City of Ipswich

DESTINATION

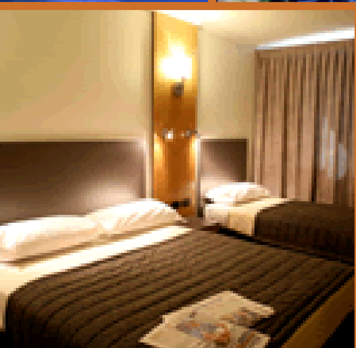
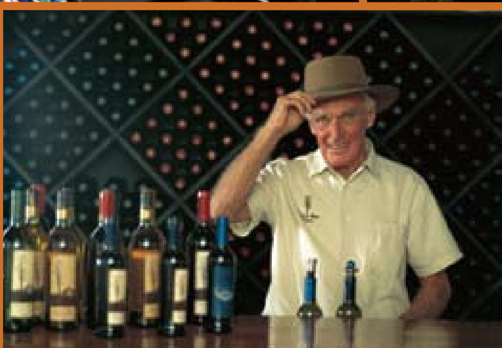
MANAGEMENT PLAN

2009 - 2012

CORPORATE PLAN - STRATEGIC PROJECT





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E. BOSTOCK & SONS

MAYOR'S
MESSAGE

IT'S tremendous to see Ipswich's tourism potential recognised with the release of the Destination Management Plan (2009-12).

We all know Ipswich is a fantastic place to live and work, and now people from further a field are discovering this too.

Ipswich is now a destination for 11,000 international visitors a year, 174,000 domestic visitors who stay overnight and 688,0000 domestic day visitors every year. Many are drawn to Ipswich to visit friends and family, and to partake in the city's numerous leisure activities.

All these visitors boost the city's economy by an estimated $100 million per year simply by spending money on accommodation, attractions, tours and at a variety of other businesses throughout Ipswich.

Ipswich is the major regional centre of the Western Corridor. It is the heart of the South East corner of Queensland. From Ipswich it is only a short drive to the Scenic Rim, the Lockyer Valley, Brisbane and the coasts.

If that's not enough of a reason to visit Ipswich, here's one more: the people. Ipswich is full of people who are friendly and welcoming. It's a city that is big enough to make a difference yet small enough to care.
Tourism transcends all boundaries and contributes positively to the city's social, cultural, economic and environmental future. It is something we, as a Council, will embrace with Destination Management Plan.

Mayor Paul Pisasale
City of Ipswich

CHAIRPERSON'S
MESSAGE

Ipswich City Council is committed to developing the city as a tourism destination, attracting local, state, national and international visitors to our wonderful attractions.

The Destination Management Plan 2009-2012 will guide Ipswich into the future.

This plan gives us the framework to develop the tourism industry, to prioritise targets and to ensure the city reaches its full potential.

Developed in consultation with key industry partners, it means we share a common goal as we move forward.

The Destination Management Plan is a way to capitalise on tourism opportunities which boost the city's economy by an estimated $100 million per year.

The benefits for local businesses are numerous and offer more than just economic growth. An increase in tourism will also further the city's cultural and environmental outlook. I hope Ipswich businesses will embrace these opportunities.

Increasing awareness about Ipswich is council's main aim, but it's up to all of us to bring our city to the rest of the world.

We all have a role to play in making visitors to Ipswich feel welcome, whether they are visiting local stores, eating in the city's restaurants and cafés, taking in tourism attractions or participating in a tour.
Ipswich is a wonderful, friendly community and we want to ensure it is this experience our visitors take away from their time here.

Cr David Pahlke
Tourism and Libraries Committee Chairperson

EXECUTIVE
SUMMARY

The Ipswich City Council (ICC) identified the need for a strategic plan to guide the sustainable development, management and marketing of tourism in the region over the next three years.

Located 40 minutes west of Brisbane and an hour from the Gold Coast, the City of Ipswich (Ipswich) combines rich heritage with the energy of being the hub of today's growth region in South East Queensland (SEQ). Ipswich's current population base of 160,000 is forecast to more than double by 2031 to 435,000 people.

Covering an area of approximately 1,090 sq kms Ipswich straddles the line between city and country, incorporating the rural areas of Marburg, Walloon and Rosewood and the new master-planned areas of Springfield and Ripley Valley.

The vision for "sustainable tourism" to become a key economic driver in Ipswich's future acknowledges not only the economic multiplier effect that impacts on the full tourism supply chain from the accommodation, retail, hospitality and transport sectors to the entertainment, finance and primary industry sectors, but, by definition, the net benefit for the social, natural and cultural environments of the area in which it takes place.

Tourism is becoming increasingly important to Ipswich's economy injecting an estimated $100 million annually in tourism dollars and contributing to one of ICC's key goals of a strong, diversified economy.

A key factor in the development of a successful tourism industry is partnerships, co-ordination and co-operation. Tourism industry development and promotion should acknowledge the fact that tourists do not recognise statistical or political boundaries and, consequently, will embrace collaborative initiatives within the broader South East Queensland Country (SEQC) region.

Vision

The core vision for the City of Ipswich is to ensure tourism achieves its full potential as a strategic growth industry through positively contributing to Ipswich's social, cultural, economic and environmental future.

