



Destination Marketing & Management Plan 2019-2024

Action Plan Update
June 2023

Prepared for
Regional Development Australia Yorke and Mid North



This CVTR DMMP Action Plan Update – June 2023 has been prepared by The Tourism Collective in June 2023, on behalf of Regional Development Australia Yorke and Mid North.

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Disclaimer

The information contained in this report is intended only to guide and inform the strategic investment of resources, and it is expected that all recommendations should be analysed, and appropriate due diligence undertaken prior to making any investment decisions.

During our preparation of the document, recommendations have been made based on assumptions, methodology and information provided by many sources through the consultation process (See Acknowledgements). Whilst every effort was made to report on the most accurate data and information available, The Tourism Collective accept no responsibility or liability for any changes in operation/regional circumstance, errors, omissions, or resultant consequences including any loss or damage arising from reliance on the information contained in this document.

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Glossary

ATDW – Australian Tourism Data Warehouse
CGVC - Clare and Gilbert Valley Council
CWFCTC - Clare Valley Wine, Food and Tourism Centre
CWWGA - Clare Valley Wine and Grape Association
RCG - Regional Council of Goyder
LGA – Local Government Association
NHTSAB – National History Trust of SA Burra Branch
RDAYMN – Regional Development Australia Yorke and Mid North
RT – Riesling Trail
RTM – Regional Tourism Manager
RTO – Regional Tourism Organisation
SATC – South Australian Tourism Commission
TA – Tourism Australia
The Region – Clare Valley Tourism Region
TiCSA – Tourism Industry Councils SAC
TRA – Tourism Research Australia
VIC – Visitor Information Centre (accredited)
WRC - Wakefield Regional Council

Executive Summary

In 2019, Tourism eSchool (now The Tourism Collective) established a *Destination Situation Analysis* which involved consultation with all levels of industry, Government and community to identify major opportunities for effective and sustainable visitor economy growth for the region. The findings of this deep consultation resulted in the development of the *2019-2024 Clare Valley Tourism Region Destination Marketing & Management Plan*.

Within a year of the Plan's release, the world as we knew it changed. COVID-19 halted domestic travel for major interstate and international source markets for almost two years. In addition to reduced inbound visitation, skilled migration ground to a halt, exacerbating regional skills shortages, having a significant effect on worker burnout, and the delivery of exceptional customer experiences. Many have described the effect of the pandemic on intrastate visitation as a perfect storm; pent-up demand, economic stimulus (job keeper), and South Australians desperate to enjoy a local holiday to shut the external pressures off. Regional tourism in South Australia quickly accelerated beyond all forecasts, with most regions enjoying similar, if not increased visitor spending to pre-pandemic levels.

The Clare Valley Tourism Region enjoyed a period of sustained growth during this era, welcoming many visitors who had not been to the region before, or many years ago.

However, it is important to recognise that with the opening of international borders in early 2022 and most restrictions lifted by late in the same year, this unprecedented boom in visitor numbers has ended and the focus now should be on ensuring the region maintains (or at least halts the decline) in positive growth of the visitor economy.

Further to this, in early 2023 the South Australian Tourism Commission (SATC) announced they would be undertaking a Regional Review to determine the most effective and efficient way of managing tourism in the state's tourism regions. Whilst these findings have not yet been handed down, for many regions things will change. The Clare Valley Tourism Region's Regional Tourism Manager (RTM) is fully funded (0.6 fte) by the SATC, in comparison to other regions with up to 2 FTE's (part funded by SATC, LGA, and industry). This means the resources available to deliver on strategic actions within the CVTR DMMP is limited by the physical availability of human and financial resources at hand.

As a result of these factors, RDAYMN commissioned The Tourism Collective (TTC) to review current DMMP to prioritise the actions that will have the greatest impact for the final year of the plan.

To determine and prioritise the most relevant opportunities for updated Action Plan, TTC reviewed the current DMMP against recent visitation data and consumer research along with the facilitation of over 10 hours of listening with 13 regional stakeholders including tourism

operators, Clare and Gilbert Valley Council, Regional Council of Goyder, Regional Development Yorke & Mid North (RDYMN), the South Australian Tourism Commission (SATC), PIRSA, industry and relevant local associations.

A revised 12-month Action Plan has been created, considering the current state of play, visitor trends and feedback from the consultation. It was determined that of the 95 original action items in the DMMP, many have already completed, however, some are no longer deemed a strategic priority for the next 12 months, and there were new actions determined as priorities. As a result, the updated action plan now has 37 actions, which focus on connection, collaboration, advocacy, experience development and industry capacity building.

Current State of Play

Since the 2019-2024 Clare Valley Destination Management and Marketing Plan was endorsed, there have been significant changes in the operating environment.

COVID-19 has brought about significant changes across all touchpoints of the travel landscape, and in its wake has left an extremely volatile operating environment for destination custodians and tourism businesses alike.

A thorough understanding of the current state of play will help to uncover the opportunities for the region as it moves into the final phase of the DMMP.

The Global Travel Landscape

Global, long-term, systemic challenges directly impact all visitor economy stakeholders. Understanding these challenges helps guide strategic thinking, and response to destination planning.

Volatile World

The COVID-19 pandemic has highlighted to global citizens just how interconnected, volatile and uncertain our world is. Social and political instability at a global level, has a ripple effect locally, which impacts all industries and all sectors in new and various ways.

Destination management requires an agile approach in such an uncertain world, and success relies on identifying and responding to challenges and opportunities quickly and efficiently.

Global Competition

The global travel market is energised post-pandemic, with pent-up demand realised by a strong outbound market. Responding to this, destinations are increasingly exploring uncharted territory regarding destination marketing, with many destinations investing outside their usual markets to extend reach while demand is still high.

Climate Change

Tourism is both a high carbon-emitting sector and extremely vulnerable to climate change impacts, due to the increasing reliance on nature-based visitor experiences. The warming of the

planet through the increase in global greenhouse gases is increasingly impacting precious ecosystems that are often the key motivator for travel to destinations.

Extreme weather events not only interrupt the capacity for local businesses to operate, but have lasting impacts on local livelihoods, and the environment which is used to support the visitor economy.

Society as a whole is more conscious and connected to their impact whilst travelling and are also looking for more sustainable ways to achieve their travel motivations.

Destinations and businesses are increasingly responding to these challenges by reflecting on their footprint and resilience and looking for ways to integrate sustainable measures to lessen the impact and prepare for impact too.

The National Travel Landscape

Acute national and regional challenges also impact the Australian Tourism industry and must be addressed in destination planning.

Workforce Availability & Skills

Australia has a depleted and displaced workforce across all industries post-pandemic. With the visitor economy one of the hardest hit throughout the pandemic, many workers left the sector in pursuit of financial security, and haven't found their way back. This coupled with a slow-to-return international worker base, the nation is slowly rebuilding its workforce.

The ripple effect of this is the ever-present and substantial skill and knowledge gap in the sector, with many skilled and seasoned tourism professionals displaced indefinitely after the pandemic, which will take time to rebuild.

Housing

The sharp rise of property prices post-pandemic, combined with the growth of sharing accommodation economy (AirBnB) many destinations are increasingly experiencing challenges in finding suitable short and long-term housing for employees.

