

Towards Tourism 2032

Transforming Queensland's
visitor economy future



ACKNOWLEDGEMENT OF COUNTRY

The Queensland Government and the tourism industry pay our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy. The foundations laid by these ancestors – Australia's First Peoples – give strength, inspiration and courage to current and future generations, both Indigenous and non-Indigenous, towards creating a better Queensland.

We recognise it is our collective efforts and responsibility as individuals, communities and governments to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander peoples across all aspects of society and everyday life.

ACKNOWLEDGEMENTS

The Queensland Government values the extensive industry engagement undertaken by the Tourism Industry Reference Panel led by Liz Savage with Brett Godfrey and John O'Neill. The Queensland Government and industry stakeholders acknowledge the many individuals, businesses, industry bodies, government officials and others who provided submissions and feedback that contributed to development of the Action Plan for Tourism Recovery – *Towards 2032: Reshaping Queensland's visitor economy to welcome the world*.

The Tourism Industry Reference Panel received more than 100 submissions, including from public survey, engaged more than 250 tourism sector stakeholders including targeted senior tourism sector representatives, and held engagements across Queensland, including regional workshops and engagement with non-traditional collaborators and thought leaders.

Towards Tourism 2032 has been developed as a partnership between the Queensland Government, the tourism industry and local government. Industry is represented in this partnership by the Queensland Tourism Industry Council, Queensland Regional Tourism Network and with the support of the Local Government Association of Queensland.

Foreword

In June 2022, the Tourism Industry Reference Panel released their Action Plan for Tourism Recovery – *Towards 2032: Reshaping Queensland's visitor economy to welcome the world*. The Panel, led by Liz Savage, spoke directly with our industry from small businesses, regional organisations, thought leaders and provocateurs to come up with 75 recommendations that could change the game for our state's visitor economy.

So, what do we do with those big ideas, goals and bold targets? We respond in the way we know best – we come together, talk it through and develop a way forward that includes all those who play a part in the Queensland visitor economy.

Towards Tourism 2032 is our collective plan to set the direction of tourism in Queensland for the next 10 years. It provides an enduring framework to guide the industry and government partnership to deliver long-term growth and success for Queensland tourism.

This strategy raises the profile and importance of tourism and its importance to the economy, workforce and Queensland's identity within communities, across industries and within government, and it directly supports growing Queensland's economy via good jobs, better services, and great lifestyle.

Our approach is focused on the need to regain Queensland's rightful market share, aiming for a high-growth scenario informed by the expert Tourism Industry Reference Panel to achieve \$44 billion in overnight visitor expenditure by 2032.

It is important that industry and governments aim for this goal to make the most of the opportunity for our state from hosting the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) – when Queensland will be showcased to the world in a new way.

Over the last few years, industry stepped up to meet the challenge presented by the COVID-19 pandemic – they showed resilience, agility and worked closer with each other and with government than ever before on critical recovery support. Industry is now poised for growth.

Towards Tourism 2032 has been developed as a true partnership – industry working hand-in-hand with regions, key tourism partners and government, and we will work together to deliver the desired results.

As a partnership, we developed a plan of action across key strategic themes and game-changers for Queensland tourism over a three-phase approach to 2032. To keep track of the implementation and targets along the way, industry and government will reassess progress and future needs annually and at the end of each phase.

While traditional economic indicators of tourism success are important to check we are getting it right, *Towards Tourism 2032* will also be measured on social and environmental outcomes, in addition to monitoring and reporting performance on individual actions.

Tourism is crucial to shaping the state – our partnership will define much of its future success.

Towards Tourism 2032 confirms our shared vision and purpose to help guide our industry – the industry that we love to be part of and see moving forward stronger than ever before.

With ten years to go until we step out on the global stage for the biggest show in the world – Brisbane 2032 – we must be ready to showcase our state, our destinations, our unique experiences and services to the world.

It's Queensland's time to shine.



The Honourable Anastacia Palaszczuk MP
Premier and Minister for the Olympics



The Honourable Stirling Hinchliffe MP
Minister for Tourism, Innovation and Sport and
Minister Assisting the Premier on Olympics and
Paralympics Sport and Engagement



Brett Godfrey
Chair
Tourism and Events Queensland



Elsa Dalessio
Chair
Queensland Tourism Industry Council Board



Mark Olsen
Chair
Queensland Regional Tourism Network

COVER: Cape York Camping Punsand Bay, Bamaga, Tropical North Queensland © Tourism and Events Queensland

THIS PAGE: Indigenous rock art at Carnarvon Gorge National Park, Capricorn © Tourism and Events Queensland

Contents

Foreword	1
The tourism opportunity	3
Queensland’s future	4
Our strategic direction	6
Tourism’s time to shine » Build and Focus	9
Priorities for success	10
Growing together	12
Staying on course	14
Appendix 1: Implementation Plan	16



Sunset over the Undara Volcanic National Park, Tropical North Queensland
© Tourism and Events Queensland

The tourism opportunity

Queensland’s tourism industry is a driving force in our state’s economy, creating jobs, attracting investment, and sustaining communities. Even with the impacts of COVID-19, tourism remains a \$17 billion industry that employs 1 in 15 Queenslanders (2020–21 *Tourism Research Australia*).

Queensland’s tourism industry welcomes millions of visitors each year, generating over \$56 million a day in overnight visitor expenditure across the state (year ending June 2022).

To sustain Queensland’s tourism industry during COVID-19, the Queensland Government provided more than \$1.1 billion in targeted support and recovery funding for tourism, events and hospitality.

This support enabled the industry to capitalise on strong domestic growth as the country emerged from COVID-19 and is positioned to accelerate this growth.

Queensland’s tourism industry has been embracing opportunities to innovate and evolve as part of their post-COVID growth journey and is poised to maximise the opportunities hosting Brisbane 2032 will present.

Queensland’s sights are set on accelerating recovery by building Queensland’s global competitive position and generating consumer demand through leveraging Queensland’s areas of competitive advantage.

From the reef to the outback, cities, islands and beaches, Queensland’s tourism industry showcases encounters, adventures, cultures, produce and events that are not found anywhere else in the world.

