
Tourism Industry Reference Panel's

Interim Action Plan for Tourism Recovery


October 2021





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Cover Image: Sunset sail, Magnetic Island © Tourism and Events Queensland

Acknowledgement

We 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—our First Australians—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 Queenslanders across all aspects of society and everyday life.

Message from the Panel Chair

This document is a precursor to our final Action Plan for Tourism Recovery, due to be delivered in the first half of 2022.

In the following pages we set out what we heard in our months of statewide consultation with industry, regional communities and all levels of government — and we thank all who contributed.

We know and understand we are producing this report in an environment of extreme pain and some ongoing uncertainty. If this needed any underscoring, our destinations have been open to travel from all of Australia for barely 10 per cent of the time since March 2020. This compounds the situation with our international borders which, excepting some brief connectivity with New Zealand, have been closed for the duration.

The Panel welcomes the release of the State Government's plan for Queensland borders. This is an important step towards a return to free and open travel at a vital moment for the soon-to-be travelling Australian public. Further certainty is needed around quarantine-free travel for international visitors and students.

We have included in this interim report a 100 Day Plan — actions we recommend the Government undertake immediately, including additional measures to support as many businesses in hardship as possible.

Even in survival mode, the tourism industry's leaders have been bold enough to work with us to reimagine and reshape the future. One of our highest order needs, along with certainty of access, ease and convenience, is bringing back visitor volume and growing our world-class, high-yield product and experiences.

When asked to look farther ahead, our industry is very much aligned and focused on finding new ways in which the visitor economy can help to build better communities and sustain the environment.

Together we have started to grapple with some big, post-pandemic questions including:

- Will the world travel differently and, if so, how?
- How can we use this knowledge to predict future demand?

We are on the way to achieving a largely vaccinated population which will allow our State and country to open back up to the world.

If we collectively focus on the right opportunities, we believe Queensland can and will reclaim its position as Australia's holiday state and one of the most desired destinations in the world.

Liz Savage, Panel Chair

01

Introduction

Our consultation process has reiterated that our visitor economy is a top tier contributor to Queensland's economic wellbeing.

The visitor economy — which includes tourism, events, accommodation, hospitality, international education and related components of retail, transport and other adjacent sectors — employs more people than mining and agriculture combined. It needs to be embedded in a whole-of-government policy framework, supported by appropriate resourcing and activated in partnership with industry and local communities.

As we pointed out in our Discussion Paper in May, we are at a crossroads.

Victoria overtook Queensland in total overnight visitor expenditure for the first time in 2019, driven by growth in that state of international education and business events. As a result of the COVID-19 pandemic, 11.3 million fewer visitors travelled to or within Queensland in 2020, equating to a loss of \$12.3 billion in overnight visitor expenditure.

Our industry has continued to struggle in 2021, including an almost 20% decrease in domestic visitation in the year ending June 2021 compared with pre-COVID levels (year ending December 2019) and further decline since.

There is good news, though. We now have the Olympic rings as a new brand platform — a global attention grabber that marketing money cannot buy, and a trigger for billions of dollars of investment.

While COVID-19 has been devastating, there have been some green shoots with Australians discovering new Queensland experiences. There are, however, big new tourism challenges, in particular, labour and skills shortages which, if not addressed, will limit our ability to deliver outstanding experiences.

Our Interim and Final Action Plans for Tourism Recovery are being designed to both help restart our industry and make the most of the opportunity leading to the 2032 Games and beyond.



Image: Mossman Gorge © Tourism and Events Queensland



Image: Brisbane Skyline © Brisbane City Council

01

Introduction (Cont.)

“**Wow, who would’ve thought that the run sheet of Olympic cities would read, London, Rio, Tokyo, Paris, Los Angeles and beautiful Brisbane? We’re in rarefied company!**”

John O’Neill AO | Chairman, The Star & Queensland Airports

In various workshops, we asked industry participants, outside innovators and community leaders to cast themselves a decade forward and imagine and describe two scenarios:

01 a world in which our visitor economy has languished; and

02 a world in which our visitor economy has thrived

Through this process, and via other consultations and submissions, we identified many issues and opportunities to consider:

- How can we activate our one-million-kilometre-square Outback, including in the heat of summer? Can we reinvent our beach experience? How will we leverage the massive infrastructure investment already underway in South East Queensland?