This coupled with workforce availability is creating many challenges for businesses, as their growth is hampered by a lack of resources to deliver experiences on the ground, and the delivery of their experience is compromised by not having the skilled staff to deliver exceptional experiences.

Cost of Doing Business & Cost of Travel

With continued interest rate rises in 2023 and high inflation, society is feeling the pinch when it comes to financing their business ventures and their travel pursuits.

This is ultimately putting more pressure on businesses to do more with less, whilst also delivering value for their guests. The reduced resource capacity is also leading to fatigue and burnout, which can be reflected in reduced availability and quality of experiences.

On the same dial, visitors are still tipped to invest in travel experiences, but they will be looking for increased value and have greater expectations, which poses an additional threat to already stretched businesses.

Aviation

Many pre-pandemic aviation routes both domestically and internationally are yet to resume or face reduced schedules, hindering the ability of pre-pandemic source markets to return in aviation-reliant destinations.

Increased airline fares are impacting consumers spending power, meaning destinations need to ensure they have a clear brand, positioning and experience offering to ensure they are attracting high-value visitors, who are attracted to the destination by the experience of a place instead of relying on price sensitive visitors who are less able to afford to travel to a destination.

On the contrary, new domestic and international airline routes are offering opportunities for destinations to tap into new source markets, however, destinations need to be ready to move quickly to leverage these opportunities as the routes come online.

Changing Visitor Motivations and Behaviours

There is no doubt the pandemic has dramatically changed the travel landscape. COVID-19 catalysed a major shift in the way people value travel experiences, particularly the personal healing that is experienced from the freedom of space, as well as the close interaction with people and places.

Responding to the ever-changing needs and motivations of travellers is essential to destination planning success and will underpin key demand and supply side activations within the TMV.

Rise of the Conscious Consumer

There is a dramatic transformation in how people see their place in the world, which is seeing the rise of the 'Conscious Consumer'. Sustainability is front-and-centre across many aspects of society, and whilst the reality of sustainable tourism offerings in Australia doesn't quite match the potential, there is certainly energy across the industry to engage more with sustainable practices.

Post-pandemic, people are increasingly aligning travel to brands and experiences that reflect their personal values around care for the environment, community and culture.

They are wanting more meaningful interactions with local communities and to contribute to the long-term care of the natural environment of the places of travel.

Post-Pandemic Travel Motivations

As we emerge from one of the most complex eras of our time, the value and privilege of travel have never felt greater. And if COVID-19 created the Great Disconnect, then the post-COVID-19 travel era will most certainly be characterised by the Great Reconnect.

Leading the charge is the motivation to *feel good* and *do good* when they travel, which is enabled by an increased connection and interaction with people, environment and cultures.

According to Tourism Australia's Future of Global Tourism Demand Consumer Research Report¹, the future traveller will be looking for more values-driven, immersive, positive-impact travel experiences, specifically around Sustainable, Inclusive and Indigenous Tourism. Understanding and designing values-aligned experiences is the key to developing sustainable visitor experiences that can withstand social and economic headwinds.

The key opportunity will be to support visitors to experience destinations through a regenerative lens - enabling them to have a positive impact on the living systems that underpin the resilience of a destination.

¹ <https://tourismcollective.com.au/blog/unpacking-tourism-australias-future-of-global-demand-consumer-research/>

Best Practice Destination Marketing

To manage a sustainable visitor economy through demand-driving activities, there must be a strong alignment between the destination's brand promise, its visitor experiences, and both of which must appeal to the destination's best visitors – those who deliver the best social, economic, and environmental outcomes for the local communities within the destination.

Essential to the success is also the buy-in from locals, as without this, the growth of the visitor economy will be challenging.

Strong Alignment between Experiences and Brand.

If there are any inconsistencies between the brand promise and the experience delivery, brand damage is a real possibility. It's a destination marketer's priority to ensure the alignment between the brand and the experience delivery, as only when there is alignment will sustainable demand be achievable.

Data-driven Decision Making

Data-driven decision-making ensures investments reflect current and reliable data, measuring the right indicators, and tracking performance over time.

A mix of quantitative data and qualitative insights are needed to help determine the success of marketing investment, including:

- *Visitor Sentiment* – to understand whether the stories shared in destination marketing activities are connecting with target visitor markets and driving consideration and booking behaviour.
- *Visitor satisfaction* - determine if experiences meet the expectations of visitors, particularly in regard to the destination promise.
- *Business Sentiment* – to understand whether marketing investment and messaging to drive demand from high-value visitors is working.
- *Community Sentiment* - to understand the views of the wider community regarding tourism and obtaining/maintaining a social license to share their stories.

Attracting the right type of visitors, in the right numbers, to the right places at the right times of the year.

To do this it's essential to know each of a destination's visitor personas intimately, map their journey and execute strategic messaging (based on the destination's Brand DNA) on specific platforms and with the right partners to connect and drive demand.

It's also about not trying to be all things to all people, and focusing on aligning efforts with Destination Marketing partners, such as the South Australian Tourism Commission and Tourism Australia.

Make the destination memorable through enhanced experiences.

If visitors have a great time - before, during and after their visit to a destination - they will share their love of the destination with the people in their world, online and offline, which is the most trusted form of marketing.

Helping the industry develop and deliver experiences that match the needs of the Visitor Personas (with a particular focus on cultural and environmental sustainability) and building the marketing capacity of a local destination's tourism experiences to leverage their visitor's advocacy is a key strategy.

Regional State of Play

Visitation

At the Year End of December 2022, the Region's visitor economy attributed \$152 million (3-year rolling average) to the regional GDP, which is a 29% increase on the December 2019 quarter and approximately 92% of their 2030 target set by the South Australian Tourism Commission. Additionally, the ABS recorded a total of 900 jobs (600 direct, and 300 indirect) have been sustained by the traditional tourism sector as of FY 2020-2021, which is a steady increase from previously recorded 2016-2017 data of 698 jobs.²

Consistent with many regions across Australia, the Clare Valley Tourism Region has experienced significant during and post-pandemic visitation. This can be attributed to a surge in demand for intrastate visitation post-lockdown, enabled by border closures and relaxed social distancing measures throughout 2020 and 2021 in South Australia.

Strong visitation continued throughout 2022, albeit with a change in visitor dynamics.

- Domestic visitors remain at 98% of total visitation. Visitors are skewed toward a slight increase (1%) in intrastate visitors, matched with a slight decrease in interstate visitors (-1%)
- International visitors have resumed post-pandemic levels (2%).
- Visiting Friends and Relatives market has driven a strong rebound, increasing by 9% from pre-pandemic levels.
- Whilst holiday visitors have resumed pre-pandemic levels (56%), business visitation has been slow to respond, dropping 50% (from 10K to 5K visitors) from pre-pandemic levels.
- Overall, the average length of stay for all markets has grown from 2 to 2.4 nights.

In terms of future travel forecasts, Tourism Research Australia has indicated that growth is forecast to persist for overnight trips, day trips, and visitor nights in 2023 as Australians draw on savings and recreational leave accumulated during the pandemic.

This growth, however, will flatten, and potentially dip in 2024, which can be attributed to a reduction of household savings accumulated through the pandemic, and the sharp increase in cost-of-living pressures (interest rate rises, CPI, cost of goods). The substitution effect of having international trips as a travel option will also have fully re-emerged by this time, with outbound trips forecast to exceed pre-pandemic trips in 2025. Toward 2026-27, growth is expected to return closer to the long-term trend as economic conditions are presumed to settle into a new normal.

