



Tourism Plan

2018 – 2023

Prepared by Tourism eSchool June 2018

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ABOUT THIS DOCUMENT

Light Regional Council (LRC) has a vision:

“To be recognised as the home of quintessential Australian rural landscapes, outstanding South Australian wines, living heritage and unique agricultural experiences, with the primary goal of building a thriving and sustainable visitor economy for the residents of the Region.”

To achieve this vision, the LRC uncovered the region’s potential for the visitor economy through a thorough consultation with all industry stakeholders to develop a comprehensive **Tourism Industry Situation Analysis**. From this Analysis, a **Tourism Plan** has been developed which outlines the actions council will implement to achieve the vision.

Where to start...

Tourism Industry Situation Analysis

This document offers an in-depth analysis of the Visitor Economy for the Light Regional Council as at May 2018. This is a must-read for those who are interested in gaining a deep understanding of the state of play for the visitor economy in the region.

Tourism Plan 2018-2023 – YOU ARE HERE!

This document sets the priorities to boost the visitor economy in LRC over the coming 5 years. It includes the Actions to be implemented and KPIs to be measured to achieve the opportunities that were identified in the *Tourism Industry Situation Analysis*.

Tourism Plan Snapshot 2018 - 2023

This document offers a bird’s eye view of the Tourism Plan 2018-2023



What is the Visitor Economy?

The concept of the visitor economy is increasingly being adopted by the global tourism industry. The visitor economy is broader than the traditional view of the 'tourism sector', which focuses on the leisure market of visitors that travel for a variety of reasons. The visitor economy includes all visitors that travel outside their usual home to take part in activities including leisure, business, events, employment, education or to visit friends and relatives.

These visitors, which include international, interstate, intrastate and day trip visitors, provide benefits to the economy through the direct contributions of their tourism activities, as well as the indirect contributions via the value chain, such as the impacts of capital investment and Government expenditure. The visitor economy encompasses the contribution tourism makes to employment, investment, infrastructure development, exports, provision of temporary labour and social vibrancy.

Local Government's Role in the Visitor Economy

Councils support their communities in a variety of ways and now make a significant contribution to the economic and social well-being of residents. The days of 'Roads, Rates and Rubbish' are well and truly in the past.

As we all know, South Australia is facing economic challenges and many regions are competing for residents, business and visitors to maintain viable, healthy communities. With the transition to a service based economy, tourism and events will play a greater role in regional development by attracting new money, supporting jobs and by contributing to the attractiveness of Councils as places to 'live, work and play'.

Light Regional Council (LRC) plays a significant and diverse role in developing its visitor economy. The base infrastructure and core amenities that are enjoyed in region by visitors are largely the product of the work of LRC, whether it is through placemaking assets, accessibility, natural and cultural environment, or the provision of visitor services.

A vibrant visitor economy also unlocks the opportunity for population growth, as there are also strong overlaps between a place being highly liveable and great to visit. So, when visitors enjoy and fall in love with a location, they could decide to move and live locally, which can be a sustainable way to increase the capacity of the Council to deliver on community desires and expectations.

Other Stakeholders in in the Visitor Economy

Whilst LRC has a major role in leading the activation of this Plan, other stakeholders from across industry all have an important part to play in helping achieve the Plan, including:

- Barossa Tourism
- Regional Development Australia
- LRC Based Business and Industry Associations
 - Tourism Operators + Local Businesses
 - South Australian Tourism Commission (SATC)
 - South Australian Tourism Industry Council (SATIC)
 - State Government Departments
 - Commonwealth Government + Tourism Australia

Their roles and where they support the Plan can be found in section 2.8 and the Action Plan in section 3.

AT A GLANCE

Light Regional Council (LRC) has recognised the significance of the visitor economy as an increasingly sustainable economic driver for the local community, and as such, want to play an active role in developing this industry to ensure the futures of those who live and work in the region.

The visitor economy is everyone's business.

Visitor spend filters down to all parts of the community and is felt much more widely than by just the traditional accommodation provider or attraction. The visitor economy creates jobs and supports local services including supermarkets, cafes, hotels, retail, restaurants and petrol stations. The multiplier effect sees the local visitor spend flow on through local staff wages and business spend to support tradespeople, truck drivers, laundry services, child care providers, local food and produce suppliers etc.

Tourism is an important economic driver sustaining businesses and jobs in the LRC region, as well as supporting and adding to the vibrancy of the local community. In 2015/2016 visitors spent \$29.8m in the region, which added \$14.3m¹ to the local economy, as well as employing 179 locals².

LRC is home to a diverse range of tourism experiences, including:

- Seppeltsfield, Greenock, Marananga and Gomersal are home to many award-winning cellar doors, boutique accommodation and supporting tourism experiences, and globally recognised wine brands. This part of LRC attracts the majority of visitors.
- Kapunda has a rich copper mining heritage, which is visible at the historic mine site and several buildings, trails and the town's museum. It is also home the Kidman and Dutton pastoral legacies, where the story of both families is still activated throughout key sites in Kapunda and at Anlaby Station.
- Freeling was the birthplace to some of South Australia's most significant agriculture heritage, and was home to the McLeod's Daughters TV series, which still actively attracts visitors from around the globe.
- Roseworthy College is a leader in agriculture, equine and viticulture education and research, while the nearby township is a popular amenity stop for visitors heading north to the Clare Valley or Flinders Ranges.

LRC will grow their visitor economy by undertaking actions that fall into the following 5 key priority areas:

- **Driving Demand.** Inspire more people to visit, stay longer, spend more and visit more of the experiences around the region through strategic marketing and communication actions.
- **Working Better Together.** Collaborate with the region's stakeholders to grow the visitor economy through the implementation of strategic projects.
- **Supporting what we have.** Help ensure visitors have a positive, memorable experience, so they tell their family and friends about the region, by building the experience base in the region.
- **Increasing Recognition of the Value of Tourism.** To strengthen the industry from the inside out, creating more tourism ambassadors for the region.
- **Activate an effective and sustainable visitor-servicing model.** To ensure visitors can access visitor information when and where they need it, both on and offline.

¹ EconomyID, RDA Barossa, Light Regional Council > <https://economy.id.com.au/rda-barossa/tourism-value?sEndYear=2015&WebID=100>

² EconomyID, RDA Barossa, Light Regional Council > <https://economy.id.com.au/rda-barossa/tourism-value?sEndYear=2015&WebID=100>

The success of this Plan will be measured through visitor statistics at a regional level, including the number of visitors, how much they spend, how long they stay and their perceptions of the region before and after the travel. This is coupled with specific action KPIs and overall industry engagement in the Plan.

It is an exciting time for tourism in the LRC Region, and this Plan aims to connect the community, local businesses, the tourism industry, state and local government help grow the local visitor economy through collaborative efforts, to become a must-see destination for local, domestic and international visitors.

1. SITUATION ANALYSIS

LRC uncovered the region's potential for the visitor economy, through thorough consultation with all industry stakeholders to develop a comprehensive **Tourism Industry Situation Analysis**. This document highlights the state of play for the visitor economy for the LRC as at May 2018.

The following areas of the visitor economy were analysed within this document:

- Global, National, State, Regional and Local perspectives
- The LRC geographic region
- Stakeholders – Financial and Non-Financial
- Tourism Assets
- Tourism Infrastructure
- Tourism Resources
- Visitor Servicing
- Branding + Positioning
- Marketing
- Visitor Insights
- Macroeconomic Environment
- Strengths, Challenges + Threats
- Opportunities

The situation analysis has enabled LRC to develop a valid **Tourism Plan** which outlines:

- Customers and Markets
- Branding, Positioning and Marketing
- Strategic Priority areas
- Action Plan, and;
- Measurement Strategy

2. THE TOURISM PLAN

2.1 Vision

To be recognised as the home of quintessential Australian rural landscapes, outstanding South Australian wines, living heritage and unique agricultural experiences.

2.2 Strategic Goal

To work collaboratively with all levels of industry to build a thriving and sustainable visitor economy for the residents of Light Regional Council.

2.2.1 Key Performance Indicators

Below are the key performance indicators for this Plan. To see the measurement and evaluation strategy for these indicators, please refer to section 2.7.

Table 1: Strategy - Major Key Performance Indicators

PERSPECTIVE	MAJOR KEY PERFORMANCE INDICATOR
Macro	Reach \$17 million tourism expenditure by 2020 for the Light Regional Council region
	Reach \$273 million tourism expenditure by 2023 for the Barossa Tourism region
Industry	Positive industry participation and engagement
	Increase the total number of employees in the tourism industry in the Light Regional Council
	Increase the number of tourism businesses based in Barossa Tourism Region
Micro	Increase the total Number of Visitors (International + Interstate) in the Barossa Tourism Region
	Increase the total Number of Nights (International + Interstate) in the Barossa Tourism Region
	Increase the Average length of stay (International + Interstate) in the Barossa Tourism Region
	Increase the total Number of Daytrip Visitors to the Barossa Tourism Region
	Increase the number of visitors serviced by the staff at the Kapunda Visitor Information centre
Customers	Improve Customer Sentiment/Perception of the Light Regional Council owned and managed tourism assets
	Improve Consideration of Light Regional Council as a Travel Destination

2.3 Customers + Markets

Increasing competition and limited resources means that destinations need to focus on markets that offer the best return on investment. Integral to this Tourism Plan is a shift to a consumer centric approach in growing the visitor economy of LRC.

Over the last five years, there has been a dramatic shift in the way customers plan and book travel. Consumers are completely mobile, highly connected, easily distracted, and prepared and able to confidently shop around.

Successful destination marketing requires a laser focus on sharing the right message, with the right people, told by the right person, on the right media platforms at the right time. It also requires the delivery of an outstanding visitor experience to encourage customer advocacy for the destination.

2.3.1 Ideal Customer Personas

Three high yielding customer personas have been identified for the LRC (through the stakeholder engagement survey and engagement with key tourism stakeholders, see Acknowledgements).

These three customer groups are most likely to stay longer, spend more and disperse in the Region.

They have the greatest affinity with the tourism experiences the Light Regional Council offers, and they therefore have the greatest likelihood of becoming fans and advocates for the Region, both on and offline.

Baseline Demographics

The below table identifies the unifying demographics for each of the identified Ideal Customer segments.

Table 2: Ideal Customer Demographics

AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITHOUT CHILDREN	GREY NOMADS
<ul style="list-style-type: none"> Parents 35 – 55, Kids ages 4 - 16 Live in urban centres, close to city. Adelaide, Melbourne, Sydney, Hobart. Regional Victoria and NSW. Double Income \$120,000 - \$250,000 Married or Defacto Travelling with partner and kids, maybe on a group holiday with extended family or family friends 	<ul style="list-style-type: none"> Couples. Childless or kids are older and not travelling with them. Younger – 25 – 35 or older 45 - 65 Live in urban centres, Hobart, Melbourne, Sydney, Brisbane, Adelaide, regional Victoria, NSW, QLD, SA, WA and Internationally Double Income \$120,000 - \$250,000 (double income) Married or Defacto Still working if older. Travel with their Partner, other Couples, extended family 	<ul style="list-style-type: none"> Retired couples, travelling around Australia. Home is currently the road, but home base is regional VIC, NSW, QLD, WA, or Melbourne, Sydney, Brisbane Medium level income around \$80,000 pa from Super/retirement benefits.