QUEENSLAND TOURISM ECONOMIC SNAPSHOT

\$17B industry – 4.6% of GSP
(pre-pandemic \$28 billion, 7.7% of GSP)

\$838M tax revenue from tourism consumption

\$56.6M overnight visitor expenditure per day

61,500 tourism related businesses
(90% small business)

174,000 Queenslanders employed
(1 in 15 Queenslanders)

SOURCE: 2020–21 Tourism Research Australia; June 2021 Australian Bureau of Statistics

Importantly, this includes the Great Barrier Reef and our World Heritage natural icons, as well as the unique place of First Nations peoples as the oldest living, continuing cultures in the world and the richness of culture and heritage this provides to Queensland.

The tourism landscape is constantly evolving, which makes our industry exciting – ‘a change is as good as a holiday’ and there are key game changers and areas of competitive opportunity where Queensland can lead the way.

10 TOURISM GAME CHANGERS FOR QUEENSLAND



Coast, beach, islands



Tech wonderment



Tropical and marine adventure



Places to stay



Visitors first mindset



Family couples and students



Touring



Regenerative tourism



Authentic culture



Sustainable funding

Queensland's future

In partnership, industry and government are committed to driving future growth together, with business and community, over the next 10 years. The strong vision and mission articulated by the Tourism Industry Reference Panel for Queensland's visitor economy has been adopted.

VISION

By 2032, Queensland will be Australia's destination of choice for domestic and global visitors seeking the world's best experiences.

MISSION

By 2032 we will raise Queensland's profile globally as a visitor destination, encouraging people to visit again and again. We will support our tourism industry to be stronger than ever as they reimagine and reinvent the offerings for the benefit of visitors, our communities, and the environment.

Bold growth targets to drive ambition

By 2023, Queensland's tourism industry aims to restore peak market share before reaching an interim aspirational target of \$34 billion in overnight visitor expenditure by 2027. Industry will establish regional targets aiming for a final high growth target of \$44 billion in overnight visitor expenditure in Queensland by 2032, in line with modelling that informed the target put forward by the Tourism Industry Reference Panel.

INDUSTRY TARGET

\$44 billion in overnight visitor expenditure (OVE) per annum by 2032.

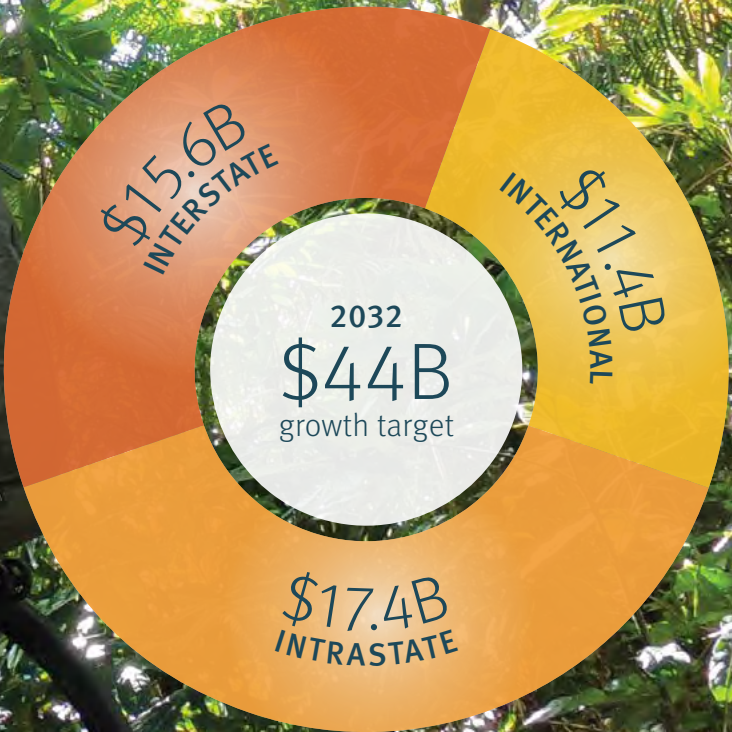
~ with an interim target of \$34 billion per annum by 2027 ~

This is an ambitious target and to hit \$44 billion in overnight visitor expenditure, all parts of the tourism industry and governments will need to work together.

There is strong global competition for the tourism dollar and achieving this high growth scenario depends on:

- increasing Queensland's share of international visitors to Australia
- building on our performance against the other states to gain share moving forward
- maintaining the momentum in intrastate travel.

Private sector investment is vital to deliver new visitor infrastructure and experiences, with government a critical enabler for investment and industry development, and for driving demand. This strong industry-government partnership is the key to future growth and capitalising on the vast opportunities that lie ahead.

