

DRAFT

TNQ 2045

DESTINATION MANAGEMENT PLAN

DELIVERING TROPICAL NORTH QUEENSLAND'S
SUSTAINABLE TOURISM FUTURE

JUNE 2026

TOURISM
TROPICAL NORTH
QUEENSLAND

An aerial photograph of a tropical coastline. The left side of the image shows deep turquoise water with dark, rocky patches visible beneath the surface. The right side shows a wide, sandy beach with gentle waves lapping at the shore. Two small figures are visible on the beach near the water's edge.

ACKNOWLEDGEMENT OF COUNTRY

TTNQ acknowledges that all tourism in Tropical North Queensland is on Country.

We acknowledge the spirit of Country and Aboriginal and Torres Strait Islander peoples as carrying custodial responsibility. We pay our respect to the Ancestors and Elders, past and present. We recognise the deep relationships, connections and responsibilities to lands, waters and skies integral to First Nations Peoples' identity and culture and we give regard to their connections as central to Culture and being.

ACKNOWLEDGEMENTS

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CONTENTS

Introduction	4
Tropical North Queensland's Icons	6
The Tourism Industry in TNQ	8
Trends Shaping Our Future	9
Generational Changes 2025-2045	10
Towards 2045	13
2045 Growth Scenarios	14
A Managed Approach to Growth	16
Plan on a Page	18
Enablers of Success	20
Ecotourism	22
Events	25
Connectivity	26
Experiences	28
Brand	30
Industry	32
Measures of Success	35
APPENDIX A: STRATEGIES FOR SUCCESS	36
APPENDIX B: YEAR ONE GAME CHANGERS & ENABLERS	50
APPENDIX C: TNQ REGIONAL PRIORITIES	52
APPENDIX D: CONSULTATION SUMMARY	72

INTRODUCTION

Tropical North Queensland (TNQ) is renowned globally as the only place where two natural world heritage sites meet, the Great Barrier Reef and Wet Tropics Rainforests. Home to two ancient Indigenous cultures, including the world's oldest living culture, the thriving coastal communities of Cairns, Port Douglas and Mission Beach, and the emerging destinations of Tablelands, Gulf Savannah, Cape York Peninsula, and the islands of the Torres Strait receive close to one million international visitors annually.

Tourism is a driving force in the economy of TNQ, providing infrastructure that supports both liveability and growth potential, supporting one in six jobs, attracting investment and sustaining communities. TNQ is an area that makes up 20% of the total area of Queensland but is home to just 6% of the Queensland population with so much to explore and some of the State's most tourism-reliant communities.

TNQ 2045: Destination Management Plan seeks to find the balance of sustainable growth and the aspirations of our communities. As

Queensland looks to and beyond the Olympic and Paralympic Games in 2032, this plan aims to position TNQ as a key region in achieving the State's aspirations in 2045 and beyond. TNQ 2045 targets growing annual overnight visitor expenditures to **a stretch target \$10B by 2045** of overnight and day visitor spend, above the 2045 forecast of \$8.6B by driving growth in visitor spend and length of stay. The Plan also recognises that without adequate funding for the tourism network in TNQ that number could drop to \$7B, resulting in the loss of over 9,880 jobs compared to the 2045 aspiration.

The region's ambitious goal is growing the value faster than the volume of visitors, maximising dispersal across the regions and to create new opportunities across the visitor economy in growth sectors including business events, international education and those seeking adventure tourism experiences.

Developed through extensive consultation across the region over 12 months, this Destination Management Plan draws on the aspirations of our communities driven by five enablers of success:



1. **Direct Access:** both domestically and internationally is vital to our region both in terms of visitors (leisure and business) but also to grow the region's exports and trade connections. The region is uniquely placed geographically to leverage aviation technologies, our cruise ship potential and our location to be the principle northern gateway to Australia.
2. **Business and Major Events:** have the potential to double in value to the region and increase our year-round visitation, both require additional infrastructure and dedicated funding in the form of an Events Bid Fund to increase our region's share of business and major events, on the runway to the 2032 Olympic and Paralympic Games.
3. **Destination Awareness:** delivering future growth requires not only additional funding to drive destination awareness but overcoming negative perceptions of the role of tourism in the protection of the Great Barrier Reef.
4. The need to drive **innovation in the tourism sector** through product and experience development, adoption of new technology, interpretation and visitor engagement in our unique story and adopting new technologies that support the region's pathway to a low-carbon future.
5. A coordinated and proactive approach to **facilitating investment:** in new and innovative tourism experiences is vital, bringing that investment forward will help the region reach its targets ahead of the forecast demand.

Delivering on the aspirations of this DMP requires sustainable funding, regional leadership and commitment to the state-wide delivery of Destination 2045. Establishing a TNQ Regional Management Committee to oversee the DMP will ensure collaborative, effective regional governance and coordination is a key enabler of success for this Plan.



TROPICAL NORTH QUEENSLAND'S ICONS

At the heart of every visitor economy is the recognition that people travel for authentic, meaningful, and transformational experiences. Therefore, each region's key success factor is its ability to identify, develop, and communicate a highly informed and compelling experience offer to priority markets and customers. The TNQ experience offer is anchored within the balance of adventure within world renowned iconic nature (Great Barrier Reef, Wet Tropics Rainforest, Daintree, Gulf Savannah, Cape York, and Torres Strait) and the rewards for effort provided by the region's tropical lifestyle and contemporary facilities and infrastructure.

For the purpose of this Destination Management Plan, the destination is TNQ,

while the global marketing brand is Cairns and Great Barrier Reef. This refers not just to those locations but the wider region that is home to experience two of the world's oldest living cultures, in a thriving natural environment, with welcoming communities and a vibrant tourism industry delivering truly remarkable experiences that connect people with this place.

SUSTAINABILITY IS THE EMERGING ICON FOR TNQ

The region is known for sustainable and regenerative tourism, where every visitor makes a direct contribution to conservation during their stay in TNQ.



GREAT BARRIER REEF



ANCIENT RAINFOREST



INDIGENOUS CULTURE



**TRANSFORMATIONAL
EXPERIENCES**



UNIQUE EVENTS



GLOBALLY CONNECTED



TNQ TOURISM INDUSTRY

Tourism supports 1 in 6 jobs in TNQ, in the Douglas Shire it's up to 1 in 2 jobs.

\$13M

IN VISITOR SPEND DAILY

4,500

TOURISM RELATED BUSINESSES

29,300

TOURISM EMPLOYEES IN TNQ

90%

ARE SMALL BUSINESSES

240

ECO-CERTIFIED BUSINESSES. THE HIGHEST OF ANY REGION IN AUSTRALIA AND HOME OF THE FIRST ECO-CERTIFIED DESTINATION IN AUSTRALIA THE DOUGLAS SHIRE.

63%

OF THE STATE'S BEST OF QUEENSLAND INDIGENOUS EXPERIENCES ARE IN TNQ.



TRENDS SHAPING OUR FUTURE

The CSIRO megatrends identified in 'Our Future World' present both challenges and significant opportunities to TNQ as a destination known for its sustainable and regenerative tourism, the health benefits of time spent in nature and its proximity to Asia.

ADAPTING TO A CHANGING CLIMATE

The protection of livelihoods, infrastructure and people's quality of life as the climate changes.

UNLOCKING THE HUMAN DIMENSION

The elevating importance of diversity, equality and transparency in business, policy and community decision making.

LEANER, CLEANER AND GREENER

The global push to reach net zero and beyond, protect biodiversity and use resources efficiently.

INCREASINGLY AUTONOMOUS

The rise of artificial intelligence and advanced autonomous systems to enhance productivity and outputs across all industries.

THE ESCALATING HEALTH IMPERATIVE

The promotion of health in the face of rising demand, demographic ageing, emerging diseases and unhealthy lifestyles.

DIVING INTO DIGITAL

The rapidly growing digital and data economy.

GEOPOLITICAL SHIFTS

The increase in efforts to ensure global stability, trade and economic growth.



GENERATIONAL CHANGES 2025-2045

The next two decades will see some of the most significant trend changes in travel as the Baby Boomers who have dominated the last decade of travel in their retirement will hand the baton to Generation X as they head towards retirement age. Millennials will begin to fill the 'families' cohort that represent a key segment for the region with Generations Z and Alpha stepping into the youth travel segments.

BABY BOOMERS (1946 – 1964)

By 2045 the Boomers' will all have reached 80 years of age, transitioning from a cohort for 62-80 year olds to the youngest being 81. This group still have retirement funds to spend and the younger segment of the cohort will be moving into the top spending category on travel per person per annum, 75+.

GENERATION X (1965 – 1980)

Will enter retirement, by 2045 the youngest will have reached 65 years and the eldest 80 years. This will be the prime spending travel segment, with those from Australia having contributed to their superannuation from early in their careers (1992) and having had the opportunity to buy property when it was more affordable.)

MILLENNIALS (1981 – 1996)

A period of career growth and families for the first generation to use the internet as children, they are heading into their prime earning years while rebelling against traditional nominated life paths. Driving technological change in travel and distribution and the generation who travelled overseas earlier than their counterparts, the Millennials will start the period aged 30-44 and by 2045 will be 50-65 years.

GENERATION Z (1997 – 2012)

Gen Z will start their independence era, starting off as 14-29 year olds in 2026, becoming 33-48 year olds who are stepping into adulthood carrying the weight of the world on their shoulders. This generation have never known a world without Expedia or pocket-sized mobile phones, they are used to technology transforming travel and just as likely to want a digital detox.

GENERATION ALPHA (2013 – 2025)

The first generation to be born entirely in the 21st century, the period to 2045 sees them emerge from 0-12 to 20-32 year olds their careers will have just kicked-off. Many of the technologies, careers and crises that will define and shape the lives of Gen Alpha are yet to exist.

For TNQ to compete it will need to continue to evolve its products and experiences and meet the changing expectations of a more discerning global travel market.





TOWARDS 2045

	2025	2045
Total Visitor Expenditure	\$4.8B	\$9.4B
Overnight spend	\$4.4B	\$8.6B
Domestic	\$3.3B	\$6.3B
International	\$1.1B	\$2.3B
Day Visitor spend	\$0.44B	\$0.77B
Gross Value Add Total (2023-24)	\$3.3B	\$6.5B
Tourism Employment Total (2023-24)	29,300	35,000
Share of Queensland Nights	10%	10%
Number of Hotel Rooms	14,438	19,966
TNQ Ranking in QLD for number of Eco-certified Experiences	#1	#1
Indigenous Employment % of total in tourism	6%	12%

2045 GROWTH SCENARIOS

The State’s Destination 2045 sets out an ambitious aspiration for the State to double the value of the visitor economy by 2045. The TNQ Destination Management Plan explores the potential for the region to grow under three scenarios for overnight visitation to our region (excluding day trips):

	2025 (YE DEC 2024)	2045 ASPIRATIONS		
		BASELINE	STRETCH	LOW
NUMBERS (OVERNIGHT)	2.7M	4.6M	5M	3.8M
NIGHTS	15M	24M	26M	18M
SPEND (OVERNIGHT)	\$4.3B	\$8.6B	\$10B	\$6.3B
ROOMS (75% OCC.)	14,438	19,966	21,407	14,867



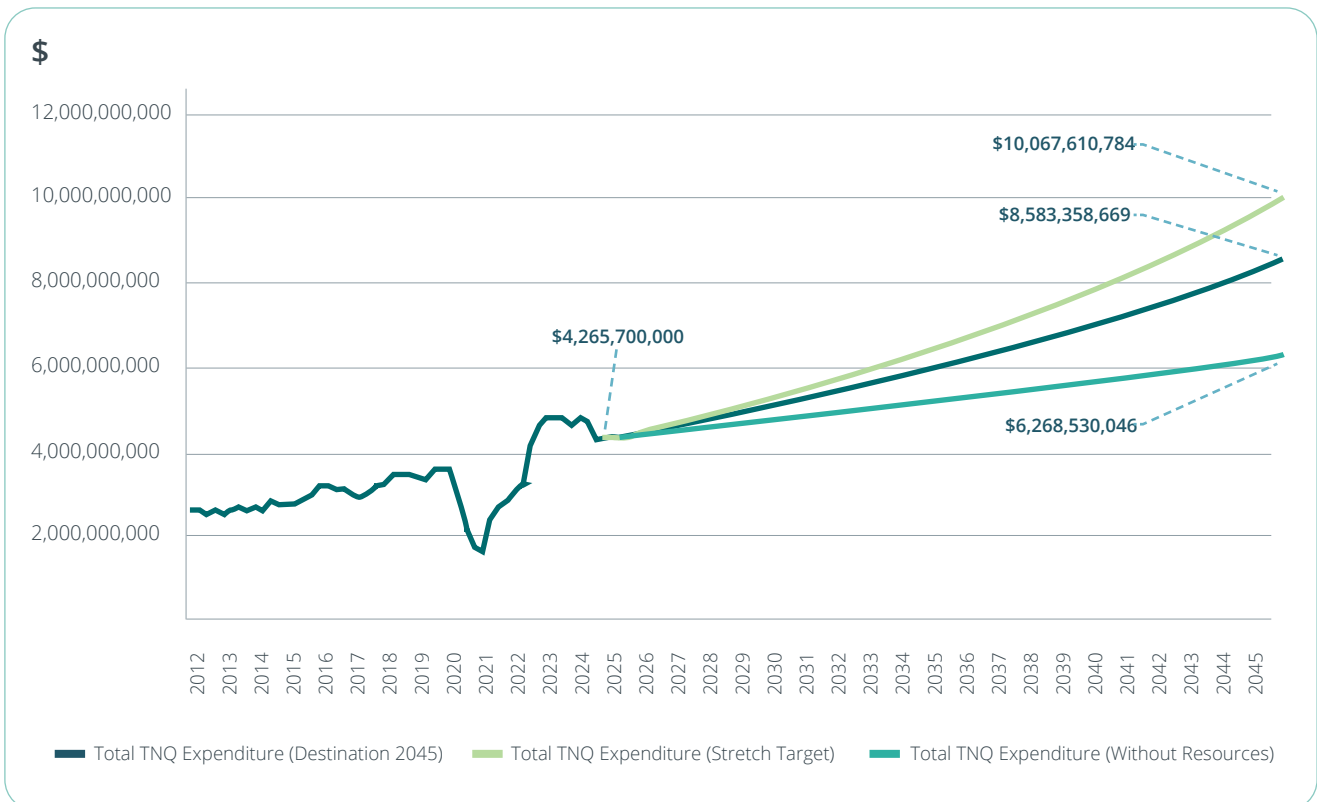
Aligned to Destination 2045 Aspirations (Baseline) Applying this aspiration to our region, sees a compound average annual growth in numbers at 2.8% per annum, nights at 2.6% per annum, and overnight visitor spend at 3.4% per annum to **\$8.6B in 2045**.

Attracting High Value Travellers (Stretch) The Destination 2045 aspirations applied to TNQ are slightly below the historic growth rates for our region (3.8% - 4.8% per annum). If our region could hold our share of the market, but attract a higher-spending overnight visitor we could stretch the value of our visitor economy to **\$10B per annum in 2045**.

An Under-Resourced Tourism Network (Low) When the region’s tourism network (TTNQ, Local Tourism Organisations and Industry Bodies) are appropriately resourced we see a 5-7% boost to visitor spend and a more balanced, year-round visitation and strong advertising and publicity value that helps the region hold its share. Without adequate resources the destination would fall back to CPI growth alone reducing the value of the visitor economy from overnight stays of just **\$6.3B per annum in 2045**.