United by Psychographics

The three customer personas are not just united by their age and demographic, but also their aspirations, challenges, wants and needs when it comes to visiting the Region.

Table 3: Ideal Customer Psychographics

	AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITH NO CHILDREN	GREY NOMADS
Motivations for Travel	<ul style="list-style-type: none"> Looking for adventure and fun, and to reconnect as a family – escape the dreaded school routine! Enjoy time away with other like-minded families, or by visiting friends and relatives (VFR). May be showing interstate and interstate family visitors into the region. Attending events – wedding or family event. Event on in the region. 	<ul style="list-style-type: none"> Looking to reconnect with one another, learn/be educated, relax and unwind from busy jobs. Indulge themselves with awesome food and wine as a reward for working so hard. Visiting Friends and Relatives (VFR) Attending events – wedding or family event. Event on in the region. 	<ul style="list-style-type: none"> To learn and explore To enjoy freedom away from ties of work and extended family life! To meet new people and have new experiences – get under the skin of a location with longer stays. Visiting Friends and Relatives (VFR) Attending events – wedding or family event. Event on in the region.
How do they Research Travel?	<ul style="list-style-type: none"> Google Search > Direct to business Barossa.com and SA.com websites + social media channels for inspiration Google > Website > Dimmi Stayz/AirBnB/Wotif TripAdvisor Bloggers Facebook > Recommendations from Friends Friends Social Media Feeds 	<ul style="list-style-type: none"> Google Search > Direct to business Barossa.com and SA.com websites + social media channels for inspiration Google > Website > Dimmi Stayz/AirBnB/Wotif TripAdvisor Bloggers Facebook > Recommendations from Friends Friends Social Media Feeds 	<ul style="list-style-type: none"> Google Search > Direct to business WikiCamps for accommodation ideas TripAdvisor Word of mouth recommendations from other travellers on the road Local Visitor Information Centres (and those outside of the region) Friends social media feeds

	AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITH NO CHILDREN	GREY NOMADS
How do they Book Travel?	<ul style="list-style-type: none"> • Major booking website – if looking for holiday house or self-contained accommodation • May book via Barossa.com if found relevant accommodation available (and couldn't book directly with the business) • Direct with business owner via website, phone or email • May call business if need to clarify something • Will compare price to ensure not being overcharged 	<ul style="list-style-type: none"> • Direct with the business – via their website/third party booking website or app (like Dimmi), email, phone or website. • May call business if need to clarify something • Major booking website • May book via Barossa.com if found relevant accommodation available (and couldn't book directly with the business) 	<ul style="list-style-type: none"> • Direct with business owner via website, phone or email. • May call business if need to clarify something • Will compare price to ensure not being overcharged • May book ahead via local Visitor Centre if relevant
How they find visitor information about and when in Light Regional Council	<ul style="list-style-type: none"> • Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from local business providers • Location based apps search – TripAdvisor, Facebook “Near me” • Google smartphone searches • Social media questions to family/friends 	<ul style="list-style-type: none"> • Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from local business providers (including their accommodation hosts) • Visitor Information Centres – only if convenient and where they are already travelling • Location based apps search – TripAdvisor, Facebook “Near me” • Google smartphone searches • Social media questions to family/friends 	<ul style="list-style-type: none"> • Visitor Centre’s on their way to LRC – Barossa, Clare, Riverland, Adelaide, Gawler etc. • Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from other travellers on the road • Kapunda VIC • Location based apps search – TripAdvisor “Near me” • Google smartphone searches • Social media questions to family/friends • Information Bays
How do they travel around	<ul style="list-style-type: none"> • Self drive • May cycle within parts of the region. 	<ul style="list-style-type: none"> • Self Drive. • May join a luxury tour within the region. • May cycle within parts of the region 	<ul style="list-style-type: none"> • Self Drive • May cycle/walk within parts of the region.
Where do they stay?	<ul style="list-style-type: none"> • Family friendly self-contained accommodation 	<ul style="list-style-type: none"> • Luxury self-contained or hosted accommodation or motels (Novotel) 	<ul style="list-style-type: none"> • Their own Caravan/Motorhome
How long do they stay?	<ul style="list-style-type: none"> • Weekend stay or few days during school holidays 	<ul style="list-style-type: none"> • A couple of nights. Part of a weekend/long weekend or few days as part of a longer self-drive holiday in SA. 	<ul style="list-style-type: none"> • A week or so. They base themselves in local caravan park/RV parks, and explore the whole region.

Source Markets

Although research shows that LRC has a high level of reliance on domestic tourism, international markets will become increasingly important to driving industry growth.

The major international source markets for the Barossa Tourism region include Europe (55%), UK (18%), New Zealand (15%) and US (11%)³. However, research undertaken by SATC shows growth potential from the Eastern hemisphere markets (specifically China & India) and therefore will be an increasing focus of their future marketing investment.⁴

China is one of the largest and fastest growing of all inbound markets to Australia. The South Australian Tourism Commission's 'Activating China – 2020 strategy', launched in February 2013, illustrates the Chinese visitation patterns. Top insights from the strategy include:

- The Chinese leisure tourism market is one of the largest and fastest growing inbound markets for Australia and South Australia.
- The China 2020 potential for South Australia is forecast to expect 57,000 visitors and \$450m expenditure, which is an average of nearly \$8K spend per visitor.
- Since December 2016, South Australia has secured direct access to this market through China Southern Airlines, mobilizing this market direct into the state for the first time
- Chinese visitation to South Australia is currently strong for Visiting Friends and Relatives (VFR), business and education purpose visitors, with a lower market share of the holiday market.
- Chinese holiday visitors travel the fastest of any traveller. Travel patterns focus on Australia's East Coast and visit three destinations over eight nights.
- South Australia will be positioning the state based on 3 core themes of 'Wine', 'Food' and 'Naturalness'

From LRC perspective, it is important to stay well-informed of the China opportunity, as many of the tourism product based in the Region are well positioned to attract the Chinese traveller (as they are interested in core themes of Wine, Food and Naturalness).

Opportunities are outlined in the Action Plan to advocate for the culturally sensitive development and strategic marketing of tourism experiences to ensure that when this market matures, the tourism product within the Region are ready to leverage the opportunity.

³ Barossa Regional Tourism Profile December 2014-2016

⁴ South Australian Tourism Plan 2020, 2016

Market Alignment

The three Ideal Customer groups are identified across all key current source markets of Intrastate, Interstate and International Markets. The Action Plan outlines key activities for LRC to enable relevant opportunities to develop product and messaging to attract more visitors from relevant markets.

Table 4: Ideal Customer Market Alignment

	AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITH NO CHILDREN	GREY NOMADS
Domestic - Intrastate	✓	✓	✓
Domestic - Interstate	✓	✓	✓
International - Western (UK, EU, US, NZ)	Local families hosting VFR	✓	x
International - Eastern (China, Other Asia)	Local families hosting VFR	✓	x

Persona / Experience Mapping

In the below table, the key tourism experiences in the LRC are mapped to the identified Personas. The mapping process identified that each Persona aligned with each major regional tourism experience theme at some level.

Table 5: Ideal Customer Tourism Experience Alignment

	AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN		AFFLUENT COUPLES WITH NO CHILDREN		GREY NOMADS	
	Domestic	International	Domestic	International	Domestic	International
Food, Beverage + Produce	✓ Family Friendly	✓ Family Friendly	✓ Luxury experiences	✓ Luxury experiences	✓	NA
History + Heritage	✓ Family Friendly	✓ Family Friendly	✓	✓	✓	NA
Outdoor + Adventure	✓ Family Friendly	✓ Family Friendly	✓	✓	✓	NA
Arts + Culture	✓ Family Friendly	✓ Family Friendly	✓	✓	✓	NA
Events	✓ Family Friendly	✓ Family Friendly	✓	✓	✓	NA

2.3.2 Niche Segments

LRC is well positioned to leverage the growth from niche segments, such as cycle, cruise, agritourism, business events and sport, through strategic partnerships and distribution opportunities.

The activation of these segments through targeted marketing efforts will assist to gain greater market share in the domestic market, and to grow visitation from priority international markets. Successful activation of these segments however, will require product refinement and effective marketing strategies.

Table 6: Niche Segment Market Segments by Country of Origin

	Australia	UK	Europe	NZ	USA	China	Other Asia
Cycle	✓	✓	✓	✓	✓		
Cruise	✓	✓	✓	✓	✓	✓	✓
Agritourism	✓	✓	✓	✓	✓	✓	✓
Business Events	✓	✓	✓	✓	✓	✓	✓
Sport *	✓						

**Market Alignment derived from Tourism Australia International Market Profiles⁵*

Cycle Tourism

Cycle Tourism offers a significant growth opportunity for the LRC. Opportunities are outlined in the plan for LRC to continue to work with stakeholders in an advocacy role for cycle tourism, including support of relevant projects in the *Barossa Region Cycle Tourism Strategy 2017*⁶.

In addition to the Cycle Strategy opportunities, actions are outlined to further activate cycling infrastructure in future placemaking and infrastructure investments (such as in Kapunda Town Square and Greenock Village), and undertake a business case analysis for the hosting of a stage of the Tour Down Under.

⁵ Tourism Australia International Marketing Profiles

⁶ Barossa Region Cycle Tourism Strategy 2017 (available on request)

Cruise

In 2017/18, the Cruise sector super charged South Australia's visitor economy with a record 67 cruise ship visits planned, with a passenger and crew capacity of 159,513. During the previous 2016/2017 season, the cruise ship industry injected a record-breaking \$98.5 million into the South Australian economy⁷ and achieved the State Government's 2020 target of 43 vessels (and \$17m expenditure) three years early.⁸

The Cruise Market provide opportunities for LRC due to its proximity to Outer Harbour, which is currently around 1 hour drive time for tour operators taking shore excursions into Seppeltsfield (which will be even less when the Northern Connector opens late 2018). Opportunities have been outlined in the Action Plan to grow numbers of independent and shore excursion visitors to the region.

Agritourism

Traditionally thought of as being simply farm stays and winery visits, the term agritourism now encompasses a wide variety of activities where agriculture and tourism intersect. Essentially it is the act of going to a region to visit a farm or food-related business (including restaurants, markets, produce outlets and natural attractions) for enjoyment, education, or to participate in activities and events.⁹

Over the last five years the number of agritourists visiting farms or wineries in Australia has grown significantly. Data collected by Tourism Research Australia³, between 2010-11 and 2015-16 highlighted:

- The number of domestic tourists who visited a farm on their trip increased by 9% per annum on average, while the comparable number of international tourists increased by 11% per annum
- The number of domestic tourists visiting wineries grew by 13% per annum on average, while the number of comparable international visitors increased by 8% per annum.