With the Visiting Friends and Relatives (VFR) market being a key segment for visitation to Ipswich, tourism development will leverage off the City's burgeoning reputation for growth and innovation which continues to engender an increasing level of pride with the residents.

The delivery of high-quality customer service in the destination, not just during the tourism experience, will be a key priority area.

These goals will be achieved through strong community support, policy and planning coordination and a strong, unified tourism industry.

Destination Goals

- Increase awareness of the destination in key markets;
- Increase total visitor expenditure through a combination of increasing:
  - o Visitor numbers;
  - o Length of stay; and
  - o Daily spend per visitor;
- Increase awareness of the value of tourism in the community;
- Improve customer service standards throughout the City of Ipswich;
- Increase tourism investment and employment through new and existing businesses;
- Attraction and development of sporting, business and cultural events; and
- Develop a united and cohesive tourism sector to enhance the destination's overall tourism performance.

Key Strategic Issues

Through a process of industry feedback and key internal and external stakeholder workshops, strategic priorities for Ipswich have been identified for the next three years (2009 – 2012). These priorities are:

- Destination Overview;
- Destination Marketing;
- Attractions, Tours and Activities;
- Infrastructure;
- Accommodation, Retail, Food and Beverage;
- Conferences, Events and Festivals; and
- Industry and Community Education and Coordination.

Delivering the DMP - Destination Action Plan

Objectives, actions and specific activities for the ensuing financial year together with responsibilities and timelines for the implementation of various strategies will be detailed in the Destination Action Plan (DAP). The DAP will be developed in consultation with key industry partners and will identify key performance indicators (KPI) which will be reviewed on a regular basis.

Conclusion

The Ipswich DMP provides the framework for tourism planning, marketing and development of the tourism industry in Ipswich over the next three years (2009 – 2012). For industry stakeholders committed to the coordinated development of sustainable tourism in the region, the Ipswich DMP will provide the context for their action plans.

1.0

INTRODUCTION

Tourism is a key economic driver and is Queensland's second largest export industry contributing a total of $16.4 billion (Tourism Queensland, 2008) to the economy with $12.3 billion being generated from domestic tourism alone.

"Sustainable Tourism" refers to a level of tourism activity that can be maintained over the long term because it results in a net benefit for the social, economic, natural and cultural environments of the area in which it takes place. These benefits are collectively referred to as the "triple bottom line".

Sustainable development embodies the interdependencies among environmental, social, and economic issues and policies. These interdependencies have been considered in the development of the strategy for successful sustainable tourism. In turn, sustainable tourism development should be considered one part of a planning process that integrates tourism with other economic development initiatives in attempting to achieve sustainable development.

The goals for sustainable tourism are:

- To develop a greater awareness and understanding of the significant contributions that tourism can make to the environment, people, and the economy;
- To promote equity in development;
- Improve quality of life for the host community;
- To provide a high quality of experience for the visitor; and
- And to maintain the quality of the environment on which the above mentioned goals depend.

Tourism relies on the development and utilisation of natural, historical, cultural, and human resources in the local environment as tourist attractions and destinations. It is dependent both on these resources and on a clean and safe environment.

To achieve our sustainability goals it is essential to find a balance between environmental, social and economic outcomes.

ICC's Corporate Plan (2007-2012) recognises and supports the "triple bottom line" of sustainable tourism through specific goals and outcomes of Strategic Priorities in the areas of:

- Natural Environment;
- Growth Management;
- A Strong Diverse Economy;
- Community Spirit and Wellbeing;
- Infrastructure and Services; and
- Integrated Transport and Movement.

2.0 STATE OF THE TOURISM INDUSTRY

2.1 Global Trends and Influence

Tourism is an open and dynamic industry open to various global, national and regional influences and trends. While many of these factors exist outside the destination's direct sphere of influence, they can still impact on travel and tourism business at the destination level. The diagram on page 7, outlines some of the global issues that impact on tourism. The implications of these global issues for the Ipswich region have been referenced as part of the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis on page 18.

2.2 The Queensland Tourism Industry

In **Australian Tourism: State of the Industry Report** released by the Australian Government's Department of Resources, Energy and Tourism in August 2008, tourism was shown to contribute $38.9 billion to Australia's Gross Domestic Product (GDP) in 2006-07 with domestic tourism accounting for around 75% of Australia's tourism GDP during the same period.

Domestic tourism is dominated by the leisure sector (holiday and Visiting Friends and Relatives (VFR)) and several broad domestic consumer trends have resulted in decreases in this key market sector. These trends include:

- Australians are travelling less;
- A smaller portion of household consumption is being allocated to tourism activity; and
- Domestic travel is declining relative to overseas travel.

This national decline in domestic tourism is reflected in a report released by Tourism Queensland (TQ) for the year ending September 2008. Statistics showed:

- 9% decrease in visitors to Queensland due mostly to a decrease in the holiday and VFR market;
- Downturn in consumer confidence has further impacted on discretionary household spending, in particular holidays;
- Queensland followed the national trend with holiday visitors declining. Queensland relies on the holiday market more than other states, and despite the holiday market declining over the last year, Queensland continued to see the largest proportion of holiday expenditure;
- 7% decline from the intrastate holiday market drove the overall holiday market downturn as these visitors account for 65% of the domestic holiday market;
- the drive market to Queensland continued to decline (down 11% over the last year);
- Queensland's share of the interstate fly holiday market has declined from a high of 45% in 2002-03 down to 39%; and
- Growth by Queenslanders taking overseas holidays was up by 9% with similar growth in overseas travel by Queensland's key source markets from Melbourne and Sydney.