- Can we better leverage major events and business events? Can we use technology to operate more efficiently and create new “tech wonderment” experiences? Which skills are required and how will we get them? How can we integrate culture and history, especially that of our First Nations peoples, into our visitor experience offering?

- Can our visitors be part of a so-called regenerative solution - by allowing access to pristine places, can we foster their sense of wellness, create advocacy and enable them to contribute to enhancing our environment and communities?

Emerging from these questions was a consensus that we need a unique vision for Queensland, connected to global trends and which authentically supports the products and experiences on offer to our visitors now and over time.

02 What we heard

Queensland becomes a 'hot destination' everyone wants to experience:

- Leading the way in energy transition/environmental tourism/embedded carbon offsets;
- Shift into regenerative tourism;
- Preservation of the Great Barrier Reef's health including via a statewide marine strategy;
- Need volume AND niche product; and
- Marketing funds to match opportunity

Accessible, safe and fun destination (versus regulated and boring):

- Removal of red tape/fast-tracking new products/insurance reaching point of market failure;
- Fragmented, slow and oblique permit and approval processes hindering development; and
- Centralised Coordinator-General to achieve whole-of-government outcomes

Innovation and incubation programs to address challenges and grasp opportunities:

- Overcome seasonality limitations;
- Facilitate great ideas and deliver business support, mentoring and guidance, including Indigenous business leaders supporting new Indigenous businesses;
- Cultural tourism – great gains, but so many gaps, new model is required; and
- Accessible tourism for persons with disabilities

Visitors will have life-changing experiences in nature:

- Change Conservation Act to preservation and presentation and change the ways parks are accessed and managed; and
- Deliver unique, nature-based experiences including positioning ourselves as a State of transformational and regenerative travel experiences.

Getting back visitor volume from our main markets is our highest order need:

- People are in a really negative space;
- Many businesses have pivoted but not everyone will survive;
- We need more support just to stay alive; and
- When we start back up, we don't have enough staff and sufficient affordable accommodation for them

Draw in fantastic talent for tourism as a career, via:

- Pathways and training for baristas to marine biologists;
- In-destination training with cost-effective accommodation;
- More accessible traineeships to close skills gaps; and
- Partnerships with universities and TAFEs

Inclusive of First Nations people:

- Traditional Owners to lead us in the development of Indigenous experiences;
- 60,000 years of stories to share; and
- Fusion of First Nations stories in products, experiences and events

Tell an incredible international story – "loud and proud":

- Firm and clear in our environmental vision encompassing reef, rainforest and Indigenous experiences; and
- Strong figures on why tourism and visitation is so important

02 What we heard (Cont.)

“ Competitive and connected transport and digital networks: ”

- Aviation network restored and grown; not first back in market, but best plus funding to get routes started;
- Itineraries and access including Outback and Hinterlands; and
- Unlock the growing middle class in Asian economies, including:
 - not giving up on China which remains a strong potential growth market for Queensland; and
 - exploring the potential to grow the Japanese market back to peak levels

“ Huge future education opportunities: ”

- Students plus visiting friends and relatives, often driven by lifestyle decisions and possibilities - “from here to anywhere”;
- Students involved in Regenerative Tourism programs; and
- Queensland as a global “knowledge hub” for the visitor economy

“ Nail it for travellers – “our visitor experience is on”: ”

- A genuine sense of welcome, authentic;
- Visitors feel informed, particularly on the sustainability side - it's customer service, “the Queensland Way”

“ Understand what customers want and have the skills to deliver: ”

- Accurate and fast collection of data, including real time data, and data-driven decision-making; and
- Looking continuously at research to know who is coming, why, and to ensure we provide for them so they leave as advocates

“ Local communities advocate destination vision: ”

- Local ambassadors for locally managed outcomes; and
- All levels of Government support ‘built form’, in-destination amenity and visual presentation ... “we can’t just rest on our laurels regarding our natural assets”

“ Think outside the box to create a shared vision: ”

- Leadership to harness our collective effort and benefits;
- Investment firms incentivised for tourism infrastructure;
- Government and industry working hand-in-hand to streamline approvals;
- Private finance options for small and medium sized enterprises;
- Grow new and existing home-grown events as part of a co-ordinated statewide calendar;
- Competitive funding seen as an investment, not just cost; and future funding models - Enhancement Levy/fees and charges

“ Embrace more diverse partnerships, which could include: ”

- Technology, health, resources, food and agriculture, film and television sectors and even the space industry

“ Broader definition of visitor economy success measures, beyond overnight spend: ”

- Encompassing economic, social and environmental benefits

03

Our vision for the visitor economy

During our consultations, we heard a widespread call for a strong vision for Queensland's visitor economy - one that can be backed by industry, government and the broader community.