Combining domestic and international visitors, this represents an additional 1.8 million tourists visiting farms each year, and an additional 3.7 million tourists visiting wineries¹⁰.

While LRC already has well-developed and continually expanding winery, distillery/brewery and cellar door experiences, many other agribusinesses in the region have the potential to offer experiences to visitors. Opportunities are identified in the Action Plan to leverage relevant stakeholders such as RDA Barossa to further activate agritourism in the region.

⁷ South Australian Tourism Commission, Minister's Media Release <http://tourism.sa.gov.au/news-and-media/news/2017/dec/03/cruise-ship-industry-sails-from-strength-to-strength>

⁸ South Australian Tourism Commission, Minister's Media Release, <http://www.tourism.sa.gov.au/media/record-number-of-cruise-ships-to-visit-south-australia.aspx>

⁹ Drivers of regional agritourism and food tourism in Australia https://www.researchgate.net/profile/Saan_Ecker/publication/262487406_Drivers_of_regional_agritourism_and_food_tourism_in_Australia/links/556cf56c08aec22683054a86/Drivers-of-regional-agritourism-and-food-tourism-in-Australia.pdf

¹⁰ Deloitte – AgriTourism – A Developing Growth Engine for Australian AgriBusiness <https://www2.deloitte.com/au/en/pages/consumer-industrial-products/articles/agritourism.html#>

Business Events

Business event visitors deliver high yields for the Australian tourism industry with an average overnight spend of \$238 per night, compared to an average \$161 per night spend by all overnight visitors to Australia. This high delegate spend has created an increasingly competitive environment for the business events industry in Australia.¹¹

In the Barossa, business travel accounts for 15% of total visits, with 12% of nights (domestic + international)¹². Whilst Adelaide enjoys 23% of total business traveller visits, and 11% of total nights (domestic + international).¹³

The Novotel Barossa Valley Resort is the Barossa's premium business events venue and group accommodation provider, and hosts business events year-round. This venue, along with other business event venues and experiences within LRC are showcased through the '*Barossa's Business Events + Meeting Planner*'¹⁴ prepared by Barossa Tourism.

Roseworthy College also has a range of conference facilities and, together with the new Multi-Purpose Agriculture Centre being constructed in Freeling, provides LRC with the opportunity to attract more business events in the primary industries sector.

Due to LRC's close proximity to Adelaide, it is well positioned to leverage its many pre and post touring options for the Meetings, Incentives, Conference and Exhibition (MICE) market events in Adelaide through focused marketing efforts.

Business events have been flagged in this Plan as a growth niche segment for the region, and opportunities within the Action Plan instruct the leveraging of this segment via Barossa Tourism funding and the Adelaide Convention Bureau.

Sport Tourism

Sport tourism refers to travel which involves either observing or participating in a sporting event staying apart from their usual environment. This is a fast-growing sector of the global travel industry, as people increasingly travel to watch or participate in their favourite sport.

LRC is home to several quality sporting venues, recreational complexes and picturesque recreational trails and roads¹⁵, which offers a promising opportunity to attract more events, participants and spectators to the Region.

The Action Plan outlines opportunities to work collaboratively with the Office for Recreation & Sport and Events SA via Tourism Barossa to enhance, identify and secure an increased number of sporting events in the Region, especially during off peak season.

Sport types would be aligned with the sporting facilities and trails in the region, as well as and visitor's interests, as either participants or spectators. In addition to cycling, these sports include cricket, football, bowls, golf, horse riding, running and hiking*.

**With the variety of sport venues and sporting associations, combined with the lack of a specific Sport Tourism Strategy for South Australia, further research is required to confirm the sport activities most likely to attract the region's highest yielding customers.*

¹¹ Tourism Australia, Business Events <http://www.tourism.australia.com/business-events.aspx>

¹² Barossa Regional Profile 2014 - 2016

¹³ Adelaide Tourism profile, December 2016

¹⁴ Barossa Business Events + Meeting Planner 2017 <http://www.barossa.com/uploads/barossa-business-events-planner.pdf>

¹⁵ LRC Tourism Industry Situation Analysis, May 2018

2.4 Brand, Messaging + Positioning

A brand is a holistic picture of the destination. It includes strategy, messaging, content, storytelling, customer service, visitor and resident experiences that are all tied to your destination's unique DNA. Its combination of DNA elements (culture, environment, attractions, customs, and much more) form the "terroir" of a destination, which is its sense of place.

To successfully market the destination, the opportunity for LRC will be to ensure the tourism experiences within the region are applying the most relevant brand messaging (as it relates to their sub-region) on the right platform, targeting the right person, at the right time, to get maximum engagement in the Region's stories.

Brand Barossa offers significant opportunities for LRC to increase visitation to the *Barossa* sub-region, and additionally leveraging storylines that resonate with the *Greater Kapunda* and *Western Districts* sub-regions.

Opportunities are outlined in the Action Plan to encourage the sensitive activation of Brand Barossa for relevant experiences, and to encourage more tourism product within the LRC's Barossa sub-region to apply for the Barossa Trust Mark, to establish this sub-region as a must-visit destination for those intending visiting the Barossa.

The Action Plan also identifies opportunities for tourism product located in the Greater Kapunda and Western Districts sub-regions to activate brand storytelling consistent with themes from both the Barossa and Clare Valley destination brands.

2.5 Areas of Emphasis

Three areas of emphasis are highlighted as important challenges that require focus within this Plan. These will be addressed throughout the Action Plan as they have the potential to influence the growth of the visitor economy for the LRC.

2.5.1 Tourism Experience + Asset Development

The LRC has a commitment to support both the continuing development of the exceptional tourism assets within the region where relevant, but also to identify key opportunities to advocate for the development of product which could bring significant tourism potential for the region.

This includes identifying key product gaps and supporting/advocating for private investment to address those gaps, activating Council owned tourism assets in line with visitor expectations, and supporting the industry to market and deliver exceptional experiences through capability training and development.

2.5.2 Dispersal

The Barossa sub-region within the LRC attracts the majority of tourism visitation to the region. The key challenge for LRC is to identify opportunities to encourage the dispersal (and subsequent tourism spend) of visitors from the well-known and advocated Seppeltsfield, Marananga and Greenock hamlets, through to the lesser-known sub-regions within the region.

Implementing strategic activities to increase dispersal has the potential of keeping the visitors in the region longer, and thus increasing and spreading the yield from those people already visiting, which is easier than attracting new visitors.

2.5.3 Regional Awareness

One of the Region's major strengths is its high awareness of key tourism assets such as the world renowned Seppeltsfield Winery, and supporting tourism brands dotted along Seppeltsfield Road. However, in parallel, the region also experiences low awareness of tourism assets within the greater LRC region.

To achieve increased visitation, LRC must elevate the awareness of the breadth and depth of available tourism experiences within the whole region, which can be achieved through strategic brand marketing and advocacy tactics directed toward not only visitors, but residents alike.

2.6 Strategic Priority Areas

Five Strategic Priority Areas provide a framework for achieving the Strategic Goal and Key Performance Indicators. Key Initiatives and subsequent Actions are identified in the Action Plan, and the Measurement Strategy identifies the measurements of success for each priority area.

Priority Area 1: Driving Demand

Strategic Intent: Increase the desirability of the LRC region as a travel destination, inspiring more people to visit, stay longer, disperse around the region and spend more.

This priority area focuses specifically on brand marketing tactics and activities, whereby LRC ensure a laser focus for all communication with their Ideal Customers in relevant source markets.

LRC will need to actively work together with Barossa Tourism and other financial and non-financial regional stakeholders to ensure the messaging used for all demand driving activities is leveraging the right brand stories, to ensure consistent storytelling on relevant platforms to achieve increased intent to travel.

The Kapunda VIC will have an active role to play in demand driving activities, to what extent, will be dictated by the strategic plan for the centre.

Priority Area 2: Working Better Together

Strategic Intent: Effectively collaborate with the Light Regional Council's stakeholders to grow the visitor economy in the region.

The Region needs a collaborative industry, empowered by leadership from across Government, industry associations and private enterprise. Fostering and participating in a supportive and positive industry will allow the Region's stakeholders to better pool their resources and insights, agree on shared priorities and leverage the opportunities for driving growth.

Priority Area 3: Supporting what we have

Strategic Intent: Every visitor has a positive, memorable experience by building the experience base in Light Regional Council

The experience a visitor has in a destination is the most influential promotional activity in attracting new and repeat visitors to the region. A visitor's positive experience fuels the highly trusted positive word of mouth marketing for a Region through visitors and residents both online and offline. Consequently, poor visitor experiences in a region will lead to negative visitor advocacy, which will challenge the growth of the local visitor economy.

To grow visitor advocacy, it is critical that LRC focus on product development for experiences (place, events, products) that offer a competitive advantage in the marketplace and focus resources on marketing those strengths.

To drive demand, the LRC needs to ensure high-quality experiences at key visitor locations. The identified challenges and opportunities in areas of placemaking, product, infrastructure, signage, parking, planning policy and service delivery to improve the visitor experience for the target markets, especially those that fuel travel intention and entice increased visitation.

Priority Area 4: Increasing Recognition of the Value of Tourism

Strategic Intent: To strengthen the industry from the inside out, creating more tourism ambassadors for Light Regional Council.

The visitor economy is an important economic driver for the LRC, providing \$29.8m in expenditure and the steady support of local jobs over the past 10 years.

A shared understanding from all stakeholders within the community will improve decision making for place making, public infrastructure, policies, parks, transport and community events. Appreciation of the role tourism plays at the local level also helps residents and communities take a more ambassadorial role in welcoming and showcasing their communities and places to visitors.

Priority Area 5: Activate an effective and sustainable visitor servicing model

Strategic Intent: To ensure visitors in the region receive appropriate and relevant visitor information for all stages of travel.

Visitors expect to engage differently when it comes to finding visitor information. They use various, convenient sources to find visitor information, many visitors relying on their smartphones to research, plan, book and navigate their destinations using apps and websites such as Google, TripAdvisor and Facebook.

They also rely on in-person recommendations from family, friends, local businesses and residents. While there are still places for bricks and mortar Visitor Centres, especially when they are part of the key experience in a destination, they also need to deliver visitor servicing to those visitors who never enter a Visitor Centre.

Therefore, it is essential that LRC leverage resources to better meet the visitor servicing needs of the region's identified Ideal Customers both on and offline before and during their time in the region.

2.7 Measurement of Key Performance Indicators

This Plan cannot be managed if it cannot be measured. As such, 11 Major Key Performance Indicators (KPIs) have been identified, and will be used to monitor and measure the progress of this Plan. Additionally, it highlights which Strategic Priority Areas (and their Initiatives + Actions) will achieve each of the KPIs.