² <https://tourism.sa.gov.au/media/itkodgmz/clare-valley-december-2022.pdf>

Therefore, whilst the region has experienced strong visitation during COVID, visitor numbers, spend and length of stay are likely to contract to a more normalised pattern from 2026 onwards. It is expected the region will meet its 2030 targets set by SATC, however concerted and focussed efforts are required to achieve this goal.

Visitor Profile

Stakeholders believe the region is attracting a range of visitors, and there remains a need to drive appeal and demand from more high-yield and luxury personas.

They agree that to achieve growth from higher-yielding markets, investment in key visitor infrastructure, and strategic design and alignment of existing experiences are required to achieve the destination's vision.

The *High Yielding Visitor Personas* (Younger Couples, Couples with School Age Children and Older Couples) outlined in the current DMMP, therefore, remain relevant markets to pursue. A major change to these personas, however, includes the acknowledgement of changed motivations and needs of future travellers, as it relates to the desires of 'conscious consumers' (sustainable, connection, inclusive, positive impact) and the experiences they are wanting to have (genuine, memorable, meaningful and less transactional).

In terms of market location, growing Interstate visitors should remain a major priority for the region (\$317 per night). Similarly, re-inspiring intrastate visitors who discovered or re-discovered the region throughout the pandemic is also an important opportunity (at \$241 per night) to leverage.³

The inbound market remains an opportunity for the region, however, until more trade-ready and commissionable experiences are developed, investing in this market at a regional level remains questionable. Leveraging the efforts of SATC and Tourism Australia will be the best way to understand the opportunities these markets offer and the types of experiences they desire to assist with local experience development activities through specific industry strengthening activities.

³ <https://tourism.sa.gov.au/media/itkodgmz/clare-valley-december-2022.pdf>

Experience Profile

The visitor promise for the Clare Valley Tourism Region remains relatively unchanged from the current Plan, with marketable strengths of Food, Wine, Beverages; History and Heritage, Arts, Culture and Retail and Outdoor and Adventure still driving demand.

Further to this, the SATC has recently quantified the agritourism potential for the state⁴, and given the region's dominant agricultural economic profile, it's well positioned to leverage this opportunity, through the activation of new paddock to plate, and on-farm visitor experiences.

Since the endorsement of the Plan, there have been several developments in visitor experiences, including the establishment of new restaurants, the Clare Valley Wine and Wilderness Trail, the refurbishment of the Clare Country Club, Discovery Parks new waterpark and nature play as well as a new Taylors Wines cellar door to be completed in 2023.

Whilst this is the case, current economic conditions have squeezed the operating conditions for some visitor-reliant businesses, resulting in the closure of some key visitor experiences (namely Seed Restaurant and Bar).

Moving forward, stakeholders believe that, above all priorities, developing experiences and enabling visitor-facing infrastructure should be the major priorities for the region, with efforts aimed at expanding and diversifying the range of experiences available in the region and supporting industry to connect with organisations to help get this experiences/ infrastructure online (ie RDA, SATC, PIRSA, DEW, LGA)..

Tourism Australia's demand research, along with stakeholder sentiment indicates a sizeable opportunity to inspire and support the development of more sustainable, inclusive, and indigenous experiences where possible, to align with the demand of the future traveller.

In terms of experience development, stakeholders believe the region should be focussing on the following opportunities in the region as a priority:

- Focussing destination development and marketing activities that **promote the region's strengths** such as caravan and camping, heritage, nature-based tourism, wellness and agritourism.
- Emphasising the region's significant **heritage** and expanding beyond food and wine to promote the region's **natural beauty** and the network of trails for health and wellness experiences is seen as the greatest opportunity targeting the desired future high-yield visitor.
- Leaning into the region's pastoral strengths and exploring **agritourism** opportunities
- Capitalizing on **destination dining** by offering authentic and unique experiences on iconic properties and farms, coupled with walking trails and reward-based dining options.

⁴ <https://tourism.sa.gov.au/support/industry-resources-and-tools/sector-development/agritourism>

- Investing in **luxury** accommodation, a variety of eateries, art galleries, and high-quality retail experiences.
- Getting more **visitor experiences bookable** online and trade ready (**commissionable**)
- Improving **first nations storytelling**, connection to tourism and supporting visitor experiences showcasing indigenous history across the region
- Providing support and guidance to **accommodation** providers to enhance their offerings through improved amenities, professional photography, and engaging copywriting. Showcasing the region's produce and promoting its story.
- Burra's **World Heritage** application could present a significant opportunity to the Goyder Council and wider Clare Valley Tourism Region.
- Encouraging **entrepreneurship** through mentoring programs, incubator seed funding and fostering a supportive environment.
- Leveraging the authenticity and **genuine interactions with locals** as a unique selling point.
- **Enhancing accessibility**, promoting cultural diversity, and providing information in multiple languages can contribute to a more inclusive and welcoming environment for both visitors and local communities.

Although **events** play a significant role in the success of the region, especially in Burra and during Clare Valley Gourmet Week, supporting them is not a strategic priority for the RTM in the upcoming year. However, the RTM will still support these events whenever feasible.

Destination Positioning

The 'Breathe it in' Brand is currently undergoing a resurgence, driven by the Clare Valley Grape and Wine Association (CVGWA). Stakeholders agree that reinvigorating the positioning with collaboration from all parties is a key opportunity.

Educating the industry and wider local communities on how to effectively implement the Brand from a storytelling perspective remains an important initiative identified in the current DMMP to unite the community and Region's experiences with a consistent message.

Destination Marketing

Since the endorsement of the DMMP, there have been considerable resources allocated to develop consistency and depth of storytelling across the regional website and regional social channels, with great success. This was evident in the commitment of resourcing over the past few years to achieving many of the content and social media related actions.

Stakeholder and visitor sentiment suggest that there is strong potential to increase awareness of experiences other than wine to inspire new demand and repeat visitation⁵ with stakeholders believing the following regional stories require amplification:

- **Natural beauty:** Visitors appreciate the picturesque and scenic landscapes of Clare, highlighting the attractiveness and quality of the region. The Riesling Trail and organized walks are mentioned as enjoyable country experiences.
- **Authenticity and community:** Clare is proud of its small-town charm and authenticity. People value the personal touch in cellar doors, where they can interact with family members of winemakers. Sharing stories of farming, multi-generational families, and local heritage contribute to the region's unique identity.
- **Community pride and value for money:** The local community takes pride in what Clare has to offer and actively promotes it among themselves and friends. The region is recognized for providing value for money experiences, and visitors appreciate the accessibility to other key regions.
- **Farming and family stories:** Clare is associated with farming traditions and the stories of multi-generational families. The region's inhabitants are described as honest, authentic, and willing to engage in conversation. Visitors appreciate the beauty of the region and its excellent restaurants.
- **Town stories and heritage:** The stories associated with the town and its rich heritage set Clare apart from other regions.
- **Relaxing and charming holiday experience:** Visitors find Clare to be a pleasant and attractive place to visit. The region's environment and landscape evoke a sense of relaxation. The presence of heritage elements, reminiscent of places like England, adds to its charm. The winding roads are also noted.
- **Accessibility to other regions:** Visitors often discover that there is more to see and do in Clare than they initially expected. The region serves as a convenient base for exploring other nearby regions, contributing to a relaxed and rejuvenating getaway.

