



TOURISM STRATEGY FOR THE REDLANDS 2010 – 2014

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The *Tourism Strategy for the Redlands 2010 – 2014* clearly articulates the city's vision for tourism, which is for the Redlands to become "the most accessible, diverse and protected nature playground within Brisbane's Moreton Bay and Islands".

The strategy identifies priorities that will assist Council and other tourism stakeholders in realising this vision.

Based on these priorities, Council will focus on 12 key projects over the next four years to achieve tourism growth and economic development in our beautiful region.

Melva E Hobson

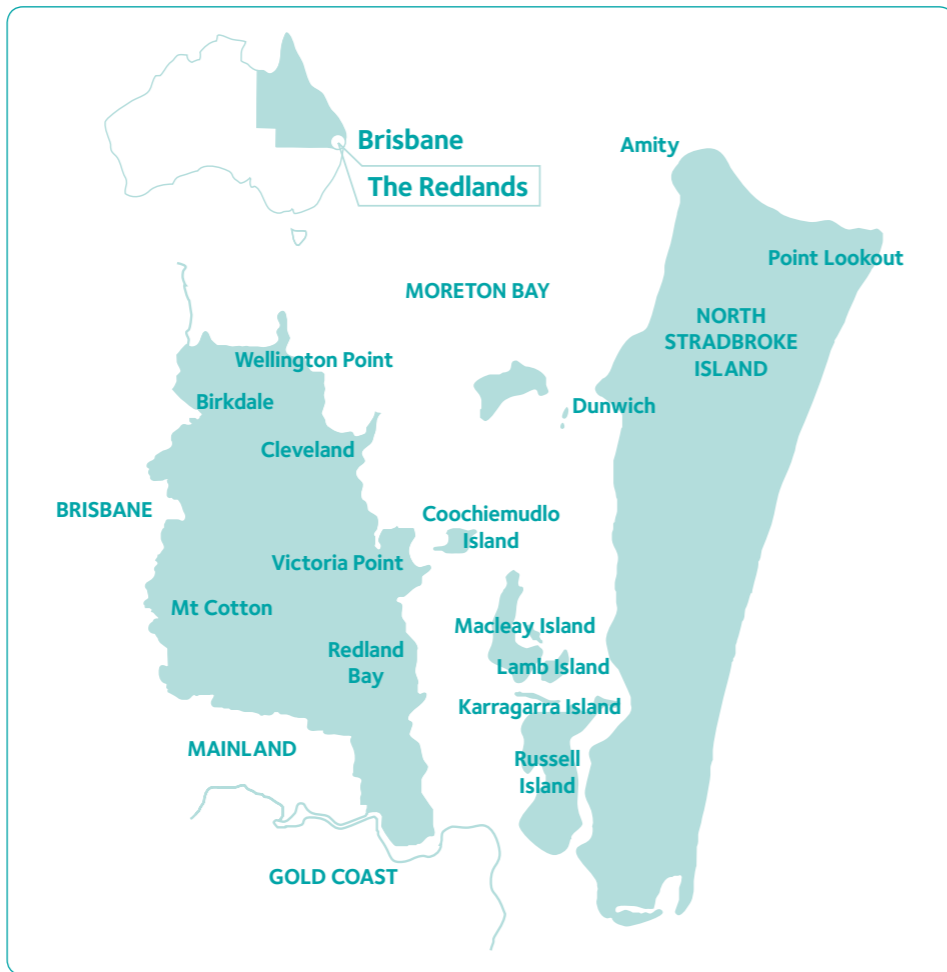
Melva E Hobson PSM
Mayor of Redlands

STRATEGY DEVELOPMENT

EC3 Global was commissioned to develop a four-year tourism strategy for Redland City to support a unified long-term approach to tourism development and marketing. The strategy was developed through broad and in-depth stakeholder consultation and analysis.

REDLAND VISITOR PROFILE

- Predominantly travel for leisure (81%)
- Are mostly Brisbane residents (61%)
- Stay for 3.9 nights
- Spend approximately \$109/night on a hotel.