Table 7: Measurement of Key Performance Indicators

	Major Metric	Specific Metric	Baseline ¹⁶	2023 Potential	Priority Area
Macro Perspective	Expenditure	Total Hospitality and Tourism value for Light Regional Council	\$14.3M (2015/2016)	\$17M ¹⁷	All Areas
	Expenditure	Tourism Expenditure for the Barossa Tourism Region	\$164M achieved (December 2016)	\$273M ¹⁸ by 2020	All Areas
Industry Perspective	Engagement	Individual Action KPIs are met.	Positive Collaboration	Positive Collaboration	2, 4, 5
	Jobs	Number of people directly and indirectly employed in tourism in the <i>Light Regional Council Region</i>	179	192 ¹⁹	1
	Businesses	Number of tourism related businesses in the <i>Barossa Tourism Region</i>	363	388 ²⁰	1
Micro Perspective	Visits	Total number of visitors (Domestic + International) in the <i>Barossa Tourism Region</i>	245,000	292,000 ²¹	All Areas
	Nights	Total nights (Domestic + International visitors) in the <i>Barossa Tourism Region</i>	910,00	1,082,900 ²²	All Areas
	ALOS	Average length of stay (Domestic and International combined) in the <i>Barossa Tourism Region</i>	3.7	4.2 ²³	All Areas
	Day Trips	Total number of Day Trip visitors to the <i>Barossa Tourism Region</i>	715	851 ²⁴	All Areas
	Visitor Servicing	Total number of visitors serviced at the Kapunda Visitor Information Centre	9,414	TBC once baseline is set	5
Customer Perspective	Customer Sentiment	Improve Customer Sentiment/Perception of the LRC owned / managed tourism assets	Baseline to be Measured (see Action 1.4)	TBC once baseline is set	All Areas
	Latent Demand	Improve Consideration of Light Regional Council as a Travel Destination	Baseline to be Measured (see Action 1.4)	TBC once baseline is set	All Areas

¹⁶ Baseline data is derived from Visitation Insights Graphs (Section 2.11) within the LRC Industry Situation Analysis May 2018.

¹⁷ Tourism Growth Rate for South Australia 2018-2019 (international and domestic) is 3.8% <https://www.tra.gov.au/ArticleDocuments/257/Tourism%20Forecasts.pdf.aspx?Embed=Y>

¹⁸ SATC The Value of Tourism In the Barossa, December 2016

¹⁹ Tourism employment is projected to grow nationally by an average rate of 1.4% per annum. http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf

²⁰ Growth percentage reflects national tourism employment average growth rate of 1.4% per annum. http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf

²¹ Tourism Growth Rate for South Australia 2018-2019 (international and domestic) is 3.8% <https://www.tra.gov.au/ArticleDocuments/257/Tourism%20Forecasts.pdf.aspx?Embed=Y>

²² Tourism Growth Rate for South Australia 2018-2019 (international and domestic) is 3.8% <https://www.tra.gov.au/ArticleDocuments/257/Tourism%20Forecasts.pdf.aspx?Embed=Y>

²³ Tourism Growth Rate for South Australia 2018-2019 (international and domestic) is 3.8% <https://www.tra.gov.au/ArticleDocuments/257/Tourism%20Forecasts.pdf.aspx?Embed=Y>

²⁴ Tourism Growth Rate for South Australia 2018-2019 (international and domestic) is 3.8% <https://www.tra.gov.au/ArticleDocuments/257/Tourism%20Forecasts.pdf.aspx?Embed=Y>

2.7.1 Measurement Evaluation Methodology

Below is a snapshot of the Evaluation Method for each of the KPIs for this Plan. However, it is recognised that new measures may need to be developed and for some aspects quantitative measures are not easily obtainable and alternative tools to review progress may need to be used. An annual review of this Plan is recommended with associated reporting to be made available to key stakeholders in the Plan.

Table 8: KPI Evaluation Method

Perspective	#	Major Key Performance Indicator	Data Collection Method
Macro	1	Reach \$17M tourism expenditure for Light Regional Council region by 2023	<ul style="list-style-type: none"> Baseline data available from tourism specific curated data from the organisations EconomyID account – https://economy.id.com.au/rda-barossa/tourism-value?sEndYear=2015&WebID=100 2023 potential data was calculated using the Tourism Employment Average growth rate of 1.4% per annum (http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf)
	2	Reach \$273M tourism expenditure for Barossa Tourism Region by 2020	<ul style="list-style-type: none"> Baseline and 2020 forecast data available from Tourism Research Australia (TRA) Barossa Regional Tourism Profile 2014-2016 and SATC Value of Tourism in the Barossa report, December 2016 2020 Potential Set by SATC (the next stretch target for State Expenditure to be confirmed in 2018/2019 with SATC start their strategic planning process)
Industry	3	Industry participation and engagement	<ul style="list-style-type: none"> Industry participation will be quantified via individual KPIs set for each individual action.
	4	Number of people directly and indirectly employed in tourism in the Light Regional Council	<ul style="list-style-type: none"> Light Regional Council baseline data available from tourism specific curated data from the organisations EconomyID account – https://economy.id.com.au/rda-barossa/tourism-value?sEndYear=2015&WebID=100 2023 potential data was calculated using the Tourism Employment Average growth rate of 1.4% per annum (http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf)
	5	Number of tourism related businesses in the Barossa Tourism Region	<ul style="list-style-type: none"> Baseline data available from Tourism Research Australia (TRA) Barossa Regional Tourism Profile (https://www.tra.gov.au/tra/2016/Tourism_Region_Profiles/Region_profiles/index.html#Methodology). 2023 potential data was calculated using the Tourism Employment Average growth rate of 1.4% per annum (http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf)
Micro	6	Total number of visitors (International + Interstate) in the Barossa Tourism Region	<ul style="list-style-type: none"> Baseline data available from Tourism Research Australia (TRA) Barossa Regional Tourism Profile 2023 potential data available from Tourism Research Australia (TRA) 2017 Tourism Forecasts report (South Australian Tourism Growth Rate for 2018-2019) (https://www.tra.gov.au/ArticleDocuments/257/Tourism%20Forecasts.pdf.aspx?Embed=Y)
	7	Total nights (domestic + international visitors) in the Barossa Tourism Region	
	8	Average length of stay of International and Interstate visitors in the Barossa Tourism Region	
	9	Increase the number of Day Trip visitors to the Barossa Tourism Region	

Perspective	#	Major Key Performance Indicator	Data Collection Method
	10	Increase the number of visitors serviced by the staff in the Kapunda Visitor Information Centre	<ul style="list-style-type: none"> • Baseline data available from Kapunda Visitor Information centre visitor tracking process • Additional tracking of online visitor servicing to be added to the daily visitor servicing tracking process once Action 5.5 has been completed. • Set 2023 potential once relevant actions within the Plan are implemented.
Customers	11	Improve Customer Sentiment/Perception of Light Regional Council owned and managed tourism assets	Baseline and potential estimate to be set once primary research has been completed (see Action 1.4)
	12	Improve Consideration of Light Regional Council as a Travel Destination	Baseline and potential estimate to be set once primary research has been completed (see Action 1.4)

2.8 Role of Key Stakeholders in this Plan

Achieving this Plan's Strategic Vision and Mission requires an integrated and coordinated approach between a multitude of stakeholders. The Plan recognises that whilst LRC has a major role in leadership for deliverables outlined within, other stakeholders from across industry all have an important part to play in key activities where relevant.

2.8.1 Light Regional Council

As creators and custodians of this Plan, LRC are to provide leadership for industry and government for the collective ownership and delivery of the Actions within this Plan. They are also responsible for the achievement of the KPIs, and reporting the achievement of the KPIs to all stakeholders.

Additionally, LRC play an integral role to the success of the Plan by:

- Advocating for, and developing appropriate tourism infrastructure as required
- Maintaining council owned and managed tourism assets in line with visitor expectations
- Supporting the provision of visitor servicing through the Kapunda Visitor Information Centre
- Fostering local community capacity to be ambassadors for visitors in their area
- Considering the value of tourism to the local area in broader decision making

2.8.2 Regional Stakeholders (financial)

All financial stakeholders of this Plan are expected to play an active role in the deliverables of this Plan, by ensuring LRC priorities are considered in the development and implementation of their Annual Business Plans.

Based on historical financial support, Financial Stakeholders may include, but not necessarily be limited to:

- Barossa Tourism
- Regional Development Australia
- Seppeltsfield Road Business Alliance
- Barossa Food
- Kapunda Business Alliance
- Kapunda Historical Society
- Kapunda and Light Tourism Incorporated

2.8.3 Regional Stakeholders (non-financial)

All non-financial stakeholders of this Plan are encouraged to consider the deliverables within this Plan, and continue to positively communicate and collaborate on projects and activities that are mutually beneficial.

Non-financial Stakeholders include:

- Barossa Council
- Clare & Gilbert Valley Council
- Barossa Grape and Wine Association
- Barossa Partnership
- Tourism Focused Councils in SA
- Barossa, Light and Gawler Regional Heritage Network

2.8.4 Tourism Operators + Local Businesses

This Plan will only succeed if the industry is engaged with the vision and goal, and offer their commitment to work collaboratively and cohesively with LRC to deliver the actions. As key enablers and major influencers of LRC's visitor economy, tourism operators and local businesses need to actively assist in the implementation of the actions across all Strategic Priority Areas within this Plan.

2.8.5 South Australian Tourism Commission (SATC)

It is essential that the SATC are aware of the development of this Plan, are consulted on Actions within this Plan for which they can play an active advocacy role, and Plan achievements are reported through the appropriate channels. Additionally, SATC are responsible for:

- Providing leadership for industry and government for the collective ownership and achievement of the outcomes in the South Australian Tourism Plan 2020
- Foster collaboration among industry, business and Government
- Drive demand for South Australian experiences
 - Direct to consumer marketing
 - Public Relations and Famils
 - Digital marketing and facilitation
- Support the timely sharing and provision of research and insights that support good decision making by all stakeholders in the industry
- Work closely with aviation partners and other key access and transport stakeholders, such as Cruise Lines, to maintain and grow capacity and ease of access
- Improve understanding of the tourism industry's contribution to South Australia's economy
- Facilitate cooperative marketing
- Support the industry's ease of access to external business support programs, grants and other opportunities for industry development and investment
- Work closely with regions, industry associations and partners to grow tourism across the whole State.
- Events South Australia (ESA) is a division of the SATC. It exists to promote South Australia as a tourism destination and attract visitors to the State through securing, managing, developing and supporting leisure Events and festivals and providing leadership to the events and festivals industry.

2.8.6 South Australian Tourism Industry Council (SATIC)

It is essential that the SATIC are aware of the development of this Plan, and are consulted on Actions within this Plan for which they can play an active advocacy or supporting role. SATIC plays a vital role in building the LRC's tourism industry, particularly in:

- Advocating for positive tourism policy
- Providing training and networking opportunities for tourism operators in the region
- Facilitating and managing the SA Tourism Awards
- Facilitating and managing Tourism Accreditation

2.8.7 Adelaide Convention Bureau

The Adelaide Convention Bureau (ABC) can assist with the activation of this Plan through via Barossa Tourism's membership. Through this relationship, ABC can assist with the activation of this plan by advocating for business events in the LRC region.