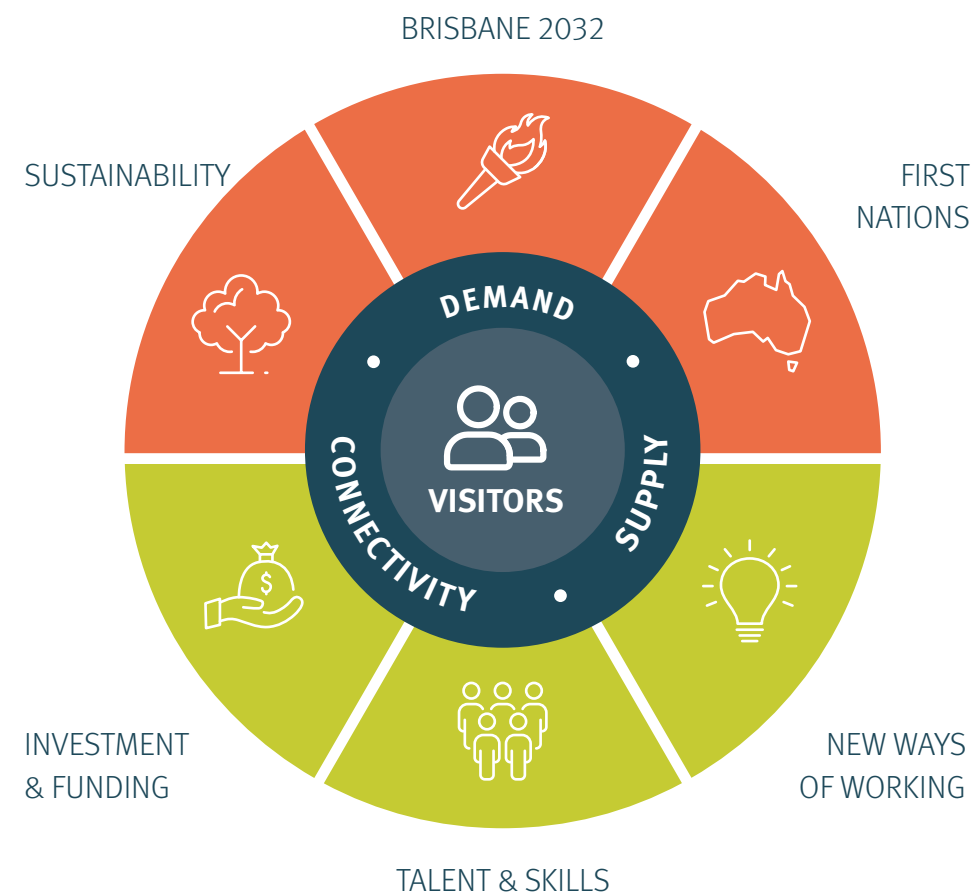


Forecast total visitor expenditure to Queensland by market segment

Accessible tourism experiences in the Daintree Rainforest, Tropical North Queensland (C) Tourism and Events Queensland

Our strategic direction

Developed with the benefit of the expert Tourism Industry Reference Panel's advice, engagement and evidence-base, a set of key strategic themes, with the visitor at its core, will define our focus and guide actions to generate the most impact by building on Queensland's competitive advantages and the key game changers where Queensland can lead the way.



DEMAND, SUPPLY AND CONNECTIVITY

Drive visitor demand, deliver transformational visitor experiences and ensure connectivity to and within Queensland.

CATALYSTS FOR CHANGE

Re-define Queensland's visitor experiences and re-position the state as a global destination of choice in line with the Queensland brand.

ENABLERS OF CHANGE

Support service delivery, meet and exceed visitor expectations, adapt to emerging consumer needs, and drive the overall success of Queensland's visitor economy.

We must think big – both industry and government – to sustainably redefine our experiences and deliver actions that anticipate changing consumer needs and will grow the visitor economy. We will work together to propel Queensland forward to overcome challenges and embrace growth opportunities.

OUR CHALLENGES

- workforce attraction, retention and skills
- business resilience, capability and customer service
- insurance availability and affordability
- global value competitiveness
- ensure contemporary tourism product, experiences and infrastructure
- regional connectivity and accessibility
- destination point of difference
- social licence for tourism

OUR OPPORTUNITIES

- global megatrends
- First Nations cultures and heritage
- globally significant natural assets
- high-quality food and produce
- tech wonderment and digitisation
- resilience and sustainability
- leveraging Brisbane 2032
- social media and demographic influencers
- evolving visitor demands for health and safety, environmentally conscious citizens, transformational and personalised travel

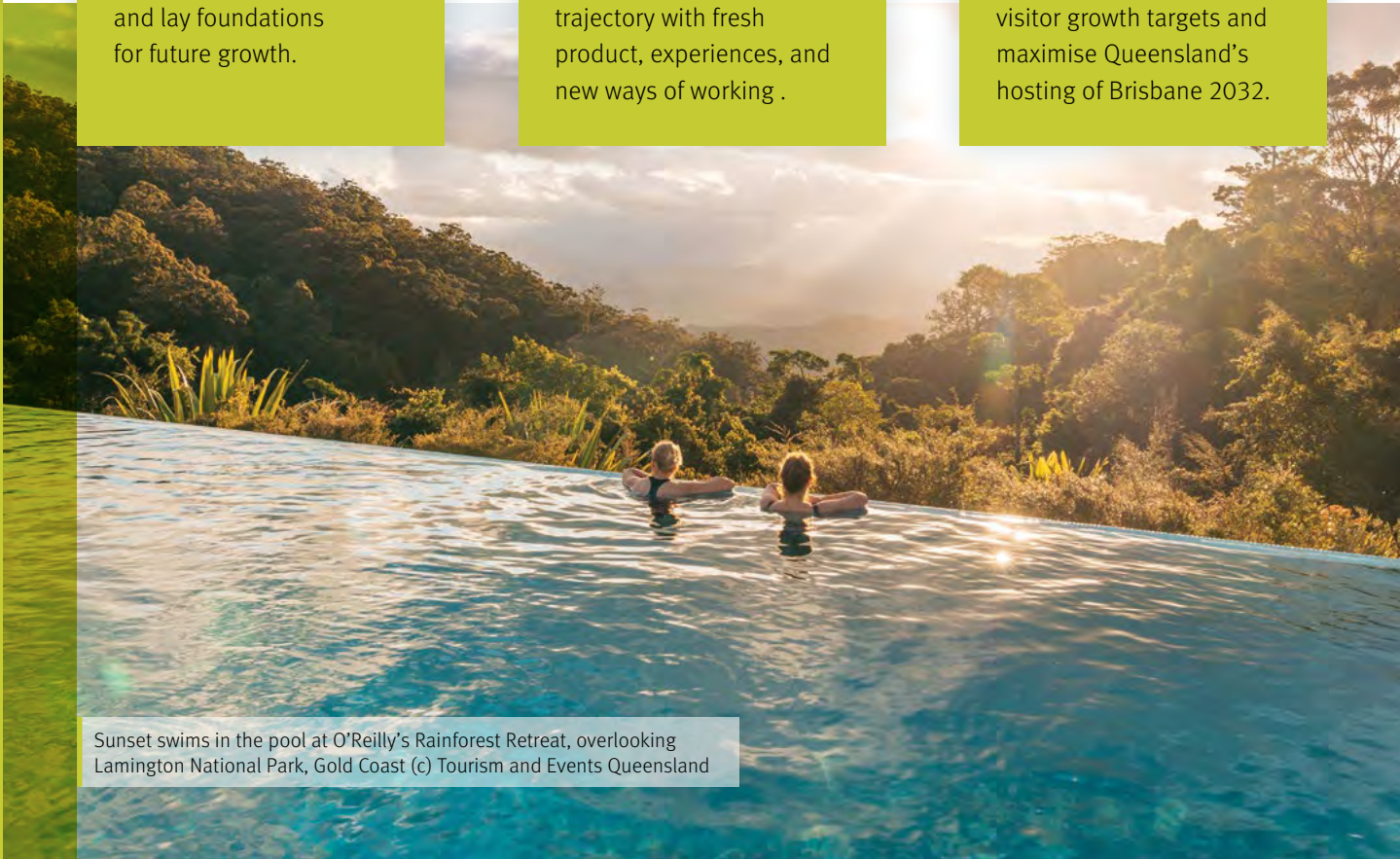


Australian Age of Dinosaurs, Winton, Outback Queensland
© Tourism and Events Queensland

Staged and evolving implementation

To make the most of the opportunities ahead and achieve the best outcomes, *Towards Tourism 2032* will adopt a flexible approach through a series of Implementation Plans that articulate how the strategy will be actioned by industry and government over three distinct phases, and the priority actions for each phase.