This is a pivotal moment for Queensland's visitor economy.

We have a platform of opportunity – an extraordinary catalyst for change – formed by a combination of our natural assets, climate, culture (especially First Nations) and our globally recognised ingenuity to be showcased via the 2032 Olympic and Paralympic Games.

If we enable ourselves via new ways of working, and secure requisite talent, skills and investment, we can create a trail-blazing model for the visitor economy of the future. People the world over – for decades to come – will seek out life-changing experiences in our State.

They will not only visit, they will also contribute – including

enhancing our parks, the Great Barrier Reef, our local and regional communities and the oldest living First Nations cultures on earth.

Some visitors will be exhilarated by adventure and events, others will contemplate and reflect as they wine, dine and enjoy our beaches and sophisticated urban amenities.

Our promise is that the time our visitors spend in Queensland will not only provide them with lifelong memories, it will add purpose and meaning to their lives.

For some, a great place to visit will become an even better place to live.

04

Framing our vision

What must we do to make our vision a reality?

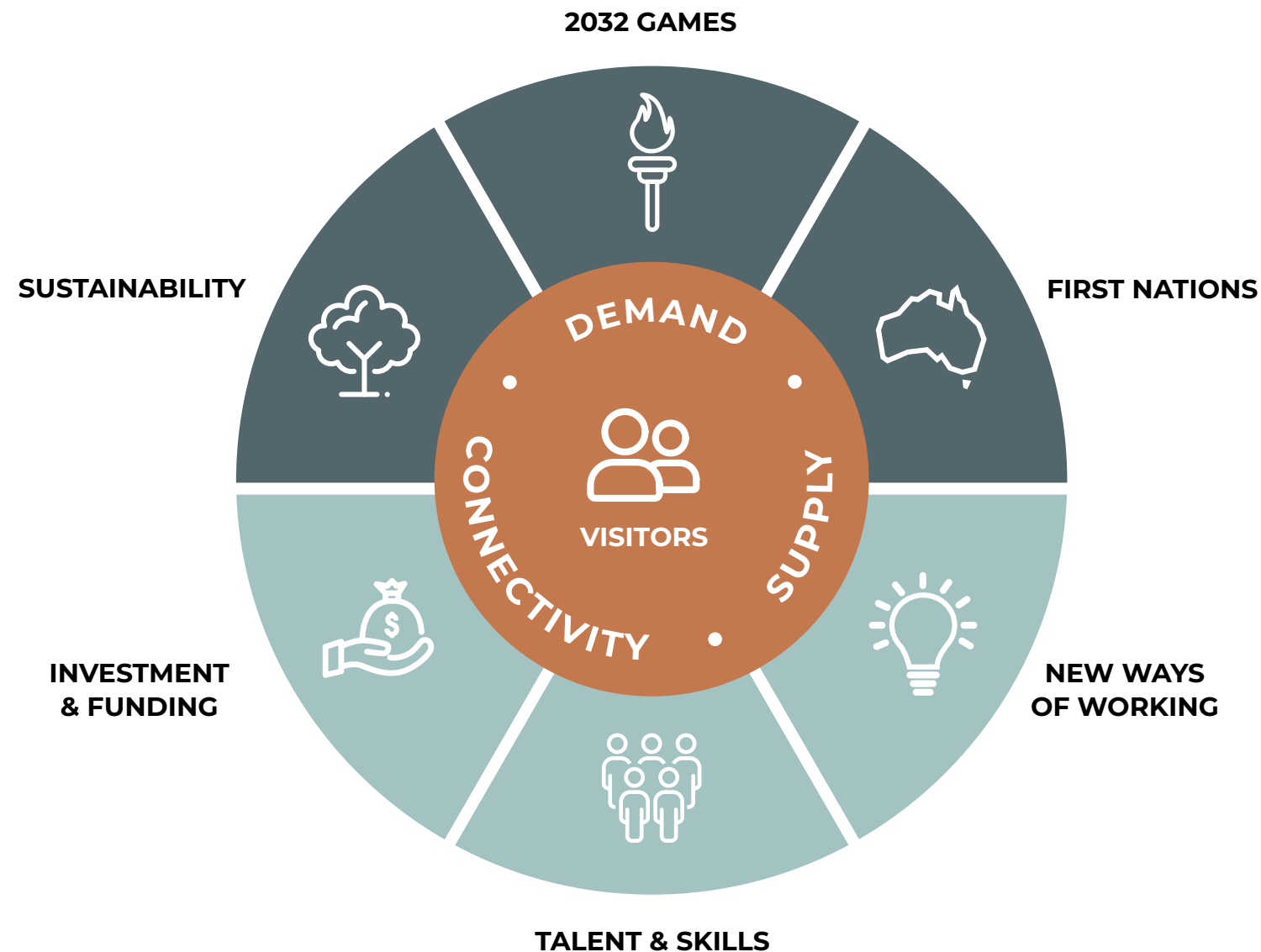
The Industry Reference Panel has developed a strategic “wheel”, illustrated at right, to frame our Action Plan. Taking our lead from the rich colours of Queensland’s natural environment, the wheel and the action tables within this report are colour coded to match.