The ramifications of the decline in Queensland's domestic tourism market are particularly pertinent to Ipswich, where 89% of the estimated $100 million annual tourism revenue is generated from the domestic market and, in particular, the VFR market which alone accounts for $45.75 million in annual tourism spend in Ipswich.

It is in the context of these changes in consumer trends and decline in domestic tourism that the DMP can provide Ipswich with a framework for tourism development which, at the same time, remains flexible to address the changing trends and responds to the needs of the market.

2.3 Impacts on Tourism

Social and Cultural Trends
- Increasing population in urban and coastal cities
- Increasing risk of pandemic disease
- Ageing, affluent, active Western population
- Emerging middle class in developing countries
- Growing concerns for safety and security

Economic Trends
- Depressed global economies and variable exchange rates will continue to influence travel demand
- Variable fuel prices
- Economic growth is weak
- Highly volatile Australia dollar
- Interest rates falling rapidly, initially led by the global financial crisis

Technology Trends
- Technology will continue to develop at a rapid pace and involve all sectors of the industry
- Mobile phones will be used to plan and organise all aspects of trip
- High-definition televisions and computers will provide virtual visits of a destination
- Innovations in transportation will impact on range, speed, comfort and safety of travel

Political / Legal Trends
- Terrorism will be part of the equation and travellers will adjust
- Security measures will be standardised around the world and their cost will push airfares up

Natural Environment Trends
- Environmental and social awareness will increase
- Global warming / climate change
- Mass tourism will decline as environmental damage is sustained
- Impact of natural and man-made disasters on travel behaviour

Competitive Trends
- A new hierarchy of destinations will take hold as Asia and India become more popular
- Competition among countries will be more intense
- Various regional economic agreements (EEC, APEC, etc.) will facilitate travel within trade zones
- Tourism will become a regional, rather than a global phenomenon
- There will be more substitutes for travel

Tourism Market Trends
- Baby boomers retiring en masse from 2010 to 2020 will shape demand
- Increasing market fragmentation, growth in special-interest/niche markets
- More frequent short-break holidays
- Increased use of new media technology as information, booking and sales channels
- Increased price sensitivity
- High service expectations
- Greater demand for customised holidays

Tourism Industry Trends
- The liberation of air transport and low-cost travel will influence travel demand
- With greater speed and capacity – remote destinations will be more accessible to many travellers and long-haul getaways will become more affordable
- Emerging travel markets in developing countries will influence travel demand
- Over supply of undifferentiated travel products and destinations will impact on competitiveness

THE TOURISM INDUSTRY

2.4 Outlook for Tourism in Australia and Queensland

In the first half of 2008 domestic and inbound tourism were both weak. This trend continued after September, when the negative effects of the global financial crisis started to manifest themselves. Total spending on tourism in Australia is forecast to increase by 0.3% ($0.3 billion) in 2009 and the larger domestic visitor segment is forecast to increase by 1.8% ($1.2 billion). The consumption of international visitors is projected to decrease by 3.6% ($0.9 billion).

Oil prices significantly rose throughout the first half of 2008, which caused airlines to impose fuel surcharges on air fares and resulted in a general decrease of leisure travel both domestically and internationally. The global financial crisis in the last quarter of 2008 caused petrol prices to fall considerably resulting in an expectation of growth in day trips by domestic visitors.

Tourism consumption in Australia is forecast to increase at an average annual rate of 1.7% for each year over the 2007-2017 period.

2.5 Outlook for Tourism in Ipswich

Hub of Western Corridor

Ipswich is well placed in terms of its geographic location to take advantage of the visitor potential of the large population in the surrounding SEQ Region. Ipswich has been ear-marked as the "hub of the Western corridor" - a major area for future urban development offering the opportunity for new business, jobs and plentiful open space for residential and industrial growth. These opportunities are key drivers in the growth of the area. - the population of Ipswich (currently 155,000) is expected to more than double to 435,000 residents by 2031

Ipswich is also in a strategic position along side Brisbane, the state's capital, and in close proximity to domestic and international airports.

Completion of the Ipswich Motorway upgrade, the opening of the Centenary Highway extension to Yamanto and improvements in the rail service between Brisbane and Ipswich will enhance the accessibility of the destination across the various market segments. In addition, the systematic implementation of key catalytic projects as identified in the Ipswich Regional Centre Strategy will help to underpin positive changes in perception about the destination.