Each phase will build on our collective achievements to create the greatest impact and ultimately an enduring platform for sustainable tourism growth towards and beyond 2032. Precise Phase 2 and 3 actions will be shaped and strategically calibrated with the benefit of contemporary knowledge and developments at those times. A balanced scorecard will help establish baselines and targets to benchmark outcomes and success across each phase.



Tourism's time to shine

» BUILD AND FOCUS

More about Phase 1: 2023–2025

We are working together to build on existing efforts and, as the first phase of a series of implementation plans, lay the foundations for future growth. This includes:

- aiming to restore demand to pre-COVID levels
- investing in new and revitalised products and experiences and leveraging our natural competitive advantages
- establishing the state as leading destination for home-grown events, nature-based tourism, adventure and First Nations tourism
- delivering infrastructure and amenities that support visitors and communities
- attracting new aviation routes and expanding capacity on existing routes
- improving regional connections
- ensuring government policy and planning frameworks support tourism development
- considering new ways of working to ensure Queensland has a highly functioning tourism network.

Go to **Appendix 1** for more details on actions under Phase 1.



Priorities for success

To grow and accelerate Queensland tourism over the next decade and beyond, Queensland will play effectively to our strengths and address gaps, with a collective focus on what success looks like.

DEMAND, SUPPLY AND CONNECTIVITY

STRATEGIC THEMES



Demand



Supply



Connectivity

WHAT SUCCESS LOOKS LIKE FOR QUEENSLAND IN 2032

- Leading destination of choice for global travellers, and the state’s destinations are thriving with strong global brands driving our competitive advantage.
- Strong reputation as an events destination with a calendar of world-class major events, vibrant home-grown events and festivals and business events.
- Global leader of vibrant, authentic, accessible and transformative visitor experiences – reflecting our natural and cultural values, vibrant communities, and regions, catering for different types of visitors and delivering on our brand promise.
- Seamless aviation and transport connections to the world.
- Infrastructure and services meet visitor demands, addressing critical limitations to enable infrastructure investment, with regions connected and easily accessible.

CATALYSTS FOR CHANGE

STRATEGIC THEMES



Sustainability



Brisbane 2032



First Nations

WHAT SUCCESS LOOKS LIKE FOR QUEENSLAND IN 2032

- Sustainable and regenerative tourism practices in place that support communities and value the contribution visitors make to their environment and lifestyle.
- Global leader in sustainable tourism and ecotourism experiences.
- Clear industry pathway towards net zero emissions.
- Thriving nature-based tourism sector that balances tourism development with environmental preservation, protection and interpretation.
- Brisbane 2032 supercharges Queensland’s reputation as a world-class destination – with a lasting social, economic, and environmental legacy driving long term benefits for tourism.
- Australia’s leading destination for First Nations tourism experiences – showcasing and enriching cultural experiences for visitors and delivering economic opportunities for Traditional Owners, Indigenous communities, Aboriginal and Torres Strait Islander local leaders and businesses.

ENABLERS OF CHANGE

STRATEGIC THEMES



Investment & funding



Talent & skills



New ways of working

WHAT SUCCESS LOOKS LIKE FOR QUEENSLAND IN 2032

- Attractive and internationally competitive environment for tourism investment and development – supported by effective regulatory and planning pathways and sustainable visitor economy funding sources.
- Highly capable businesses and a skilled, resilient, and world-class workforce who deliver exceptional service and experiences.
- Highly functioning tourism network – operating as an effective partnership model, employing innovative technology and timely data to enhance service delivery and inform decision-making.
- Queensland has a reputation for delivering tech wonderment through tourism experiences, events and business practices.



Snorkelling over coral at Kennedy Reef in the Whitsunday Islands National Park
© Tourism and Events Queensland

Growing together

Towards Tourism 2032 will be delivered as a partnership with the Queensland Government, tourism industry, local government and institutions such as universities playing key roles.

OUR COMMITMENT TO LEAD AND DELIVER

Queensland’s visitor economy is a diverse and interconnected ecosystem across industry, government and supporting services. *Towards Tourism 2032* enables and enhances partnerships across the visitor economy network to drive outcomes and success.

INDUSTRY

Examples include but are not limited to:

- State and National Tourism Industry Associations and Peak Bodies, including Queensland Tourism Industry Council (QTIC)
- Regional tourism bodies including Regional Tourism Organisations (RTOs) and Local Tourism Organisations (LTOs)
- Tourism businesses, operators, and transport providers.

GOVERNMENT

Examples include but are not limited to:

- Queensland Government departments, including Department of Tourism, Innovation and Sport (DTIS)
- Queensland Government statutory bodies including Tourism and Events Queensland (TEQ)
- Local governments and the Local Government Association of Queensland (LGAQ)
- Australian Government, including Tourism Australia.

TOURISM INDUSTRY

Tourism businesses, operators, peak bodies and industry associations will lead regional demand creation and invest in experience and product development that aligns with Brand Queensland and aviation attraction, with government providing targeted enabling support to help industry deliver results.

GOVERNMENT

All levels of government will be an enabler, taking a customer-first focus to ensure efficient government decision-making, legislative efficiency and improvement, leading on policy and planning, delivering targeted and enduring enabler funding programs, and measuring success.