2.8.8 State Government Departments

State Government departments can support through advocacy and advice by recognising the importance of tourism to the LRC's economy and prosperity and work with facilitators of this Plan and others to support the growth of tourism on a range of issues that influence the tourism industry, e.g. investment attraction, skills and labour shortages and transport access.

State Government Departments who can play an active role in delivering this Plan include:

- Department of Environment and Water
- Department of State Development
- Department of Planning, Transport and Infrastructure (including Office for Recreation and Sport)
- Department of Primary Industries and Regions

2.8.9 Commonwealth Government + Tourism Australia

The Commonwealth Government and Tourism Australia can support this strategy, but the relationship needs to be activated by LRC and its partners (eg. Barossa Tourism, Regional Development Australia Barossa) as it relates specific projects (where relevant). Their roles include:

- Drive the development of strategy and policy relating to the tourism industry, and its implementation at a national level, particularly in areas critical to tourism growth such as visas and aviation.
- Tourism Australia works to maximise the opportunity for South Australian product to benefit from international visitor growth.

3. TOURISM ACTION PLAN

Time frames for the Action Plan include:

Short Term and/or Ongoing (next 18 months)

Medium Term (18 months – 3 years)

Long Term (3+ years)

3.1 Priority Areas + Actions

Priority Area 1: Drive Demand

Increase the desirability of the Light Regional Council as a travel destination prior to travel, inspiring more people to visit the Region, stay longer, disperse around the region and spend more.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Leverage Barossa Brand + align positioning for all tourism product in the Region to ensure consistency in messaging to attract the Region's Ideal Customers.	1.1	Ensure all Barossa GI products (and those products which are not in the Barossa GI, but have experiences which align with the Barossa Brand) have training in Barossa Brand activation. NOTE: Barossa Tourism, Barossa Food and Barossa Grape + Wine Association members have 1:1 access to staffers to assist with implementation support.	Barossa Tourism (BT), Barossa Food (BF), Barossa Grape + Wine Association (BGWA)	Nil	Short Term	All relevant products are versed in the Brand, and have started to activate the brand elements within their storytelling and experience.
	1.2	Develop messaging and positioning guidelines for tourism products in Kapunda (central), Greater Kapunda + the Western Districts (those who do not align with Barossa Brand). Provide training on how products can integrate these in their experience and storytelling	LRC, Training Provider	\$4,000 (for training facilitators)	Short Term	Positioning and Messaging guidelines are developed. Training is provided.
	1.3	Ensure appropriate messaging, positioning and branding is reflected in all visitor touchpoints (online and offline). This includes: <ul style="list-style-type: none"> • Visitor Collateral (Brochures and Fact Sheets) (ref. action 5.6) • Information Bay Signage (ref. action 5.12) • Digital platforms (website, social media, apps) (ref. action 1.7) 	LRC	Nil	Short Term	Messaging, positioning and branding is reflected in all marketing and visitor servicing touchpoints (as they are audited and updated, as per action 1.6)
Understand what product is going to drive visitation in the future, which will guide future investment and marketing activities.	1.4	Undertake Independent Research Study to obtain benchmark data as it relates to Customer Sentiment and Latent Demand, to inform the key marketing messages and experiences to drive visitation in the Region. NOTE: This project should be done in conjunction with Barossa Tourism and /or SATC and/or RDA Barossa	Marketing Consultant OR LRC Tourism Resource Research Company	\$3-5K project management via tourism marketing consultant Primary Research Project cost dependent on brief requirements (approx. \$30K)	Medium	Research is undertaken, and Insights are applied to relevant actions in this Plan Research to be conducted on a regular basis (minimum biennially) to identify achievement of KPIs and highlight trends.
	1.5	Use benchmark data from Customer Sentiment and Latent Demand Research to guide the focus of the content developed and shared in the Visitor Marketing Strategy. (ref. action 1.6)	Nil	Nil	As soon as data is available.	Data reviewed, and insights applied into the Content and Campaign Calendar (ref. action 1.6)
Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified customer personas.	1.6	Develop Visitor Marketing Strategy, which highlights: <ul style="list-style-type: none"> • Journey Mapping of Ideal Customer Segments on all relevant platforms • Product and Stories Audit • Content + Campaign Calendar • Specific actions for investment and implementation for all digital and offline platforms (relevant to Ideal Customers), including: <ul style="list-style-type: none"> • Website planning + optimisation • Social media optimisation + posting • Consumer eCommunication set up + campaign development 	LRC Tourism Resource OR Tourism Marketing Consultant	Nil (if completed in-house), \$15K subcontractors	Marketing Strategy developed by December 2018 Strategy is reviewed Annually	Visitor Marketing Strategy is developed, and implementation underway. Achievement of objectives are communicated to relevant stakeholders annually.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> Regional Advocacy strategy set up + optimisation (including visitors, locals + stakeholders) Event Marketing support Offline advertising optimisation Online advertising optimisation (for event marketing) Measurement strategy for all actions / investments <p>Review Visitor Marketing Strategy to record attainment of objectives, and reset objectives</p>				
	1.7	<p>Develop a new tourism website for the region:</p> <ul style="list-style-type: none"> Engage a consultant to write a website marketing brief and manage tender process until engagement. Engage a professional website developer to develop a new visitor website for LRC. LRC Tourism Resource to manage project 	Destination Website Marketing Specialist Website Development Agency	Website development brief = Up to \$3-5K depending on Consultant New Website = up to \$20K	Short Term Engage Consultant October 2018 Aim to have web presence optimised by December 2018	Brief is written and agency is appointed New website strategy confirmed and implemented (within the Visitor Marketing Strategy, ref. Action 1.6)
	1.8	<p>Identify opportunities for improving photo and video assets of key regional experiences.</p> <ul style="list-style-type: none"> Audit SATC, BT and LRC archives and identify gaps/updates 	BT, South Australian Tourism Commission (SATC)	Nil	Short Term	Audit is complete, and contact is made with BT and SATC. New photo / video content created and integrated into relevant demand driving tactics + visitor touchpoints.
	1.9	<p>Develop Marketing Plans for:</p> <ul style="list-style-type: none"> Kidman Exhibition (if/when implemented) Trails App (see action 5.16) 	LRC Tourism Resource Or Tourism Marketing Specialists	Nil (if completed in-house) OR \$10K subcontractors	Kidman Exhibition ASAP after activation or immediately prior. Trails App – when App is due for release.	Marketing Plans are developed and implemented by relevant LRC staff as per Action Plans.
	1.10	<p>Develop Digital Marketing Plans for LRC Owned / Managed Tourism Assets, in conjunction with Management Committees.</p> <p>Specifically, to optimise digital listings on:</p> <ul style="list-style-type: none"> Australian Tourism Data Warehouse Google My Business TripAdvisor Social Listening Online Reputation Management <p>Ensure Management Committee Members can confidently implement the Marketing Plan's Actions by delivering professional development in marketing implementation (ref. action 3.36 – product development section)</p>	LRC Tourism Resource (Planning, training, Reviewing) Tourism Marketing Specialists (to potentially assist with Planning + training) Management Committee Member(s)	Nil (if Plans developed by LRC resource) OR \$10K tourism marketing specialist (planning) \$5K tourism marketing specialist (training)	Short Term	Marketing Plans are developed. Management committees implement and report on achievement of objectives to LRC Tourism Resource. Marketing Plans to be reviewed and actions reset annually.
Increase the number of LRC Managed / Supported and Privately Owned Tourism Assets on leading third party websites and travel apps	1.11	<p>Audit key travel review websites/apps that the Region's Ideal Customers are using to find the Region's information and assess regional information and tourism operator gaps.</p> <p>Websites include:</p> <ul style="list-style-type: none"> Google My Business TripAdvisor Zomato WikiCamps <p>Undertake training sessions to educate LRC Tourism Operators and Management Committee Members on how to leverage, manage and grow their presence on these platforms. (ref. action 3.36 – product development section) and VIC Professional Development (via action 5.5)</p>	Tourism Marketing training facilitators	Could form part of the budget for action 3.37 and 5.5.	Short Term	Websites and Apps audited and opportunities to fill information gaps implemented. Training is provided to support the implementation. (ref. action 3.36)
	1.12	<p>Audit www.barossa.com and www.southaustralia.com and www.australia.com identify opportunities to increase relevant Regional content on these websites as it relates to the Region's hero experiences.</p> <ul style="list-style-type: none"> In discussions with website owners, inform them of the Region's Ideal customer personas and identify opportunities to share the Region's owned blog/story content on their websites. This also include information about key regional events (ref. action 3.28 and 3.29) Identify and communicate opportunities (via action 2.4) for the Local Tourism 	Tourism Australia (TA), SATC, BT, Tourism Operators	Nil, unless outsourced.	Short Term	Content gaps identified. Opportunities communicated to local industry. Increase in the quality and quantity of the Region's content on these websites.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		Associations and Region's Tourism Operators to also increase their content on these websites				
	1.13	Actively encourage tourism operators to list/update their listing on the Australian Tourism Data Warehouse (ATDW)	SATC, BT	Nil	Ongoing (via actions 2.2, 2.3 and 2.4 industry communication)	Increase in the number of the Region's tourism operator listings on the ATDW.
Effectively market all tourism Events to encourage year-round visitation to the region	1.14	Actively encourage event managers to list their events on the ATDW to get increased exposure of regional events online.	Event Managers	Nil	Short Term	Increase in the number of Regional event listings on the ATDW.
	1.15	Actively promote all events in the region via the Visitor Marketing Strategy (ref. action 1.6)		Nil	Short Term, Ongoing	All events are promoted via the Visitor Marketing Strategy (as part of the Content Plan)
Support and leverage all financial and non-financial stakeholder Marketing Initiatives	1.16	Actively liaise with Barossa Tourism, Barossa Food and Barossa Grape + Wine Association to identify key campaigns / famils / projects / PR activities that align with LRC Customer Personas and leverage/support as applicable	BT, BF, BGWA	Per Project costs may apply (eg. Co-op campaigns)	Short Term, Ongoing	Opportunities identified and implemented.
	1.17	Ensure all LRC product (and towns) are represented in all Barossa Tourism collateral, including: <ul style="list-style-type: none"> Barossa Regional Guide Barossa Touring Map Barossa Retail Guide Barossa Business Events Planner Barossa By Bike 	BT	This should be included in the Barossa Tourism funding.	Short Term	Collateral supports LRC tourism product. Barossa Tourism Funding Agreements contain action KPI's.
	1.18	Encourage more LRC tourism product to join the Butcher, Baker, Winemaker Trail as a VIP experience via Barossa Tourism. (contact Barossa Tourism to see when next update of Trail will commence)	BT	Nil	Short Term	More LRC product is available as VIP experiences on the Trail.
	1.19	Actively liaise with all business and town associations to keep up to date with their marketing initiatives, and provide marketing support where applicable.	Town and Business Stakeholders	Nil	Ongoing	Town and Business Associations marketing initiatives are supported. MOU's entered into with business and town associations to outline responsibilities of engagement.
	1.20	Liaise with SATC via Barossa Tourism to identify products in the Region that can work with the Travel Distribution system – both domestically (eg Sealink, Great Southern Rail) and internationally (eg China Trade Partners).	BT, SATC	Nil	Short Term, Ongoing	Products identified, are educated on the travel distribution system, and are connected with SATC distribution staff
Leverage opportunities and partnerships to grow market share of high yielding niche segments	1.21	Liaise with stakeholders to grow Cycle tourism in the region, specifically: <ul style="list-style-type: none"> Continued support of the development of a new Regional Trail from Adelaide Hills through to Clare Valley Continued support of SRBA to further develop the Seppeltsfield Road Shared Path Advocate for the development of product to support the Mawson and Heysen Trails Activate Kapunda Town Square as the Cycle Hub in Kapunda Cycle Hire and repair services in Kapunda (near Kapunda Town Square) 	Regional Development Australia Barossa (RDAB), The Barossa Council (TBC), Clare + Gilbert Valley Council (CGVC), Adelaide Hills Council (AHC)	Contribution to Project costs with external funding partners	Ongoing	Cycle tourism is activated and supported through new tourism developments
	1.22	Liaise with SATC, Barossa Tourism (and operators who are already working in this space, such as Seppeltsfield Winery) to identify opportunities to grow the Cruise niche segment, by increasing the number of independent and shore excursion visitors to the region.	BT, SATC	Nil	Medium Term	Opportunities are identified, and actions implemented as applicable.
	1.23	Liaise with RDA Barossa to identify and advocate for the development of new Agritourism product development in the region. Specifically, to: <ul style="list-style-type: none"> Continue to develop the agritourism product already in the region Identify new potential for the region 	RDAB	Nil	Medium term	Opportunities are identified, and actions implemented as applicable.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	1.24	<p>Liaise with RDA Barossa and Barossa Tourism (and the Office for Recreation & Sport and Events SA) to identify opportunities to identify and secure an increased number of Sporting Events in the Region, especially during off peak season. Sporting events including:</p> <ul style="list-style-type: none"> • Cricket • Football • Cycling • Golf • Hiking • Bowls • Horse Riding / Show Jumping • Rodeo 	RDAB, BT, Office of Recreation & Sport (OR&S), Events SA (ESA)	Nil	Medium term	Opportunities are identified, and actions implemented as applicable.
	1.25	<p>Identify the following opportunities with Barossa Tourism (via the Adelaide Bureau Convention) to grow Business Events in the region:</p> <ul style="list-style-type: none"> • Bidding/hosting for relevant events in Region (eg. Tour Down Under via Events SA) • Inclusion of the Region in relevant pre and post touring itineraries (of major state and Barossa Regional events) • Working with travel trade via Barossa Tourism to package the Region's tourism products for event packages. 	BT, ESA	Nil	Short Term	Opportunities are identified, and actions implemented as applicable.