TTNQ OVERNIGHT VISITOR SPEND ACTUAL AND FORECAST (2012 - 2045)

Scenarios - Stretch (4.2%), D2045 aligned (3.4%), under resourced (2%)



A MANAGED APPROACH TO GROWTH

FINDING THE BALANCE FOR OUR COMMUNITY

The key to our region's success is to grow the type of tourism our communities seek in 2045, that is to:

- attracts visitors that are conscious of their impact and leave as custodians of the region and its stories;
- recognising our First Nations connection and that all tourism is on Country;
- play an active role in protecting and restoring Country through sustainable and regenerative tourism practices to ensure our natural environment is healthy;
- foster tourism that respects culture and communities and encourages an authentic connection of people with place and an industry that embraces diverse voices;
- by supporting an industry that is well-informed, inclusive and accessible, supporting vibrant communities and a highly skilled local workforce; and
- delivers truly remarkable visitor experiences.

The destinations Strategic Framework reflects the National Sustainability Framework for the Visitor Economy. TTNQ leads, and supports a suite of interconnected Strategic Pillars that underpin the Destination Management Plan:

RESPECTING CULTURE

TNQ is the first region in Australia to have a dedicated **First Nations Tourism Action Plan**, led by and written by an Indigenous Steering Committee the Plan was developed through extensive consultation. The plan sets ambitious targets around indigenous employment, supporting new experiences to boost visitor

participation and contribution to conservation as just some of its success measures.

Supporting the implementation of the Plan is an Agency Working Group that meets quarterly to monitor and drive progress, an Indigenous Experiences Professionals Network that meets quarterly to provide direction to TTNQ on promotion and trade engagement for the benefit of Indigenous Experiences, and an Indigenous Experiences Cluster that meets quarterly to guide the development of tourism in our region.

TTNQ is developing its Reconciliation Action Plan and has an Appointed Director position on its Board providing an Indigenous perspective.

CREATING POSITIVE SOCIAL IMPACT

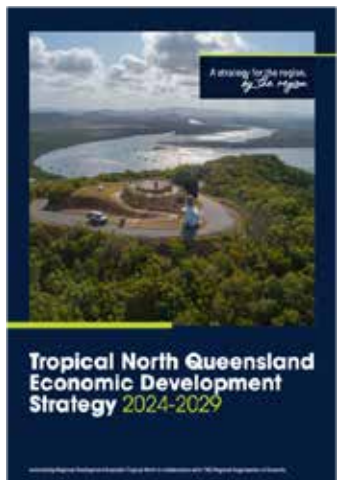
Tourism plays a key role in our region's economic and social fabric, with 63% of our community seeing tourism having a positive impact overall and happy with continued growth in tourism and many report being happy to see more visitors in our regions. This is above the State average but remains an area the region needs to monitor as tourism relies on its social licence. That result also means that some of our community would like tourism to stay around the size it is today so finding the balance is vital.

Our Destination Management Plan is aligned to the Tropical North Queensland Economic Development Strategy (TEDS) 2024-2029 to ensure tourism continues to have a positive social impact. The TEDS provides clear guidance to our Destination Management Plan around the role tourism plays regionally, focussing on attracting visitors with the best fit for our community (conscious travellers),

supporting the growth of First Nations led tourism experiences, better dispersal of tourism through growing traveller segments in drive tourism, wildlife tourism and agritourism. TTNQ sits on the TEDS Oversight Committee.

The 2032 Games provides a unique opportunity for the region in both tourism and sports, but also in showcasing indigenous innovation and building strong local supply chains. The TEDS recognises the challenges faced in regional and remote communities around infrastructure and services, particularly health and digital connectivity recognising the positive role tourism can play in supporting year-round and sustainable growth including the need for investment attraction.

Managed growth in tourism, particularly areas such as dispersal, student and worker accommodation, environmental sustainability, First Nations engagement and reducing the region's carbon footprint are all areas tourism can play a meaningful role in the region's wider economic and social aspirations.



ENVIRONMENTAL AND CLIMATE ACTION

The Queensland Regional Tourism Network (QRTN), has led the development of a roadmap towards Net Zero emissions by 2050, with targets at a TNQ regional level. TTNQ have undertaken further work to map our footprint and our region's pathway towards Net Zero by 2050, recognising the significant role sustainable aviation fuel (SAF) and the use of renewables in transport will play with over

84% of the region's total tourism emissions generated through transport.

TTNQ launched its first Annual Sustainability Report in 2024 that sets the region's tourism priorities, targets and actions related to our role in environmental protection and restoration and climate action. TTNQ is leading the nation with its approach, and our region has the highest percentage of operators with a globally recognised certification, but much more is needed if the region is to contribute to the 2050 Net Zero targets. TTNQ has established a Climate Action Leaders group who are driving changes at a business, precinct and regional level supported by TTNQ.

TAKING A MANAGED APPROACH

While TTNQ has responsibility for oversight and implementation of the Destination Management Plan, the aspirations belong to the whole of the industry and wider regional leadership network, and commitment to the state-wide programs are the responsibilities of agencies outlined in Destination 2045. The initiatives and priorities of the key Regional Plans have not been replicated in the DMP, each pillar has its own Governance and Reporting structures that are supported by the DMP.

The oversight of the DMP will be led through the establishment of a TNQ Regional Management Committee to oversee the DMP to ensure collaborative, effective regional governance and coordination. This is a sub-committee of the TNQ Economic Development Strategy (TEDS) which aims to ensure alignment of tourism across the whole economy and with key stakeholders.

Without significant funding to compete, TTNQ and the industry cannot achieve the aspirations of this Plan.

PLAN ON A PAGE

Tropical North Queensland will maintain its position as Australia's premier tropical destination and through implementation of this Destination Management Plan will reach our vision.

VISION STATEMENT

BY 2045 TROPICAL NORTH QUEENSLAND WILL BE AUSTRALIA'S #1 ECOTOURISM REGION AND A WORLD LEADER IN ADVENTURE AND REGENERATIVE TOURISM SUPPORTING THRIVING LOCAL COMMUNITIES.

MISSION

STRONG LEADERSHIP SUPPORTING A WELL-RESOURCED AND STRATEGICALLY FOCUSED TOURISM NETWORK, STRIVING TOWARDS GLOBAL RECOGNITION AS A LEADING SUSTAINABLE AND INCLUSIVE DESTINATION WHERE VISITORS ARE DISPERSED TO MAXIMISE THE BENEFITS FOR OUR LOCAL COMMUNITIES, AND DELIVERING REMARKABLE EXPERIENCES THAT LEAVE OUR VISITORS, OUR COMMUNITIES AND THE NATURAL ENVIRONMENT 'GREATER'.

GUIDING PRINCIPLES

- Attract visitors that are conscious of their impact and leave as custodians of the region and its stories, recognising that **all tourism is on Country**;
- Is active in protecting and restoring Country through sustainable and regenerative tourism practices to **ensure our natural environment is healthy**;
- **Respects culture and communities** and encourages an authentic connection of people with place and an industry that embraces diverse voices;
- Is supporting an industry that is **well-informed, inclusive and accessible**, supporting vibrant communities and a highly-skilled local workforce; and
- Delivers **truly remarkable visitor experiences**.



ECOTOURISM - A global leader in sustainable and further to regenerative tourism, delivering more experiences in nature that make a measurable contribution to conservation.



CONNECTIVITY - Making it easier for people to get here and travel around. Delivering visitors to the doorstep of our operators and attractions as northern Australia's aviation gateway.



BRAND - Bringing the right visitors at the right time, through world-class marketing. Cementing Cairns & Great Barrier Reef as a brand and destination for high-value Experience Seekers globally.



EVENTS - A year-round calendar of regional, major and business events that disperse the benefits of tourism geographically while celebrating our natural, cultural and economic advantages.



EXPERIENCES - Delivering more reasons to stay and spend in our region, with world-class attractions through facilitation of investment and new partnerships including leadership in adventure tourism..



INDUSTRY - Backing our operators to be well-informed, inclusive and accessible, supporting vibrant communities and a highly skilled local workforce to help the region modernise and thrive.

ENABLERS OF SUCCESS

DESTINATION ENABLERS

For tourism to reach the aspirations of our communities its future growth and development will be underpinned by five destination enablers of success:

- 1. Direct Access:** both domestically and internationally through aviation and cruise is vital to our region both in terms of visitors (leisure and business) but also to grow the region's exports and trade connections. The region is uniquely placed geographically to leverage the growth in fuel-efficient, narrow-body aircraft, enabling movement of air freight and growth in cruise to be the principle northern gateway to Australia.
- 2. Business and Major Events:** have the potential to double in value to the region and increase our year-round visitation, both require further investment in events infrastructure and dedicated funding in the form of an Events Bid Fund to increase our region's share of business and major events, with the potential to grow leisure visitation through repeat trips and the region's export trade and investment in the region on the runway to the 2032 Olympic and Paralympic Games.
- 3. Destination Awareness & the Great Barrier Reef:** delivering future growth requires not only additional funding to drive destination awareness but overcoming negative perceptions and promoting the positive role of tourism in the protection of the Great Barrier Reef and the World Heritage rainforest.
- 4.** The need **drive innovation** in the tourism sector through product and experience development, adoption of new technology, interpretation and visitor engagement in our unique story and adopting new technologies that support the region's pathway to a low-carbon future.
- 5.** A coordinated and proactive approach to **facilitating investment:** in new and innovative tourism experiences is vital, bringing that investment forward will help the region reach its targets ahead of the forecast demand.



STRATEGY ENABLERS

For the strategies outlined in this Plan to be achieved, the organisations leading their implementation have identified five strategy enablers that will underpin this Plan's success:

- A. An implementation Steering Committee** for the DMP, as a sub-committee of the TNQ Economic Development Strategy (TEDS) and work with RDA TNQ, Advance Cairns, FNQROC, TCICA and Northwest ROC to ensure tourism is supporting and feeding into establishment of advocacy priorities through bi-annual workshops on tourism and DMP implementation to review progress annually.
- B. An annual review of the progress of the DMP**, key trends and measure of success as part of the TTNQ Annual Report
- C. A sustainable funding model** at a Local Government and Regional Tourism Organisation level, such as the visitor levies now implemented in over 100 countries and 450 tourism reliant cities globally.
- D. Support for the region's Local Tourism Organisations** to formalise support from all of the 24 regional Local Governments in TNQ, confirming sustainable funding and future alignment.
- E. Ongoing community engagement** on the benefits and contributions of tourism through local media to help locals understand the benefits of tourism and value the industry in the lead up to the 2028 Local Government elections, not just economic, but also social and environmental including **a regional platform for conservation** programs supported through tourism.



ECOTOURISM

Tropical North Queensland is the only place on earth where two natural World Heritage areas meet and has the highest number of eco-certified tourism experiences of any region in Australia and the first Eco-certified region the Douglas Shire. It is recognised as a global leader in ecotourism and our aspiration is to maintain our position through continued leadership and innovation.

Since 2005 the region has lost nearly half of its share of overnight visitors having a nature-based and ecotourism experiences in Australia (domestic and international), dropping from the #1 regional destination and #5 in Australia behind the capital cities of Sydney, Melbourne, Brisbane and Perth – down to the #7 spot behind the Northern Rivers of NSW (Byron Bay) and Adelaide. Regaining a 4% share (from 2.8%) of all ecotourism experience visitors, including those coming for education and business events, would bring an extra 1M visitors per annum worth an estimated \$2.4B of extra spend per annum in 2045.

A key priority for the region is to be the leading destination for regenerative tourism, where

visitors actively contribute to conservation of the region's natural and cultural sites for future generations. Supporting this are our world-class tour guides. They educate and inspire our visitors to create lifelong connections to the region and to become advocates for its conservation. Connecting visitors to our region's natural and cultural stories through adventure tourism can build the global appeal for the region but requires investment in infrastructure to reduce the impact of visitors on key sites.

The global reputation of the Great Barrier Reef has been impacted by climate change, with initiatives including Guardian of the Reef, Lifetime of Greatness, Reef Restoration and Eye on the Reef demonstrating the positive role tourism can play in reef management and resilience.

The need to drive innovation in the tourism sector through product and experience development, adoption of new technology, interpretation and visitor engagement in our unique story and adopting new technologies that support the region's pathway to a low-carbon future.



WHAT DOES SUCCESS LOOK LIKE?

- Growth in our national share to 4% of ecotourism visitors (domestic and international).
- Support the inclusion of at least 7 of the '45 by 45' Ecotourism projects in TNQ.
- Maintain the most eco-certified operators of any region in Queensland in 2045.
- Increase the share of visitors to TNQ having a First Nations Tourism experience from 7% to 15%.
- A globally recognised program of regenerative tourism.

INITIATIVES

- 1.1** Continue to promote TNQ as a world-leader in **ecotourism and regenerative tourism**.
- 1.2** Work with key stakeholders to **make more nature-based tourism areas accessible** to a wider range of visitors.
- 1.3** Support the success of the **priority ecotourism projects** being developed in TNQ (e.g. Smithfield MTB Park, Wangetti Trail, Double Island).
- 1.4** Explore the feasibility of **Dark Sky Reserves** and recognition of the region for **nature wellness**.
- 1.5** Improve the **quality of tour guides** through the established programs (Wet Tropics World Heritage Guides, Savannah Guides and Master Reef Guides).
- 1.6** Support the industry in their commitment to **sustainable practices** and provide leadership to support innovation.
- 1.7** Deliver the priorities of the **TNQ First Nations Tourism Action Plan**.
- 1.8** Boost **agritourism** with more farm stays and experiences.





EVENTS

Business and Major Events have the potential to double in value to the region and increase our year-round visitation. For TNQ to grow its share of both major and regional events requires not only dedicated funding in the form of an Events Bid Fund but reliable and affordable air access and further investment in regional events infrastructure to encourage dispersal from the capital cities.

By increasing our region's share of business and major events we also have the potential to grow leisure visitation through repeat trips and the region's export trade and investment in the region on the runway to the 2032 Olympic and Paralympic Games.

Homegrown events and those showcasing our unique cultural experiences and our world-class natural environment have the potential to be some of our best destination marketing, especially if they can generate global publicity and broadcast images of the region around the world.

Events, especially business events, have the additional benefit of showcasing the region's growth industry sectors and have a direct link to future investment and trade and need to be considered in their wider economic role, beyond just the delegate numbers and expenditure.

WHAT DOES SUCCESS LOOK LIKE?

- Increasing TNQ's share of the Queensland events calendar.
- Increasing the value and volume of business events in TNQ.
- Established an events calendar that supports greater dispersal of visitors year-round and regionally.

INITIATIVES

- 2.1** Support the delivery of a coordinated approach to the **2032 Olympic and Paralympic Games** including the infrastructure needed in our region.
- 2.2** Showcase the regions **First Nations events** and events that feature our natural environment.
- 2.3** Continue to showcase TNQ's **world-class event facilities** and capability by successfully hosting global events.
- 2.4** Foster a growth pathway for **homegrown destination events**.
- 2.5** Streamline **major events delivery**.
- 2.6** Deliver a **high value business events** pipeline.

CONNECTIVITY

Starting with direct aviation access both domestically and internationally is vital to our region both in terms of visitors (leisure and business) but also to grow the region's exports and trade connections. The region is uniquely placed geographically to leverage the growth in fuel-efficient, narrow-body aircraft and has the potential to increase wide-body services that enable freight and be the principle northern aviation gateway to Australia.

Becoming the northern gateway to Australia and doubling the number of international visitors arriving directly into Cairns from 2019 aviation volumes, is our bold ambition. This will support the region increasing its share of markets that enter via Cairns including Japan, UK, USA and Europe back to previous market shares.

Opportunities exist to increase the region's share of the cruise market nationally, including expedition vessels, and increasing the number of visits to our regional and remote ports to encourage greater dispersal. Of

vital importance to our region is our road infrastructure, the highways that bring visitors into our region from the south, and how we disperse them across the region relies on increased year-round access to our communities that benefits tourism, but more importantly supports our communities.