OUR TOURISM VISION



📍 REDLANDS IS THE MOST ACCESSIBLE, DIVERSE AND PROTECTED NATURE PLAYGROUND WITHIN BRISBANE'S MORETON BAY AND ISLANDS. 📍



UNDERSTANDING THE STRATEGIC CONTEXT

A review of existing local and national plans and strategies has seen key trends and developments emerge that are likely to influence the region's appeal as a tourism destination. These include the:

- expiration of mining leases on North Stradbroke Island
- emerging education sector
- continued effects of the Global Financial Crisis
- growing international market
- Cleveland and Capalaba Masterplans

- acknowledgement of Indigenous custodianship and native title on North Stradbroke Island
- population growth in south-east Queensland, which will support natural visitor growth.



LIFE IS OUR PALETTE.

Madeleine Ekeblad,
Artist, Madeleine Ekeblad Gallery Studio,
Macleay Island.



INFRASTRUCTURE AND SERVICES

The provision of appropriate infrastructure and services is essential to support tourism growth and development, as well as provide for the community's needs. One of the key strengths of the Redlands is its location and proximity to Brisbane, however, weaknesses include its lack of amenities at ferry terminals and complicated public transport options linking islands within the bay.

Other key infrastructure constraints identified through this and previous studies include:

- a lack of accommodation, both on the mainland and on the islands

- a lack of affordable accommodation to support hospitality staff on the islands
- road infrastructure on North Stradbroke Island
- limited tour operators in the region
- lack of air and boat access to North Stradbroke Island.

A key opportunity identified during the development of the tourism strategy was the need for waterfront precincts to create dining, accommodation and recreational experiences to generate competition with other destinations. Education institutions also represent a significant opportunity, both in terms of tourism and broader economic growth.

PRODUCT INVESTMENT

There has been little investment in new product over the past five years (especially accommodation). While hotel room stock has recently declined, occupancy has been steady, demonstrating there is room for additional development. Without this development, there is little opportunity for tourism events to become a strength for the Redlands.

A number of additional product development opportunities have been identified, including resorts, tours and transport hubs (Toondah Harbour).



BRAND POSITIONING AND MARKETING

The Redlands is located in the southern part of an emerging tourism region, Brisbane's 'Moreton Bay and Islands'. Moreton Bay and Islands, as a location, has relatively high awareness, positive perceptions and strong visitation from the Brisbane market, however, awareness of the 'Redlands' as a tourism brand is relatively low (with the exception of North Stradbroke Island). The opportunity exists to better leverage the Moreton Bay and Islands brand, without losing the unique selling points and brand awareness of North Stradbroke Island.

KEY MESSAGES

The Moreton Bay and Islands' positioning statement is: *'Moreton Bay and Islands has a unique offering that leverages a marine sanctuary and island experiences within close proximity to a new world city and state capital.'*

The Redlands can leverage off the Moreton Bay and Islands brand if it can clearly position itself within the brand as part of the Southern Bay and Islands (in partnership with Wynnum and Manly).



ESTABLISHED AND EMERGING TARGET MARKETS

Based on market research conducted by Tourism Queensland, the Redlands has the potential to leverage the Moreton Bay and Islands brand to grow its market share in the following interstate markets:

- 'connectors' (beach holiday goers)
- 'social fun-seekers' (enjoy nature-based activities)
- 'active explorers' (seek adventure).

The region also has the opportunity to grow a number of emerging market segments including:

- education tourism (domestic and international)
- travel for a purpose (events)
- international (including backpackers)
- environmental and cultural tourism.

UNIQUE SELLING POINTS

Largely focused on the natural environment, the region's unique selling points include its:

- spectacular beaches on Stradbroke

- affordability and accessibility
- welcoming island communities and mainland villages
- abundant wildlife, including koalas, kangaroos, turtles, whales, dolphins and dugongs
- adventure opportunities, such as diving with manta rays, sand-boarding, 4WDing, fishing, kayaking, bushwalking and sailing
- food and wine
- arts, Indigenous culture and heritage (Quandamooka Country).