We recognise COVID-19 has had a massive impact in 2021 on our visitor economy. Fast tracking the recovery of our Connectivity will be a first-order priority - our success in working with airlines, being mindful of cost benefit analysis, will be key to delivering a high volume of inbound visitors.

We invite feedback to validate and evolve our vision and strategic framework as we put together our final plan.

“Differentiation and competitive advantage are part of any winning strategy...”

David Smith | Flight Centre Company Secretary



We have considered various short-term initiatives to restart the visitor economy - ways we can help reconnect customers with our products and experiences.

We have set out opportunities that are catalysts for change: the 2032 Games; an enjoining of our First Nations cultures with the visitor experience; and further opening of our natural assets in a way that contributes to their maintenance and sustainability.

We have set out the key 'enablers' of that opportunity and, ultimately, our vision, namely: investment; new ways of working; and development of the talent and skills we need for the future.



05 What success looks like

As noted earlier, in various workshops we cast ourselves a decade forward and imagined a world in which Queensland’s visitor economy languished and another where it thrived. In both cases, we considered what happened and why and, from there, we developed a clear view of what success looks like.

**Demand,
Supply and
Connectivity**



1. Customer-first planning

Everyone operating in the visitor economy puts the customer at the centre of our actions, building on work already underway:

- We understand our target markets and what target visitors value;
- We refresh and innovate products, experiences and our brand to match;
- We use technology and data collection to know and understand our customers and to personalise their experiences; and
- We make sure our state is accessible, prioritising aviation connectivity.

**Catalysts
for change**



2. Sustainability

We are leaders in sustainable tourism which is good for the economy and good for the planet. We develop a clear pathway for the visitor economy to net zero and establish success measures which encompass community benefits including positive environmental and economic outcomes.



3. 2032 Games

We harness the 2032 Olympic and Paralympic Games runway to realise the legacy for the visitor economy, including infrastructure, brand and destination aspiration and visitation.



4. First Nations

First Nations Tourism Strategy is central to our overall state visitor economy success. We recognise the opportunity to support Reconciliation and life on country.

Enablers



5. Talent & Skills

We recognise tourism’s role in regional careers and economies. We create professional pathways to provide established careers within the visitor economy. And we continuously improve our destinations’ competitiveness through the ongoing development of a skilled, entrepreneurial and innovative workforce.



6. Investment & Funding

Investment flows into new and existing products, experiences and assets. Sustainable funding is allocated for a clear return on investment.



7. New Ways of Working

We partner with aligned sectors. Transparent and efficient approvals process across all tiers of government. Holistic, long-term success measures encompassing economic, social and environmental outcomes.

06

Delivering our vision

We believe delivering a shared vision will require new ways of thinking and working, including:

- Joining up the scientific, entrepreneurial and visitor economy ecosystems;
- Thinking afresh about ways to access our natural environments that provide funds and services to sustain and enhance them;
- Being agile and working quickly and more holistically within and across tiers of government;
- New ways of thinking about investment returns including incorporating environmental, social, and community outcomes;
- Using our lifestyle and destination experiences (not just learning opportunities) to attract international students
- Harnessing and co-ordinating the expertise of our higher education institutions to establish Queensland as the global “knowledge hub” for the visitor economy; and
- Developing new ways of co-designing tourism product and experiences with local communities who are also enabled and empowered to support social and economic outcomes through the visitor economy.