Priority Area 2: Working Better Together

Effectively collaborate with Light Regional Council stakeholders to grow the visitor economy the region.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Encourage a united, informed and collaborative Tourism Industry in the Region	2.1	Develop and actively maintain a database of all tourism operators in Region. Include all tourism products, supporting products (eg food producers) management committee members, key LGA Staff and financial and non-financial stakeholders.	Nil	Nil	Short Term	Database developed and maintained.
	2.2	Facilitate regular (approx. 2 per year) industry networking functions hosted at key Tourism Precincts with a focus on networking, education and regional product (including food + wine) familiarisation.	Industry Stakeholders	\$2,000	Short Term, Ongoing	Networking functions are facilitated, and industry is increasingly engaged.
	2.3	Attend regular industry networking and meetings hosted by Barossa Tourism, and other key financial and non-financial stakeholders (see section 2.8)	Industry Stakeholders	Nil	Ongoing	LRC Tourism Resource attends stakeholder networking meetings and functions
	2.4	Maintain regular communication with industry to distribute all marketing and development opportunities, and share news from happenings around the Region.	BT, Local Organisations, Local Government Australia (LGA), Business Associations	Nil	Short Term, Ongoing	Monthly enews distributed to Industry stakeholders. Engagement by industry in communicated opportunities.
Support and leverage key financial and non-financial stakeholders, and their projects that support tourism in the Region.	2.5	Review MOU funding agreement with Barossa Tourism. Ensure the MOU includes: <ul style="list-style-type: none"> Detail on specific KPIs for LRC commitment (full representation of LRC in key collateral etc ref action 1.17) Reporting procedures (when and how Council will be kept up to date with Barossa Tourism achievements) 	BT	\$40,000 Approx.	Short Term	Funding Agreement is established and includes KPIs to be reported to LRC staff and Council.
	2.6	Review Funding Agreement with RDA Barossa. Identify specific KPIs relevant for LRC (eg ref actions 1.21, 1.23, 1.24)	RDAB	\$35,000 Approx.	Medium Term	Review is undertaken and new Funding Agreement executed.
	2.7	Review funding for Barossa Food and identify specific KPIs relevant for LRC.	BF	\$3,000 approx.	Short Term	Review is complete and funding amount justified.
	2.8	Review all funding models for business and town associations and their projects. All funding for projects should support the implementation of this Plan.	Business and Town Financial Stakeholders	Up to \$20,000	Short Term	Review is complete. Education on the Tourism Plan is facilitated with associations. Projects and activities are funded based on relevance to this Tourism Plan.
Be an advocate and conduit for strategic collaboration between government, state and regional industry groups and tourism operators.	2.8	Maintain open lines of communication with Barossa Tourism, Barossa Food, Barossa Grape + Wine Association and RDA Barossa regarding the development of new experiences, infrastructure and investment projects (eg. Regional Cycle Trail)	BT, BF, BGWA, RDB	Nil	Short Term, Ongoing	Relevant entities engaged and communication lines established.
	2.10	Maintain open lines of communication with relevant state government departments to ensure all new initiatives and opportunities are communicated to the right contacts to allow proactive development of the industry.	DPTI, OR&S, Adelaide Convention Bureau (CB), Primary Industries Resources South Australia (PIRSA)	Nil	Short Term, Ongoing	Relevant government staff engaged and communication lines established.
	2.11	Maintain open lines of communication with neighbouring and state Visitor Information Centre and Outlets to identify collaborative opportunities.(ref action 5.11)	Visitor information Centres (VICs) / Visitor Information Outlets (VIOs)	Nil	Short Term, Ongoing	Relevant VIC staff engaged and communication lines established.
	2.12	Work collaboratively with stakeholders of the Mount Lofty Ranges Agrarian Landscape World Heritage Listing Project	Alexandrina Council, Adelaide Hills Council, The Barossa Council, Mount Barker District Council, City of Onkaparinga, City of Mitcham, The District Council of Yankalilla, Clare and Gilbert Valleys Council and Mid Murray Council	\$5k – Mt Lofty Ranges World Heritage Bid Consortium already committed.	Ongoing	Collaborate successfully with stakeholders to win the bid for World Heritage status.
	2.13	Maintain open lines of communication with neighbouring Councils to identify collaborative opportunities. (eg. Regional Cycle Trail)	Barossa Council, Adelaide Plains Council, Adelaide City Council, Town of Gawler, Adelaide Hills Council, Regional Council of Goyder, Clare + Gilbert Valley Council and other relevant councils.	Nil	Short Term, Ongoing	Relevant staff engaged at each organisation and communication lines established. Collaborative opportunities identified, and actioned as relevant. MOU's established for significant projects and activities.

Priority Area 3: Supporting what we have

Every visitor has a positive, memorable experience by building the experience base in Light Regional Council

