's QHTN/TE EPA/QNPWS
3.4	Foster and encourage the development of local area tourism precincts including landscape, streetscape initiatives along the corridor	Ongoing	—	MRD LGA's
3.5	Identify opportunities for local arts & crafts that can be packaged up and used as souvenirs for the corridor	Ongoing	—	TQ, LGA's Arts groups
3.6	Implement the byway of the Warrego Corridor banner logo, colour scheme in keeping with the positioning and marketing plan of existing regional branding campaigns. This image and logo will need to be picked up in all electronic and media print including web sites and brochures etc	Ongoing	—	TQ LGA's RTO's

Diagram 8 continued. Action Plan

Objective 3: Partnerships

	Action	Time	Budget	Responsibility
4.1	Establish a working group to commence arrangements for the implementation of the Warrego Highway Corridor Management Plan	Immediate	\$10,000 QHTN MRD	LGA, RMG QHTN, TQ / NT OQTA
4.2	Undertake a series of road shows along the Overlander's Way corridor to introduce local communities to the attractions offered along the corridor. Road shows should initially focus on information centres, tour operators and Council officers	April 2002 Ongoing	—	LGA's, OQTA NT / TQ
4.3	Commence discussions with Southern Downs Tourism Association, Toowoomba and Golden West and Brisbane Marketing with regard to joint promotions and possible partnership arrangements.	April 2002 Ongoing	—	RTO's QHTN TQ
4.4	Prepare a newsletter for visitor information centres outlining the progress being made on implementation of the Warrego Highway including future steps and stages of all site works (hold a function on-site for all members)	April 2002 Ongoing	QHTN	VIC's LGA's QHTN

CRC Cooperative Research Centre for Sustainable Tourism
BM Brisbane Marketing
TGWRTA Toowoomba & Golden West Regional Tourism Association
OQTA Outback Queensland Tourism Association
TQ Tourism Queensland

10.0 Management of the Warrego Highway

The implementation schedule clearly outlines the timelines, budget and responsibility for implementing both hard and soft infrastructure initiatives along the corridor.

Given the complexity of the Warrego Highway Corridor a Project Manager will need to be appointed to coordinate the implementation across the various shires, Marketing regions and RTAs. The Ipswich workshop highlighted that without a project manager the corridor management plan would have no hope of implementation.

The first stage of the project allows for a budget to be used to kick-start the project. Once these funds have been spent the overall responsibility for maintaining both hard and soft infrastructure will fall back to the individual local authorities and the tourism industry in general.

The marketing plan provides a number of recommendations on how further grant funds can be sourced to assist with both hard and soft infrastructure. The plan also suggests that a range of commercial / corporate sponsorship can be pursued.

During the early stages of implementation Tourism Queensland, Queensland Heritage Trails Network and Main Roads will all play a significant role in overseeing the project roll out.

Appendix One

SHORT BREAKS TRAVEL MARKET RESEARCH AUGUST 2000

This Tourism Queensland research project was designed to investigate the motivations for taking short breaks, the triggers to purchase and the attractiveness of different locations including the Brisbane Hinterland.

Relevance to current project:

Components of this research are useful in providing a macro overview in understanding the interest and appeal of activities on short breaks, the demographic profile of residents who take short breaks, motivations for taking short breaks, travel patterns and information sources used to plan short breaks.

Key Findings:

Hinterland areas close to Brisbane tend to be associated with the following activities or attractions:

- Beautiful scenery / views;
- Relaxing;
- Shopping - especially for art or craft type goods;
- Hiking; and
- Wildlife viewing - birds.

Respondents would expect to take part in the following activities when in a country destination (within 250km of Brisbane):

- Visiting historic attractions / museums / learning about local history;
- Visiting wineries;
- Wildlife viewing;
- Horse riding;
- Taking scenic drives;
- "Seeing new things"; and
- Antique shopping.

Perceptions of Accommodation Options

The range and number of properties available in hinterland areas is considered to be limited, more expensive (due to limited availability but also due to the perception of higher quality) and more suited to couples (rather than families).

Accommodation types in country areas are perceived to be limited. Most consider that basic motel or pub style accommodation would be their only option. Some mention farm stays or caravan parks as other alternatives available. Some have a perception that the quality of accommodation is improving, as people in country areas look to tourism as a source of income. Minimal mention is made of B&B's.