This new approach will also demand the development of new ways of monitoring prioritised activity and outcomes, and the creation of a set of broader measures of success.



Image: Saba Bay © Tourism and Events Queensland

Broader measures of success



Visitors and Industry
Quality and relevance of the experience. Technology enabled, meeting expectations and delivered with satisfaction.



Economy
Jobs, income and sustainable growth. We need to maintain our place as a top tier sector while managing our impact on the community and ensuring vibrant local economies.



Environment
Regenerated natural assets. Maintain, support and enhance the environment.



First Nations
Preservation and celebration of First Nations cultures including incorporating the First Nations' voice in visitor experiences.



Communities and regions
Civic pride and advocacy of the visitor economy as a vehicle for jobs, sustainable development of the environment, and communities delivering positive social outcomes.



Partners
Collaboration with new and existing partners including for investment, technology and innovation; new content, experiences and events; and to realise opportunities associated with education.

07 100 Day Plan – Immediate actions

Reflecting the urgency of the current situation, the Panel has set out a 100 Day Plan – actions we recommend the industry and Government undertake immediately, including some we know can start now and others that will need further consideration.









| | | | |
|--|---|------------------------------------|--|
| Demand, Supply and Connectivity |  | 0.0 Reopening | <ul style="list-style-type: none"> • Reopen the border to international visitors and students, without the requirement to quarantine, at the earliest possible date it is safe to do so; • Government continue and adapt support for the tourism and hospitality sectors as border roadmap milestones are met and until all restrictions are removed; • Deploy new initiatives to rebuild visitor confidence in the tourism and hospitality sectors and drive preference and demand for Queensland destinations; • Remove regulatory ‘handbrakes’ to support tourism businesses to reopen with success, (e.g. by permitting more outdoor dining); • Relaunch programs that will help fill job vacancies (e.g. Work in Paradise); • Seek approval from the Chief Health Officer and Australian Government to restart cruising in Queensland; and • Bring back international students as early as possible through the use of the proven secure corridors model (used for sport and agriworkers). |
| |  | 1. Customer-first planning | <ul style="list-style-type: none"> • Complete research and modelling with Tourism and Events Queensland to understand future demand scenarios and enable planning for future growth; • Create and seek funding for an integrated aviation attraction strategy, in which government, airports, marketing bodies and airlines work together to build deep aviation relationships, undertaking careful cost-benefit analysis and targeting sustainable routes; and • Increase bid funding to position Queensland to win business events. |
| Catalysts for change |  | 2. Sustainability | <ul style="list-style-type: none"> • Identify land adjacent to National Parks or within protected areas with the potential for tourism development; and • Pilot low-impact tourism opportunities with the private sector in protected areas or close to National Parks (e.g. upgrading National Park campgrounds with help from commercial operators). |
| |  | 3. 2032 Games | <ul style="list-style-type: none"> • Engage the Olympic and Paralympic Games organising committees on tourism opportunities and aspirational targets for small business and First Nation business participation, when they are formed; and • Improve Queensland’s accessible tourism offering. |
| |  | 4. First Nations | <ul style="list-style-type: none"> • Agree the next steps in implementing Queensland’s First Nations Tourism Plan with Indigenous leaders; and • Extend the Our Country advisory service to support First Nations people to navigate and harness available opportunities. |
| Enablers |  | 5. Talent & Skills | <ul style="list-style-type: none"> • Urgently develop ways to counter the skills and labour shortages which threaten a crisis as soon as our visitor economy opens up, including working with the Queensland Tourism Industry Council and the Innovation Advisory Council to match visitor economy needs and attract talent to Queensland; and • Extend the Young Tourism Leaders Program to support future cohorts of tourism leaders. |
| |  | 6. Investment & Funding | <ul style="list-style-type: none"> • Co-invest in new products and experiences with industry, perhaps via the Growing Tourism Infrastructure Fund; • Establish a tourism investor ‘front door’ to link investors with prequalified opportunities and case-manage outcomes; • Deliver a prospectus setting out the case for investment in Queensland’s visitor economy including regional snapshots; and • Schedule an investor summit focused on market insight and match making. |
| |  | 7. New Ways of Working | <ul style="list-style-type: none"> • Appoint a whole-of-government champion for advocating and actioning opportunities in the visitor economy; • Develop a new “industry-as-customer” services model for Government to apply to the way it works with industry; • Consider the best way to achieve coordination, alignment and, where appropriate, cooperation among: <ul style="list-style-type: none"> - Queensland’s convention centres; and - Regional, state, national and industry organisations working in the visitor economy to ensure a consistent approach to both the domestic and international market segments. • Seek out new partnerships with innovators to solve industry challenges and demonstrate technology in action; and • Advocate regulation reform across all tiers of government to simplify regulatory practices, streamline approval processes and enable businesses to meet changing customer expectations. Starting with insurance reform to address market failure. |