3.0 VISION FOR THE DESTINATION

3.1 Vision

Sustainable Tourism – driving Ipswich into the future

3.2 Goals and Measures

To assist the City of Ipswich achieve its vision for tourism, the following goals and performance measures have been identified for the next three years (2009-2012):

Goal: Increase awareness of the destination in key markets

Measure: Growth in number of Ipswich region preferrers

Goal: Increase total visitor expenditure through a combination of increasing Visitor numbers, Length of stay and Daily spend per visitor

Measure: Growth in visitor expenditure in the Ipswich region

Goal: Increase awareness of the value of tourism in the community

Measure: Growth in community support and engagement

Goal: Improve customer service standards throughout the City of Ipswich

Measure: Increase in AussieHost accredited businesses

Goal: Increase tourism investment and employment through new and existing businesses

Measure: Growth in tourism investment and in employment in tourism and hospitality

Goal: Attraction and development of sporting, business and cultural events

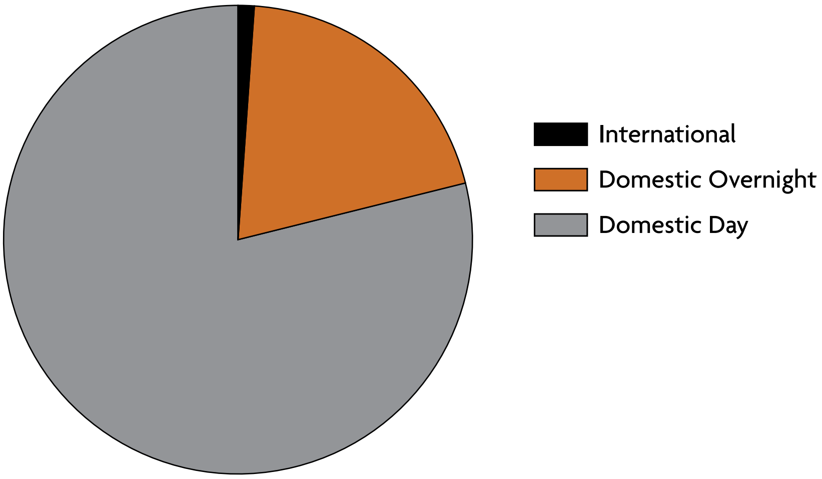
Measure: Increase in the number of events

Goal: Develop a united and cohesive tourism sector to enhance the destination's overall tourism performance

Measure: Increased industry participation in tourism planning and development and cooperative marketing activities

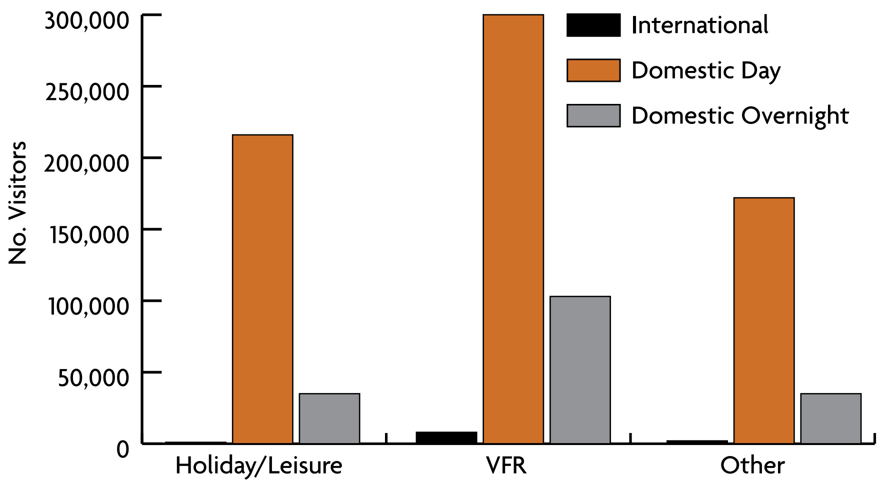
4.0 CURRENT
VISITATION

Visitors



In March 2008, Tourism Research Australia (TRA) released statistics for the first time for 300 Local Government Areas (LGA) around Australia with the plan of releasing updated statistics every three to four years. The visitor statistics for Ipswich are shown in Figure 1. Ipswich is strongly positioned as a Domestic Day Visitor destination representing 79% of the total visitation to Ipswich and generating $46 million in tourism expenditure.

Purpose of Visit



It is important to note that, across all segments of visitors, the primary reason for visiting Ipswich is Visiting Friends and Relatives (VFR). This segment represents 55.3% of the total visitor market. It is expected that this primary purpose for visitation will continue to strengthen as the population of Ipswich and SEQ climbs towards unprecedented growth. Overall, tourism spend injects $100 million annually into the Ipswich economy (TRA, March 2008)

5.0 TARGET **MARKETS**

This section identifies and prioritises those market segments that provide the greatest potential for the growth of tourism in Ipswich. The process has taken into consideration current source and target markets as well as an analysis of the destination's strengths, weaknesses, opportunities and threats. These domestic target markets in combination with "Experience Seekers" segmentation will be the primary focus for product development and marketing activities over the next three years (2009-2012).

Core Markets

- SEQ and Northern NSW
- VFR
- Couples and families with young children
- Mid-life households (45-65yrs) with no dependant children
- Household income $50,000+

Target Markets

- Experience seekers
- Metropolitan Brisbane
- Couples (25-34yrs) with no children
- Household Income $70,000+
- Corporate market
- Sport participants

Potential markets

- Touring drive market
- Education

5.1 Market Segmentation

Tourism Australia (TA) has recently moved to targeting the "ideal visitor" and has adopted a segmentation approach based on experiences and consumer needs for a holiday as the primary indicators. The "Experience Seekers" segmentation has been adapted by TQ to match the experiences offered by Queensland's destinations with the appropriate market segment.