Whilst activating a strong storytelling presence on key platforms remains a priority for the region to maintain a connection with potential and past visitors, custodianship and resourcing of this responsibility will need to be discussed at a regional level, due to the limited resources available for the RTM to implement moving forward.

⁵ <https://tourism.sa.gov.au/media/itkodgmz/clare-valley-december-2022.pdf>

Visitor Servicing

Visitors are serviced by two Accredited Visitor Information Centres (AVICs) in the Region, the Clare Valley Wine, Food and Tourism Centre (CVWFTC) located on the southern outskirts of Clare, and the Burra Goyder Visitor Information Centre (BGVIC) located in the town centre of Burra.

There are several Visitor Information Centre Outlets (VIOs) throughout the Region, which distribute visitor information, but their sole purpose is not to service visitors within their locality, like an AVIC.

From the stakeholder's perspective, visitor servicing in person and online is facilitated to a high standard. It is important to note that if the website and social media channels are no longer serviced by the RTM, these channels will need to be appropriately managed/closed, so not to negatively impact the visitor.

Industry Capability

A significant opportunity exists to help the industry develop and deliver the right visitor experience for aligned markets.

Through a tactical approach, to achieve the greatest impact, a review of the region's bookable product gaps, and identifying those operators that have the appetite/capacity to become bookable is the first stage of this approach.

Secondly, reviewing those operators who are already bookable, but can transition to becoming commissionable and trade ready is another focus, particularly products and experiences that are desirable to the high-yield visitors outlined in this Plan.

Given visitor advocacy remains the most trusted and influential form of destination marketing, enhancing values-aligned storytelling assets and building digital capability to support operators to tell their stories with more impact will be a key priority for the immediate future.

This could involve building a better relationship with SATC, capturing high-quality footage and imagery throughout the different seasons, and promoting the proximity of Clare Valley to Adelaide, especially with the completion of the Horrocks Highway and reduced driving times.

Governance, Collaboration & Advocacy

It was confirmed again through consultation that the destination management and marketing framework for the Clare Valley Tourism Region remains fragmented (as was identified in 2019), and is the highest priority for all stakeholders interviewed.

Whilst the SATC Regional Review will determine a way forward for the management of tourism in regional areas, this will not help with the internal structure of the region, e.g. the interconnectedness and alignment between bodies that have a tourism pursuit in the region including CVGWA, CVBTA, Local Government and SATC.

Therefore, it is recommended that for the year ahead, the RTM focuses on building collaboration across the region through scheduled and regular, information-sharing meetings to ensure information flow is two-way and that the RTM is viewed as a conduit and connector for tourism in the region.

Stakeholders shared that the RTM should be advocating on behalf of the region including with SATC, DEW, PIRSA, RDA, Councils, Tourism Australia, and TiCSA.

In terms of building the value of tourism with the local community, from the listening it is believed that for the most part community has a moderate to good understanding of the value of tourism, (particularly as a result of visitation during COVID).

This is not a focus for the year ahead, however, through industry and local government reporting and communications, the local community will be exposed to positive stories and data to help keep them informed of the impact of tourism in the region.

Regional Specific Challenges

Below are common region-specific barriers to success identified in the stakeholder consultation.

Accommodation - The quality and presentation of accommodations, including a lack of high-end offerings, luxury hotels, and a consistent level of quality across Airbnb listings, pubs, and caravan parks was the greatest barrier most people cited about achieving Clare Valleys vision.

Currently, several regional Air BNBs are being used by tradespeople and government contractors, resulting in limited availability of rooms for visitors.

Lack of Industry Responsibility - It is perceived that many businesses in the region do not take responsibility for the industry's development, infrastructure, and funding, which hampers progress and prevents the industry from reaching the next level of growth.

Lack of Collaboration - The need for improved collaboration and a stronger collective voice within the industry is identified as a barrier, and although this is a key focus of the SA Regional Review, much work needs to be done at a local level to build cross-regional relationships and connections regardless of the governance model.

Inconsistent Positioning - Inconsistent messaging and a failure to effectively promote the region's unique qualities, including heritage, differentiate Clare from other wine regions and impact its appeal to international visitors.

Underdevelopment and Under-Marketed - The region is considered underdeveloped and undermarketed, with a need for more investment and a cohesive voice to elevate Clare Valley Tourism Region as a multifaceted destination and region.

Risk of negative growth - Due to unprecedented growth during COVID it is likely that the region will experience comparative negative growth over the years ahead. This will affect visitor dependent businesses such as tours, accommodation, cellar doors and restaurants, which may, coupled with a potential economic crisis, lead to business closures or reduction in trading hours.

Key Opportunities

For the 12 months ahead, the biggest opportunity for tourism in the Clare Valley region is to maintain the momentum that has been building over the past 3 years.

The RTM's role is as important as ever to bring like-minded businesses together, mentor individual operators to become online bookable and trade ready, identify experience and product development opportunities aligned with high yield markets and work closely with partners (SATC, Tourism Australia, PIRSA, Local Government, RDA, CVWGA) to share opportunities that promote sustainable growth.

Keeping abreast of visitor data and sentiment and sharing widely is an important key to maintaining positive growth (or diminishing the decline).

Once the SA Regional Review is handed down, it will be important for the regional stakeholders to come together to support and lead the best outcome for tourism in the region.

Strategic Direction

Vision

To be recognised as an authentic and quintessential Australian destination renowned for its rich and immersive wine and food, heritage, cultural and outback experiences.

From 2023 Listening:

“To create a unique and captivating destination that goes beyond food and wine, offering diverse experiences that showcase the region's authenticity, storytelling, history, culture, and natural beauty.”

Strategic Goal

To work collaboratively with all levels of industry to build a thriving and sustainable visitor economy for the residents and businesses in the Clare Valley Tourism Region.

From 2023 Listening:

“To attract high-yield visitors, strengthen collective management, and establish the region as a recognized and world-class visitor destination.”

Customers & Markets

The initiatives within this Plan will focus on driving demand from three High Yield Visitor Personas, refer to the *DMMP Part A, Section 2.1* for details.

Note. The only change to these personas is the acknowledgement of changed motivations and needs of future travellers, as it relates to the desires of 'conscious consumers' (sustainable, connection, inclusive, positive impact) and the experiences they are wanting to have (genuine, memorable, meaningful, and less transactional).

Areas of Emphasis

The Three Areas of Emphasis of *Regional Awareness, Seasonality* and *Dispersal* remain unchanged, refer to the *DMMP Part A, Section 4* for details.

Key Performance Indicators

The KPIs for this Plan remain unchanged. Included in this table however is a progress update on the attainment of the KPIs set for 2024 (end of Plan life) which indicates positive progress towards the 2024 potential. The Measurement methodology remains unchanged and is available in the DMMP section 1.5.