Image: Cairns © Tourism and Events Queensland

08

Next steps

As noted in the opening message from the Panel Chair, our Terms of Reference from the Queensland Government asked that we develop an Action Plan to accelerate recovery and ensure the tourism industry's long-term success. The plan was to be delivered in two phases, with:

- 01 A 100 Day Plan (immediate actions), included in this document; and
- 02 A final plan, featuring long-term actions, to be released in the first half of 2022

In this interim document, we have deliberately not set new goals and targets for the visitor economy as these will need to be developed and owned in partnership by industry, government and local communities.

We expect that the Government will respond swiftly to our recommended 100 Day Plan and while that is being actioned we have commenced various streams of work — set out in more detail on the following page — which will include agreeing goals and targets to be included in our Final Action Plan. We welcome further feedback on our thinking and approach.

We also note the observations of Andrew Wear, a senior Australian public servant and author of a recently released book: **Recovery. How we can create a better, brighter future after a crisis.**

“While the pandemic has been the biggest crisis in a generation, our recovery represents an enormous opportunity,” he wrote in a recent article for The Australian Financial Review.








“It has the potential to spark us to renewed prosperity, advance us on a path to net zero emissions ... Recovery is an opportunity to build a better and brighter future.”

Although it's hard to see past the immense and ongoing harm being inflicted by COVID-19 on our industry, we remain optimistic.

We know, because industry has told us, that with new ways of working and thinking — and the right support from Government — Queensland can emerge from the pandemic as one of the world's most sought-after visitor economies.

08 Next steps (Cont.)

Ongoing streams of work

| | | | |
|---------------------------------|---|------------------------------------|---|
| Demand, Supply and Connectivity |  | 1. Customer-first planning | <ul style="list-style-type: none"> Develop a vision shared by industry, government and community to inform the evolution of Queensland's State and destination brand positioning; Create a more connected state to deliver visitors to our destinations; Build out our coordinated events calendar, including major events and business events, and increase our focus on an events pathway to ensure homegrown events prosper and are not bid away; Apply research into future demand to connect customers in high growth markets with new products and experiences; and Use technology and associated data-driven insights to personalise visitor engagement. |
| |  | 2. Sustainability | <ul style="list-style-type: none"> Facilitate unique experiences (reef, rainforest, beaches and Outback) leveraging our position as Australia's most biodiverse state; <ul style="list-style-type: none"> Investigate legislative and regulatory reform, including land use designation, to provide access and facilitate new nature-based visitor experiences; Plan industry pathway to net zero (e.g. single use plastics and electric transport networks); <ul style="list-style-type: none"> Stimulate 'regenerative', nature-based products and experiences; and More generally, facilitate positive social outcomes for communities and their economies through appropriate development approvals. |
| |  | 3. 2032 Games | <ul style="list-style-type: none"> Identify and seize opportunities for the visitor economy created by the 'Green and Gold' runway; and Consider the opportunity of becoming Australia's accessibility tourism leader, using the Paralympic Games as a catalyst. |
| |  | 4. First Nations | <ul style="list-style-type: none"> Leverage unique combination of two Indigenous cultures, authentically delivered via new and existing products and experiences; Develop catalytic projects, invest in industry programs and provide support to tourism businesses in working with Native Title; and Work with stakeholders and industry to build capacity and capability to encourage business formation and business growth. |
| Enablers |  | 5. Talent & Skills | <ul style="list-style-type: none"> Develop career pathways, professional qualifications and further education (e.g. TAFE guide programs and technology graduates); Work with Queensland universities to establish our State as the globally recognised knowledge hub for the visitor economy; Work with industry and training entities to deliver effective life-long, skill development programs (e.g. mentoring, micro-credentialing etc.); Support the vital contribution of international students to the talent pipeline (e.g. sports and event studies in the lead-up to 2032); and Work with industry and training entities to rebuild the workforce and the skills needed for the recovery and full re-activation of the industry. |
| |  | 6. Investment & Funding | <ul style="list-style-type: none"> Develop a model for multi-year funding commitments for consideration by Government and industry (marketing, aviation attraction and major and destination event and convention bids); Investigate new sources of visitor economy funding; and Identify and promote investment opportunities in Queensland's visitor economy. |
| |  | 7. New Ways of Working | <ul style="list-style-type: none"> Evolve the way industry, government and community work together across boundaries to achieve collective impact; Explore options to better champion the visitor economy across government agencies; Accelerate the use of technology to innovate for back-of-house efficiency and to create new products and experiences; and Develop new measures of visitor economy success, including economic, social and environmental outcomes. |