Pamagirri Aboriginal Experience in Kuranda, Tropical North Queensland
© Tourism and Events Queensland

A partnership approach

GROWING TOURISM TOGETHER

DEMAND CREATION

- **Government** will drive demand and lead Brand Queensland marketing, experience and destination development and major events.
- **Tourism Industry Bodies** lead distinct and differentiated regional brands and demand creation activities, in collaboration with government supporting brand propositions for Queensland’s regions. They bring the industry together to focus on regional experiences and meaning, working with TEQ to build awareness to drive Queensland’s competitive advantage.
- **Private Sector** lead product promotion, drive demand and innovate in customer service and product development.

PRODUCT AND EXPERIENCE DEVELOPMENT

- **Tourism Industry** focus on targeted areas for growth.
- **Tourism Industry Bodies** play a key role in the implementation of product and industry development programs, and Convention Bureaux with business events, conventions and exhibitions.
- **Private sector** develop and support commercially viable tourism infrastructure, product, and experience delivery.
- **Government** plays a role in helping de-risk tourism development:
 - Enablement: timely approval processes, and tourism projects that are of state significance.
 - Enabling funding: targeted funding support to stimulate infrastructure, product and experience development.
 - Government and Industry Bodies partner to support operators to excel and deliver exceptional experiences.

AVIATION

- **Joint approach** across all levels of government and industry to support commercial decisions on new routes based on a viable market and airport incentives.
- **Jointly** ensure a balance in attracting new routes and building capacity on existing routes.

MEASUREMENT

- **Government** lead a balanced scorecard to measure success of *Towards Tourism 2032* strategy, informed and reviewed collaboratively with industry.

PLANNING AND GOVERNANCE

- **Tourism Industry Bodies** engage with government to develop contemporary Destination Management Plans aligned to *Towards Tourism 2032*.
- **Government** commits to collaborate on mutual solutions to industry’s key enabling priorities and championing best practice, for example the presentation and preservation of key natural sites, platforms for regenerative tourism, and more sustainable tourism funding models.

Staying on course

Meaningful indicators to measure and monitor success of *Towards Tourism 2032* for Queensland’s visitor economy will go beyond measuring economic growth and expenditure.

Towards Tourism 2032 adopts a ‘living’ balanced scorecard of measures across visitor, and economic related indicators, as well as social and environmental impacts. The scorecard will be managed by government with input and feedback from industry, evaluated for effective outcomes, reviewed and assessed under the *DestinationQ* Partnership, with progress reports shared at annual *DestinationQ* Forums.



ECONOMIC

PRIORITY OBJECTIVES	MEASURES
Total visitor expenditure continues to increase each year	Overnight visitor expenditure in Queensland
More opportunities to visit, experience and stay are created and consumed	Tourism Gross State Product (GSP)
The production and consumption of tourism continues to increase across all regions	Tourism Gross Regional Product (GRP)
An increase in the number of tourism operators that are delivering exceptional customer experiences	Best of Queensland Experiences List (BOQEL)
Repeat visits to Queensland for tourism are increasing	Return visitors to Queensland

SOCIAL

PRIORITY OBJECTIVES	MEASURES
The local community is supportive of tourism	Attitude towards tourism in local areas
Tourism has a positive impact on the lifestyle of local individuals	Impact on personal quality of life
Tourism has a positive impact on the local community	Impact on community as a whole
The local community supports the continued growth of tourism in their local area	Tourism development growth
Ensure tourism remains a key employment sector by employing more than 174,000 Queenslanders	Employment rates

ENVIRONMENTAL

PRIORITY OBJECTIVES	MEASURES
Tourism operators aim to reduce carbon footprint and energy use through benchmarking activities	Bronze Benchmarking Queensland Tourism Operators
Tourism operators are delivering improvements to sustainable practices	Increase in sustainable destinations
Visitors are engaging with the natural environment across Queensland	Visitor numbers to national parks
Tourism environment is balanced for accessibility and environmental care	Operators with accessible experiences/products
Tourism operators are committed to high quality and best practice management	Increase in accreditation program participation

PERFORMANCE

PRIORITY OBJECTIVES	MEASURES
Help to drive demand and effectively position Queensland in response to consumer expectations	Number of demand initiatives delivered
Improve the supply and quality of tourism experiences and destinations	Number of supply initiatives delivered
Connect, coordinate and leverage <i>Towards Tourism 2032</i> with other key initiatives like <i>Brisbane 2032</i>	Number of connectivity initiatives delivered
Tourism sector is provided opportunities and supported to make improvements	Number of catalysts initiatives delivered
Workforce and technology will be uplifted and innovative	Number of enablers initiatives delivered

Appendix 1: Implementation Plan

PHASE 1 (2023–2025)

BUILD AND FOCUS

A sustained effort to grow industry now and lay the foundations for future growth

Actions, initiatives and programs identified under the Phase 1 Implementation Plan have been developed in partnership between the Queensland Government, tourism industry and local government, and will be delivered as a partnership. Actions are structured to support the key themes and strategic priorities of *Towards Tourism 2032*, closely informed by the Tourism Industry Reference Panel’s final report. The focus of Phase 1 actions is 2023–2025, and some activities will be ongoing over the life of *Towards Tourism 2032*. A monitoring and reporting framework will be used to guide implementation, with regular review and reporting by industry and government on implementation progress, key issues and priorities.



Family enjoying the Cairns Esplanade Lagoon in Tropical North Queensland
© Tourism and Events Queensland

DEMAND, SUPPLY, CONNECTIVITY

1 DEMAND

By 2032, Queensland will be Australia’s leading destination of choice for domestic and global visitors seeking transformational travel experiences. Queensland attracts major events, hosts vibrant festivals and is globally recognised as a competitive business events destination.