By 2045 this Plan seeks to enhance connectivity to and between TNQ regions across all modes of transport and through major facilities ensuring accessibility for people of all abilities. This includes advocating to ensure affordable and reliable access between regions and within TNQ by road, rail, air and sea to support dispersal of the benefits of tourism.

As home of three iconic rail journeys already, TNQ can further enhance our region's position as a rail tourism destination with appropriate investment in rail infrastructure and marketing. The emerging trends of sustainable fuels and, electrification of transport should be a part of the destination's success towards 2045.

WHAT DOES SUCCESS LOOK LIKE?

- Hold our share of domestic and grow our international aviation share as the Northern Gateway.
- Hold our share and increase the number of cruise ship visits to the region.
- A leading destination for Road Trips (2-7 days) and Journeys (>7 days)
- A leading destination for EV journeys and sustainable travel.

INITIATIVES

- 3.1** Partner in the delivery of the **Connecting Queensland Fund** to position Queensland and Cairns as a northern gateway to Australia.
- 3.2** Connect key **international routes with domestic routes.**
- 3.3** Increase our share of the **drive tourism** market partnering with our Local Tourism Organisations and be famous for our **iconic touring routes.**
- 3.4** Position TNQ as the leading region for **cruise tourism** and increase the number of ports receiving vessels.
- 3.5** Collaborate across the key sectors of our economy to ensure tourism contributes to **better connectivity for all of our communities.**

AUSTRALIA'S NORTHERN INTERNATIONAL GATEWAY

As aviation technology evolves and the narrow-body long-range aircraft currently dominating the production lines come into the fleets of our airline partners Cairns is ideally placed to be the northern aviation gateway for Australia.

Around 30% of the world's population currently lives within range of a narrow-body long-range aircraft and Cairns Airport.



By 2040 the Cairns Airport's aspiration is to cater for 10 million passengers per annum (up from 4 million in 2025), with an expanded domestic terminal (2030), continued refurbishment of the international airport and projects with First Nations people, working toward carbon neutral, healthy waterways and protecting biodiversity.





EXPERIENCES

Tropical North Queensland, promoted globally as Cairns and Great Barrier Reef, is home to more than 2,500 unique experiences. To maintain our positioning globally, the region must also continue to be an attractive and competitive environment for tourism investment backed by effective regulation, planning pathways, and core infrastructure.

This includes the need to drive innovation in the tourism sector through product and experience development, adoption of new technology, interpretation and visitor engagement in our unique story and adopting new technologies that support the region's pathway to a low-carbon future.

A coordinated and proactive approach to facilitating investment in new and innovative tourism experiences is vital, bringing that investment forward will help the region reach its targets ahead of the forecast demand.

Our First Nations tourism partnership is central to our authentic story, led by the implementation of the region's First Nations Tourism Action Plan that underpins the region's future development in tourism and provides

a pathway to increase the region's national market share as a leader in First Nations experiences and employment of Aboriginal and Torres Strait Island people in the tourism sector in TNQ.

Tourism-enabling infrastructure is the foundation upon which tourism growth is achieved and the aspirations outlined in the stretch target are met. This will require a significant increase in tourism infrastructure and the infrastructure and policy framework that underpins this growth including roads, water, health services, and mobile networks. Key to that investment is sustainable funding for future growth will ensure that a proactive approach to innovative experiences will enable the region to meet targets ahead of forecast demand.

By 2045, TNQ aims to be one of Australia's most globally recognised destinations for attracting Experience Seekers, where we have found the balance between tourism growth and conservation of our natural and cultural strengths.



WHAT DOES SUCCESS LOOK LIKE?

- Length of stay remains steady to deliver 26M visitor nights in TNQ.
- Increased investment in accommodation, attractions and tourism infrastructure.
- Increased private sector investment into Great Barrier Reef islands, and tourism-reliant regional communities.
- Maintain a high visitor satisfaction rating (above 85%).

INITIATIVES

- 4.1** Attracting and **facilitating global investment** to proactively leverage new market opportunities.
- 4.2** Rejuvenate the **Great Barrier Reef islands** to meet the unique needs of each island and target private investment.
- 4.3** Partner with the private sector on large-scale projects like **event venues and transport infrastructure**.
- 4.4** **Embrace technology** with nature and culture
- 4.5** Diversify the experience offerings in the destination to broaden its appeal to **emerging markets**.

BRAND

Cairns & Great Barrier Reef is our global brand, used in both the domestic and international markets. It builds on the global awareness of the Reef, and the international gateway of Cairns to showcase a diverse range of destinations and experiences found nowhere else.

In the most competitive global travel environment ever, facing the global headwinds of uncertainty, flight shaming, a carbon constrained economy and the tyranny of distance, delivering future growth requires not only additional funding to drive destination awareness but overcoming negative perceptions of the role of tourism in the protection of the Great Barrier Reef.

At its core, the Plan aims to use a multi-channel approach to boost global awareness and recognition of the brand 'Cairns & Great Barrier Reef' and its sub-regions through maintaining share of voice year-round in key markets via publicity and innovative use of digital marketing.

Through a partnership approach the region will drive Destination Awareness recognising that delivering future growth requires not only additional funding, but a collaborative approach to overcoming negative perceptions of the potential for over-tourism.

WHAT DOES SUCCESS LOOK LIKE?

- Regain lost share of domestic and international visitation in ecotourism to reach 5M total visitors in 2045.
- Regain the #1 rank for ecotourism regions in Australia, holding 4% share including leisure, business events and education.
- Cairns and Great Barrier Reef has maintained its position as a meaningful and different holiday destination motivating domestic and international visitors to travel.

INITIATIVES

- 5.1** Continue to **evolve the 'Leave Greater' brand** platform positioning Cairns and Great Barrier Reef as a must-visit destination.
- 5.2** **Increase marketing investment** into key international markets aligned with strategic aviation routes.
- 5.3** Make TNQ famous for multi-stop road trips, aligned with the Queensland **Drive Tourism Marketing Strategy**.
- 5.4** Strengthen **strategic, trade, and aviation marketing** partnerships.
- 5.5** Leverage the Queensland 2032 **Olympic and Paralympic Games** and Queensland's diverse events portfolio to market, promote, and package TNQ globally.

AUSTRALIA'S ECOTOURISM HOLIDAY & BUSINESS EVENT DESTINATION OF CHOICE

Cairns and the Great Barrier Reef is a brand used to promote the region of Tropical North Queensland, a brand that is synonymous with natural beauty, tropical lifestyle and global travellers. Consumer research shows there is strong awareness of locations including Port Douglas, Palm Cove and Mission Beach as part of the brand story. For regions targeting the touring drive market, brands such as the Great Barrier Reef drive, Savannah Way, Cape York and the Pacific Coast Way are used.

As a leisure destination many of our competitors are geographically closer to the key target markets, so it is essential we create a clear point of difference and build the perception of value for time and cost of travel. In the Business Events our region competes globally, without the population density of the capital cities, with our strength in the sense of connection delegates get when they are here in region.

Below are the region's priority and emerging markets for growth, not just in volume and share of visitors, but with a priority to grow average length of stay and spend per night to grow the value of the visitor economy while balancing the needs of our natural environment and our community infrastructure:

CORE / PRIORITY MARKETS	GROWTH / EMERGING	SUPPORT / MAINTAIN
<ul style="list-style-type: none"> • Domestic: East Coast • UK • Europe (German speaking) • USA • Japan (including education) • China • Cruise 	<ul style="list-style-type: none"> • Domestic: Adelaide, Regional cities (drive) • New Zealand • India • Canada • Nordic & Benelux • Working Holiday Makers 	<ul style="list-style-type: none"> • Singapore • Hong Kong, Korea, SE Asia & Taiwan • Italy, France, Other Europe • Travel for a purpose (e.g. MTB, adventure, dive, education)

Beyond their geographic location, Cairns & Great Barrier Reef offers experiences that we believe can grow our market share in key segments, this includes:

- **Tropical destination holidays:** primarily from Brisbane, Sydney and Melbourne positioning the region as a year-round alternative to the uncertainty of overseas tropical holidays (Bali, Fiji, Hawaii). Barriers to growth include seasonality (full in winter, less desirable in summer), aviation access, and perceptions of value-for-money and quality food and dining experiences.
- **Niche Experiences:** building awareness and generating conversion of visitors who travel elsewhere in Australia and internationally for adventure, eco/sustainable/accessible, luxury, and drive holidays (especially fly-drive). The barriers to growth include a limited awareness of the region's products and experiences and the perception of value of the experiences.
- **Business and Major Events:** international business events are highly competitive and impacted by higher travel costs, in the short term we aim to build a calendar of business and major events primarily focussed on visitation in the shoulder season and building into low season for business and major events in the longer-term, to maximise year-round visitation.
- **Education travel:** presents an opportunity for growth both in traditional study-tours, but also through the investment in travel subsidies to the Great Barrier Reef made by the State and Commonwealth Governments.
- **Sustainable tourism experiences:** continued growth in the number of tourism experiences that meet the requirements of a globally recognised third-party verified product or experience is vital as this becomes a requirement for the industry under mandatory reporting and EU communications directives come into effect.

INDUSTRY

Ensuring the region has the talent and skills needed to meet the expectations of future travellers requires a more coordinated approach across the region and commitment to excellence in education including the potential for a Centre of Excellence in Sustainable Tourism.

Our region has a clear blueprint, the TNQ Workforce Strategy, which defines the roles and highlights the need for stronger partnerships with industry, to develop and promote career paths in tourism.

Fostering these new and enhanced partnerships and agreements between tourism businesses and the global workforce, including our Indigenous communities will provide mentoring, share learnings and develop new and enhanced Indigenous tourism experiences.

A key pillar in the first three years of the Plan is to work with other regions to roll-out a State-wide 'trade-ready' mentoring program, including support to increase the representation of our region in the global trade network. This should be further enhanced with the roll-out of a refreshed customer service program in preparation for the 2032 Games including training for tourism operators to ensure services meet diverse accessibility needs.

TTNQ will continue to work across the key sectors of the economy regionally to support skilled and unskilled labour migration, including Working Holiday Makers, and support a policy environment and the attraction of investment into worker and student accommodation. TTNQ will also continue to advocate at the national level for opportunities to streamline visa processes to more

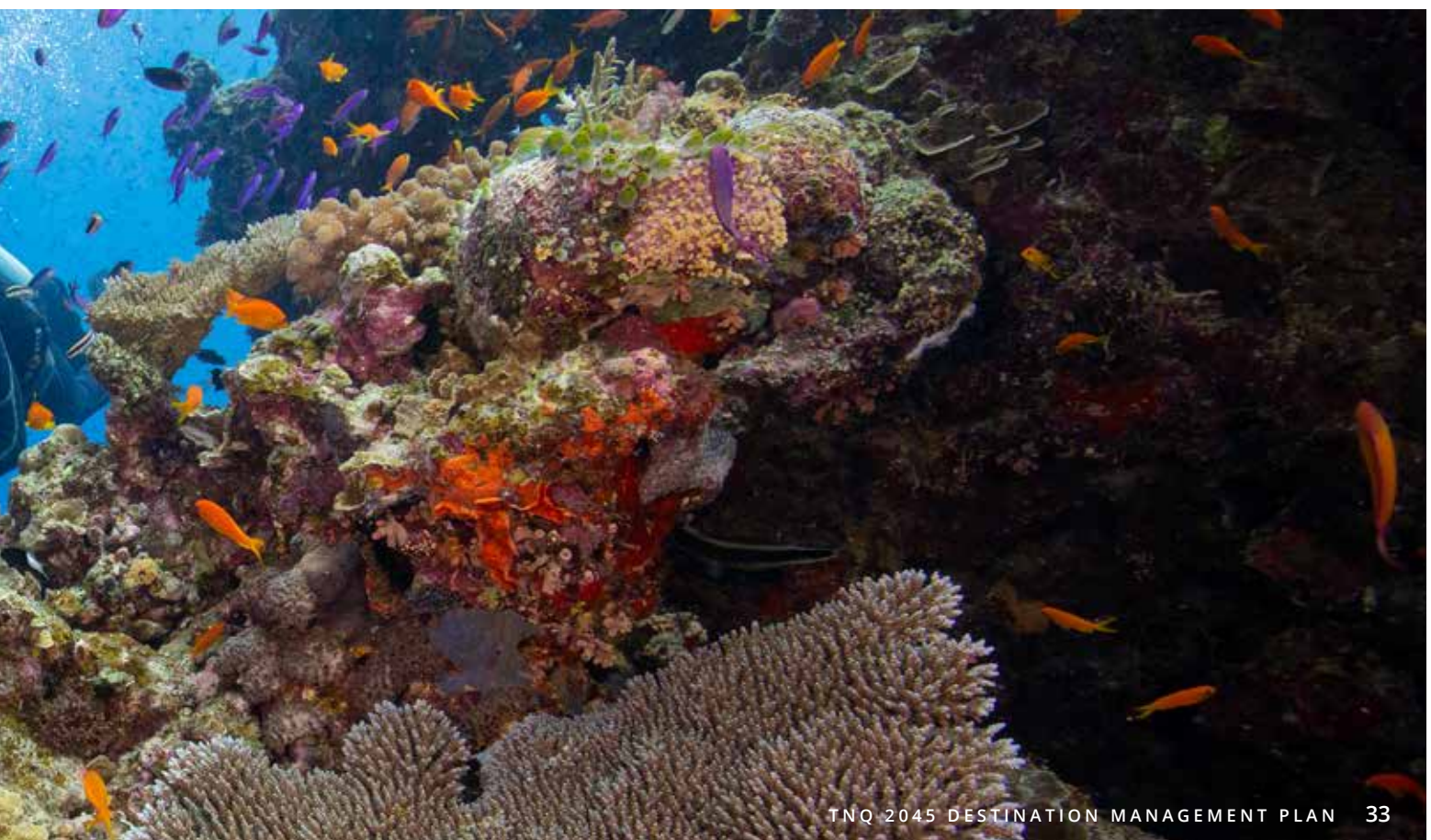


WHAT DOES SUCCESS LOOK LIKE?

- Supported at least 100 tourism businesses over the next four year through industry capability programs.
- Maintain TNQ's share of the State's Best of Queensland Experiences.
- Increased verified/certified tourism operators.
- Raised perceptions that TNQ is an accessible destination.
- Enhanced engagement with First Nations experiences by visitors.

INITIATIVES

- 6.1 Deliver industry capability and experience programs that **support accreditation, experience development, and event delivery**.
- 6.2 Promote tourism careers and develop the **workforce of the future** through attractive training and skills programs.
- 6.3 Build the sustainability of Tourism Tropical North Queensland and its Local Tourism Organisation partners through a **well-balanced funding models**.
- 6.4 Deliver and support **First Nations tourism experiences** that enhance employment opportunities and enhance industry capability.
- 6.5 Grow key tourism sectors that showcase TNQ's **diversity of experiences**.
- 6.6 Leverage the statewide **Tourism Innovation Program** to assist tourism businesses to be prepared for the future of visitor experiences.
- 6.7 Create world-class visitor experiences that raise awareness and better understanding about our natural and cultural values and environments through participating in **citizen science** activities.