	METRIC	SPECIFIC METRIC	BASELINE	JUNE 2023 ⁶	2024 POTENTIAL
Economy	Expenditure	Tourism Expenditure	\$89M (December 2018) ⁷	\$155m (Dec 2022)	(\$166M ⁸ by 2030)
	Jobs	Number of people directly and indirectly employed in tourism	698 ⁹	900	747 ¹⁰
Stakeholders	Engagement	Individual Action KPIs are met	Nil	Many completed, others condensed into new Action Plan.	All actions to be completed
Visitors	Visits	Total number of overnight visits (Domestic + International)	182,000 ¹¹	196,000	208,718 ¹²
	Nights	Total nights (Domestic + International)	434,000 ¹³	476,000	481,740 ¹⁴
	ALOS	Average length of stay (Domestic)	2 ¹⁵	2.3	2.3 ¹⁶
	Day Trips	Total number of Day Trip visitors	312,000 ¹⁷	239,000	346,320 ¹⁸
	Sentiment	Improve Visitor Sentiment	Baseline to be Measured	Baseline not determined.	TBC

⁶ <https://tourism.sa.gov.au/media/itkodgmz/clare-valley-december-2022.pdf>

⁷ SATC reported Total Regional Tourism Expenditure as at December 2018 (see Figure 6)

⁸ September 2030 Forecast by SATC Draft 2030 Strategy (see Table 9)

⁹ Total tourism employment as at FY 2017 (see Figure 11)

¹⁰ 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

¹¹ Total Annual Average Overnight Visits to CVTR as at December 2018 (see Table 2)

¹² 5-year annual average growth rates of 2.2% for domestic market (See Section 2.4.2)

¹³ Total Annual Average Nights to CVTR as at December 2018 (see Table 2)

¹⁴ 5-year annual average growth rates of 2.2% for domestic market (See Section 2.4.2)

¹⁵ Total Annual ALOS for Domestic Market as at December 2018 (see Table 2)

¹⁶ 2024 potential for overnight visitors divided by number of nights

¹⁷ Total Annual Average Daytrip visitors as at December 2018 (see Section 2.2.1)

¹⁸ 5-year annual average growth rates of 2.2% for domestic market (See Section 2.4.2)

Action Plan

With limited resourcing and the pending SA Regional Review commissioned by the SATC, 37 actions have been determined that will provide the focus for the RTM; including a high priority on collaboration and connection, storytelling, experience development and capacity building.

The 2019-2024 DMMP started with 95 actions and has been reduced to 37 for specific focus in the final 12 months of the Plan. These include:

- 26 existing actions deemed ongoing focus
- 11 new action items based on listening, funding and current trends.
- 69 items no longer strategic priorities, or completed already, or resourcing not possible (see Appendix 1 for details)

Resourcing the Action Plan

Following is the updated Action Plan for the 12 months ahead (2023/2024)

With the RTM working 3 days a week, 12 days a month for the coming year, it is recommended to allocate time per week based on the priority areas as per the IDIs:

1. **Collaboration (including Advocacy & Governance)** (1 day per week) 4 days per month
2. **Experience and Product Development** (1 day per week) 4 days per month
3. **Capacity building** (1 day per fortnight) 2 days per month
4. **Marketing** (1 day per fortnight) 2 days per month
5. **Promoting tourism** (included in Collaboration)
6. **Events** (limited involvement, as required)
7. **Visitor Servicing** (visitor guide edits 3-4 days at end of year)

Priority Area 1: Governance & Collaboration

Ensure strong governance and clear strategic direction to enable all stakeholders to effectively collaborate to grow the Region’s visitor economy.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Apply effective governance to allow the successful implementation of the Region’s Destination Management and Marketing Plan	1	1.4	Continue to manage and grow a database of all tourism operators in the Region. Include all tourism experiences and key tourism contacts in all stakeholder organisations.	Ongoing	Medium	KPI is required- i.e. how many on the database now and how many should be?	RDAYMN Internal Database – working with CVWFTC to maintain updates on new products. Dylan (SATC) is pulling together a joint CRM, that can be accessed by RTM and SATC. Collaborate to build/add sentiment to this list.
	2	1.6	Maintain the already established regular communication with industry to distribute relevant information and opportunities relating to marketing, visitor servicing, training and development, grant funding opportunities, and new news.	Monthly	High	Monthly Newsletter is distributed to Industry stakeholders. Set engagement KPIs	RDAYMN Monthly Tourism Newsletter Social Media Industry Groups Primary tool for RTM to act as a conduit for tourism in the region.
Encourage a united, informed and collaborative Tourism Industry	3	New	Facilitate regional Visitor Economy Trade Show to bring operators together and to share their product offerings (ATE style)	November (possibly another month if demand is there)	High	At least 20 operators participate	Purpose is to connect operators and to get people bookable/ commissionable <ul style="list-style-type: none"> • 15 minute sessions- 2 minutes change over • Half day format • 10 meetings in one session • Depending on demand could be run more than once across the region Help build the reputation of the RTM as a conduit and connector for tourism

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
	4	New	Host monthly tourism collaboration and capacity building sessions across the region to host 1:1 mentoring sessions with operators, Council and networking	Monthly (from July)	High	RTM is situated in each Council 1 day per month	RTM is located in each Council office 12 times per year (Clare, Wakefield, Goyder) Builds advocacy and touchpoints
	5	New	Host monthly Local Government Tourism Meetings with all tourism/ economic development staff in Councils.	Monthly (from July)	High	12 x meetings per year (all Councils attend the same meeting to ensure cross regional collaboration)	2 hour meeting in person Agenda to reflect remit of each Council (visitor servicing, events, projects, grants, etc)
	6	New	Host bi-monthly Tourism & Industry Associations meetings to share information and ensure human resources and budgets are optimised across tourism related projects	From July	High	6 x meetings per year (all org's attend the same meeting to ensure cross regional collaboration)	CVGWA & CVWFTC & CVBTA (any additional in Wakefield and Goyder as necessary) Agenda to reflect remit of each association (visitor servicing, brand, events, projects etc)
	7	New	Position the RTM as the local conduit and knowledge sharing centre for all things tourism and visitor economy.	Ongoing	High	All visitor economy related queries etc go via RTM to relevant parties	Contact for region for TicSA, Tourism Australia, EcoTourism Australia, ART, Local Government, Industry, SATC, DEW, Business Events Adelaide.
	8	1.1	Review the Region's current visitor economy resourcing & governance to align with the actions within this Plan and Region's identified High Yield Visitor Personas and Segments.	Following SATC Regional Review	Low priority for RTM, high for regional Chair / RDAYMN CEO	Stakeholders engaged, and review completed.	Requires a lead during SATC Regional Review then for regional leadership once the review pathway has been communicated. Be conscious of the time it takes to administer this change?