Information Sources

The most commonly mentioned sources of information used when planning a trip are: -

- Friends and relatives (52%)
- Past experience of destination (48%)
- Newspapers (35%)
- Travel brochures / guides (32%)
- Television program / advertising (26%)

The above highlights the importance of repeat visitation.

Perceptions of Food and Beverage Options

Whilst the range of food and beverage options in hinterland areas is considered to be more limited than coastal areas, it is considered to be more traditional or wholesome food. The quality of the food is also considered to be very good, with many expecting that locally grown fresh produce would be used in the preparation of the meals.

The variety of food in country areas is perceived to be very limited. Traditional meals such as "meat and vegetables" are expected by some, others expect a counter type meal from the "local pub".

Coastal versus Country

When discussing the likely activities people will pursue in different destinations, relaxing activities are most commonly mentioned in relation to coastal areas whilst country activities tend to be described as 'active' such as bushwalking, horse riding, visiting museums or historic attractions.

People appear to have an expectation that they should be out seeing and experiencing new things when in the country. In contrast to this, short breaks to coastal areas are expected to involve "doing nothing" or inactive activities such as sitting on the beach, reading or eating and drinking in a restaurant. Watching a show, visiting a casino or shopping are the more "active" pursuits mentioned in relation to a beach holiday.

Whilst there is an expectation that they must be "active" on a country holiday, most say that they are unaware of the activities, attractions and accommodation options that are available in country destination in close proximity to Brisbane.

Recommendations:

The biggest barrier to visiting hinterland and country destinations is lack of awareness of the available activities, accommodation and quality of available food and beverages.

Promoting the wide range of accommodation options, and where applicable the more "gourmet" or "homestyle/country" restaurants or café options will boost the appeal of country destinations. A focus on the fresh locally grown produce used in meals will create greater enthusiasm for the "food" offerings of a country holiday.

Because of the low awareness of meal options, putting together a range of restaurant, picnic (take-away) and café style meal options will broaden the holidaymaker's perceptions of meals available from this area.

Whilst it is important to promote the wide range of activities that holidaymakers can participate in when in the country, it will also be important in some instances to promote the ability to do nothing or just relax. This message will be effective only for particularly scenic areas or an area with unique and interesting wildlife.

Recommendations for Segments:

The research report provides a range of recommendations for six consumer segments:

- Young singles
- Young couples
- Older couples - children left home
- Parents travelling as a couple without children
- Retirees
- Families - travelling with children

Training Supply Issues

- 1). Two main underlying constraints in the provision of training were identified:
 - There is a nationwide lack of training needs research to precisely identify the requirements of small tourism businesses; and
 - Difficulties were experienced in obtaining information on the various training courses.
- 2). A wide range of appropriate courses are available within the region through TAFE and other training providers, with the costs of many of the TAFE courses within an affordable range of \$10 -\$40. However, it appears tourism operators are largely unaware of the training opportunities readily accessible to them.
- 3). Many operators also appear to be unaware of the training delivery options available, ie. correspondence, self-paced, and open learning.
- 4). TAFE has indicated a willingness to develop courses to meet specific industry needs.

STRATEGY DOCUMENTS

A wide range of planning reports and strategy documents were reviewed. Key reports are outlined below.

South East Queensland Country Domestic Leisure Marketing Strategy Dec 2000

Background

This document presents an evaluation of the initial South East Queensland Country Domestic Leisure Marketing Strategy launched in December 1998 by Tourism Queensland.

It presents an analysis of post marketing activities and outlines key factors likely to impact on the marketing of the destination.

The South East Queensland Country Destination is defined by a 200 - 250km comfortable drive radius from Brisbane and includes Pine Rivers and Brisbane Valley, Lockyer Valley, Caboolture etc.

Key Issues:

A summary of available research suggests that, in general, the primary market profile has not altered a great deal over three years in that the greater percentage of visitors originate from Brisbane and surrounding areas in South East Queensland. It does appear however that:

- The short break market has grown in size,
- There is a greater consumer propensity to take short breaks,
- Travel into the non-coastal regions for short break purposes has increased.

While short break holidaymakers most commonly visit coastal areas it appears that the non-coastal areas around Brisbane, collectively, enjoy a fair slice of the short break market with 34% of respondents indicating having taken a country short break in the past 12 months.