Valuable insights into the consumers' emotional connection to what they want and what they expect from a holiday can be gained for this approach to market segmentation – insights which allow Council's Marketing Branch and operators to refocus our understanding of the market and concentrate on the segments that represent their place in our industry.

NOTE: since 2007 the format of the Ipswich Visitor Guide has categorised the presented information into key motivational segments – Family Time; Outdoor and Active; Connect and Collect; and Romance and Indulgence. In 2008 an additional category – Adrenalin – was added.

TQ identified six market segments. The research has also identified the percentage (and number of people) that each segment represents of the total Queensland domestic market.

Social Fun-Seekers: (25% - 3.75 million)

- Look for lots of activity and plenty of people to share the fun with
- Always seeking new destinations and will often look overseas

Connectors: (32% - 4.8 million)

- The largest segment
- Holidays are about bonding with family and friends
- Most likely to holiday in their home state and drive to their destination
- Like to get "under the skin" of the destination
- A commitment to environmental protection is valued

Unwinders: (15% - 2.25 million)

- Seek relaxation and release, focusing on an escape from their busy lives
- Holidays are about catching their breath, feeling calm and peaceful, and gaining perspective
- Don't like to travel too far

Active Explorers: (11% - 1.65 million)

- Want to be challenged by a holiday
- Holidays are about pushing their own personal boundaries and feeling alive

Stylish Travellers: (5% - 750,000)

- Seek out unique and exotic experiences and products, making them feel discerning, stylish and successful
- Holidays are a chance to demonstrate their achievements both to themselves and others

Self Discovers: (12% - 1.8 million)

- Holidays are about discovery, nourishment and enrichment of the self (physically and intellectually)
- Wanting to gain insight or a sense of well-being

An audit of existing tourism product shows that all of the above "experiences" can be fulfilled in Ipswich. However, the two market segments that can be most comprehensively fulfilled in Ipswich are Connectors and Active Explorers. These two segments cover 43% (or 5.4 million) of the Queensland domestic market. The audit also identified some gaps which present opportunities for sustainable tourism development and supporting economic diversity. These include:

- Eco-lodge resort offering spa facilities;
- Farm Gate Food Sales;
- Farm stays;
- Markets; and
- Connectivity within the Ipswich region.

6.0 COMPETITIVE AND DESTINATION **POSITIONING**

The core positioning strategy for Ipswich is to differentiate the destination clearly from key competitors by establishing a distinctive brand for the City of Ipswich based on its main attributes, experiences and appeals in relation to the perceived needs and interests of targeted market segments. The positioning will be the focus of development and marketing activities and is a key reference for stakeholder planning initiatives.

While it is envisaged that the positioning of the destination will align to the characteristics of specific target segments, the overall brand platform for Ipswich needs to provide a consistent, unified, overarching theme as the basis for all destination development and marketing activities.

Rigorous research will be commissioned as a key element in the development of the City of Ipswich Marketing Plan. Some key objectives of this plan will be to:

- create a positive perception of the City of Ipswich in the minds of internal and external stakeholders
- define and reinforce the Ipswich brand creating a strengthened Ipswich brand value and recognition through consistent marketing approaches

The City of Ipswich brand will be will be all-encompassing and will reflect the complete offer of the city and of the Council as an organisation. The city brand will be adaptable to tourism. "Discover Ipswich" is the current umbrella brand for tourism in Ipswich. This will be reviewed in the context of overall city brand development. The brand for Ipswich will resonate with the tourism industry and thus achieve the desired market penetration. The brand for Ipswich will incorporate the following key attributes, core benefits of the destination, and image and personality of the destination in the tourism context.

Main Attributes

- Heritage and culture
- Accessible
- Country and city lifestyle
- Sporting facilities
- Diverse, dynamic and well balanced economy
- Hub of growth region in SEQ

Core Benefits

- Exploration and discovery
- Relaxation/escape
- Enjoyment
- Action and adventure
- Place of reconnection
- Affordable/Value

Destination Image and Personality

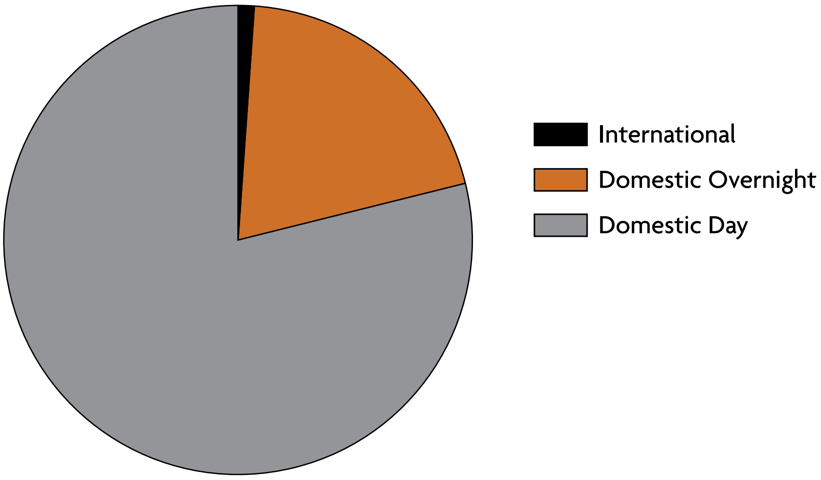
- Authentic
- Friendly, welcoming
- Creative
- Unassuming, unpretentious
- Diversity
- Hospitable