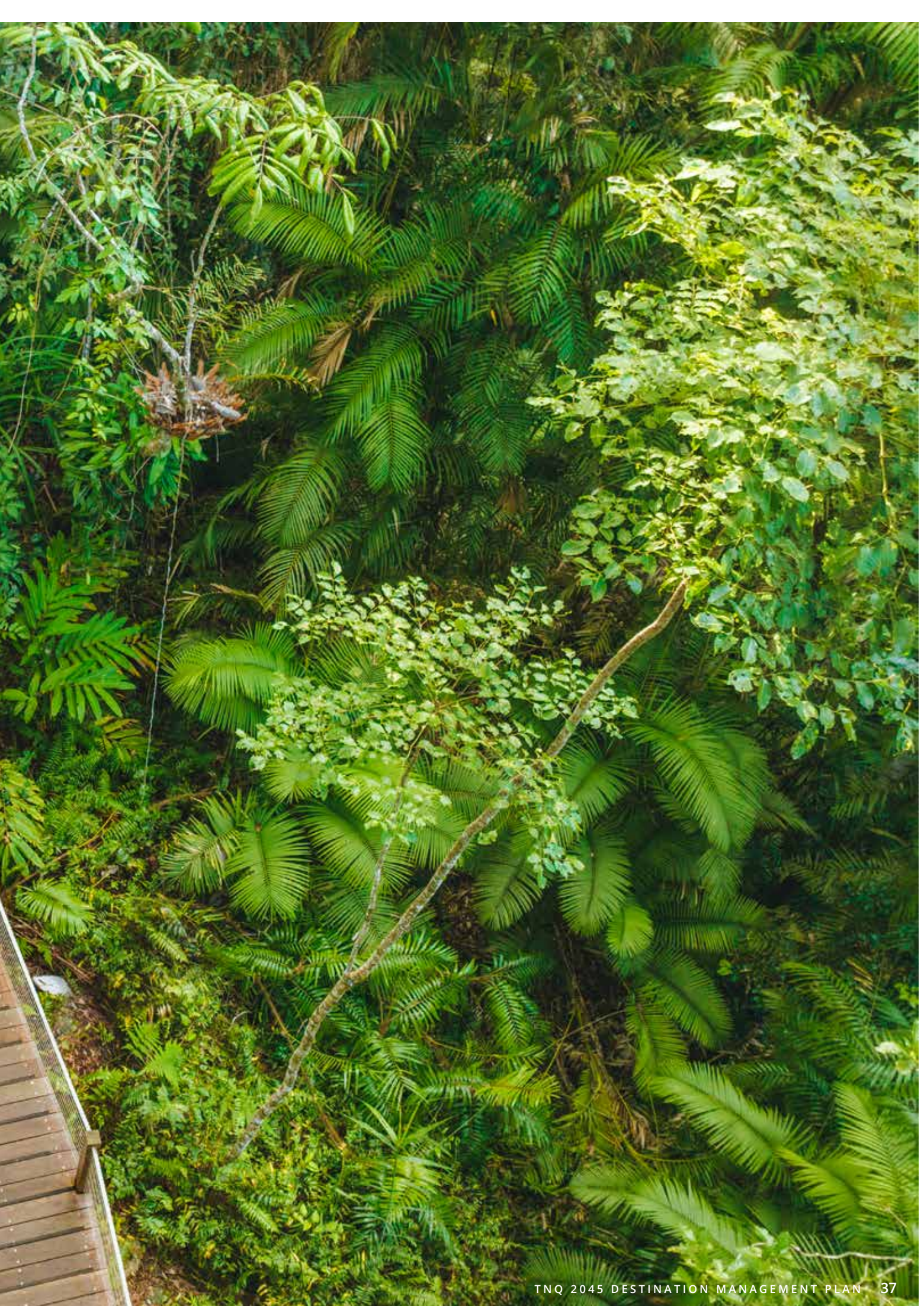


MEASURES OF SUCCESS

The success of the Destination Management Plan and the implementation program will be reflected in the published annual review of the progress against fourteen (14) KPIs under four key headings.

PRIMARY MEASURES OF SUCCESS	2025 ACTUAL	2032 TARGET	2045 TARGET	CAGR (25-45)
Economic				
Overnight visitor expenditure	\$4.3B	\$5.5B	\$8.6B	3.4%
Spend Per Night Ranking in Queensland (Stretch)	#3	#2	#1	4.2%
Total Gross Value Add (GVA)	\$3.26B	\$4.2B	\$6.5B	3.3%
Year-round Occupancy (Months above 65%)	6	8	9	3.5%
Environmental				
Dispersal from Cairns (% regional nights)	38%	39%	40%	
Regeneration contribution through regional tourism platforms (sqm restored with partners)	3,500	10,000	15,000	7%
Number of eco-certified experiences	191	270	350	3%
Social				
Share of Queensland Tourism Jobs in TNQ	11.3%	11.5%	11.7%	0.25%
Percentage of tourism workforce that are indigenous (12% of regional population)	6.6%	8%	10%	4.75%
Percentage of the community that agree because of tourism there is cultural diversity, festivals and events, economic benefits, local pride and new infrastructure	81%	83%	85%	0.5%
Visitor satisfaction with TNQ	88%	89%	90%+	
Performance				
Brand Equity (Kantar)	11.6%	12.1%	12.8%	1.25%
Average length of stay (nights)	6.2	6.4	6.5	1%
Share of Queensland Leisure Nights (Total Nights Share)	17% (9.7%)	17.5% (9.8%)	18% (10%)	0.75%
Share of Best of Queensland Experiences (Number)	15% (326)	16% (360)	17% (400)	2.6%
'Nature-based' experience Visitor Nights	#2	#1	#1	3.6%

APPENDIX A: STRATEGIES FOR SUCCESS



ECOTOURISM

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>1.1 Continue to promote TNQ as a world-leader in eco-tourism and regenerative tourism.</p>	<ul style="list-style-type: none"> • Work with Study Cairns to reach at least 2% share of Australia's international education tourism, including new industry and university partnerships exploring the potential for a Centre for Sustainable Tourism. • Publish an annual Sustainability Report that showcases the region's Net Zero pathway with industry through an industry cluster of Sustainability Leaders that measure their carbon and seek to reduce emissions. • Develop EV transport itineraries to promote the destination as a leader in sustainable travel options. 	<p>TTNQ Councils</p>
<p>1.2 Work with key stakeholders to make more nature-based tourism areas accessible to a wider range of visitors.</p>	<ul style="list-style-type: none"> • Support the development of linkages and new projects to increase our market share in mountain biking, health & wellness, adventure tourism and regenerative tourism. • Support the industry to deliver a range of low-impact accommodation and amenities in or near protected areas to improve accessibility and provide exceptional visitor experiences. • Unlock the potential of nature-based experiences, in partnership with private land owners and protected area managers, supported by a comprehensive framework for experience development. • Work with DETSI (QPWS) to explore new ways of working together to support the expansion and maintenance of trails (both walking and MTB) in the region to grow our market share, and improved site interpretation and wayfinding, recognising the resource constraints experienced in maintaining additional trails in National Parks. 	<p>DETSI (QPWS&P) TTNQ Industry Councils</p>
<p>1.3 Support the success of the priority ecotourism projects being developed in TNQ</p>	<ul style="list-style-type: none"> • Establish a regional roundtable of key agencies and land managers to streamline and simplify processes to facilitate ecotourism in protected areas across TNQ. • Work with State Government on attracting private sector investment in the Wangetti Trail to maximise the benefits to industry and ensure the trail becomes a world-famous walking and riding trail and streamlining development processes in natural areas. • Advocate for the continuation of both the State and Federal Government's student subsidies for the Great Barrier Reef. 	<p>DETSI TTNQ Councils</p>
<p>1.4 Explore the feasibility of Dark Sky Reserves and recognition of the region for nature wellness</p>	<ul style="list-style-type: none"> • Promote the creation of innovative educational experiences within natural settings to fully capitalise on the region's competitive advantage of having education providers situated in or near nature. • Be positioned globally as a leader in health & wellness tourism connected to our world-class nature, through the development and promote of wellness experiences such as forest bathing, mental health retreats, and other health and well-being activities linked to tourism. • Explore the feasibility of a Dark Sky Reserve in TNQ. 	<p>TTNQ TEQ / DETSI Study Cairns Industry</p>

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>1.5 Improve the quality of tour guides through the established programs (Wet Tropics World Heritage Guides, Savannah Guides and Master Reef Guides).</p>	<ul style="list-style-type: none"> • Promote the region to grow off peak / low season visitation by targeting niche travellers seeking regenerative tourism, sustainable fishing, birdwatching, photography, health & wellness, and adventure tourism. • Review the impact of assistance provided to encourage more operators to be eco-certified, including leveraging State and Federal funding and the benefits provided to accredited operator (e.g. longer permits). • Supporting the expansion of the region as a quality education destination, beyond study tours, working with Study Cairns to grow our share of the international education sector. • Encourage greater collaboration across the region's tour guide programs (Reef, Rainforest, Land and Sea Rangers and Savannah) to extend the region's competitive advantage in world-class guided experiences. 	<p>TTNQ Industry Accreditation bodies Guide Programs TEQ QTIC</p>
<p>1.6 Support the industry in their commitment to sustainable practices and provide leadership to support innovation.</p>	<ul style="list-style-type: none"> • Extend 'Project Reef' into an ongoing program for Great Barrier Reef conservation, education and conversion. • Support the region's progress towards the national Net Zero emissions target, backed by solid data reported annually in a Regional Sustainability and Climate Action Plan. • Promote the success of tourism ventures and permit models in partnership with Traditional Owners that foster sustainable growth. Including Ranger programs for site stewardship. 	<p>TTNQ Reef Authority DETSI (QPWS&P) TEQ</p>
<p>1.7 Deliver the priorities of the TNQ First Nations Tourism Action Plan</p>	<ul style="list-style-type: none"> • Review the role and functions of the FNTAP Steering Committee and Coordinator position at TTNQ to guide and to monitor the progress of an updated 2025–2028 First Nations Tourism Action Plan. • Expand the TTNQ partnership with Reforest into a whole-of-region regenerative tourism platform. 	<p>FNTAP Steering Committee</p>
<p>1.8 Boost agritourism with more farm stays and experiences</p>	<ul style="list-style-type: none"> • Position the region as a national leader in agritourism through an established annual event linking tourism and growers, supporting the development of new agritourism experiences, increasing exports of value-added produce and development of food trails and itineraries. • Promote and integrate TNQ farming and food tourism experiences, including working with industry to identify growth opportunities (e.g. Great Tropical Drive, Eat Local Month). • Leverage opportunities through the Queensland Government's Indigenous Native Food Program, resulting in Indigenous foods being showcased in more dining experiences across TNQ in advance of the 2032 Games. 	<p>TTNQ FNQROC Councils DETSI</p>



EVENTS

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>2.1 Support the delivery of a coordinated approach to the 2032 Olympic and Paralympic Games including the infrastructure needed in our region.</p>	<ul style="list-style-type: none"> • Support a State-wide strategy for increasing the regional benefits of the Olympics & Paralympic Games to all the regions of Queensland, with a focus on TNQ and Cairns as a co-host city. • Form a regional Olympic and Paralympic tourism taskforce to maximise the opportunities through sporting and business events and the potential of the torch relay and media coverage for the region including plans for 'live sites' and the torch relay. • Work with State and Local governments and land owners to leverage infrastructure developments and legacy projects to deliver Brisbane 2032 Olympic and Paralympic Games including Barlow Park and the Smithfield Mountain Bike Park. 	<p>DETSI DSROPG</p>
<p>2.2 Showcase the regions First Nations events and events that feature our natural environment.</p>	<ul style="list-style-type: none"> • Establish TNQ as Queensland's leading destination for Indigenous arts and cultural events through greater investment in events. • Prioritise events that celebrate TNQ's natural assets (reef, rainforest, outback, coastal) while meeting sustainability and carrying-capacity standards. • Work with partners to create a signature calendar of nature-based and cultural events for domestic and international promotion. • Strengthen storytelling through authentic content, media famils and digital platforms that elevate cultural and environmental narratives. 	<p>Arts Queensland Arts Industry TEQ TTNQ</p>
<p>2.3 Continue to showcase TNQ's world-class event facilities and capability by successfully hosting global events.</p>	<ul style="list-style-type: none"> • Support TEQ in developing a long-term sports economy strategy for Queensland, that can leverage sports and technology-related tourism in TNQ. • Partner with TEQ, venues and Councils to attract anchor events that drive off-peak visitation and global exposure. • Leverage past event successes through case studies and testimonials for future bids. 	<p>TEQ DETSI DSROPG Councils</p>



INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
2.4 Foster a growth pathway for homegrown destination events.	<ul style="list-style-type: none"> • Develop a strong pipeline of homegrown events across sports, culture, arts and business, and positioning TNQ as an iconic festival destination. • With TEQ and CRC support events to improve commercial viability, audience development and digital capability. • Align support to events that demonstrate destination benefit, sustainability and community support. 	TEQ TTNQ Councils
2.5 Streamline major events delivery.	<ul style="list-style-type: none"> • Encourage the establishment of an events bid-fund to support the acquisition and growth of major and regional events in the shoulder season, and business events linked to key economic pillars. • Advocate for a coordinated and resourced approvals framework across Councils and State agencies to reduce complexity and timelines. 	TTNQ Councils TEQ
2.6 Deliver a high value business events pipeline.	<ul style="list-style-type: none"> • Position TNQ as a business events destination to global audiences by creating a marketing approach that unifies and amplifies business events venues across the destination. • Target Major and Business events in the low and shoulder seasons, including advocating for a dedicated events bid fund through an alternative funding model. • Leverage business events to tap into global expertise and address priority areas for the region. • Strengthen relationships with Business Events Australia, Professional Conference Organisers (PCOs) and national associations. • Integrate business events with leisure extensions, regional dispersal and First Nations experiences. 	TTNQ Industry Cairns Convention Centre TEQ TA

CONNECTIVITY

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>3.1 Partner in the delivery of the Connecting Queensland Fund.</p>	<ul style="list-style-type: none"> • Work with Cairns Airport to build the business case to attract increased international air services and frequency, supported by freight, investment and trade activities. • Secure additional direct aviation routes to stimulate growth from priority markets including leveraging the region's proximity for narrow body long-range aircraft; • Support Cairns Airport to deliver business cases for increased domestic and international flights & seat capacity with improved through connectivity within the region and on the domestic network. 	<p>Cairns Airport Regional Airports DETSI TEQ TTNQ</p>
<p>3.2 Connect key international routes with domestic routes</p>	<ul style="list-style-type: none"> • Grow the region's exports and trade connections, leveraging the region's uniquely geographic location as the principle northern aviation gateway to Australia. • Continue to work across Northern Australia under the Savannah Way partnership banner to progress tourism priorities, including work in First Nations tourism, access and digital connectivity and building the brand of the Savannah Way and delivering a remarkable experience to encourage future growth. • Support the development of business cases for the ongoing investment in rail infrastructure and marketing to position TNQ as a leading destination for rail experiences. 	<p>All Regional Airports TTNQ DETSI / TIQ DTMR TEQ</p>
<p>3.3 Increase our share of the drive tourism market partnering with our Local Tourism Organisations and be famous for our iconic touring routes.</p>	<ul style="list-style-type: none"> • Strengthen drive journeys to grow regional dispersal, shoulder season travel and underpin regional economies. • Be famous for touring drive routes, working with the State and Commonwealth Governments to invest in the Savannah Way, the Cape York Drive, and the Great Tropical Drive to increase share of voice and visitors. • Support the requirement investment in key touring routes including the Great Barrier Reef Drive, the Savannah Way, the Peninsula Development Road, the Great Inland Way and the Bruce Highway / Pacific Coast Way. • Support TEQ to develop and implement a Queensland drive tourism strategy to build drive tourism across TNQ. • Explore the opportunity to increase electric vehicle charging stations through co-funding with industry, councils, tourism operators and other interested parties. • Develop and implement an aligned set of camping options across the Local Governments of TNQ, supporting a range of consumer needs while ensuring bush and non-commercial camping is effectively managed. 	<p>TEQ TTNQ DTMR DETSI Councils</p>