ACTIONS	LEAD	DELIVERED BY
Use trade, tourism and international education strategies’ marketing and promotion efforts to support and guide industry activities for targeting maximum growth in tourism and visitation.	Industry Bodies	2025
Establish Queensland as Australia’s leading destination for Indigenous arts and cultural events through a greater investment in events.	Industry	2025
Leverage industry partnerships to establish and promote Queensland as a work-from-anywhere destination.	Industry Industry Bodies TEQ	2024
Queensland Music Trails program delivered in 2023, 2024 and 2025 with \$20 million in Queensland Government support, inviting visitors from around the world to discover Queensland’s destinations through various itineraries of iconic music events.	Industry DTIS TEQ	2025
Expand the development of transformational experiences to elevate sustainable and regenerative tourism practices to meet emerging consumer demand.	Industry TEQ	2025
Deliver upon our Global Marketing Strategy to enhance Queensland’s national and global competitive position, including driving consumer demand for nature-based tourism experiences, Aboriginal and Torres Strait Islander cultures and the Great Barrier Reef.	TEQ	2023
Develop and implement a Queensland Business Events Industry Strategy and the new <i>TEQ Events Strategy 2025</i> to develop and deliver Queensland’s event calendar, including developing a strong pipeline of homegrown events across sports, culture, arts and business, and positioning Queensland as an iconic festival state.	TEQ Industry	2025
Deliver the \$7 million Queensland Government Convention and Exhibition Centre Economic Recovery Bid Support Program to increase Queensland’s attractiveness as a business event destination.	DTIS Industry	2026
Implement the new International Education and Training Strategy 2022–2027 and increase Queensland’s attractiveness as a destination for international students to study, work and play.	TIQ	2027
Drive global awareness of Brand Queensland and activate the Travel for Good brand purpose to emotionally connect with travellers, whilst adapting to emerging consumer needs and desires.	TEQ	2025
Deliver the Best of Queensland Experiences and Transformational Experience programs to lift the quality of tourism experiences and customer service across the state, including helping tourism businesses to become export-ready, increase focus on sustainability and regenerative tourism experiences.	TEQ	2025
Evolve digital and technology capabilities and apply a consumer centric approach by using data to enable a greater understanding of global consumer segments, provide consumers with more compelling offerings and drive conversion.	TEQ	2025

2 SUPPLY

By 2032, Queensland is a global leader of vibrant, authentic, accessible and transformative visitor experiences and events – reflecting our natural and cultural values, vibrant communities and regions, catering for different types of visitors and delivering on our brand promise.

ACTIONS	LEAD	DELIVERED BY
Ensure that regions have Destination Management Plans that align with the priorities and actions in <i>Towards Tourism 2032</i> , including setting regional targets to contribute towards the \$44 billion growth target for Queensland.	Industry Bodies	2023
Develop contemporary funding options for industry joint ventures and business partnerships.	Industry	2023
Identify demand and develop new and enhanced tourism experiences and products that are attractive to future visitors.	QTIC Industry Bodies	2025
In response to targeted opportunities, develop business cases outlining appropriate industry and government funding to support events and tourism industry growth.	Industry DTIS TEQ	2023
Build the accessibility of Queensland’s tourism businesses and develop accessible tourism itineraries, leveraging initial work undertaken by government and industry.	Industry DTIS TEQ	2023
Implement targeted initiatives to support greater accessibility across the tourism sector and recognise the importance of accessible tourism for Queensland.	DTIS Industry Bodies	2023
Introduce a State Fossil Emblem for Queensland, and leverage the new emblem to grow paleo tourism, including the Riversleigh (Australian Mammal Sites) World Heritage Area and Outback Queensland’s dinosaur trail.	DPC DTIS Industry Bodies	2023
Explore opportunities to create tourism experiences that leverage Queensland’s beaches (on or adjacent) where appropriate and possible.	Local Govt	2023
Promote and integrate Queensland’s farming and food tourism experiences, including working with industry to identify growth opportunities as part of regional tourism strategies.	Local Govt Industry	2023
Develop an exemplar model for tour guide training in Queensland’s terrestrial World Heritage Areas to enhance presentation of natural and cultural values through transformational experience delivery.	WTMA DES TEQ	2025
Consider future opportunities to incorporate the delivery of infrastructure and amenities for visitors and communities and deliver \$24.5 million over five years to upgrade and maintain common user infrastructure.	DSDILGP DRDMW	2026
Collaborate with local governments and landowners to leverage infrastructure developments and legacy projects, including Brisbane 2032.	DSDILGP	2032
Investigate options to include a well-rounded tourism industry voice that provides advice on future tourism infrastructure and experience development needs and programs.	DTIS TEQ	2023
Deliver grant funding programs to develop and enhance tourism products and experiences, including the \$27.4 million Regional Tourism Recovery Program, \$15 million Tourism Experience Development Fund, \$5 million Activate Ecotourism Infrastructure Fund pilot and \$3 million Great Barrier Reef Island Marine Infrastructure Fund.	DTIS	2025

ACTIONS	LEAD	DELIVERED BY
Develop a long-term sports economy strategy for Queensland, that can leverage sports and technology-related tourism.	DTIS	2023
Attract and develop large-scale technology-driven tourism experiences and events that embody the concept of tech wonderment.	TEQ DTIS DCHDE (AQ)	2025
Implement the <i>Creative Together 2020–2030</i> roadmap including \$50 million over four years through <i>Grow 2022–2026</i> to develop creative arts and cultural tourism experiences.	DCHDE (AQ)	2026

3 CONNECTIVITY

By 2032, Queensland is seamlessly connected to the world, with infrastructure and services that meet visitor demands, connected and accessible regions, and communities that support and value the contribution visitors make to their environment and lifestyle.

ACTIONS	LEAD	DELIVERED BY
Develop a holistic value proposition of the cruise sector for Queensland and its regions, including a focus on maximising the sector’s leverage and opportunity in the leadup to Brisbane 2032.	Industry DTIS TEQ	2024
Enhance connectivity to and between Queensland’s cities and regions across all modes of transport and ensuring accessibility for people of all abilities.	Industry DTIS DTMR	2025
Deliver the 2022–2025 Attracting Aviation Investment Fund, including the government’s additional \$100 million investment boost.	DTIS Industry	2025
Develop and implement (subject to government and industry endorsement) a new Queensland drive tourism strategy to build drive tourism across the state.	TEQ	2024
Develop new regional tourism and transport action plans to support greater connectivity, sustainable infrastructure and increase the adoption of alternative transport energy sources.	DTMR	2026
Improve connectivity and accessibility through implementation of the <i>Queensland Cycling Strategy 2017–2027</i> , and <i>Queensland Walking Strategy 2019–2029</i> .	DTMR	2029
Extend the Queensland Electric Super Highway to include 55 fast-charging stations, connecting visitors travelling in low or zero emission vehicles, particularly to regional tourism hubs.	DTMR	2023
Explore opportunities to increase electric vehicle charging stations through co-funding with industry, councils, tourism operators and other interested parties through Queensland’s <i>Zero Emission Vehicle Strategy 2022–2032</i> .	DTMR	2024

CATALYSTS FOR CHANGE

4 SUSTAINABILITY

By 2032, Queensland is recognised as a global leader in sustainable tourism experiences with a clear industry pathway towards net zero emissions, and has a thriving nature-based tourism sector that balances tourism development with environmental preservation, protection, and interpretation.