Priority Area 2: Marketing

Drive awareness and appeal of the Region as a travel destination, inspiring more people to visit, stay longer, spend more and disperse throughout the Region.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Increase the Region's content on third-party websites and travel apps.	9	2.19	Actively encourage tourism operators and event managers to list/update their listing on the Australian Tourism Data Warehouse (ATDW)	Ongoing	High	Increase # of Region's tourism product and event listings on the ATDW Determine benchmark	ATDW – ongoing through workshops & one on one support Facilitated through 1:1 mentoring across region (via Action 4)
	10	2.20	Identify products in the Region that can work with the travel distribution system and pay commission – both domestically (eg Tour Operators, Accommodation, Experiences) and internationally (eg Trade Partners) and connect them into relevant SATC Trade Marketing activities. (can be supported via activities through Priority Area 6 Initiatives)	From July, Ongoing	High	Products identified, are educated on the travel distribution system, and are connected with SATC distribution staff.	Identify key operators who can be commissionable with support. Spend time mentoring and getting them commissionable, set up with trade partners etc Facilitated through 1:1 mentoring across region (via Action 4) Identify who these operators are through Action 1. Potentially also speak to Dylan Beach (SATC) about operator list.
Actively leverage SATC marketing initiatives	11	2.21	Support the relevant SATC Domestic and International Marketing Activities (Social Media, Digital Marketing, Trade Events, Families, and Campaigns), where there is clear alignment to the Region's HYVPs + Niche Interest Segments.	Ongoing	Medium	Opportunities identified and leveraged. Positive ROI on a project-by-project basis. (Clear ROI defined)	Meet with SATC international manager and determine the Region's focus in the international space and allocate some support in this area (if at all- might not be a strategic destination for SATC, hence no time should be allocated – except in getting industry trade ready via Action 10)

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
						for each project)	
	12	New	Utilise annual Co-Op marketing funding to create industry buy in opportunities in target niche segments; agritourism, nature based or food, wine/ drink	Commence early 2024 for Autumn/ Winter campaign	Low-Medium	Conversion metrics to be determined as part of co-op campaign	Opportunity to use \$10 000 SATC Marketing COOP funds matched with industry buy in for \$20 000 campaign/ marketing activity targeted to right audience, activating the 'Breathe it in' brand and conversion metrics.
Activate and advocate for the use of the Clare Valley Brand throughout the whole Region.	13	2.3	Advocate for consistent messaging, positioning, and branding in all Regional visitor touchpoints and key stakeholder (online and offline). This includes: <ul style="list-style-type: none"> •Destination Hashtags Promoted •Visitor Collateral (Brochures + Fact Sheets) •Visitor Signage (public & private) •Marketing platforms (website, social media, apps) Work in collaboration with CVGWA to disseminate the brand handbook to tourism operators	Ongoing	Low-medium	Messaging, positioning and branding is reflected in all marketing and visitor servicing touchpoints. Brand handbook disseminated to tourism operators	Brand owned by RDA, not CVGWA. RTM to ensure all RDA owned assets reflects brand.
Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified High Yield Visitor Personas + Niche Customer groups (HYVP's).	14	New	Determine the way forward for clarevalley.com and all regional visitor focussed social media channels currently managed by RTM.	Discussions to be held early 2024 for end of FY transition	Medium	Website and channels are handed over to appropriate organisations to continue to use	Conversations with SATC to integrate all content into SA.com template as per other regions. Social media channels to be maintained until new owners identified and handed over.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
	15	2.8	Advocate for the management of engaged Social Media communities to build awareness, trust and advocacy with region's identified HYVP's	4 hours a fortnight	Low	Refer to Action 13 - assist with smooth transition	Maintain channels (responding to visitor enquiries, until way forward is determined with other regional stakeholders). Channels are maintained to minimum viable during transition.
	16	2.10	Advocate for a consumer email direct mail (eDM) Strategy driven by CVWFTC	Advocate for a cohesive strategy to be developed by end of 2023 in consultation with CVWFTC	Low	Region only has one consumer facing EDM. Website is optimised for eDM database subscriptions.	Advocate for one source of truth for visitors
	17	2.14	Support the reproduction of the annual Regional Visitor Guide (and or new map) At a minimum optimise with: <ul style="list-style-type: none"> • Key visitor experiences in the destination are aligned with HYVPs and Niche Interest Segments, with a focus on suggested time specific itineraries (eg 48 hrs in the Region for Families etc) • Website call to action to track online engagement (e.g. brochure downloads, live views). • Visitor advocacy for the destination (such as including relevant hashtags and social channels to tag) are included in all collateral Take into consideration niche interests needs (e.g. Cycling, agritourism etc)	December	Low	Visitor Collateral aligned to HYVPs and Niche Interest Segments and optimised for visitor advocacy and conversion tracking.	Ongoing annual process- end of calendar year HWR do most of the heavy lifting 3-4 days of RTM editing

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Create + distribute relevant Visitor Collateral that will drive increased length and dispersal with the Region's HYVP's	18	2.16	<p>Online audit of websites/apps that the Region's HYVPs use to inspire + plan their trip (eg www.southaustralia.com, Google, TripAdvisor, Special Interest Websites etc).</p> <p>Review them to identify gaps in:</p> <ul style="list-style-type: none"> • Destination Storytelling Information • Destination Suggested Itineraries (to the region and within the Region) • Tourism Operator Listings – optimised listings, online bookable (if/where relevant). • Community Tourism Assets Listings 	2024	Low	Websites and apps audited and opportunities to fill gaps identified.	If time permits.
	19	2.28	<p>Support the continued attraction of Caravan & Camping travellers in the Clare Valley Tourism Region.</p> <p>Potential to seek co-op funding from industry and Council to have a booth at the Adelaide C&C show</p>	Short Term, Ongoing.	Low	Coop partners are found	<p>Potential opportunity to utilise a portion of the \$10,000 co-op funding (ie \$2000)- and leverage funding from operators or Council to support payment of booth and staffing over the week</p> <p>Not intended for RTM to attend, but to coordinate the booth</p> <p>Should not proceed without adequate COOP buy in</p>
Drive regional bookings through industry led return visitor campaign	20		<p>Develop and deliver industry campaign to encourage repeat visitation from those who discovered / re-discovered the Region over the past 2 years.</p>	Commence immediately for greatest returns Track success with individual operators that participate	High	Increase repeat visitation	<p>Stakeholders observed that people have had such a surge in booking with COVID getting visitors to “rediscover Clare” and many commented how much they loved their holiday.</p> <p>This should be the first-place operators start in encouraging bookings- no hard sell as the customer already knows what to expect, just a warm welcome back.</p> <p>Facilitated through 1:1 mentoring across region (via Action 4)</p>

Priority Area 3: Visitor Servicing

Provide appropriate and relevant visitor information for the Region’s High Yield Visitor Persona’s and Niche Markets when and where they expect it.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Provide the right visitor servicing support at the right location to the Region’s HYVPs that drives real conversion of visitors + increase spend and length of stay.	21	3.7	<p>Increased collaboration and knowledge of Visitor Servicing Teams of the experiences across the whole Region.</p> <p>Visitor services staff to be invited to the Clare Valley trade show- add to item in collaboration</p>	As required	Low	Close collaboration + understanding of Sub-Regional product offerings by Visitor Servicing Staff.	<p>Increase knowledge sharing</p> <p>Facilitated through Council Meetings (via Action 5)</p>
	22	3.9	<p>Advocate to Local Government for an Outreach Visitor Servicing Program at relevant Regional events and locations, which align to the Region’s HYVPs.</p> <ul style="list-style-type: none"> • Roving ambassadors at relevant events or key visitor precincts • Pop-Up Visitor Information Stalls at relevant events 	As required	Low	Program is developed by Councils	<p>LGA led, not RTM</p> <p>Facilitated through Council Meetings (via Action 5)</p>

Priority Area 4: Events

Use events as a trigger to visit the Clare Valley Tourism Region year-round.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Promote existing events to drive demand for the Region with the Region's HYVP's.	23	4.1	Complete an event audit to identify existing regional and local business/community events that align with the re region's HYVPs, and include events in the Campaign and Marketing Calendar communications and in relevant Visitor Collateral	End of 2023`	Low-Medium	Audit complete, and events identified.	Incorporate events as part of monthly LGA meeting (Action 5) EDM visitors via CVWFTC e news (Action 15)