Competitive Differences

- Ipswich Motorsport Precinct
- Strong offering for the family market
- Unique heritage and culture
- Affordable family destination
- Quality of lifestyle - city and country
- Abundance of parks, gardens and conservation areas
- National award-winning attractions
- Strong sense of community
- Unpretentious and authentic (not touristy)

Positioning

Visitors



TRA statistics released in March 2008 show that the overwhelming majority (99%) of visitors are from the domestic market. The strengthening of Ipswich's positioning in the domestic market will be the primary focus for destination development and marketing activities for the next three years. The emphasis will be on promoting the regions' competitive advantages particularly in terms of the Ipswich Motorsport Precinct, affordable, family friendly offerings and our unique heritage and culture.

7.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

The SWOT analysis identifies key areas of focus for the coming three years (2009 – 2012). The information is categorised as:

- Internal factors – The “strengths and “weaknesses internal to the destination, its strategies and its position in relation to its competitors; and
- External factors – The “opportunities” and “threats” presented by the external environment and the competition.

Destination Overview

Destination Strengths

- Hub of SEQ
- Proximity to core markets
- Proximity to residents and visitors from Brisbane
- Variety of experiences
- Unique heritage
- Strong cultural offering
- Offering for families
- Green space
- Heritage aesthetic
- Growth in the Western Corridor
- Strong transport offering (Power destination)
- City and Country lifestyle
- Relaxed lifestyle/genuine welcoming character
- Close to two major airports
- ICC ‘s Regional Centre Strategy to redevelop the CBD
- Rapidly changing perceptions

Destination Weaknesses

- Tourism is not a seven-day-a week offering
- Outdated perceptions about Ipswich
- Immature and fragmented tourism industry
- Current state of Bremer river and banks
- Not far enough to be a ‘getaway’
- No nightlife/reason to stay overnight
- Limited packaged products
- No quality camping grounds or caravan parks
- Limited access to heritage offering
- Perceptions about crime in the area

External Opportunities

- Authentic "Aussie" offer
- Tourism precinct at the Railway Workshops
- Sports tourism
- Cultural tourism
- Sophisticated markets
- Population growth across SEQ
- •Special interest' market development
- Night tour
- Business tourism and touring options development
- Enable access to heritage tourism

External Threats

- Cost of fuel
- Climate change
- Proximity to Gold and Sunshine Coast
- Competition from Gold and Sunshine Coast
- Uncontrolled growth
- Unsure of how to respond to climate change
- Economic slowdown

Destination Marketing

Destination Strengths	Destination Weaknesses
• Online marketing distribution • Viral/organic marketing (Ipswich Advocates Program and social media sites)	• Limited destination promotion undertaken • Limited collaborative marketing and promotion • Inconsistent messages/ slogans

External Opportunities	External Threats
• Online marketing and sales • Destination and events marketing coordination • Ipswich branding campaign • Major event promotion leverage	• Lack of tourism identity • Negative media reports • Competing destinations have more budgets for marketing promotions • Impact on funding, tourism network structure and reporting channels caused by changes in Federal, State and/or Local Government policies and reviews

Attractions, Tours and Activities

Destination Strengths	Destination Weaknesses
• Ipswich Motorsport precinct • The Railway Workshop Museum • Range of adventure activities • Ipswich Nature Centre • Unique rail experiences • Popular art gallery	• Lack of use of river • Too many free attractions • Limited tours on offer

External Opportunities	External Threats
• River tourism • Rail product mix • Extended offer of Ipswich Nature Centre • Value-add to free experiences • Art gallery can grow family market • Packaging opportunities with Festival of Theatre program	• No new product is emerging

Infrastructure and Connectivity

Destination Strengths	Destination Weaknesses
• Medical facilities • Education facilities	• Insufficient public transport and connectivity • Limited internal public transport • Congestion on the Ipswich Motorway • There is no sense of arrival into the city • Tourism and entry signage

External Opportunities	External Threats
• River transportation • CBD redevelopment • Connected bikeways • Ipswich to Boonah Rail Trail • Develop hierarchy of entry and tourism signage	• Road network makes it easy to by-pass Ipswich

Accommodation, Retail, Food and Beverage

Destination Strengths	Destination Weaknesses
• Range of accommodation facilities • Coordinated approach for the branding and development of Top of Town precinct	• Low customer service levels • Limited unique shopping experiences • No camping grounds available • Lack of accommodation in rural areas

External Opportunities	External Threats
• Food and wine • Top of Town Markets	

Conferances, Events and Festivals

Destination Strengths	Destination Weaknesses
• Number of events • Increased accommodation offer • Ipswich Festival • Ipswich Heritage Week • Sporting Events • Cultural Events	• No large function space (venue for up to 1000 people) • Lack of consolidated information regarding venue capacities etc

External Opportunities	External Threats
• Leveraging off events • Increasing business investment	

Industry and Community Coordination

Destination Strengths	Destination Weaknesses
• Strong financial support from ICC	• Low awareness by residents about tourism offer • Low awareness by residents and local businesses about the value of tourism • Communication within the industry (local) • Lack of external recognition of Ipswich tourism offering • Lack of community engagement strategy • Lack of leadership of tourism industry in Ipswich • Lack of communication amongst tourism stakeholders • Limited tourism benefits awareness

External Opportunities	External Threats
• Visiting delegations (tourism investment) • Brisbane's Regional Tourism Investment and Infrastructure Plan (RTIIP) projects for Ipswich	• Insufficient support to large scale community events • Uncoordinated tourism planning • Lots of plans but no real traction

8.0 KEY STRATEGIC **PRIORITIES**

Through a process of industry consultation and key stakeholder workshops, the following key strategic priorities for the next three years (2009 -2012) have been identified.