Based on available information the main domestic market segments travelling into the destination are identified as:

- Short break travel market
- Long haul drive holiday market
- Group tour market
- Special interest groups
- Day Trip
- Visiting friends and relatives

The report argues that there is a strong case for the current marketing approach to continue to build on the momentum and gain a stronger marketing platform. The combination of a unifying brand umbrella, a distinctive image, consistent communication and cooperative marketing will continue to have greater collective impact in the market place as opposed to a fragmented, individual and under-resourced effort.

While relaxation is a primary motive for potential visitors, they do indicate an interest in engaging a range of activities that are readily available in the destination. More strongly associating the destination with a relaxing experience in addition to fostering greater knowledge of the attributes and activities that the destination has to offer, are important marketing considerations. Production and distribution of detailed destination information remains a salient issue in order to bridge the interest / intention gap.

While the regions fit comfortably under the destination banner, offering choice and diversity in line with market trends and interest could be enhancing factors. Each region, as it appears from the research, has its own appealing characteristics and market segment strengths. In this regard regions will be encouraged to pursue complementary marketing themes and refined targeting strategies, under the destination brand, to build on individual product and market strengths whilst providing choice and diversity within the destination.

Given the value of word of mouth and past experience in the destination decision making, the importance of providing quality of products and services should be emphasised at regional and operator level. The value of harnessing the strength of the VFR market also should not be overlooked.

Over the next three years South East Queensland Country will continue to be the unifying device and brand for the destination, aligning cross-regional common interests and endeavours and providing a basis for cooperative marketing initiatives. The destination will be primarily promoted as an appealing short break experience in line with market interests and motivations. Other niche or concentrated market segments are important secondary considerations.

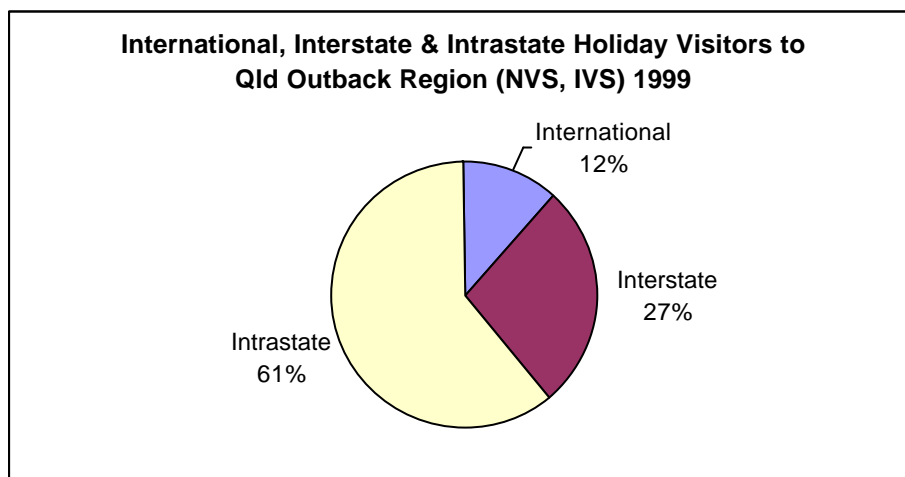
Key strategic priorities are to:

- Maintain a consistent, unifying umbrella brand for the destination
- Consistently communicate key destination images and themes
- Enhance competitiveness
- Close the gap between interest and intention to visit
- Reduce seasonal volatility
- Increase visitation to and overnight stays in the destination

VISITOR CHARACTERISTICS

The visitors below, drawn from the National Visitor Survey (NVS) and International Visitor Survey (IVS) are indicative only.

Visitor Numbers



The number of overnight domestic visitors to the Outback was 259,000 for the year ending 1999, while the number of holiday visitor nights spent in the Outback was 1,568,000. International holiday visitors totalled 36,122, which equate to 99,160 international holiday visitor nights.

Length of Stay

Domestic Holiday Visitors: Average length of stay is 6.1 nights, however 27% spend 1 night, 14% spent 2 nights, 16% spent 3 nights. 29% of domestic visitors spend an average of 4-7 nights and 12% spent 8-14 nights (NVS 1999).