Priority Area 5: Infrastructure + Experience Development

Support the development and expansion of experiences within the Clare Valley Tourism Region via relevant product development and visitor infrastructure initiatives, to grow market share of the region's HYPVs and support visitors to have positive, memorable experiences.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Grow the quality and quantity of products that enhance the visitor experience in the Region and attract more of the Region's HYVP's and Niche Interest Segments.	24	5.1	<p>Advocate and support the attraction of investment into accommodation in the region through the development of a Visitor Economy Investment Prospectus.</p> <p>Focus on accommodation that fills the gap of higher-end and groups/business events/wellness accommodation (such as medium-sized 5 star) as highlighted in the Regional Visitor Strategy.</p> <p><i>Note. Potential land locations need to first be identified, and then engagement with SATC to develop and take investment proposal to market.</i></p>	Ongoing	High	Potential land in Region identified. Investment prospectus developed. Relevant investors and SATC engaged in process.	Remains key priority RDAYMN, CVWGA, SATC & CGVC combined efforts to produce investment prospectus for Luxury accommodation. Land was sourced. COVID came and shut this process down. Now operators within the region have taken this into their own hands – with two winery-based projects in the pipeline. At very early stages.
	25	5.2	<p>Advocate for/support the upgrade and expansion of existing accommodation in the Region.</p> <p>Current projects to support include:</p> <ul style="list-style-type: none"> • Paxton Square Cottages • Bungaree Station 	Ongoing	High	Proactive engagement with relevant accommodation providers. Relevant support provided.	Remains strategic priority Clare Country Club received funding through TIDF – for full refurbishment. Discovery Parks – putting in water park – no upgrades to accommodation currently. Bungaree Station – unsuccessful with TIDF – now doing smaller projects when they can. See above – wineries now looking at accommodation
	26	5.3	<p>Advocate for/support the attraction and expansion of experiences that align with the Region's HYVPs in the Region. Focus on:</p>	Ongoing	High	Proactive engagement with relevant operators	Held Tourism Experience Forum July 2022

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
			<ul style="list-style-type: none"> New operators and events – including primary producers (agritourism) Existing operators and events looking to offer more immersive and engaging visitor experiences (paddock to plate, events) Drive opportunity for hosted experiences on Wine and Wilderness Trail 			Support provided as required.	<p>Tourism Experience Workshop – February 2023</p> <p>Innovation/ entrepreneurs program in region focused on new experiences</p>
	27	New	Work with RDAYMN to develop an Innovation / entrepreneurs incubator program focused on new experiences targeting High Yield Visitor supply gaps in region.	2024	Low	Local chapter is set up	<p>RDA focus supported by RTM</p> <p>Connect new ideas with entrepreneurs and pull together mentoring program hosted locally</p> <p>Behind Closed Doors / Office for Small and Family business style program</p>
	28	5.7	<p>Advocate and support the attraction and expansion of Art and Cultural (inc. Indigenous) experiences in the Region. Current and future opportunities include:</p> <ul style="list-style-type: none"> Indigenous Culture Development – Increased sharing and telling of Ngadjuri Stories and Culture by current Regional land custodians. Local Government Art and Culture Strategies support the activation of key Visitor Experiences/ Locations. New Product Development opportunities 	Monthly	High	Proactive engagement with relevant art and culture opportunities. Relevant support provided and/or projects initiated.	<p>Arts group disbanded. Work with council representatives on Art & Cultural programs – mainly CGVC & RCG</p> <p>Working with RCG on funding of Burra Cultural & Events Centre</p> <p>Discussed at Council Meetings (via Action 5)</p> <p>Work with Councils on showcasing stories of indigenous culture and disseminate via industry news regularly- show industry what good looks like in other regions too- case studies etc- call out new products/ experiences (ie Watervale)</p>

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
							Leadership required in this space.
	29	5.9	<p>Engagement with Department of Environment and Water (DEW) on the development of new SA Heritage Strategy.</p> <p>Advocate and elevate relevant opportunities and challenges within the Region which align strategically with this new Plan.</p>	Quarterly starting in October	Low	Implement formal quarterly catch up with relevant Tourism Team in DEW	<p>Priorities changed during COVID.</p> <p>ENTF unsuccessful in Clare Valley</p> <p>Heritage to remain a key pillar.</p>
	30	5.10	<p>Advocate for/support the further activation of key History and Heritage experiences in the Region, with a focus on offering a more immersive and engaging visitor experiences.</p> <p>Key heritage locations in the Region include <i>Burra/Burra Heritage Trail, Bungaree and Mintaro and Sevenhill Cellars</i>.</p> <p>Support in areas of:</p> <ul style="list-style-type: none"> • Advocate for contemporary, digital and motivating interpretation • Increase online distribution and promotion (bookable and commissionable) • New Product Development opportunities 	Ongoing	Medium	<p>Proactive engagement with relevant history + heritage opportunities.</p> <p>Set KPIs</p>	<p>Support CGVC on development of brochure for Heritage Walks</p> <p>Support RCG – Culture I& Events Centre (heritage buildings) & Moonta/Burra World Heritage Bid</p>
	31	5.12	<p>Advocate and support the expansion of Nature Based experiences in the Region via the Region's Natural Assets.</p> <p>Opportunities include:</p> <ul style="list-style-type: none"> • Increase online distribution and promotion (bookable and commissionable) • Engagement with DEW on relevant Nature Based Tourism projects. 	Ongoing	Medium	<p>Proactive engagement with relevant Nature Based stakeholders (including DEW).</p> <p>Set KPI</p>	<p>High priority</p> <p>Clare Valley Wine & Wilderness Trail</p> <p>Clare Valley Short Walks – determined, signed & promoted</p> <p>DEW relationship activated</p>

Priority Area 6: Industry Capability

Advocate and encourage visitor experiences in Clare Valley Tourism Region to deliver the best quality consumer experience for visitors.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Advocate for quality in visitor experience and customer service delivery	32	6.3	Connect industry with relevant grant opportunities (via industry comms - action 1.6)	Ongoing	High	Industry stakeholders are aware of relevant funding opportunities.	Regular updates to councils and identified operators. TIDF and ENTF and Regional Event Funding applications all supported Ongoing priority via industry monthly EDM (via Action 2)
Build the marketing capacity of tourism product marketers to drive awareness and conversion of visitors, both on and offline.	33	6.4	Identify and leverage relevant professional development opportunities for tourism operators (eg. via TiCSA, Wine Australia (eg Growing Wine Tourism training)) and communicate opportunities with industry (ref action 1.6).	Ongoing	High	Industry participation and engagement in relevant programs.	Promoted through industry monthly EDM (via Action 2)
Drive growth in bookable and commissionable products	34	New	Identify the number of 1 (bookable) and 2 (commissionable) experiences that are appealing to high yield visitors. Work with new operators to become bookable and those that are bookable help them to connect with relevant trade partners and become commissionable.	Immediate start	High	KPI set - # of new bookable products # of new commissionable products.	Must be targeting high yield visitors Not a volume game Part of collaboration/ advocacy and marketing too
Build the capacity of local operators in Sustainable and Regenerative Tourism Initiatives	35	New	Support the industry to develop sustainable and regenerative tourism businesses and visitor experiences.	August	High	Host industry capacity building workshop with regenerative tourism expert Workshop is attended by 20+ operators in region	An important focus of the future traveller, destination and operators who can competently showcase their eco credentials is fast becoming a highly sought-after decision-making tool. Already Booked for August 2023

Priority Area 7: Promote the Value of Tourism

Communicate with residents, local businesses, community groups, council staff, elected members and tourism industry to help them understand the contribution of the Visitor Economy to the Clare Valley Tourism Region.