Destination Overview

- Reliable data as a basis for decision making
- Access additional funding, support and resources
- Adopt and promote sustainable tourism within the region

Destination Marketing

- Address the low level of awareness of Ipswich as a tourism destination in key markets
- Develop a tourism brand and stick to it
- Increase level of participation and funding for cooperative marketing
- Improve brand perceptions and awareness through targeted marketing

Attractions, Tours and Activities

- Improve the range and quality of tourism products and services
- Increase packaging, cross-promotion and tour options of tourism products

Infrastructure

- Increase accessibility/connectivity within the destination between key facilities and attractions
- Increase directional and service signage

Accommodation, Retail, Food and Beverage

- Accommodation sector to capitalise on sporting, conference and business events
- Improve visitor experiences with regards to accommodation, retail, food and beverage

Conferences, Events and Festivals

- Expand the region's ability to attract and host state, national and international sporting, cultural and business events
- Develop partnerships with key stakeholders to ensure the sustainability of sporting, cultural and business events
- Develop events that enhance our destination strengths and respond to our key Experience Seekers segments - Connectors and Active Explorers

Industry and Community Education and Coordination

- Further develop the professionalism of the tourism industry
- Increase community and government support for tourism in the region
- Partner with the Local Tourism Organisation (LTO) to develop a strong and cohesive tourism industry which will deliver the desired outcomes of the Ipswich DMP

8.1 Strategies for Success

Market Intelligence and Insights

- Monitor and analyse destination performance, market trends and visitor satisfaction to ensure the destination remains attuned to target market needs and preferences.
- Ensure industry has access to current domestic and international visitor research to allow informed decisions regarding business priorities and actions.
- Base destination development and marketing activities on sound consumer research and insights.

The Ipswich Region Brand

- Ensure key stakeholders in Ipswich regard the destination brand as a primary tool for promoting and marketing their individual products and services.
- Maintain a targeted brand strategy for Ipswich to increase the level of destination awareness in target markets.

Marketing the Ipswich Region Experience

- Nurture existing markets and invest in and expand markets that have higher growth potential, e.g. short breaks, touring drive market, education, sporting and business events markets.
- Raise the awareness and appeal of Ipswich as a leisure and business events destination by promoting its strengths and attributes in key target markets.
- Develop and foster strong cooperative marketing partnerships to maximise the destination's overall marketing activity and increase bookings.
- Improve availability, visibility, bookability, quality and range of destination products and information through:
    - o Traditional tourism distribution channels;
    - o Business to business (b2b);
    - o Business to customer (b2c); and
    - o Digital marketing (e-commerce and online).
- Bid for and host new state, national and international sporting, cultural and business events, and expand existing events that have potential to attract visitation from outside Ipswich.

Developing a Sustainable Ipswich Region Experience

- Develop distinctive leisure experiences (particularly bookable products) that emphasise Ipswich's natural environment, cultural heritage and built assets.
- Improve public and private transport options within the destination to facilitate wider dispersal of visitors throughout Ipswich.
- Identify and support strategically located satellite information centres to increase the dissemination of information.
- Improve and increase directional and tourism signage.
- Improve access to, and facilities within, key visitor attractions, including conservation estates.
- Increase capacity and improve quality and variety of accommodation (e.g. self-contained units, Bed and Breakfasts (B&B) and farm stays), retail, food and beverage outlets throughout Ipswich.
- Expand the range of venues and quality products and services available to organisers of, and attendees at, conferences, events and festivals.
- Ensure the information, presentation and service at Visitor Information Centre (VIC) is of a high standard, which meets or exceeds visitor expectations.
- Encourage the development of interpretive tours, guided walks and other purchasable experiences to add value to existing experiences.

8.2 Enablers of Success

Planning and Coordination

- Improve coordination and planning of regional infrastructure to meet current and future needs.
- Facilitate a coordinated approach to the development and marketing of Ipswich by growing a strong industry network that provides leadership and collaborates to embrace, promote and implement the Ipswich DMP and Brisbane's RTIIP.

Industry Leadership and Coordination

- Secure additional funding (e.g. government grants), support and resources to benefit regional tourism.
- Raise government and industry awareness of, and support for, the economic, social and environmental value and potential of tourism across Ipswich to assist in diversifying the economy.
- Nurture and develop effective partnerships (within and beyond the local tourism industry) to foster further visitor growth.
- Foster an integrated industry leadership structure and effective, flexible partnerships between public and private stakeholders.