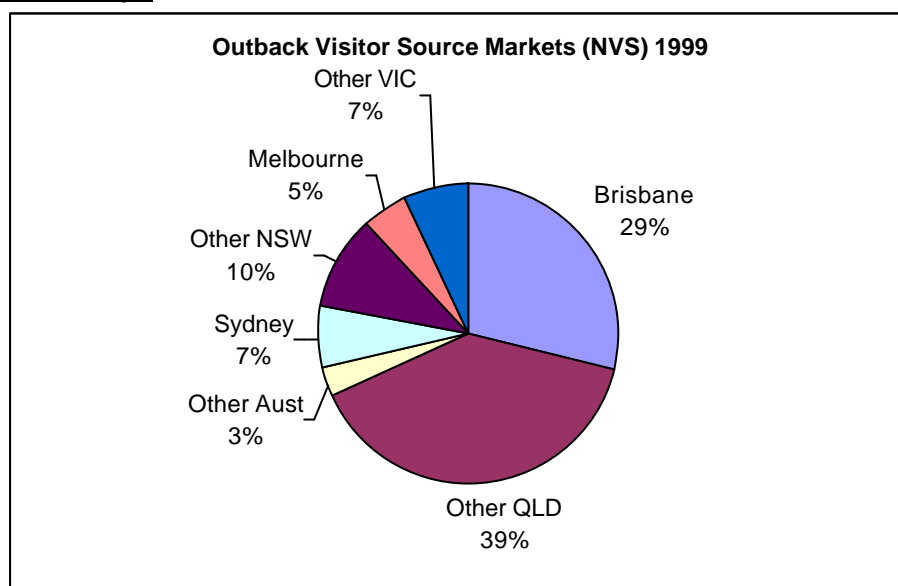
International Holiday Visitors: International holiday visitors to the Outback generally stay an average of 2.7 nights per visit.

Expenditure

Domestic spend \$276.0m. Average spend of visitors from Queensland was \$91 per night while visitors spend \$377 per visit (NVS 1998).

International spend \$2.5 m. An accurate expenditure figure cannot be calculated due to the small sample size.

Visitor Origin



The Outback's predominant domestic holiday markets are Brisbane (29%), Sydney (7%) and Melbourne (5%). Other Queensland (39%) is the most sizeable source of visitors to the outback.

The top three international holiday visitor markets to the Outback (for visitor numbers) were United Kingdom (28%), Germany (17%) and USA (7%).

Mode of Transport

During 1999, 75% of domestic holiday visitors travelled to the region by private vehicle. A further 12% travelled by rail and 10% travelled by bus / coach.

Purpose of Travel

Of all the travel in the Outback in 1999, 38% was for the purpose of having a holiday / leisure.

Doing business accounted for 29% of domestic visitors, while visiting friends and relatives accounted for 20% of domestic visitors to the Outback for the year ended 1999.

Age Profile

The existing market for Queensland's Outback is heavily weighted towards older holiday visitors. Approximately 31% of holiday visitors to the Outback are aged 25-44, 44% aged 45-64, 19% aged 65 and over, and 6% aged 15-24 (NVS 1999).

Visitor Household Lifecycle Stage

People interested in Outback Queensland product can best be described as belonging to middle age or older households.

38.5% of respondents belong to a household with head aged 44-65 with no dependent children (Mid-life Households). 24.5% are part of a household where the household is aged 65+ or retired (Older Household) and 17.2% where the household is aged 44-65 and has dependent children (Mid-life Families)(Source: Outback Holiday Visitation Study 1999).

Domestic Market

The domestic market is the most significant for the Outback accounting for 88% of visitors to the region, 61% originating from within Queensland, predominantly from South East Queensland and the coastal areas around Rockhampton and Townsville. International accounts for only 12% of business to the region.

The profile of the existing visitor market to Outback Queensland consistently demonstrates an emphasis on older travellers and this becomes more pronounced in more remote areas. Visitors to the region reflect a wide range of income and education groups with different comfort and knowledge requirements.

The majority of visitors to the Outback arrive by road. Transport to the region varies depending upon the distance from the destination. Local and Intrastate visitors utilise private vehicle, while interstate visitors travel by road, coach or air.

Potential Visitor Markets (Domestic)

A range of potential visitor markets for Queensland's Outback can be identified. However, the level of investment in these markets must be balanced by the possible returns.