ACTIONS	LEAD	DELIVERED BY
With the support of government, develop a clear, sustainable and measurable pathway to net zero emissions, beginning with completion of the Queensland Regional Tourism Network's Queensland Tourism Climate Action Project Phase 1.	Industry Bodies	2023
In response to targeted opportunities, develop business cases outlining appropriate industry and government funding to support the delivery of ecotourism products, experiences and infrastructure.	Industry DTIS TEQ	2023
Assist more tourism businesses to be resilient to natural disasters, including delivering the \$7 million Tourism Recovery and Resilience Package.	DTIS Industry Bodies	2024
Assist more destinations to be eco-certified, including delivery of the \$2 million Eco-certified Tourism Destination Program.	DTIS Local Govt	2024
Develop an ecotourism plan for Queensland's protected areas that partners with Traditional Owners.	DES	2023
Establish a whole-of-government committee to review aspects of ecotourism and government-led ecotourism projects, including consideration of the most effective legislation, policy and implementation frameworks, guidelines and approvals processes.	DTIS DES DPC	2023
Deliver \$262.5 million for protected area investment and management to increase biodiversity conservation and support nature-based tourism experiences.	DES	2026
Deliver the \$5 million Activate Ecotourism Infrastructure Fund pilot to develop new nature-based tourism experiences adjacent to protected areas.	DTIS	2024
Progress pilot state-led ecotourism projects, such as the Wangetti Trail and Cooloola Great Walk.	DTIS DES	2028

5 BRISBANE 2032

By 2032, Brisbane 2032 will supercharge Queensland's reputation as a world-class destination – with a lasting social, economic, and environmental legacy that drives long-term benefits for tourism.

ACTIONS	LEAD	DELIVERED BY
Drive consumer demand in key international source markets to achieve unprecedented global awareness and showcase Queensland's unique brand and its five globally significant World Heritage Areas.	Industry TEQ	2023
Develop the Brisbane 2032 Legacy Strategy and Plan, incorporating tourism-related legacy opportunities as part of the Brisbane 2032 Legacy considerations.	DTIS	2023
Incorporate accessibility, sustainability and regenerative tourism experiences as a core element of the Brisbane 2032 Legacy Strategy and Plan.	DTIS	2023

6 FIRST NATIONS

By 2032, Queensland is recognised as Australia's leading destination for First Nations tourism experiences – showcasing and enriching cultural experiences for visitors and delivering economic opportunities for Traditional Owners, Indigenous communities and businesses.

ACTIONS	LEAD	DELIVERED BY
New and enhanced partnerships and agreements are formed between tourism businesses and with Indigenous communities to provide mentoring, share learnings and develop new and enhanced Indigenous tourism experiences.	Industry QTIC	2025
Finish implementing the <i>First Nations Tourism Plan 2020–2025</i> and confirm priorities to 2032.	Industry Bodies Industry	2025
Deliver a Best Practice Guide for Working with First Nations Tourism in Queensland.	Industry QTIC	2023
Create opportunities for the tourism and events industry, Indigenous peoples and Indigenous tourism operators to come together, to explore and share their stories for the future development of the Indigenous tourism sector.	Industry QTIC DTIS TEQ DSDSATSIP	2025
Support Indigenous tourism businesses to increase the quality of experiences and customer service.	Industry TEQ	2032
Increase the use of Aboriginal and Torres Strait Islander Languages across aspects of cultural tourism, including integration of languages and placenames as appropriate across tourism assets and channels.	Industry TEQ	2032
An Indigenous Tourism Development Roadmap is developed by the DTIS-led Queensland Indigenous Tourism Government and Industry Reference Group to address the future needs of the industry.	Industry QTIC DTIS	2023
Partner with Indigenous tourism peak bodies in the development and delivery of major tourism industry events such as <i>DestinationIQ</i> and the <i>DestinationQ</i> Forum.	Industry Bodies QTIC DTIS	2025
Deliver the \$50 million investment in <i>Grow 2022–2026</i> and leverage initiatives to develop First Nations cultural tourism experiences.	DCHDE(AQ) Industry	2026
Deliver the \$8.3 million <i>Paving the Way – First Nations Training Strategy</i> and leverage initiatives to develop skills relevant to the local needs of First Nations people.	DESBT Industry	2025
Establish a 'First Nations Business Hub' under <i>Creative Together 2020–2030</i> to support emerging and existing First Nations creative businesses.	DCHDE DCHDE (AQ)	2023
Leverage opportunities through the Queensland Government's Indigenous Native Food Program, resulting in Indigenous foods being showcased in more dining experiences across Queensland.	Industry	2025
Extend the existing successful Our Country Advisory Service to additional destinations, including Cape York and the Torres Strait, through partnerships with key stakeholders, Traditional Owners and Indigenous organisations to empower new and existing Indigenous tourism businesses to grow in the sector.	DTIS	2023
Deliver the \$4 million First Nations Tourism Package to support industry development including activating tourism in the Torres Strait and Northern Peninsula Area.	DTIS	2024
Develop a detailed business case for a First Nations Cultural Centre in Queensland.	DCHDE (AQ)	2025
Develop and release a new Economic Strategy for First Nations peoples, communities, and businesses.	DSDSATSIP	2023

ENABLERS OF CHANGE

7 INVESTMENT AND FUNDING

By 2032, Queensland provides an attractive and internationally competitive environment for tourism investment and development – supported by effective regulatory and planning pathways and sustainable visitor economy funding sources.