Industry Development

- Further develop the professionalism of the tourism industry by upgrading the skill level of managers and staff in order to improve customer service, delivery and profitability of products and services suitable for both domestic and international markets.

Community Engagement

- Continue to promote the value of tourism and economic benefits to the community (including jobs, career paths) to encourage community support of leisure and business visitors.

Workforce Development

- Strengthen partnerships with education providers to nurture and encourage the future tourism workforce.
- Ensure the Ipswich workforce is well skilled and trained in all aspects of business, tourism and hospitality training.

9.0 FUTURE DEVELOPMENTS

The following tourism development opportunities are grouped into five headings. These opportunities include the identification and creation of products and services which will entice, in particular, more intrastate and interstate visitors and, in due course, international visitors to come to Ipswich to spend more, stay longer and generate greater employment and investment opportunities.

Strategic Marketing

- Link Ipswich websites and SEQC website to profile tourism activities and general recreational activities available.
- Creation of packages which have commissionable product.

Attractions and Activities

- Creation of a leisure and business tourism precinct at the Railway Workshop Museum.
- Development of Bremer River in Ipswich for recreational pursuits and construction of pier for leisure trips out of Ipswich.
- Expansion of the Ipswich Motorsport Precinct including on-site hotel and upgraded amenities.
- Development of Children's Festival as a means of driving visitation and overnight stays

Accommodation

- Creation of quality caravan park(s)
- Creation of new eco-lodge resorts in appropriate areas offering a rural theme with spa facilities and pitched at a 4-5 star level.
- Provision of backpacker style accommodation.
- Building more motels/chalet style accommodation (designs sympathetic to surrounding landscape).
- B&B style accommodation.

Retail-ancillary services

- Development of market site(s) with an emphasis on creating a unique shopping experience
- Encourage restaurants, cafes and rural attractions to be open seven days in Ipswich.
- Training and up-skilling of retailers to enhance product offerings, especially for food and beverage and general shopping in Ipswich.
- Integrate wine trails into other tourism experiences.

Infrastructure

- Directional signage on highways and roads of the area and tourist trail signage.
- Improve through passing lanes/seal widening roads (Ipswich to Boonah).
- Public transport improvements, specifically rail between Brisbane and Ipswich and mini buses between towns in the region.
- Improved gateway into Ipswich.
- Boonah to Ipswich Regional Recreational Trail.
- Creation of horse trail and bikeway network.

10.0 INDUSTRY DEVELOPMENT AND COORDINATION

Alignment with other strategies and initiatives

Internal Stakeholders

The Ipswich Regional Centre Strategy Master Plan, released in February 2008, provides a comprehensive blueprint for the revitalisation of the centre which will see Ipswich evolve as a truly world class city that is both independently successful and that contributes to the overall vibrancy and sustainability of the burgeoning "western corridor".

Within Council's various departments and branches, other strategies are being or have been developed that will align with the Ipswich DMP These include:-

- City of Ipswich Marketing Plan (incorporating Online Strategy);
- Economic Development Strategy;
- Sports Events Attraction Strategy;
- Community Social Plan;
- Crime Prevention Strategy; and
- Social Infrastructure Plan

External Stakeholders

State and Regional strategies that will help us achieve our sustainability goals include:

- Queensland Tourism Strategy (QTS) 2006 – 2016;
- SEQC Destination Management Plan (2007 – 2010);
- SEQ Regional Plan (2005 – 2026);
- Queensland Government's Smart Queensland: Smart State Strategy 2005-2015; and
- Brisbane RTIIP (2008 – 2018).

11.0 IMPLEMENTATION, MONITORING AND EVALUATION

The Ipswich DMP documents the strategic direction for the destination and has been developed through research and consultation. It will be used as a basis to engage tourism stakeholders on tourism development and marketing issues. To ensure the Ipswich DMP remains relevant, it will be reviewed and refreshed every three years.

11.1 Destination Action Plan

To enable the achievement of the vision for the destination and to prioritise the marketing and development issues outlined in the Ipswich DMP, an annual Destination Action Plan (DAP) will be developed in consultation with key industry partners.

Objectives, actions and specific activities for the ensuing financial year together with responsibilities and timelines for the implementation of various strategies will be detailed in the DAP. Key performance indicators (KPI) will also be identified and reviewed on a regular basis.

For reasons of confidentiality, the DAP will not be available to the public.

APPENDIX 1

GLOSSARY

B&B	Bed and Breakfast Accommodation
BM	Brisbane Marketing
DAP	Destination Action Plan
DTRDI	Department of Tourism, Regional Development and Industry
GDP	Gross Domestic Product
ICC	Ipswich City Council
Ipswich DMP	City of Ipswich Destination Management Plan
Ipswich	City of Ipswich
KPI	Key Performance Indicators
LGA	Local Government Area
LTO	Local Tourism Organisation
MOU	Memorandum of Understanding
QTIC	Queensland Tourism Industry Council
QTS	Queensland Tourism Strategy
RTIIP	Regional Tourism Investment and Infrastructure Plan
RTO	Regional Tourism Organisation
SEQ	South East Queensland
SEQC	South East Queensland Country
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Tourism Australia
TAP	Tourism Action Plan
TQ	Tourism Queensland
TRA	Tourism Research Australia
VFR	Visiting Friends and Relatives
VIC	Visitor Information Centre

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