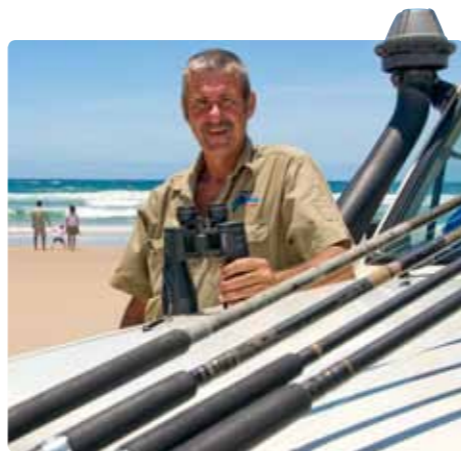
OUR PRIORITIES

In understanding and responding to market conditions and the needs of our community and visitors, the *Tourism Strategy for the Redlands 2010 – 2014* lists five priorities.

These priorities are supported by a number of ‘priority projects’ to be implemented by a range of stakeholders (not only Council) to achieve our vision of an accessible and protected nature playground.

“**STRADDIE IS RAW, SPIRITUAL AND REFRESHING...AN UNTOUCHED ISLAND PARADISE.**”

Dave Thelander,
Straddie Kingfisher Tours,
North Stradbroke Island.



IMPLEMENTING THE STRATEGY

MEASURING OUR SUCCESS

Our mission: “Through leadership and partnerships, raise awareness and encourage investment in the range of accommodation, experiences and attractions.”

In achieving our mission, we will:

- engage the industry
- build awareness and convert into holidays
- create diversity and build local capacity
- provide key infrastructure
- grow our share of the Brisbane market

- build strong local community and operator support
- ensure the conservation of our natural and cultural assets.

“**MORETON BAY...IT INSPIRES EVERYTHING WE DO.**”

Chris Varitimos,
Manager, Lighthouse Restaurant, Cleveland.





Priority #1 – Partnerships and industry engagement

Objective: Maximise industry engagement and participation by re-forming partnerships with the local, regional and state tourism organisations.

Projects

1. Create an annual marketing program that operators can buy-in to.
2. Achieve 'Target 100', that is, have 100 local operators actively participate in the tourism program by 2015.

3. Adopt a non-membership marketing model and have an industry-led economic development and tourism board.

Priority #2 – A clear message and positioning

Objective: Clearly define and position the Redlands within the Moreton Bay and Islands brand.

Projects

1. Position the Redlands within the Moreton Bay and Islands brand and create its own distinct sub-brand.

2. Embrace the waterfront, allowing new tourism events spaces, recreational facilities and tourism development to occur along the coastline.

3. Develop a partnership with the Chamber of Commerce to train and up-skill local tourism businesses.

Priority #3 – Invest in economic growth through tourism

Objective: Ensure the region's economy grows through a diverse nature-based tourism industry.



Projects

1. Work with a number of local pilot projects in nature-based tourism to support and facilitate their development.
2. Work with the state government to develop Master Plans for four precincts that have been identified as key locations for future tourism growth (North Stradbroke Island, Mount Cotton, Cleveland waterfront and Southern Bay Islands).

Priority #4 – A planned approach to balance growth and conservation

Objective: Attract investment and increase the value of tourism through improving, not

reducing, the environmental and cultural values of the region.

Projects

1. Conduct an annual research program and visitor profile survey.
2. Initiate a post-mining nature-based tourism recovery program.
3. Encourage tourism projects to be facilitated through the development approvals process to attract investment in the region.

Priority #5 – Vibrant communities and tourism events

Objective: For tourism to make a positive contribution to the vibrancy and viability of communities in the Redlands.

Projects:

1. Attract more 'social fun-seekers' and 'active explorers' with the expansion and support of key festivals and sporting events.
2. Encourage participation in the region-wide Tourism, Retail and Business Achievement Awards.
3. Encourage community-led tourism projects and events including Indigenous tourism initiatives.



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Redland City Council

Tourism Development

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