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Ensure tourism signage, information bays, parking and road infrastructure is maintained to a high standard to ensure visitors can access experiences within the region easily and safely.	3.1	Update signage infrastructure at Map the Miner Information Bay	Nil	Quotes to be obtained	Medium Term	Signage infrastructure is updated
	3.2	Implement Kapunda Heritage Trail Signage Audit recommendations	Department of Planning, Transport & infrastructure (DPTI)	Quotes to be obtained	Short Term	Signage is updated as per audit recommendations
	3.3	Undertake LRC regional tourism & wayfinding signage audit and update signage as per the audit recommendations	Consultant / in-house	Quotes to be obtained	Medium Term	Regional tourism and wayfinding signage audit is complete, and signage is upgraded.
	3.4	Identify and activate new information bay locations / parking areas for visitors to pull over and rest, or photograph (+ advocate) for the region via social media. (ref action 1.6)	Business Alliances	Upgrades to be added to LRC's IAMP	Medium Term	New information bays are identified, and activated. New Parking areas are activated, and signposted appropriately.
	3.5	Identify relevant Grant Programs to apply for funding to upgrade key visitor route roads (eg. Special Local Roads) and improve road conditions to, and around key experiences in the Region (as per LRC's IAMP)	Nil	Upgrades to be added to LRC's IAMP	Medium Term	Grant funding is identified, and applied for as relevant.
	3.6	Review visitor parking in key visitor locations for cars, caravan and RV's (eg. Main Street Kapunda) and plan to upgrade as per recommendations.	Nil	Upgrades to be added to LRC's IAMP	Short Term	Visitor parking is reviewed, and upgrades activated.
	3.7	Investigate realignment of Mawson, Kidman and Heysen trails to go through Kapunda Town Square	DPTI	TBC	Medium Term	Realignment is investigated and plan developed if new signage is required to redirect visitors through Kapunda Town Square.
Ensure all public conveniences and community assets are maintained to a high standard to encourage positive advocacy of the region.	3.8	Ensure current public conveniences are secure and maintained to a high standard (including Public Toilets, Playgrounds, Reserves)	Management Associations	Upgrades to be added to LRC's IAMP	Short Term	Public Amenities are maintained to a high standard. Clear service levels incorporated into maintenance contracts.
	3.9	Undertake an audit of all public conveniences and amenities, to identify gaps (eg. Showers at Greenock Oval) and plan to upgrade facilities as per recommendations.	Management Associations	Upgrades to be added to LRC's IAMP	Audit (Short Term) Upgrades (Medium term)	Audit is complete, and facilities are upgraded.
	3.10	Identify and implement new visitor support services for the Mawson, Heysen and Kidman Trails (eg. Horse stabling at the Trotting Track, Bike Racks and Watering Points)	External Trade Businesses, Management Associations	Quotes to be obtained for specific upgrades to facilities	Medium Term	New visitor support is identified and developed.
Ensure all LRC Owned and Managed assets are operating at maximum effectiveness as tourism products for the region	3.11	Undertake an audit of all management committees for organisational sustainability, delivery of visitor experience and marketing expertise.	Management Associations	Nil, if undertaken in-house	Short Term	Audit is complete, and recommendations are made.
	3.12	Review all current and proposed financial investment in managed assets (including management fees)	Management Associations	Nil, if undertaken in-house	Short Term	Financial investments are reviewed and analysed.
	3.13	Develop and implement a 'Tourism Asset Priority Schedule' for all LRC owned tourism assets based on visitor and community stakeholder feedback (as identified in LRC Tourism Industry Situation Analysis 2018)	Nil	Nil	Medium Term	Development Priority Schedule is developed, and implemented.
	3.14	Identify and apply for relevant grants to activate LRC tourism marketing projects (ref. Priority 1), and development of owned assets.	Nil	Nil	Medium Term	Grants are identified, and applied for as relevant
Activate tourism sensitive policies in LRC Planning and Development frameworks	3.15	Review relevant policies and ensure they support sustainable tourism development in the region, and remove unnecessary red tape where possible and relevant.	RDAB	Nil	Medium Term	Policies are reviewed. Case manage significant development proposals.
Activate engaging placemaking assets to encourage visitors to linger longer	3.16	Ensure the new Kapunda Town Square has provision for visitor servicing, WIFI, local storytelling and customer advocacy	KBA	Project already commenced	Short Term	Kapunda Town Square is activated for visitors and their needs.
	3.17	Initial workshop with relevant Kapunda, Greenock, Seppeltsfield, Freeling and Roseworthy community groups to identify further Placemaking opportunities for visitors, and prioritise as part of community infrastructure upgrade projects. (feed into action 3.13)	Key Stakeholder Groups	TBC	Short Term	Workshop is facilitated, and recommendations are considered in development plan.
	3.18	Annual meeting with key visitor stakeholder groups to identify + prioritise any new infrastructure/ placemaking needs in Kapunda, Greenock, Seppeltsfield, Freeling and Roseworthy	Key Stakeholder Groups	TBC	Medium Term, Yearly	Annual meetings are facilitated, and Visitor Placemaking suggestions are gathered and prioritised in the 'Development Priority Schedule' (ref. action 3.13)
	3.19	Activation of prioritised visitor placemaking and infrastructure needs in the locations of Kapunda, Greenock, Seppeltsfield, Freeling and Roseworthy as part of wider community	Nil	TBC	Long Term	Visitor Placemaking suggestions are gathered and prioritised in the 'Development Priority Schedule' (ref.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		development projects				Action 3.13)
	3.20	Ensure existing visitor infrastructure / placemaking assets are maintained to a high standard	Nil	Service levels to be defined in LRC's IAMP	Short Term, Ongoing	Visitor Placemaking infrastructure receives ongoing maintenance to clearly identified/agreed service levels.
Support hero experiences, and the development of new experiences that will enhance the visitor experience in the region, and attract more high yielding customers	3.21	Advocate and support the improvement of key hero experiences in Region that are likely to support the attraction of the Region's Ideal Customers (eg. Seppeltsfield Winery, Hentley Farm, Novotel Barossa, Kidman Collection, Anlaby Station, Kapunda Mine Site)	SATC, SATIC, BT, Operators	Nil	Short Term	Key Hero Experience improvements/initiatives identified and relevant stakeholders engaged in their improvement.
	3.22	Undertake a feasibility study on the Kapunda Museum focussing on improved catalogue, interpretation, curation, storage and exhibition of significant items in the Museum collection.	Project stakeholders, Kapunda Historical Society	Funds currently allocated	Short Term	Feasibility study recommendations implemented.
	3.23	Continue to invest in and support for the telling of the Kidman connection in and around Kapunda, including cross promotional opportunities with other key Kidman destinations in Australia.	Project Stakeholders	Financial commitments may be required depending on strategic opportunity and direction.	Ongoing	Advocacy and support for the development of a Kidman Exhibition is continued (if deemed feasible).
	3.24	Advocate for the sustainable development of the Kapunda Mine Site (including its potential as an event venue) to ensure the asset remains a relevant visitor experience for the future and attracts more of the region's Ideal customers.	Project Stakeholders	TBC	Ongoing	Kapunda Mine Site is successfully activated.
	3.25	Advocate for and support the development of a new regional Cycle Trail from Adelaide Hills through to Clare Valley	RDAB, Adelaide Hills Council, The Barossa Council, Clare + Gilbert Valley Council	Funding contribution included in LRC's IAMP	Ongoing	Advocacy and support is maintained, and investment is considered if relevant.
	3.26	Advocate for the development of new, or extension of existing tour product in the region. Specifically: <ul style="list-style-type: none"> Tour Operators (Scoot) Cycle Hire product in Kapunda 	Tourism operators, BT, RDAB	Nil	Medium Term	New and existing tour product is supported.
	3.27	Advocate for the development of new, or extension of existing accommodation product in the region. Specifically: <ul style="list-style-type: none"> Sharing Economy (Air BnB, Stayz properties) Boutique Accommodation 	Tourism operators, BT, RDAB	Nil	Medium Term	New and existing accommodation product is supported.
	3.28	Review product development ideas and opportunities from the stakeholder engagement workshops, as it relates to this Tourism Plan. Re-engage industry for new product development ideas every 2 years.	Industry Stakeholders	Nil	Review is undertaken in the Medium Term Stakeholder survey implemented biennially	Review is undertaken and development ideas are tabled with relevant stakeholders (whether they are for private investment, or for consideration of LRC for their own asset development. In which case, LRC can add these ideas to the 'Development Priorities Schedule, as per Action 3.13)
Support the attraction of new or regeneration of existing events in the Region that align with the Region's ideal Customers, Niche Segments and support off peak visitation.	3.29	Undertake an event audit to identify existing regional events that align with Ideal Customers and Niche Segments, especially those running in low seasons. Undertake a review of past successful events no longer running, such as Concert in the Mine (ref action 3.24)	LRC Tourism Resource supported by BT OR Event Specialist	Nil, unless outsourced	Short Term	Audit complete, and events identified.
	3.30	Work with stakeholders to identify new event opportunities to support identified ideal customers and niche segments, and advocate for the development of these events. These could include events that are either stand alone or part of larger state wide events such as SA History Festival, Tasting Australia or Adelaide Fringe.	Relevant Stakeholders	Nil	Ongoing	New events are facilitated. Inclusion of LRC based events in state wide event programs.
	3.31	Review current events funding model and develop new internal event funding model/matrix to guide council investment in events using the Event Impact Calculator as an economic development tool.	LRC Tourism Resource supported by BT OR Event Specialist	Nil OR Approx. \$2-6K for review + matrix	Short Term	Matrix is developed, and is used to guide council investment in events
	3.32	Prepare a business case to host a stage of the Tour Down Under Bupa Challenge	Business Alliances	\$30K	Medium Term	Business case is developed and bid is submitted if relevant.
	3.33	Assist events with in-kind support where relevant (road closures, waste removal etc.)	Other LRC departments	Project in-kind costs	Ongoing	Events are supported.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Advocate for quality in visitor experience and customer service delivery	3.34	Encourage Tourism Operators to work with SATIC for tourism accreditation, awards, training and business development (can be communicated via action 2.4).	SATIC, Tourism Related Industry Associations, Tourism Operators	Nil	Ongoing	Tourism operators participate in relevant SATIC opportunities
	3.35	Identify and promote programs (via action 2.4) that support businesses to transition into new markets (e.g. China Ready Programs), engage in new distribution channels (eg Trade & Cruise Visitors as per action 1.20 and 1.22) and develop and adapt products to capitalise on growth opportunities.	SATIC, SATC, Tourism Operators	Nil	Ongoing	Tourism operator participation in relevant programs
	3.36	Connect Private Enterprise with relevant grant opportunities	Relevant Stakeholders, RDAB, BT, BGWA, BF	Nil	Ongoing	Private enterprises are aware of relevant funding opportunities
Build the digital capacity of tourism product owners and managers to enhance the industry's digital footprint	3.37	Facilitate training and development workshops in digital marketing for Management Association members to ensure they can implement tactics within the new Digital Marketing Plans (ref. action 1.10)	Tourism Marketing Training Facilitators	\$4,000	Short Term	All Management Association members are upskilled in digital marketing tactic implementation, and can confidently implement their digital marketing plans.
	3.38	Identify and leverage relevant professional development opportunities for Tourism Operators and Business Associations and communicate opportunities with industry (ref action 2.4).	SATIC, SATC, Tourism Related Industry Associations, Tourism Operators	Nil	Ongoing	Industry participation and engagement in relevant programs

Priority Area 4: Increasing Recognition of the Value of Tourism

To strengthen the industry from the inside out, creating more tourism ambassadors for Light Regional Council

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Take a lead role in advocating Tourism as an economic driver for the Region	4.1	Participate in SATIC's Local Government network (biannual forum meetings)	SATIC	Nil	Ongoing	LRC is represented at the meetings
	4.2	Participate in the 'Tourism Focussed Councils' meetings to discuss synergies and opportunities for collaboration	Tourism Focussed Councils in SA	Nil	Ongoing	LRC is represented at the meetings
	4.3	Present new Tourism Plan to Council	Elected Members of Council, LRC CEO	Nil	Short Term	Plan is presented to and endorsed by Council
	4.4	Advocate for improved visitor insight collection and reporting for the region. Include the provision of LGA level insight and analysis from state-wide visitor data, to provide more consistent insights on visitor spend, numbers, dispersal and source markets.	SATC	To be confirmed	Short Term	SATC briefed on data requirements for LRC, and data is curated to support the measurement of this Tourism Plan.
	4.5	Prepare and present achievement of this Tourism Plan's achievements to Council.	Elected Members, LRC CEO	Goals and actions included in LRC's Annual Business Plan and Annual Report	Short Term, Ongoing	Elected Members are informed on the progress of the Tourism Plan's KPIs on a regular basis (annually at a minimum)
	4.6	Prepare and present the new Plan and achievement of KPIs to industry via networking events (ref. action 2.2) and industry communication (ref. action 2.4).	All Industry Stakeholders	Nil	Bi-Annually (end of 2 nd Quarter, and end of 4 th Quarter)	Industry Stakeholders are informed on the progress of the Tourism Plan's KPIs.
	4.7	Develop and implement a "Local Advocacy" communication plan to keep local residents informed of "good news" Tourism stories in the LRC region and encourage their advocacy of tourism in the region.	LRC Communication Channels, Local Media	Nil	Short Term, Ongoing	Communication Plan developed and implemented.