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>3.4 Position TNQ as the leading region for cruise tourism and increase the number of ports receiving vessels.</p>	<ul style="list-style-type: none"> Working in partnership with Ports North and the cruise lines and agents to continue the growth of cruise ship visits, including base porting vessels, to TNQ including greater dispersal Secure at least one base porting cruise vessels and increase share of transit vessels through development of the in-region experience and continued engagement with the cruise industry globally and expansion of cruise port infrastructure to meet future demands Expand the region's share of the growing superyacht industry world-wide both as a destination and for maintenance and refits. Support the development of new cruise day attractions and experiences including walking tours and hop-on hop-off bus loops. Support the greater dispersal of suitably sized vessels to regional cruise ports, and investigate opportunities to utilise ports/other marine facilities that do not currently support the cruise industry, including Weipa, Mornington Island, Mourilyan, Karumba, etc. 	<p>TEQ TTNQ Councils</p>
<p>3.5 Collaborate across the key sectors of our economy to ensure tourism contributes to better connectivity for all of our communities</p>	<ul style="list-style-type: none"> Collaborate with the Department of Transport and Main Roads in the implementation of tourism related transport projects to better integrate solutions in our region. Tourism industry to support the full implementation of the Tropical North Queensland Economic Development Strategy (TEDS) in partnership with the RDA. Support the development and delivery of a food tourism and export event annually to support the growth of high-quality food exports, use of local produce and building the region's brand and reputation for local food and beverages. Advocate and secure funding to support the industry to transition to low carbon and renewable fuels and energy sources including SAF and renewable liquid fuels. 	<p>DTMR TTNQ RDA Councils</p>



EXPERIENCES

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>4.1 Attracting and facilitating global investment to proactively leverage new market opportunities.</p>	<ul style="list-style-type: none"> • Lead tourism investment attraction in TNQ, leveraging existing programs and whole of government investment attraction strategy, including a one-stop concierge service for potential tourism investors and developers, a facilitated approach to tourism investment, investment attraction events, marketing and regional tourism investment snapshots and a Chief Investment Officer role in the region. • Explore a partnership between TTNQ, State and Local Government to invest in a dedicated tourism investment attraction and facilitation role across multiple LGAs to guide significant projects and work with investors to guide investment into the region. • A coordinated and proactive approach to facilitating investment: in new and innovative tourism experiences is vital, bringing that investment forward will help the region reach its targets ahead of the forecast demand. 	<p>DETSI TIQ Councils TTNQ Advance Cairns Cairns Chamber of Commerce</p>
<p>4.2 Rejuvenate the Great Barrier Reef islands to meet the unique needs of each island and target private investment.</p>	<ul style="list-style-type: none"> • Support the vision for the activation of Double Island and support a new lessee. • Leverage the second phase of the 'Reef Islands Initiative' program to support island infrastructure redevelopment in TNQ. • Establish a Tourism Investment Round Table to steer tourism investment and attraction through a partnership between State (DETSI), Trade Investment Queensland (TIQ) and Local Government (FNQROC) and potentially other regional partners. • Develop contemporary funding options for industry joint ventures and business partnerships on the Great Barrier Reef. 	<p>DETSI / TTNQ Councils TIQ FNQROC</p>
<p>4.3 Partner with the private sector on large-scale projects like event venues and transport infrastructure.</p>	<ul style="list-style-type: none"> • Support the development of catalytic tourism infrastructure that will increase the resilience and attract further private sector investment in the region through building a strong business case. • TTNQ and DETSI to work together in the identification and support of tourism infrastructure projects to provide into to the business cases required for future accommodation development in TNQ. • Prepare an Accommodation Investment Study to understand future demand and use it to attract accommodation investment for the future of the region including accommodation for the region's workforce. 	<p>DETSI / TTNQ Councils TIQ FNQROC</p>

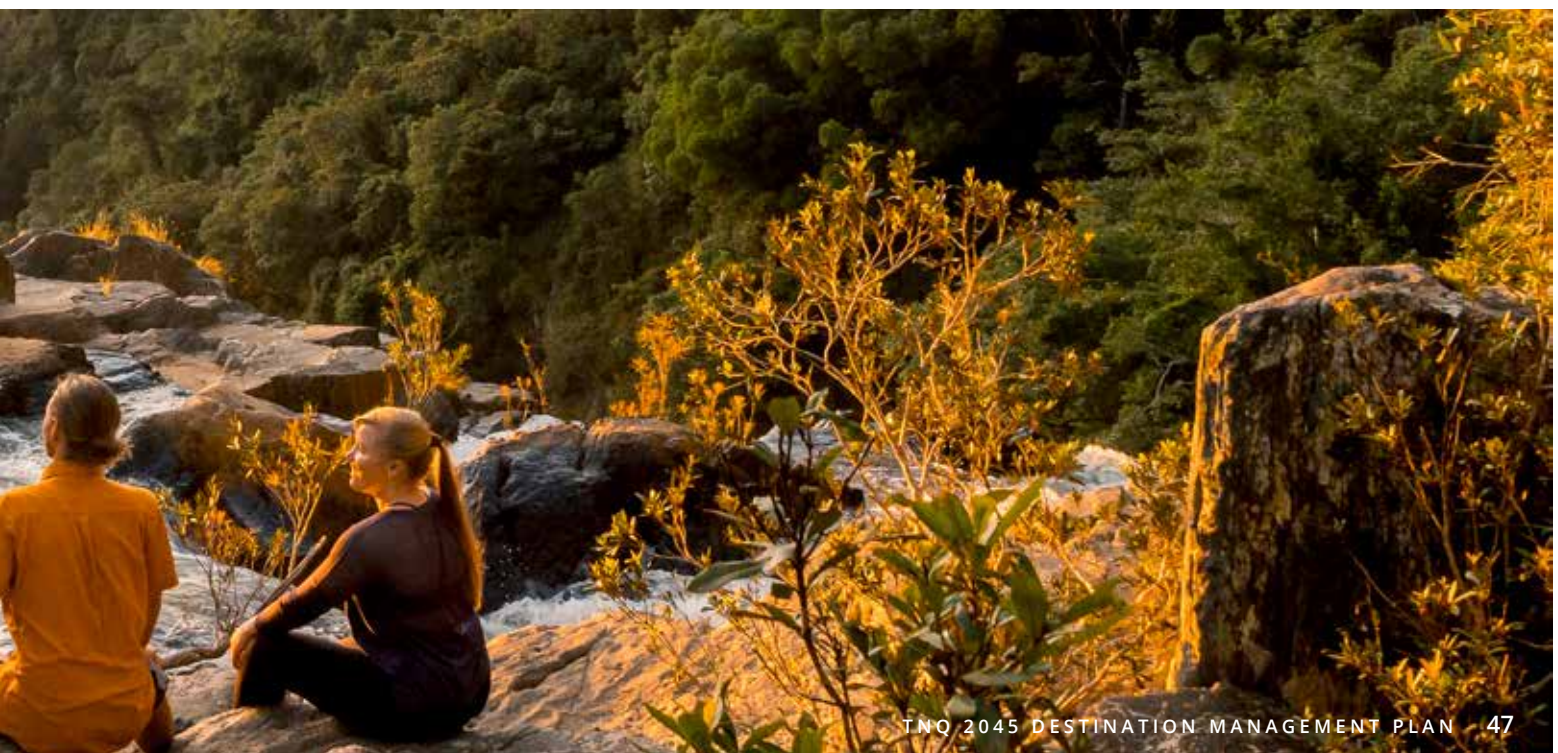
INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>4.4 Embrace technology with nature and culture</p>	<ul style="list-style-type: none"> • Attract and develop large-scale technology-driven tourism experiences and events to address seasonality, especially in summer. • Implement targeted initiatives to support greater accessibility across the tourism sector and recognise the importance of accessible tourism for TNQ to grow Queensland to #1 market share in Australia of all accessible trips. • Explore the potential for a First Nations Experience in or near Cairns to increase the State's share of cultural visitors and increase engagement in First Nations experiences in TNQ. • Strengthen the region's First Nations experience offer by championing the development of new Indigenous experiences and the capacity of Indigenous people within the tourism sector to regain lost market share • Leverage the Queensland Connects entrepreneurship acceleration program under the \$5 million Advance Queensland Regional Futures initiative to accelerate innovation in the tourism industry. 	<p>Industry Councils DETSI TTNQ Advance Cairns Cairns Chamber of Commerce Arts Queensland</p>
<p>4.5 Diversify the experience offerings in the destination to broaden its appeal to emerging markets.</p>	<ul style="list-style-type: none"> • Unlock the potential of nature-based experiences by establishing a comprehensive framework for experience development. • Expand the development of transformational experiences to elevate sustainable and regenerative tourism practices to meet emerging consumer demand. • Support a tourism economic impact study on the Wet Tropics World Heritage Area (like the work done for the GBR) for advocacy for more funding to support the promotion and presentation of the rainforest story and a business case for a World Heritage Gateway Centre or similar to celebrate the regions World Heritage assets. • Advocate for the continuation and expansion of the State and National subsidy program for school students to visit the Great Barrier Reef. • Roll-out the Rainforest Experience Development Framework, piloted in Kuranda, to all sub-regions of the Wet Tropics to encourage product development, unique messages, points of difference, dispersal and longer stays. • Work with QPWS and Traditional Owners to elevate placemaking, interpretation and wayfinding solutions for the region that enhance the visitor experience. • Develop the region's 'must-do' summer experiences to embrace the tropical climate and rainfall, including the feasibility of 'green season' events and artworks. 	<p>TEQ TTNQ WTMA Reef Authority DETSI (QPWS&P)</p>

BRAND

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>5.1 Continue to evolve the ‘Leave Greater’ brand platform positioning Cairns and Great Barrier Reef as a must-visit destination.</p>	<ul style="list-style-type: none"> • Revisit the ‘Leave Greater’ brand promise to ensure it emotionally connect with travellers, whilst adapting to emerging consumer needs and desires. • Work with the industry across leisure, business events and major events to extend the Leave Greater brand, and the positioning of Cairns and the Great Barrier Reef as a leading brand and destination through the Create Great brand extension program. 	<p>TTNQ TEQ</p>
<p>5.2 Increase marketing investment into key international markets aligned with strategic aviation routes.</p>	<ul style="list-style-type: none"> • Secure appropriate funding to increase destination marketing that brings together State and Local Govt and industry targeting domestic and international markets. • Leverage the TEQ Global Marketing Strategy to enhance TNQ’s national and global competitive position, including driving consumer demand for nature-based tourism experiences, Aboriginal cultures and the Great Barrier Reef. 	<p>TTNQ TEQ</p>
<p>5.3 Make TNQ famous for road trips, aligned with the Queensland Drive Tourism Marketing Strategy.</p>	<ul style="list-style-type: none"> • Undertake a drive market review to ensure the promotion of touring routes and fly-drive touring itineraries including the Pacific Coast Way / Great Barrier Reef Drive, Savannah Way, the Cape York Drive, and Great Tropical Drive is driving dispersal of visitors, particularly in shoulder season. • Apply a consumer centric approach by using data, and grow digital reach, to enable a greater understanding of consumer segments, to provide TNQ consumers with more compelling offerings and drive conversion. • Support sustainable tourism by championing eco-friendly travel through the promotion of electric vehicle charging stations in partnership with the private sector. 	<p>TTNQ TEQ Industry</p>




INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>5.4 Strengthen strategic, trade, and aviation marketing partnerships.</p>	<ul style="list-style-type: none"> • Work with Cairns Airport to build the business case to attract increased international air services and frequency, supported by freight, investment and trade activities. • An increase in funding for destination marketing, supporting growth in emerging segments wellness, sustainability, accessibility and adventure tourism as well as traditional nature, wildlife and tropical leisure family holiday experiences. • Leverage the new International Education and Training Strategy 2022–2027 to increase Tropical North Queensland attractiveness as a destination for international students to study, work and play. • Strengthen partnerships across the Pacific to increase connectivity and knowledge sharing as well as addressing common challenges for remote communities. • Establish a national partnership of ‘Super Growth Regions’ with international air access to advocate for greater State and Federal Government investment in regional growth hubs. 	<p>Cairns Airport TTNQ Study Cairns Industry Councils</p>
<p>5.5 Leverage the Queensland 2032 Olympic and Paralympic Games and Queensland’s diverse events portfolio to market, promote, and package TNQ globally.</p>	<ul style="list-style-type: none"> • Develop and implement a world-class Digital adaption and innovation Strategy for TNQ • Leverage industry partnerships to establish and promote TNQ as a work-from-anywhere destination • Be recognised globally as the world’s best destination to engage with and conserve nature, in the lead in to the 2032 Olympic and Paralympic Games. • Advocate for the funding and implementation of a Major Events Masterplan for the region to increase the region’s inclusion in and share of State and National sporting event hosting. 	<p>TTNQ TEQ</p>



INDUSTRY

INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>6.1 Deliver industry capability and experience programs that support accreditation, experience development, and event delivery.</p>	<ul style="list-style-type: none"> • Grow TNQ's operator participation in and use the Best of Queensland Experiences Program to increase capability and quality of experiences across the region. • Leverage the Ecotourism Experience Capability Program to support TNQ ecotourism operators to build their business capability and capacity. • Support the roll-out a state-wide program of international trade-ready mentoring across TNQ, including First Nations experiences • Advocate for changes to the EMDG funding model to support more products in TNQ working in key international market • Continue to participate in the Gateway to Industry Schools Program providing opportunities for school students to engage in tourism and hospitality industry-related activities supporting their further education and career choices. • Develop a program for Management Rights accommodation and short-term rentals in residential properties to increase their participation in destination marketing and the continuation of high-quality visitor experiences across the region. • Leverage the State's program to assist the tourism industry to meet its skills needs leading up to the Olympic and Paralympic Games, promoting tourism as a career and attracting the workforce and volunteers of the future. 	<p>TTNQ TEQ Advance Cairns DSROPG QTIC</p>
<p>6.2 Promote tourism careers and develop the workforce of the future through attractive training and skills programs.</p>	<ul style="list-style-type: none"> • Work with QTIC to implement the Tropical North Queensland Regional Tourism Workforce Plan (Review 2022) supporting the career roadshows, apprentice pathways, mentoring programs and First Nations tourism pathways. • Increase in-region word of mouth referral and repeat visitation for the region through remarkable storytelling and service by our frontline staff, demonstrated by above global average sharing on social platforms and user reviews 	<p>QTIC TTNQ DESBT</p>
<p>6.3 Build the sustainability of TTNQ and its Local Tourism Organisation partners through a well-balanced funding model.</p>	<ul style="list-style-type: none"> • Advocate for new models of sustainable funding to support the growth of tourism-reliant regional economies. • Expand the development of transformational experiences to elevate sustainable and regenerative tourism practices to meet emerging consumer demand. • Be a pilot region for a new Tourism and Traditional Owner engagement model for protected area partnerships, permits and joint ventures working. 	<p>TTNQ Councils Industry</p>
<p>6.4 Deliver and support First Nations tourism experiences that enhance employment opportunities and enhance industry capability.</p>	<ul style="list-style-type: none"> • Deliver and support First Nations tourism experiences that enhance employment opportunities and enhance industry capability. • Provide additional tools, resources and support to the tourism industry across TNQ to develop and implement industry Reconciliation Action Plans to be a leading region for tourism and First Nations engagement. 	<p>TTNQ Cluster FNTAP Steering Committee</p>