ACTIONS	LEAD	DELIVERED
Advocate for greater insurance access and affordability through appropriate intergovernmental and national forums.	QTIC & Industry Bodies QT	2023
Leverage tourism business attraction and investment opportunities identified through the <i>Queensland Trade and Investment Strategy 2022–2032</i> .	Industry	2025
Develop a framework for the identification and delivery of tourism infrastructure projects.	DTIS	2023
Lead tourism investment attraction in Queensland, 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.	DTIS	2025
Consider recommendations of the Queensland Parliament’s Transport and Resources Committee inquiry into the economic and regulatory frameworks for Queensland island resorts and implement recommendations adopted by the Queensland Government.	Resources	2023
Implement initiatives to optimise the use of state land, and land administration to support investment and development outcomes.	Resources	2025
Assessment of a revised fee regime for private and commercial access and use in protected areas.	DES	2026
Examine consultation and approval pathways to support transparent and timely processes for appropriate, sustainable and considered development of tourism infrastructure.	DTIS DSDILGP Local Govt	2024

8 TALENT AND SKILLS

By 2032, Queensland’s tourism businesses are highly capable and attract a skilled, resilient and world-class workforce who deliver exceptional service and experiences.

ACTIONS	LEAD	DELIVERED
Advocate at the national level for opportunities to streamline visa processes to more easily attract skilled migrants to fill critical shortages in the tourism workforce.	QTIC & Industry Bodies TIQ DESBT	2025
Offer competitive employment packages to attract more workers to the tourism industry.	Industry QTIC	2025
Attract mature workers to the tourism industry, connecting them to jobs and promoting the lifestyle benefits working in tourism can offer.	Industry QTIC	2025
Offer internship opportunities to young people and Indigenous peoples seeking a career in tourism, events and festivals.	Industry	2025
Deliver 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.	DESBT	2025
Leverage outcomes and benefits for tourism businesses from delivery of the Queensland Government’s <i>Digital Professional Workforce Action Plan 2020–2024</i> .	Industry	2024
Leverage the <i>Queensland Workforce Strategy 2022–2032 (Good people, Good jobs)</i> to address common workforce and skills challenges and opportunities across the tourism industry.	Industry QTIC	2032
Deliver targeted business capability support to enable small businesses to excel in the Queensland tourism industry.	QTIC & Industry Bodies	2025
Investigate new approaches to help the tourism industry attract and retain a highly skilled workforce.	QTIC Academia	2025
Consider opportunities to support the supply of affordable worker accommodation for tourism and hospitality staff and leverage the <i>Housing and Homelessness Action Plan 2021–2025</i> investment towards social and affordable housing.	Industry	2025
Extend the Young Tourism Leaders program to the end of 2025 to encourage more young people to have a career in tourism and develop more young people to be advocates for working in tourism, events and festivals.	DTIS	2025

9 NEW WAYS OF WORKING

By 2032, Queensland has a highly functioning tourism network, operating as an effective partnership model that utilises evolved technology strategies that harness data, platforms and partnerships to enhance service delivery and inform decision-making while also applying a consumer centric approach to further Queensland’s competitive advantage.

ACTIONS	LEAD	DELIVERED BY
Investigate options for a Queensland tourism knowledge hub, partnership or alliance that consolidates and focuses efforts to strategise research and development that can address visitor economy challenges.	Industry Bodies Academia DTIS TEQ	2023
Develop a decision making and service delivery model focused on the needs of the visitor, and one that better defines, coordinates and enhances service delivery across the tourism network.	Industry DTIS	2023
Leverage opportunities for the tourism industry to be more innovative, actively connecting tourism operators to Advance Queensland initiatives and funding sources.	Industry	2025
Deliver the Queensland Connects entrepreneurship acceleration program under the \$5 million Advance Queensland Regional Futures initiative to accelerate innovation in the tourism industry.	DTIS	2023
Adopt a balanced scorecard to measure success of <i>Towards Tourism 2032</i> , and review and present progress annually at the <i>DestinationQ</i> Forum.	Industry DTIS TEQ	2023
Commit to the <i>DestinationQ</i> Partnership to facilitate ongoing government and industry engagement to deliver <i>Towards Tourism 2032</i> and drive tourism growth and jobs, including the annual <i>DestinationQ</i> Forum.	QTIC Industry Bodies DTIS TEQ	2025
Establish and lead a whole-of-government tourism committee to drive <i>Towards Tourism 2032</i> implementation across government, reflect tourism needs in government policy and ensure relevant Ministers are engaged in the conversation on tourism.	DTIS	2022
Develop a Tourism Technology and Innovation Roadmap that supports more tourism businesses to adopt technologies and be more innovative in their tourism experience, service delivery and business sustainability.	DTIS	2023
Deliver the Advance Queensland Industry Research Fellowships program, supporting projects that contribute to innovation in the tourism industry.	DTIS	2025
Leverage the work of the national Industry Data and Expert Analysis Working Group under <i>THRIVE 2030</i> to better inform business decision-making, government policy and build investor confidence.	TEQ	2030

KEY INITIATIVES LEAD

DAF	Department of Agriculture and Fisheries
DCHDE	Department of Communities, Housing and Digital Economy
DCHDE (AQ)	Department of Communities, Housing and Digital Economy, Arts Queensland
DESBT	Department of Employment, Small Business and Training
DES	Department of Environment and Science
DPC	Department of the Premier and Cabinet
QT	Queensland Treasury
DRDMW	Department of Regional Development, Manufacturing and Water
Resources	Department of Resources
DSDSATSIP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
DTIS	Department of Tourism, Innovation and Sport
DTMR	Department of Transport and Main Roads
QTIC	Queensland Tourism Industry Council
TEQ	Tourism and Events Queensland
TIQ	Trade and Investment Queensland
WTMA	Wet Tropics Management Authority
Industry	Examples include but are not limited to: Tourism businesses, operators, accommodation and transport providers, including airports and airlines
Industry Bodies	Regional and Local Tourism Organisations, tourism peak bodies and industry associations

© State of Queensland (Department of Tourism, Innovation and Sport) 2022.

This strategy is licensed under a Creative Commons Attribution 4.0 International licence. You are free to copy, redistribute and adapt this strategy, as long as you include the copyright statement above and indicate if any changes have been made. To view a copy of this licence, visit [creativecommons.org](https://creativecommons.org/licenses/by/4.0/)



Note: Some content in this publication may have different licence terms as indicated.

Disclaimer: The materials presented in this publication are distributed by the Queensland Government as an information source only. The State of Queensland makes no statements, representations or warranties about the accuracy, completeness or reliability of any information contained in this publication. The Queensland Government disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages and costs you might incur as a result of the information being inaccurate or incomplete in any way, and for any reason.

For more information visit dtis.qld.gov.au