09 Industry contributors

Image: Birdsville © Tourism and Events Queensland

The Panel would like to thank and acknowledge all those organisations and individuals who contributed their time and knowledge to our consultation process:

Adventure Queensland; Airbnb; Aquaduck; Association of Marine Park Tourism Operators; Australasian Off Road Vehicle Association; Australia China Business Council (Queensland) and representatives from the Council's Tourism Industry Working Group; Australian Adventure Tourism Group; Australian Amusement, Leisure and Recreation Association Inc; Bad Fishy Jet Boating; Balonne Shire Council; Bastion Marketing; Binna Burra Lodge; Blackall-Tambo Regional Council; Boobook (Ecological Consulting & Ecotours); Booking.com; Brisbane Airport Corporation; Brisbane Convention and Exhibition Centre; Brisbane Economic Development Agency; Brisbane Off-Road Riders

Alliance Inc; Cairns Airport; Cairns Convention Centre; Cairns Indigenous Art Fair Limited; Cairns Regional Council; Caravan Parks Association of Queensland; Carpentaria Shire Council; Cruise Lines International Association Australasia; Deloitte; Destination Cairns; Destination Gold Coast; EarthCheck; Ecotourism Australia; Eromanga Natural History Museum; Expedia Group; Experience Co; Flight Centre; Gladstone Area Promotion and Development Limited; Gold Coast Airport; Gold Coast City Council; Gold Coast Convention and Exhibition Centre; Griffith University; Hartley's Crocodile Adventures; Hostplus; Ignite Travel Group; Ipswich City Council (Discover Ipswich); Isa Rodeo Limited; Labor Environment Action Network, Queensland; Local Government Association of Queensland; Mackay Airport; Major Events Gold Coast; Moreton Bay Region Industry & Tourism; Moreton Bay Regional Council; National Trust of Australia, Queensland (Currumbin Wildlife

Sanctuary); Navitas; NRMA; Office of the Queensland Small Business Commissioner, O'Reilly's Rainforest Retreat; Omera Partners; Outback Aussie Tours; Outback Queensland; Paronella Park; Professor Hugh Possingham, Queensland's Chief Scientist; Pullman Reef Hotel Casino; Qantas Airways Limited; Queensland Airports Limited; Queensland Farmers' Federation; Queensland Hotels Association; Queensland Regional Tourism Network; Queensland Sapphire Miners Association; Queensland State Forest User Alliance; Queensland Tourism Industry Council (QTIC) and representatives from QTIC's First Nations Champions Network; Quilpie Shire Council; Red Cat Adventures; Redland City Council (Visit Redlands); Reimagining the Visitor Economy Expert Panel; Robbie Katter MP – State Member for Traeger; Sharpey Co.; Skyrail Rainforest Cableway; Stockman's Hall of Fame; Study Cairns; Sunshine

Coast Airport; Telstra Purple; Tourism and Events Queensland; The Cairns and Port Douglas Trips and Attractions (CaPTA) Group; The Langham; The Mount Isa to Townsville Economic Development Zone; The Next Economy; The Outback Prospector; The Star Entertainment Group; The Star Gold Coast; The Tourism CoLab; The University of Queensland; Thunderbird Park; TKG Platform; Tourism Noosa; Tourism Port Douglas Daintree; Tourism Tropical North Queensland; Tourism Whitsundays; Townsville Enterprise; Townsville Labor Environment Action Network; Townsville Metal Detecting Club; Travello; University of Sunshine Coast; Visit Sunshine Coast; Wayne Gerard, Queensland's Chief Entrepreneur; Wet Tropics Management Authority; Whitsunday Coast Airport; Whitsundays Regional Council; Women of the World Australia, of One Mind; YHA Australia.