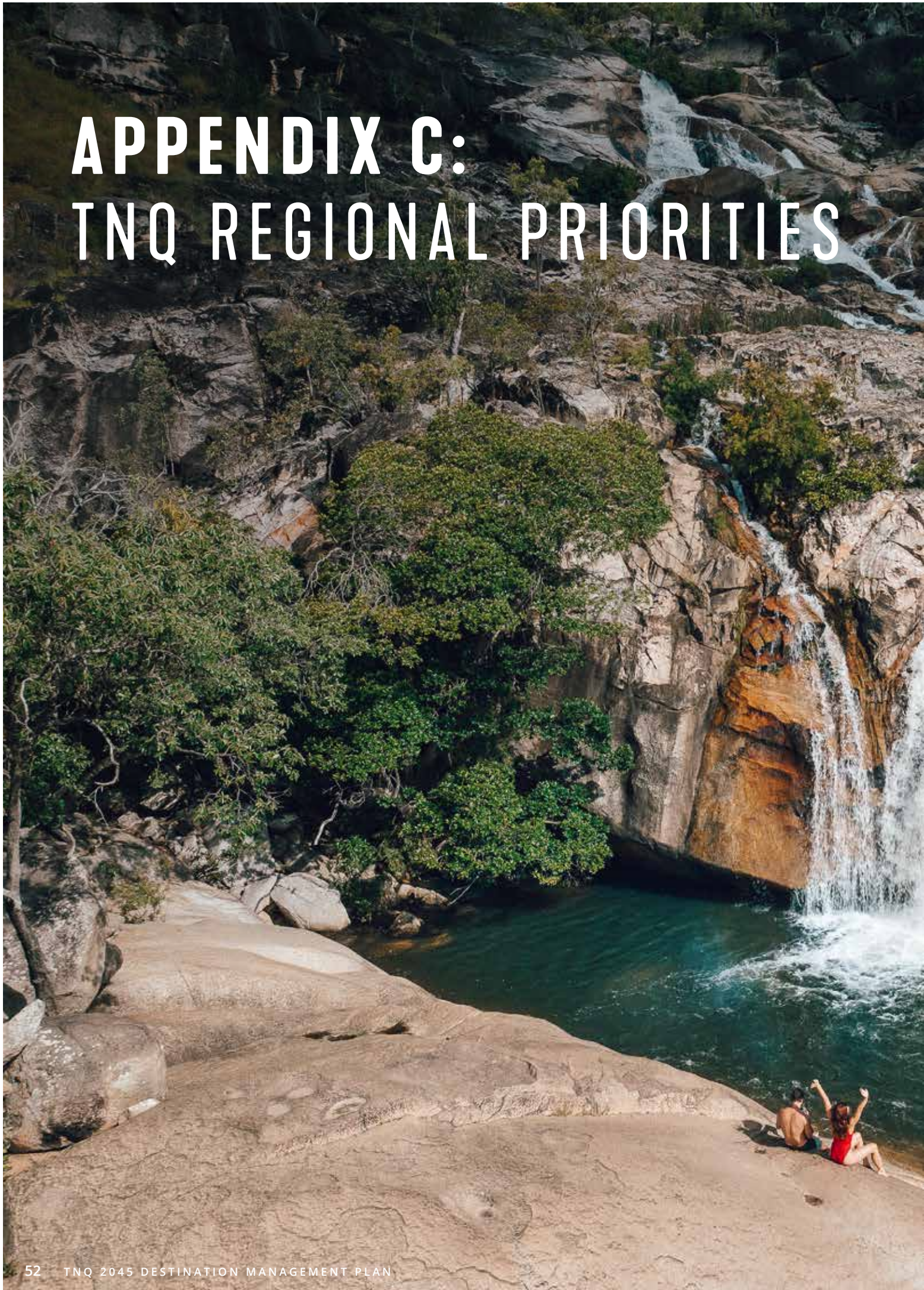
INITIATIVES	SUPPORTING ACTIONS	SUPPORT AGENCIES
<p>6.5 Grow key tourism sectors that showcase TNQ's diversity of experiences.</p>	<ul style="list-style-type: none"> • Grow key niche and emerging market segments sectors that showcase TNQ's diversity of experiences. • Review the policy environment for short-term rental of residential properties to ensure equity across different accommodation types and where possible seek to better manage residential properties let for short-term accommodation. • Establish a working model for the growth and encouragement of the 'night-time economy' in key tourism precincts working across tourism, Chambers of Commerce and Local Government. 	<p>TTNQ TEQ DETSI Councils</p>
<p>6.6 Leverage the statewide Tourism Innovation Program to assist tourism businesses to be prepared for the future of visitor experiences.</p>	<ul style="list-style-type: none"> • Leverage the Tourism Technology and Innovation Roadmap designed for tourism businesses to be more innovative including more tourism attendees at the Tropical Innovation Festival. • Support development of the new Tourism Innovation Program which will unite tourism, science, and innovation to assist tourism businesses to be prepared for the future of visitor experiences. • Embrace and be a leading destination in the application of artificial intelligence (AI) to augment and enhance the visitor experience from inspiration to planning, booking, experiencing and sharing the experience of TNQ. 	<p>DETSI TTNQ Industry</p>
<p>6.7 Create world-class visitor experiences that raise awareness and better understanding about our natural and cultural values and environments through participating in citizen science activities.</p>	<ul style="list-style-type: none"> • Create world-class visitor experiences that raise awareness and better understanding about our natural and cultural values and environments through participating in science activities. • Offer internship opportunities to young people and Indigenous peoples seeking a career in tourism, events and festivals as part of the 'green and gold runway' to ensure adequate skills for the 2032 Games. • Develop and embrace tropical design guidelines to encourage low-impact development principles through partnerships with leading universities. 	<p>DETSI TTNQ Councils Industry</p>

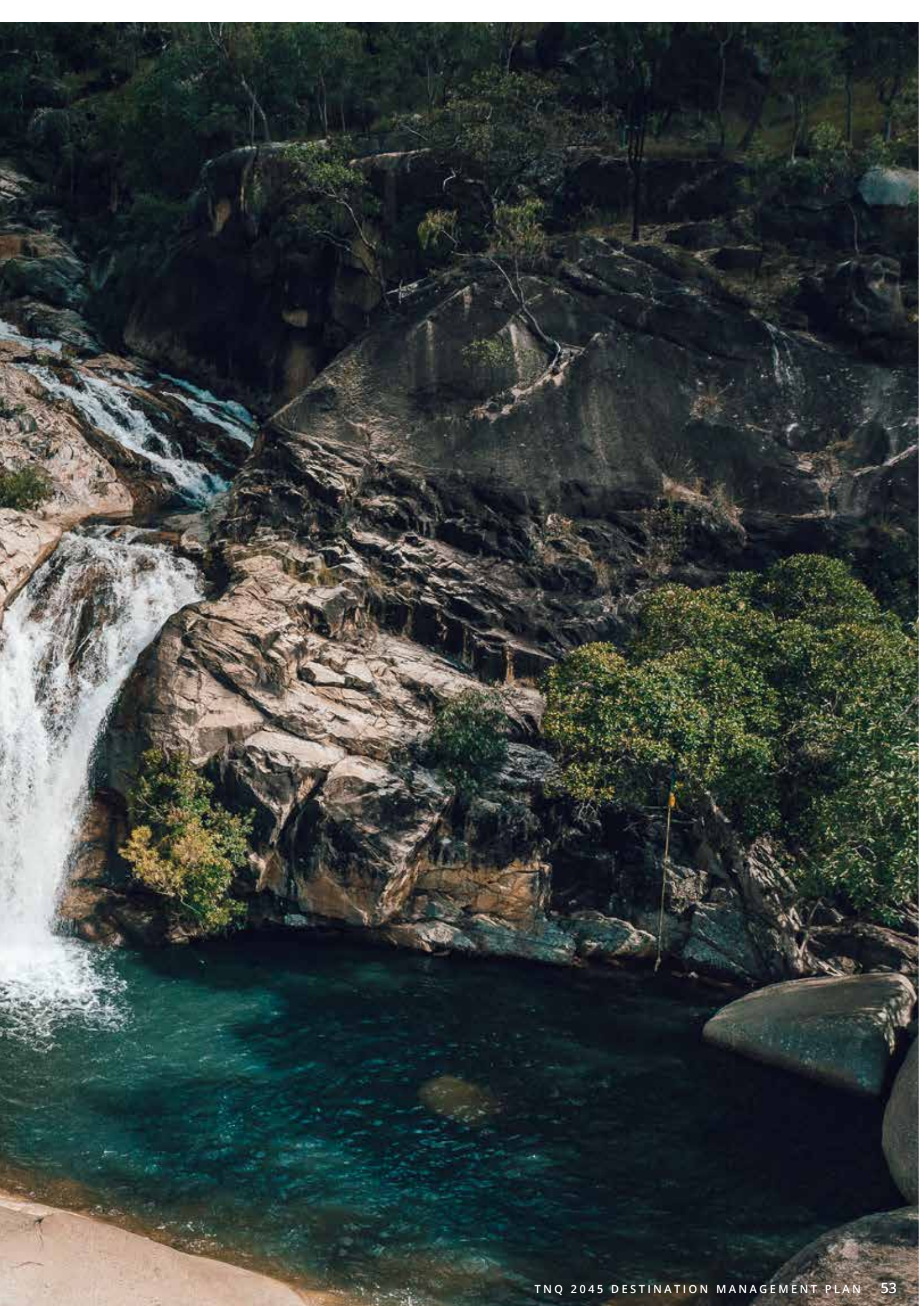
An aerial photograph of a paved road winding through a lush green landscape filled with numerous palm trees. A white car is driving on the road, moving away from the viewer. The scene is brightly lit, suggesting a sunny day. The text 'APPENDIX B: YEAR ONE GAME CHANGERS & ENABLERS' is overlaid in large, white, sans-serif capital letters on the upper left portion of the image.

APPENDIX B: YEAR ONE GAME CHANGERS & ENABLERS

Establishment of an implementation Steering Committee for the DMP, as a sub-committee of the TNQ Economic Development Strategy (TEDS) and work with RDA TNQ, Advance Cairns, FNQROC, TCICA and Northwest ROC to ensure tourism is supporting and feeding into establishment of advocacy priorities through bi-annual workshops on tourism and DMP implementation to review progress annually.	TTNQ, RDA	2026
Support the establishment of a Regional Destination 2045 Advisory Committee , feeding into the State's Implementation Framework, to guide and facilitate projects of State significance with regional support in TNQ	TTNQ, DETSI	2026
Formation of a Tourism Investment Attraction roundtable within an existing governance framework (e.g. TEDS) to explore priority projects for private sector investment and support business case development.	TTNQ, RDA	2026
Publish an annual review of the progress of the DMP , key trends and measure of success as part of the TTNQ Annual Report.	TTNQ	2026
Continue to publish an annual Sustainability Report that showcases the region's Net Zero pathway with industry through an industry cluster of Sustainability Leaders that measure their carbon and seek to reduce emissions.	TTNQ	2026
Prepare a position paper on suitable and viable user-pays models to support investment in tourism, considering a pilot of such programs in the tourism-reliant communities (e.g. Douglas Shire).	TTNQ Councils LTOs	2026
Encourage the establishment of an events bid fund to support the acquisition and growth of major events and business events in the shoulder season and business events linked to key economic pillars.	TTNQ, Councils	2026
Continue to work across Northern Australia under the Savannah Way partnership banner to progress tourism priorities, including work in First Nations tourism, access and digital connectivity and building the brand of the Savannah Way and delivering a remarkable experience to encourage future growth.	TTNQ, Tourism Top End, Australia's North West	2026
Continue to support the program of international trade-ready mentoring across TNQ, including First Nations experiences and advocate for changes to the EMDG funding model to support more products in TNQ working in key international markets.	TTNQ, QTIC, ATEC	2027
Support the region's Local Tourism Organisations to formalise support from all of the 24 regional Local Government's in TNQ, confirming sustainable funding and future alignment.	TTNQ, LTOs	2027
Support initiatives to provide adequate housing in the region including a review the policy environment for short-term rental of residential properties to ensure equity across different accommodation types and where possible seek to better manage residential properties let for short-term accommodation.	TTNQ, Local Governments	2027
Advocate for a wider range of regional and industry specific workforce incentives , including tax relief on having a second job in tourism, to build a pipeline of future workforce.	TTNQ, Advance Cairns, FNQROC, Chamber of Commerce	2028

APPENDIX C: TNQ REGIONAL PRIORITIES





CAIRNS REGION

IN 2025



1.7M

OVERNIGHT VISITORS
STAYING 8.9M NIGHTS



\$2.8B

IN TOTAL VISITOR
EXPENDITURE



~29,000

VISITORS PER DAY



6.2 RESIDENTS

1 VISITOR



87.8%

VISITOR SATISFACTION

IN 2045



3M

VISITORS STAYING
15.3M NIGHTS



\$5.6B

IN TOTAL VISITOR
EXPENDITURE



~50,000

VISITORS PER DAY



4.8 RESIDENTS

1 VISITOR



64%

HOLDING 64% SHARE
OF NIGHTS

1.1.1 CAIRNS CITY PRIORITY PROJECTS

- Support the aspirations of the Towards 2050 Growth Strategy and position Cairns as an **eco-sustainable, walkable and accessible** city that is committed to the Net Zero 2050 targets and with improved inclusivity for reef and rainforest experiences and the overall tourism offering;
- **Activate the Cairns CBD** and actively **seek investment in hotels, experiences, events** and **new retail** offerings to elevate visitor experience with a focus on growing the night-time economy through better coordination of activities and events.
- Support the development and expansion of the **Cairns Art Gallery precinct** and the development of a **First Nations Cultural Centre** in Cairns to showcase the region's unique cultures and the location as the only place with two adjacent natural world heritage areas.
- Expand the range of **sustainable transport options**, including renewable fuels, used across the region with a regional solution.
- Support further expansion of the **Cairns Marina** and refurbishments/redevelopments to create a greater sense of arrival, accommodate the growth in cruise and superyacht tourism and support the shift towards renewables;
- Ensure the **planning scheme and FNQ Regional Plan** provides for the future growth of tourism and ensure the operation of the Cairns Airport is not curtailed.;

- Continue the **revitalization of the Esplanade** and the waterfront with a focus on improved visitor experiences, catering for events and sustainable design.
- **Expand mountain biking** and adventure tourism facilities, positioning Cairns as Australia’s adventure capital.
- Improve **signage and navigation** throughout the city to enhance accessibility for visitors and locals.
- Develop **cultural touchpoints** at the airport and position Cairns as the top destination for Indigenous cultural tourism, including a First Nations Cultural Centre.
- Promote Tablelands’, Cassowary Coast, Cook Shire and Douglas Shire **local produce** through Cairns’ markets, restaurants, and experiences to enhance the food tourism sector.
- Invest in festivals that celebrate **local culture and stories**, such as Shine on Gimuy, and strengthen Cairns’ reputation for unique events.
- Support new bucket-list, **world-class rainforest adventures** with accessible infrastructure to attract a broad range of visitors and build greater diversity into the rainforest story of the key precincts including the potential for a Wet Tropics World Heritage Gateway.
- Enhance the **experiences of independent cruise travellers**, integrating sustainable and culturally rich activities including continued development of the cruise terminal precinct for cruise days and expanded base-porting opportunities including expedition vessels.
- Support the development and expansion of a world-class year-round **waterpark** for locals and visitors.
- Greater connectivity around Cairns including a Hop-on hop-off bus, particularly for cruise ship days and regular **public transport** connection to the domestic and international airports.
- Support the implementation of the Cairns City Precincts Urban Regeneration Project to deliver a more vibrant, connected and liveable Cairns.



1.1.2 PALM COVE AND THE NORTHERN BEACHES PRIORITY PROJECTS

If the Northern Beaches including Palm Cove are to retain the current **15%** share of the 2045 stretch target it will receive an extra \$575M visitor spend from 4,000 more visitors per day.