Priority Area 5: Activate an effective and sustainable visitor servicing model

To ensure visitors in the region receive appropriate and relevant visitor information for all stages of travel

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Ensure the Kapunda VIC operates with strategic intent and direction to remain agile, effective and sustainable in all operations	5.1	Employ a Tourism Officer to implement the Tourism Plan and comprehensively engage with Kapunda VIC operations		\$80K	Short Term	Resource is employed and Tourism Plan is actioned.
	5.2	Develop new VIC Business Plan which outlines: <ul style="list-style-type: none"> Audit of current business operations (budgets, services and projects) Strategy for the day to day management and running of effective visitor servicing (taking into consideration the below specific projects actions 5.3 – 5.16) Measurement strategy (eg Visitor Numbers, Online Visitor Servicing Numbers, Visitor Sentiment via the Centre) 	New Tourism Officer + Kapunda VIC (KVIC) Coordinator or Consultant	Nil if developed in-house or \$15K if outsourced	VIC Business Plan developed by December 2018. Plan is reviewed Annually	Plan is developed, and implementation underway. Achievement of objectives are communicated to relevant stakeholders annually.
	5.3	Investigate and set up new revenue streams to support the sustainability of the VIC. Specifically: <ul style="list-style-type: none"> Online Booking capabilities in the Kapunda VIC with Bookeasy or similar system by becoming a distributor profile Review Souvenir sales and evolve into more experiential displays and products. Ensure alignment with the region’s key brand experiences and stories. (see Clare Valley Food, Wine and Tourism Centre for example of best practice) 	Bookeasy or similar Service Provider, TBC, Clare Valley Wine, Food & Tourism Centre (CVWFTC)	To be Investigated	Medium Term	The Kapunda VIC is a distributor for Bookeasy or similar Service Provider, staff are educated in the use of the system and upselling this service. Souvenir Strategy is developed and changes made as per recommendations.
	5.4	Relevant staff to proactively liaise with tourism stakeholders on specific projects (eg. Regional Heritage Network) and attend relevant events (eg. SA VIC Conference) to remain informed and proactive	Relevant Tourism Stakeholders, SATIC	Nil (except travel + event costs)	Medium Term	Kapunda VIC is well connected with relevant groups and with other VICs in the state.
	5.5	Implement digital capacity building training for all VIC frontline staff to upskill in how to service visitors online. Implement new learning’s to activate online visitor servicing (will allow the completion of many of the actions in Priority Area 1).	Tourism Marketing Training provider	\$6K	August 2018	All VIC staff are trained in best practice online visitor servicing
Provide the right visitor information and experiences, to the right visitor, at the right location to drive demand and visitor dispersal around the Region	5.6	Audit existing LRC produced or stocked brochures, fact sheets and distribution for alignment with branding and customer personas. (Ref action 1.6 – Visitor Marketing Plan, and action 1.3 - Branding).		Nil	Short Term	Audit completed and recommendations implemented.
	5.7	Optimise and reproduce collateral based on audit findings (ref. action 5.6). At a minimum optimise with: <ul style="list-style-type: none"> Key visitor experiences in the Region are aligned with the Region’s Ideal Customers Website call to action to track online engagement (eg. brochure downloads, live views). Visitor advocacy for the Region (such as including relevant hashtags and social channels to tag) are included in all collateral <p>Take into consideration niche interests and specific international visitor needs (eg China, Cycle Visitors etc).</p>	Graphic Design Agency. Printing House	To be confirmed.	Once audit is complete.	Visitor Collateral aligned to Ideal Customers and optimised for visitor advocacy and conversion tracking.
	5.8	Distribute visitor collateral to all relevant Ideal Customer touchpoints – both on and offline, such as: <ul style="list-style-type: none"> Offline via key VIC/VIO’s, accommodation suppliers (including AirBnB hosts), attractions, transport providers, key tourism precincts, restaurants/cafes/bakeries/hotels, service stations, supermarkets and relevant offline locations. Via new LRC visitor website (ref. action 1.7), LRC social media platforms (ref. action 1.6 – marketing strategy), www.barossa.com and tourism operator websites. Encourage the loading of PDF Versions / link to Live Version of Visitor Collateral on their websites, and track engagement. Specifically develop distribution plan to get copies into hands of residents to assist 	Other VICs / VIOs in neighbouring regions	To be confirmed	Once brochures are updated.	Visitor information is distributed in key locations # offline brochures distributed

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		with VFR recommendations (see Action 5.13)				
	5.9	Implement outreach visitor servicing at relevant local events, which align to the region's Ideal Customers and niche visitor groups. <i>TIP: To measure the effectiveness of this investment, encourage visitors to sign up to the LRC Visitor Database which will be set up as part of the new Visitor Marketing Strategy (ref. action 1.6 – Marketing Strategy)</i>	Event Organisers	To be confirmed	Short Term	The Kapunda VIC staff are present at relevant events. Increase in subscriptions to LRC Visitor Database, for remarketing purposes.
	5.10	Audit key online visitor information channels for all LRC public points of interest and owned (not managed) tourism assets. Claim, optimise and manage the listings to ensure consistency, and relevancy (will be actioned under action. 5.5) Support Management Associations with Online Reputation Management of LRC Owned assets (where/if required) (ref. action 1.10 – travel apps)	Management Associations	Nil	Short Term	Audit is complete. All public points of interest and relevant owned assets are claimed and optimised on relevant online touchpoints (as per the audit). LRC Owned/Managed Tourism Assets reputation is supported online.
	5.11	Work collaboratively with neighbouring Visitor Information Centres and outlets to increase LRC product distribution and knowledge to encourage dispersal and / or visitation (ref. action 2.2)	Neighbouring VICs / VIOs	Travel Costs (if required)	Short Term	Relationships with neighbouring VICs/VIOs is activated and optimised.
	5.12	Update visitor information at Visitor Information bays located in the region, including: <ul style="list-style-type: none"> Map the Miner Seppeltsfield Road Any new Information Bay developments in the future Regularly audit Visitor Information bay information for relevance and currency.	Printing Company	Quotes to be sourced	Short Term	All visitor information in bays feature up to date, relevant information for Ideal Customers. Visitor information bays audited biennially.
	5.13	Engage residents to be effective visitor servicing advocates for the region by: <ul style="list-style-type: none"> Communication of 'What's On' or 'What's News' in the region through local communication channels (The Leader, Local Community Facebook Groups, Council Communication Channels – eg Website, Facebook) Open Days – especially for LRC supported Tourism Assets (eg leverage History Week). Local Visitor Guide distribution plan (see action 5.8) 	Local Community Groups, Local Print Media	Budget to be confirmed.	Short Term	Residents are aware of what's on and new in region. Attendance at Open Days
	5.14	Engage tourism operators in the region to be effective visitor servicing advocates by: <ul style="list-style-type: none"> Facilitating a famil program of LRC tourism experiences (ref. action 2.2) Supplying relevant collateral for distribution (ref. action 5.8) 	Tourism Operators	\$500	Medium Term	Relevant tourism operators are engaged and prepared to service visitors in the region
	5.15	Investigate opportunities to extend visitor information to new VIO outlet in Freeling.		Feasibility budgets to be prepared.	Medium Term	Opportunities are investigated
Develop new and enhance current visitor services and experiences to enhance the positive advocacy of the region	5.16	Project manage the development of the new Trails App, supporting existing offline trails around the region. Including: <ul style="list-style-type: none"> Identifying and uploading relevant content to be published on the App Developing and implementing a marketing plan for the App, with corresponding KPIs (see action 1.9) Review the effectiveness of the App as a useful visitor servicing tool 	LRC Tourism resource	\$1,400 per annum	App to be in market by September 2018	Trails App is available in Android and Apple Marketplaces. Trails App is achieving objectives set in the Marketing Plan. Customer sentiment of the App. Project is reviewed annually to guide future investment

4. ACKNOWLEDGEMENTS

The **Light Regional Tourism Plan 2018 - 2023** was developed through extensive consultation with key tourism stakeholders across community, industry, business and government. Stakeholder input to the Tourism Plan was gathered through the following sources during December 2017 – April 2018:

- Via 20 responses through online survey of residents, community groups, local government, industry and government staff (November 2017)
- Over 40 individuals were involved in 2 face to face consultation workshops in Kapunda and Seppeltsfield (December 2017)
- Individual meetings were also conducted with key government and industry stakeholder organisations (December – April 2018)

Table 9: Tourism Plan Stakeholders Engagement Summary

Local and State Government	Community Groups	Industry	Tourism Operators
<ul style="list-style-type: none"> • Light Regional Council staff + elected members • Barossa Council (Via Barossa Visitor Information Centre Manager) • South Australian Tourism Commission 	<ul style="list-style-type: none"> • Kapunda Business Alliance • Kapunda Historical Society • Greenock Village Community Association 	<ul style="list-style-type: none"> • Barossa Tourism • Regional Development Australia Barossa • Seppeltsfield Road Business Alliance • Kapunda and Light Tourism Incorporated 	<p>40 + Tourism Providers in the region covering</p> <ul style="list-style-type: none"> • Accommodation • Wineries • Events • Attractions • Tours • Restaurants

The development of the Tourism Plan, management and execution of the stakeholder engagement was conducted by Rebecca White and Paige Rowett, Directors, Tourism eSchool (www.tourismeschool.com).

5. GLOSSARY + ACRONYMS

ABS – Australian Bureau of Statistics
ACB – Adelaide Convention Bureau
ATDW – Australian Tourism Data Warehouse
BF – Barossa Food
BGWA – Barossa Grape Wine Association
BT – Barossa Tourism
BVIC – Barossa Visitor Information Centre
CGVC – Clare and Gilbert Valley Council
CVWFTC - Clare Valley Wine Food and Tourism Centre
DPAC – Department of the Premier and Cabinet
DPIPWE - Department of Primary Industry, Parks, Water and Environment
DPTEI – Department of Planning, Transport and Infrastructure
KBA – Kapunda Business Alliance
KHS – Kapunda Historical Society
KLTi – Kapunda and Light Tourism Incorporated
KVIC – Kapunda Visitor Information Centre
LGA – Local Government Association
LRC – Light Regional Council
RDAB – Regional Development Australia Barossa
RTO – Regional Tourism Organisation
SATC – South Australian Tourism Commission
SATIC – South Australian Tourism Industry Council Tasmania
SRBA – Seppeltsfield Road Business Alliance
TA – Tourism Australia
TBC – The Barossa Council
TRA – Tourism Research Australia
VFR – Visiting Friends and Relatives
VIC – Visitor Information Centre (accredited)
VIO – Visitor Information Outlet

6. REFERENCES

In addition to the references footnoted throughout the Situation Analysis, following is a summary of all resources referenced in this document.

- Barossa Product Gap Audit (2011)
- Clare Valley and Barossa Tourism Regions Integrated
- Deloitte Access Economics - Economic effects of Airbnb in Australia Tasmania 2017
- Draft Barossa Region Cycle Tourism Strategy 2017)
- Economy.ID
- Kapunda Mine Site – Tourism Development Plan 2011
- Kapunda Community Design Study (1999)
- Kapunda Economic Development Plan (2016)
- Kapunda Main Street Masterplan (2004)
- Kapunda Mine Site Conservation Management Plan (2008)
- Light Regional Council Strategic Plan (2017)
- RAA Regional Road Assessment Barossa and Light (2017)
- RDA Barossa Regional Action Plan + Economic Priorities
- Regional Heritage Strategy 2014 – 2020
- South Australian Regional Visitor Strategy (2018)
- South Australian Cruise Ship Strategy 2020 (2018)
- Seppeltsfield Road Bike Trail Project Proposal (2015)
- Strategic Tourism Plan (2005)
- Tourism 2020
- Tourism Australia International Marketing Profiles
- Tourism Australia Market Profiles
- Tourism Barossa Membership Prospectus (2018)
- Tourism Barossa Strategic Plan 2017 - 2018
- Tourism Development Strategy – Town of Kapunda (1990)
- Tourism Research Australia (TRA)