- Leverage low and **shoulder season events** with accommodation packages and support the establishment of local events with appropriate events infrastructure (power, etc).
- Encourage **new operations** e.g. water sports, bike and scooter hire companies.
- Develop **signature wellness tourism experiences** at Trinity Beach and Palm Cove.
- Drive **destination awareness** of Trinity Beach, Palm Cove and the Northern Beaches in international markets to drive off-peak visitation.
- Support the future development of a **pedestrian promenade** for Palm Cove with infrastructure to enhance safety and local amenity including staged removal of buses and service vehicles.
- Enhance the role and function of tourism villages along the Northern Beaches by ensuring that new development protects and enhances the destination performance.
- Advocate for appropriate **wave attenuation structures** for the Palm Cove Jetty to accommodate visiting boats (Reef Tours, fishing charters, adventure operators, ferry services to Double Island).
- Develop a **signage and gateway entrance plan** for each of the Northern Beaches and Palm Cove to create a greater sense of arrival and work with Council and the Department of Main Roads to enhance directional and brand signage off the Highway into Palm Cove and the Northern Beaches using roundabout artwork entrances where possible.
- Advocate for the funding to complete the **Northern Beaches Walking Trail** and linkages to the Wangetti Trail and develop and implement a public art strategy along the Northern Beaches leisure trail and the Williams Esplanade that celebrates the tropics. This could become the basis for a future event.
- Safe swimming location and park facilities with events infrastructure.
- Encourage Council to acquire land to accommodate future car **parking** needs.
- Position Palm Cove and celebrate Palm Cove as the commencement of the new walking/ cycling trail to Port Douglas (**Wangetti Trail**).
- Explore **innovative transport options** along the Esplanade to link to off street parking. Transport to accommodate the growth of patrons on the Wangetti Trail.
- Home for global mountain-bike events at the **Smithfield MTB Park**.



1.1.3 BABINDA, GORDONVALE & SURROUNDS PRIORITY PROJECTS

- Attract **higher value visitors** that contribute economically, to help maintain and develop the natural and cultural values for the benefit of the communities.
- Ensuring the villages retain and enhance their **authentic 'village feel'** and sense of nostalgia.
- Increase overnight visitor expenditure through quality and variety of **accommodation options** including proactive investment attraction for the expansion of the current Camping / RV to support a commercial campground and new accommodation.
- **New experiences** generating local employment, creating career paths for young people in tourism.
- Collective **natural area partnerships** for walking trails, tour industry access, management and interpretation including a way to re-open the walk to Babinda Falls.
- Develop **self-guided tours** across both communities to increase average length of stay and build out the website and destination content.
- **Research on accommodation needs** for the region, with a focus on Babinda and Gordonvale to bring forward investment in accommodation in the region.
- The tourism sector to work with Cairns Regional Council on **main street activation and beautification programs** to build and maintain the character of Gordonvale and Babinda.
- Explore a new **community-led ownership model** for new tourism products and experiences.
- **Fitzroy Island National Parks infrastructure** including Nudey Beach facilities and Lighthouse precinct redevelopment.

PORT DOUGLAS & DAINTREE

IN 2024



353K

OVERNIGHT VISITORS
STAYING 8.9M NIGHTS



\$630M

IN TOTAL VISITOR
EXPENDITURE



~5,100

VISITORS PER DAY



2.2 RESIDENTS

1 VISITOR



89.8%

VISITOR SATISFACTION

IN 2045



700K

VISITORS STAYING
3.4M NIGHTS



\$1.3B

IN TOTAL VISITOR
EXPENDITURE



~10,800

VISITORS PER DAY



1.4 RESIDENTS

1 VISITOR



12%

HOLDING 12% SHARE
OF NIGHTS



If the Douglas Shire holds a **12% share** of the 2045 target for visitor spend, the region will need to:

- Position Port Douglas & Daintree as a **premium Reef & Rainforest immersion destination** within the Cairns & Great Barrier Reef gateway framework.
- Develop and implement a **Port Douglas & Daintree Destination Management Plan** with regional support to progress priority outcomes aligned with TNQ strategic directions.
- Improve **reliable access** and connectivity between Port Douglas, Mossman and Daintree communities to strengthen visitor confidence, support dispersal and enable sustainable growth.
- Advocate for **enabling infrastructure** aligned to future demand, including transport and telecommunications connectivity, water and wastewater capacity and coastal protection.
- Ensure remote coastal communities such as **Cape Tribulation** are supported with reliable access, infrastructure and inclusion in marketing and visitor management planning to enable viable future growth.
- **Attract catalytic investment** to strengthen Douglas Shire's contribution to the TNQ visitor economy, including new high-quality accommodation and private sector development.
- Progress the **Marine Industry Precinct** as a transformational project supporting luxury marine tourism and superyacht visitation.
- Develop a business case for a year-round safe swimming lagoon to support all-season visitation.
- Maintain and progress the business case for an **all-weather events and conference facility**, supported by coordinated experiences and events across Port Douglas and the Daintree to address seasonality and support dispersal.
- Deliver the **Wangetti Trail** and expand walking and cycling experiences to enhance dispersal and nature-based tourism.
- **Enhance key visitor precincts** and arrival experiences across Port Douglas, Mossman, Daintree Village and Cape Tribulation to strengthen sense of place, visitor flow and orientation.
- Leverage the **global recognition of the Daintree Rainforest** by strengthening arrival experiences and expanding immersive nature-based, conservation and wellness offerings.
- Support implementation of the **Wet Tropics Regional Precinct Plan** to strengthen connectivity, dispersal and precinct planning across the Mossman Gorge and Wet Tropics gateway.
- Strengthen **regenerative tourism** leadership and pathways to Net Zero, reinforcing Douglas Shire's position as a leading eco-tourism destination.
- Support development of **First Nations-led tourism experiences** and cultural storytelling aligned with the TNQ First Nations Tourism Action Plan.
- Strengthen **equitable industry participation** by improving access to trade programs, accreditation pathways and coordinated marketing and media opportunities that deliver tangible regional exposure, including during key milestones and recovery periods.

CASSOWARY COAST

IN 2024



270K

OVERNIGHT VISITORS
STAYING 1.2M NIGHTS



\$308M

IN TOTAL VISITOR
EXPENDITURE



~4,200

VISITORS PER DAY



7.2 RESIDENTS

1 VISITOR



87%

VISITOR SATISFACTION

IN 2045



540K

VISITORS STAYING
2.1M NIGHTS



\$525M

IN TOTAL VISITOR
EXPENDITURE



~7,200

VISITORS PER DAY



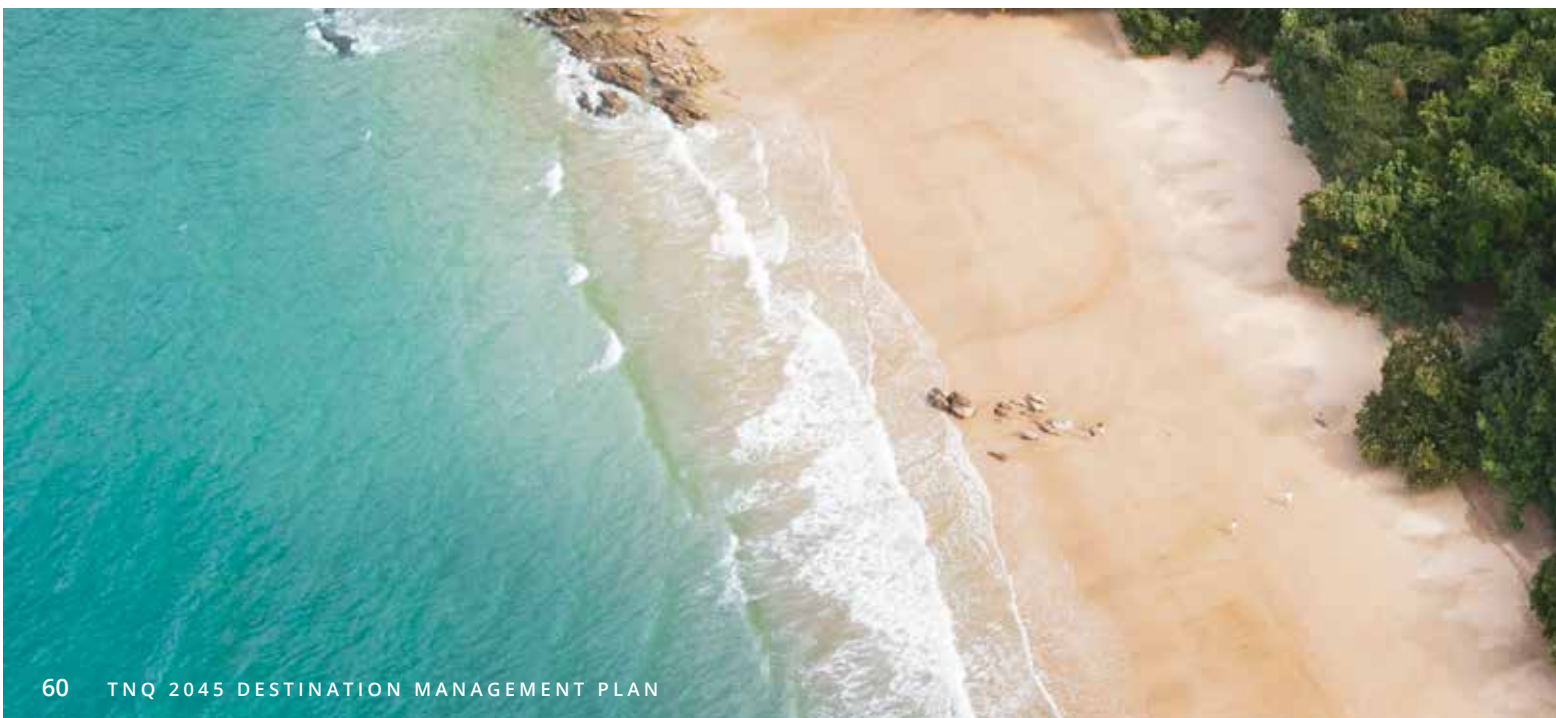
4.6 RESIDENTS

1 VISITOR



8%

HOLDING 9% SHARE OF
NIGHTS



If the Cassowary Coast grows to **8%** share of the 2045 visitor target the region needs to:

- Prioritise the tourism actions from the **Cassowary Coast Economic Development Strategy** 2023-2033.
- **Innisfail CBD Masterplan** including enabling private sector accommodation development to meet evolving tourism demand.
- **Cardwell Gateway Project** positioning Cardwell as a defined arrival and dispersal point into the Cassowary Coast and Hinchinbrook region, including placemaking, visitor amenity, interpretive storytelling and infrastructure that encourages stop, stay and spend outcomes.
- **Port of Mourilyan Cruise Arrival Area** and attraction of expedition cruise vessels.
- **Icon Events Acceleration Program** targeted investment in iconic events to elevate existing major events to regional “icon” status.
- **International Market Readiness** Program mentoring and development of internationally ready tourism product across the Cassowary Coast.
- **Indigenous Experience Development Program** supporting the growth of authentic Indigenous experiences through grassroots funding and capacity building.
- **Eco-Tourism Product Activation Program** Activation of natural assets into bookable, market-ready eco-tourism products

strengthening yield, length of stay and alignment with the region’s ecotourism positioning.

- Support and find funding for **iconic events** focused on adventure, fishing and MTB.
- Support the investment in **additional large-scale accommodation and conference** facilities (200-400 pax).
- Work with QPWS to **re-open trails with improved wayfinding** and interpretation.
- Develop **local guides program**, including a tourism mentoring program with indigenous and local storytellers.
- Supporting **greater industry collaboration**, especially in international, to collaborate and build the reputation of the region.
- Undertake research to define and then promote the region’s **unique selling points**, including its national parks and the history of the GBR Marine Park, and support the development of more remarkable content.
- Develop an **international marketing strategy** to focus the efforts of Cassowary Coast Tourism, TTNQ, and the industry to grow our share of international visitors.
- Explore the future role of the region in producing **renewable liquid fuels** (renewable diesel, sustainable aviation fuel) to support the tourism and agriculture sectors to have great fuel security and meet the expectations of a carbon constrained economy.



ATHERTON TABLELANDS

IN 2024



116K

OVERNIGHT VISITORS
STAYING 850K NIGHTS



\$173M

IN TOTAL VISITOR
EXPENDITURE



~2,650

VISITORS PER DAY



10.5 RESIDENTS

1 VISITOR



89.2%

VISITOR SATISFACTION

IN 2045



210K

VISITORS STAYING
1.5M NIGHTS



\$344M

IN TOTAL VISITOR
EXPENDITURE



~4,600

VISITORS PER DAY



7 RESIDENTS

1 VISITOR



6%

HOLDING 6% SHARE
OF NIGHTS



If the Atherton Tablelands maintains a **6%** share of the 2045 spend target, the region will need to:

- A **new regional partnership model** to bring tourism, agriculture and business together with a clear vision and approach that increases industry engagement and collaboration under the umbrella of Tourism Atherton Tablelands.
- Establish **the Atherton Tablelands region as the premier cycle Tourism Destination** Continued expansion of the **Atherton Forest Mountain Bike Trails** with a hub that connects the trails to key visitor nodes.
- Support the expansion of the **Atherton to Herberton heritage rail trail** (linking in with Atherton Forest Mountain Bike Park) and development of the heritage precincts in Herberton.
- Further develop the **'Great Tropical Drive'** brand as a food and beverage and local produce experiences loop.
- Encourage private sector investment to support the development of **Priors Creek as a primary visitor node**.
- Attract investment in a **boutique**

conference centre and accommodation

and refurbishment of existing boutique accommodation to meet the future demand.

- Agritourism hub for the region, developing **agritourism experiences**, (connected with MBT and walking trails).
- Positioning on the region's significant food production and depth of stories as a brand building strength through exports and use of **local produce** across the region.
- Establishment of **two significant key regional events** attracting State funding, one linked to trails and nature-based tourism and another linked to agriculture, food, nature and music.
- Prioritise the delivery of the remaining actions from the **Tablelands Regional Council Destination Management Plan (2021)**.
- New experiences generating local employment, **creating career paths** for young people in tourism.
- Support the business case for investment in upgrades to the public facilities on the **'waterfall circuit'** in partnership with the industry and traditional owners.



MAREEBA & KURANDA

IN 2025



~30,000

OVERNIGHT VISITORS
STAYING ~580K NIGHTS



\$150M

IN TOTAL VISITOR
EXPENDITURE



~1,700

VISITORS PER DAY



15 RESIDENTS

1 VISITOR



88.4%

VISITOR SATISFACTION

IN 2045



~53,000

VISITORS STAYING
1M NIGHTS



\$300M

IN TOTAL VISITOR
EXPENDITURE



~2,900

VISITORS PER DAY



10 RESIDENTS

1 VISITOR



4%

HOLDING 6% SHARE
OF NIGHTS



If the Mareeba Shire, including Kuranda, holds 4% share of the 2045 visitor nights target, the region can expect:

MAREEBA SHIRE-WIDE PRIORITIES

- Prioritise the implementation of the **Mareeba Shire Tourism Action Plan** including business support and mentoring to cluster experiences and build destination awareness.
- Investment to increase traffic capacity, consistency of access and year-round operations on the **Kuranda Range Road** as quickly as possible.
- Investigation of the most viable **alternative Cairns – Tablelands Access Route** to supplement the existing Rex Range, Kuranda Range, Gillies and Palmerston Highway routes to support the expansion of the population and industries of the Tablelands.
- Investment in **community infrastructure and National Parks**, to create more accessible visitor experiences that reflect the region’s creative arts and environmental significance.
- Encourage **regional dispersal** from Cairns through Kuranda, Mareeba and Savannah Way - from the Great Barrier Reef to the Ancient Reef with road improvements and updates to the Ootann Road, Burke Development Road and Kuranda Range Road.
- Support the implementation of the **Mareeba CBD Project Blueprint** to deliver a precinct plan for the future of Mareeba’s CBD to support business and job growth.
- Support the development of **quality accommodation** from RV to luxury eco-accommodation and experience linked to **agritourism**.
- Undertake a review of the planning scheme for Mareeba to explore ways to support the growth of **agritourism** in the region.
- Provide industry support and investment attraction programs to develop a **critical mass of products**, through investment and bundling of existing experiences to encourage longer average stay in the region and build a greater depth of experiences available online and via a key distribution channels.
- Work with traditional owners and the industry in the development of **Indigenous experiences** in the Mareeba Shire, supported through the Indigenous Experiences Cluster.

KURANDA SPECIFIC PRIORITIES

- Develop a **tourism development Masterplan** / planning overlay to guide future development tourism in Kuranda, including opportunities for overnight visitation.
- Prioritise the projects in the **Kuranda Experience Framework**, including working with Djabugay Aboriginal Corporations.
- Development of a **‘Handmade in Kuranda’** program and creating a space for local events, arts and culture to thrive.
- Increase overnight visitor expenditure with **twilight trading**, music, arts and nightlife wildlife tours/experiences (nightlife ‘till dawn).
- Explore the feasibility of a **dedicated cultural centre / arts centre / performance space** for Kuranda showcase Djabugay artists.
- Investigate the feasibility and optimal business model for a **shuttle service** linking Skyrail / Train station to the Village.
- Focus on more **family-friendly experiences** and activities (including free experiences) including the potential of a splash-park or similar.



COOKTOWN, CAPE YORK AND TORRES STRAIT

If the Cook Shire and the communities of Cape York, the Northern Peninsula Area and the Torres Strait retain their current **4% share** of the 2045 visitor target the region the region will face significant infrastructure and management challenges. These would best be addressed by:

WHOLE OF REGION PRIORITIES

- Repositioning the region as an **eco-cultural destination** with a shared brand and key messages to guide all commercial and publicly managed facilities around 'sustainable travel' and material to guide thoughtful travellers to 'Leave no Trace'.
- Encouraging 'conscious travellers' and tourism that is **more respectful of communities** and of country.
- Continued mapping and **conservation of sites of cultural significance** across the region and support greater on-site management through ranger programs and voluntourism.
- Support the establishment of a **tourism and economic development body for Cape York** to bring together agencies and industry groups with a common vision.
- Increase the representation of **Indigenous Cultural experiences** in the region in TTNQ's Deeper into Dreaming and mentor businesses to be export-ready/bookable online.
- Improved **wayfinding signage and interpretation** including welcome sites and interpretative signage at key entry locations to ensure respectful visitor behaviour.
- Grow **events** to drive repeat visitation, supporting more local cultural events that can bring visitors in the shoulder season.
- Dedicated Cape York & Torres Strait **business support programs** to facilitate the growth of the industry, support new business start-ups, local guides, and rangers with capacity



building to increase experiences including regenerative tourism opportunities.

- Expand the **partnerships with Indigenous communities** and National Parks.
- **Reduced complexity and improved facilitation of projects** through the land tenure and management overlays, ideally a global recognition for the cultural significance of the landscape without the complexity of tenure of World Heritage status.
- Encourage more tourism operators and events to list on the **Australian Tourism Data Warehouse** (ATDW) and build towards a viable commercial destination guide.
- Support development of **shoulder-season and wet-season experiences** including fishing, birdwatching, photography, and experiences based on naturally occurring events, e.g. beach clean-up, turtle laying and hatching (Aug-Sept) and the doldrums (Oct-Dec).
- Work with Traditional Owners and key organisations to explore the potential benefits of key sites on Cape York becoming a **cultural biosphere or specific World**

Heritage sites, with supporting investment in infrastructure and site management.

- Explore the most effective **management framework**, including the potential for user-pays and voluntary contributions, to support on-ground ranger programs and visitor-led conservation programs.
- Continue discussions and site visits with communities and key organisations to support the development of **boutique accommodation** in the region either by locals, or in partnership with outside investors.
- Establish a program of **operator familiarisations and exchanges** within the destination and outside of the region to build a greater understanding of the types of tourism suited to the region for communities and emerging leaders.
- Investigate the potential extension of the **Savannah Guides model into Cape York** bringing together existing Ranger programs into a tour guide training pathway.
- Work with the **Arts Centres** to create and promote visitor experiences and arts trail.

COOKTOWN & CAPE YORK SPECIFIC PRIORITIES

- Re-establish **Tourism Cape York** as an umbrella tourism organisation, with Local Government and industry support to bring industry together for the future marketing and management of the region.
- Prepare a **Regional Tourism Action Plan for Cape York** with prioritized infrastructure projects, aligned to the 2045 growth trajectory and the estimates in this DMP, along with the progressive sealing of the PDR (Stage 2 – Archer River) to reduce seasonality.
- Work across Local Governments to establish **'Cape York Camping Protocols'** to better manage visitor impacts during peak times, establish models for overflow camping and explore models for future funding of management of visitor impacts on the natural environment.
- Explore the feasibility of the development of a **Cape York Travel App** to help visitors plan, book and travel with a contribution to support conservation and maintenance by local rangers.
- **Secure 'safe harbour' status** for Cooktown and increase the number and type of marine industries that call Cooktown home.
- Respectful and meaningful **interpretation at Pajinka** and across the region (in print and on signage).
- Work with the **Art Centres** of Cape York to become visitor gateways and the development of **public art and installations** throughout the region to showcase the region's talent and stories.
- Undertake a feasibility study to support the development of small vessel **marina at Cooktown**.
- Support **community-led tourism infrastructure projects**, such as Cultural Knowledge Centres, to secure funding for their business case and investment plans.
- Increase the number of **internationally active products** in Cape York, working with tour companies and directly in key international markets, to reduce seasonality.



TORRES STRAIT & NORTHERN PENINSULA SPECIFIC PRIORITIES

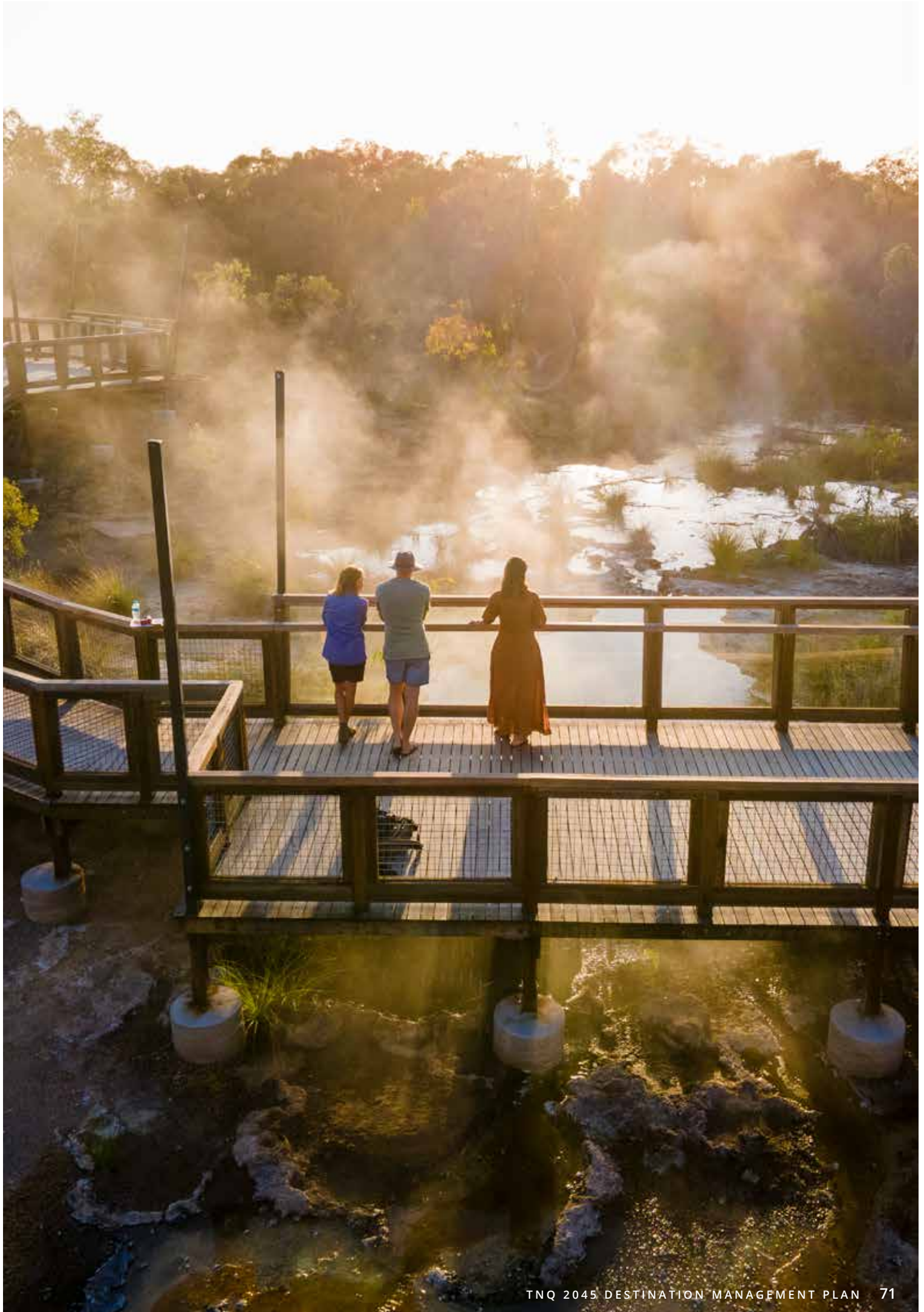
- Establish a **Torres Strait local tourism champions cluster** and support the establishment of an economic development group / Chamber of Commerce that includes tourism that brings together the Local Governments and bring operators together more often e.g. NPA Tourism Exchange.
- Prepare an **annual marketing plan** with TTNQ through the tourism champions on key experiences to highlight and key media and trade partners.
- Upgrades to the **Horn Island Airport and terminal**, upgrades to the Seisa, Horn Island, and Thursday Island wharves and explore the potential of a marina on Thursday Island for home-based and visiting vessels;
- Better **coordination of cruise visits** to build the market over time.
- Respectful and meaningful **interpretation at Pajinka, Horn Island, Thursday Island** and across the region (in print and on signage).
- Hard and soft **infrastructure for self-guided walking tours** and local guided experiences.
- Reviewing the plan for the **Visitor Information Centre on Thursday Island** and make the development of a visitor focused welcome facility for cruise visits, day trippers and island visitors as well as promoting tours to expat residents on the islands.
- Support the future growth of the **NPA Cultural Festival**.
- **Year-round reliable access** to Bamaga, Seisia and the access route to the Torres Strait including a solution to the **Jardine Ferry**.
- Establishing a **local training academy** for island guides to ensure interpretation is culturally appropriate, accurate and inspiring.
- Reduced complexity of **land tenure and management overlays**.
- Improvements to **water infrastructure** to support future community and economic growth on Thursday Island.
- Improved **digital communication** and connectivity (Starlink).
- Develop a clear **Torres Strait Island brand**, story and appropriate style and type of future tourism to guide **investor familiarisations** to encourage more accommodation through joint ventures.
- A funding and management model to support the development of sustainable **outer islands accommodation**.
- A tourism plan to guide development towards and beyond the 2032 Games, recognising including **support for business case development** for new tourism experiences and accommodation.



GULF SAVANNAH & SAVANNAH WAY

If the Gulf Savannah retain its current **2%** share of the 2045 visitor target the region will need to:

- Support the revitalisation of **Gulf Savannah Development** as the regional economic development Board and local tourism organisation for the region.
- Facilitate the integration and **alignment of the key industry sectors** across Northern Australia to have shared advocacy priorities (tourism, mining, agriculture, and fishing).
- Establish a **Savannah Way MOU** with the RTOs and State bodies in QLD, NT and WA, and the Commonwealth Government for the redevelopment of the route, including key road segments, signage, branding, marketing and capacity building program.
- **Content creation** to change the narrative around seasons to support an annual domestic and intentional multi-media marketing campaign including Media PR, famils and trade (e.g., ATE).
- Ongoing investment and maintenance of the **Savannahlander and Gulflander** is essential to holding the region's competitive advantage in rail tourism.
- Collect and share more of the region's established trails on a **shared regional platform** to increase shoulder season visitation and travel from Experience Seeker traveller segments.
- Expansion of the **Croydon Mountain Bike Trails** and linkages to the Chinese temple precinct.
- A masterplan for the development of the **Burketown Thermal Springs** development
- Secure funding for the **Doomadgee Town Masterplan** including camping facilities.
- Support the **roll-out of Starlink and mobile repeater stations** across the region to increase mobile and wi-fi connectivity.
- Re-opening and **infrastructure improvements at Boodjamulla (Lawn Hill) National Park** to give the site greater resilience to future floods and improved dinosaur-related visitor experiences.
- Input to the **development of the 'Unearth Etheridge' infrastructure** projects and promotion of new experiences to the drive market, including Cumberland Dam fishing and camping.
- **Visitor interpretation** every 100km along the Savannah Way supported by a podcast
- **Iconic series of events** attracting new markets to experience the Savannah Way in shoulder seasons.
- Support Gulf tourism businesses to improve **digital capability and trade readiness**.
- Sustainable development of the **Port of Karumba**, including developing more tourism experiences in Carpentaria Shire.
- Advocate for and secure funding for the expansion of **tourism infrastructure that extends the season** along the Savannah Way, including sealing the Queensland section of the Savannah Way, all-weather road and air access to key locations (e.g. cableway across the Robertson River near Cobbold Gorge).
- Supporting the development of **Mornington Island tourism** as a hub for arts and adventure tourism, including cruise ship visitors.
- Support the development of more products and experiences that leverage regional strengths, including **First Nations and on-country experiences**, culture and nature experiences for riverine, land and wildlife, and farm stay.



APPENDIX D: CONSULTATION SUMMARY



The TTNQ region has a geographical coverage of 20% of the State's total area and includes 25 Local Government's, stretching from Cardwell to the Torres Strait and west to the NT Border. TTNQ's major funding partner is the Cairns Regional Council, with the other 24 Councils encouraged to support our network of Local Tourism Organisations (LTOs) and Associations (LTAs) as well as our Chambers of Commerce.

OUR 25 LOCAL GOVERNMENT PARTNERS ARE:

- Aurukun Shire Council
- Burke Shire Council
- Cairns Regional Council
- Cassowary Coast Regional Council
- Cook Shire Council
- Croydon Shire Council
- Doomadgee Aboriginal Shire Council
- Douglas Shire Council
- Etheridge Shire Council
- Hope Vale Aboriginal Shire Council
- Kowanyama Aboriginal Shire Council
- Lockhart River Aboriginal Shire Council
- Mapoon Aboriginal Shire Council
- Mareeba Shire Council
- Napranum Aboriginal Shire Council
- Northern Peninsula Area Regional Council
- Pormpuraaw Aboriginal Shire Council
- Tablelands Regional Council
- Torres Shire Council
- Torres Strait Island Regional Council
- Wujal Wujal Aboriginal Shire Council
- Yarrabah Aboriginal Shire Council
- Weipa Town Authority

The Destination Management Plan was developed through two rounds of in-region consultation with 16 regional workshops in each round (32 in total), with over 230 stakeholders consulted, followed by consultation on the Draft DMP before publication.

The Destination Management Plan contains actions which require the involvement of support agencies (e.g. local councils) and other stakeholders. Each agency has their own governance and decision making processes through which their respective involvement (if any) and support may need to be considered and should be considered contingent on that process.

TTNQ WORKS WITH THE FOLLOWING LOCAL TOURISM ORGANISATIONS AND LOCAL TOURISM ASSOCIATIONS

- Tourism Port Douglas and Daintree
- Tourism Atherton Tablelands
- Cassowary Coast Tourism
- Mareeba Shire Tourism
- Gulf Savannah Development
- Tourism Palm Cove
- Trinity Beach Tourism
- A network of Chambers of Commerce across the region

A man and a woman are paddling a red canoe on a calm river. The river is surrounded by a dense tropical forest with many palm trees. The water is still, reflecting the surrounding greenery. The canoe is red with "MAORIVER CANOE" written on the side. The man is in the front, wearing a light blue shirt, and the woman is in the back, wearing a light blue tank top. They are both holding paddles and looking towards the camera.

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