KEY INITIATIVES	NEW REF.	OLD REF.	ACTIONS	TIME FRAME	PRIORITY	ACTION MEASURE	COMMENTS
Take a lead role in advocating Tourism as an economic driver for Clare Valley Tourism Region	36	7.4	Prepare and present achievement of this Tourism Plan to relevant industry stakeholders.	Annually	High	Stakeholders are informed on the progress of the Tourism Plan's KPIs on a regular basis (annually, at a minimum)	Ongoing formal updates to SATC and Councils Need to collate visitor data and statistics to share at these forums (ie- industry news, database, online bookable conversions to commissionable, new operators, ceased business operations, ROI on socials, website data, visitor data and sentiment)
	37	7.5	Prepare and present the opportunities and achievement of KPIs to industry via networking events and industry communication	Bi-Annually (end of 2 nd Quarter, and end of 4 th Quarter)	Medium	Industry Stakeholders are informed on the progress of the Tourism Plan's KPIs.	Important to do at Trade Show and networking / and/ or industry news to help keep industry informed and focussed on visitor economy sustainability - SATC might have the TRA data mapped you can just use?

Appendix 1

Below are the Actions from the 2019-2024 CVTR DMMP that are either complete, or no longer strategic focus.

KEY INITIATIVES	REF #	ACTIONS	COMMENT
Priority Area 1: Governance + Collaboration			
Apply effective governance to allow the successful implementation of the Region's Destination Management and Marketing Plan	1.3	<p>Develop an Industry Communication Framework to ensure successful implementation, engagement and support of this Plan.</p> <ul style="list-style-type: none"> <i>Internal Communication Plan</i> – to ensure Plan's custodians have ongoing communication. <i>External Communication Plan</i> – to keep wider stakeholders and industry informed of relevant opportunities to engage with the Plan's actions, and to report on the achievement of actions 	Not a priority
Priority Area 2: Marketing			
Activate + advocate for the use of the Clare Valley Brand throughout the whole Region.	2.1	<p>Develop brand messaging and positioning guidebook to complement the brand video and show how to activate the Clare Valley brand.</p> <ul style="list-style-type: none"> Key messages for each sub-region – Clare Valley Wine Region, Burra + surrounds + Agricultural Districts Show more examples of how the Clare Valley logo can be adapted for use at a sub-regional / business / experience / product / council level / event. <p>Case studies of how it has already been successfully rolled out in the region.</p>	Working with CVWGA to develop new guidelines to reactivate 'Breathe it in' messaging CGVC great use of Clare Valley branding throughout region.
	2.2	Provide training on how tourism operators and local businesses can integrate the CV Brand in their experience and storytelling initiatives (ref. action 6.5).	Storytelling workshops undertaken 2023
	2.4	<p>Grow the Region's visual assets (photos/videos). Focus on showcase the experiences that appeal to the identified high yield + niche customer groups, for use in all destination marketing activities (e.g. Websites/Visitor Guides etc), and also align with SATC's visual assets guide</p> <p>Address visual asset gaps by engaging relevant creatives for photo/video shoots for experience or events.</p> <p>(Note. CVWGA are currently investing in video footage and RDAYMN have growing library of photo/video assets).</p>	Worked with TA on the NECI program 2022 Working on Breathe it In activation 2023

KEY INITIATIVES	REF #	ACTIONS	COMMENT
	2.5	<ul style="list-style-type: none"> • Develop website marketing KPI's for the website, to track performance across all stages of the travel purchase journey. • Conversion tracking set up • Add storytelling + factual content to ensure all regional experiences are represented (e.g. Burra + Agricultural Districts) • eNews sign up integrated 	Discussions currently underway to integrate CV Website with southaustralia.com- will this still exist though and be owned by CVBTA? e-news integrated website owned by CVBTA. CVWGA, CVWFTC
Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified High Yield Visitor Personas + Niche Customer groups (HYVP's).	2.6	<p>Confirm the official consumer marketing channels for the Region - website, social media, eDMs, via a facilitated planning workshop with all Regional tourism marketing stakeholders.</p> <p>Outcomes of the workshop would be to confirm:</p> <ul style="list-style-type: none"> • Official Regional consumer social media channels + lead organisation • Official Regional industry communication channels + lead organisation • Centralisation of a single consumer eDM database + lead organisation • Confirm resourcing of official Regionals websites + lead organisation <p>Guidance on how sub-brands/event/website owners can differentiate their content (social media/email/website) from official Regional communication channels to drive engagement + conversions for their consumer activities</p>	<p>Started but not completed – now in holding pattern with SATC Regional Review.</p> <p>Social media and content creation not funded by SATC for RTM in 2023/24</p>
	2.7	<p>Develop annual marketing and communications plan including curated content from UG (consumer, trade and industry) to curate the best Regional content – images, videos and written copy in the Content and Marketing Calendar (ref. Action 2.11) and for curation into the consumer website (ref. Action 2.5).</p> <ul style="list-style-type: none"> • Confirm Regional promoted destination + sub regional hashtags and social media accounts for promotion + collection of UGC with Regional brand stakeholders (Refer Table 22) • Optimise all destination digital channels and other third-party digital channels and any offline marketing (e.g. visitor guide) with the content strategy T+Cs. • Actively engage event organisers to contribute to the Region's content strategy 	Content creation not a strategic priority in this 12 month Action Plan unless external funding is sourced
	2.9	<p>Develop and implement a Blogging strategy to share stories that both inspire and help the Region's HYVPs at all stages of purchase journey on the regional website.</p> <p>Specifically:</p> <ul style="list-style-type: none"> • Identify content topics (Inspire or Inform) for each identified HYVP and niche interest segments 	Not a strategic priority

KEY INITIATIVES	REF #	ACTIONS	COMMENT
		<ul style="list-style-type: none"> Identify blogging frequency and confirm resourcing Contributor policy development – operators, staff, influencers etc. Ensure all blog articles are optimised for relevant search queries <p>Blog content policy development to guide (non-sales focus).</p>	
	2.11	<p>Develop and execute a 12-month ‘Content and Marketing Calendar’ to align and manage all consumer marketing initiatives – including Blogging (action 2.9), eNews,(action 2.1), Social Media (action 2.8), Famils (Action 2.12), Events (Action 4.1) etc with the Region’s HYVPs and Niche Interest Segments.</p> <p><i>Example > https://corporate.margaretriver.com/resources/ymrr-strategy-and-planning/</i></p>	Same as 2.7
	2.12	<p>Develop and implement an Influencer, Media and Travel Trade Famil Plan to identify and support visitation to the Region from Digital Influencers (Local/Micro/Major), Traditional Media and Travel Trade relevant to the region’s HYVPs and Niche Interest Segments.</p> <p><i>Ensure best practice vetting and management of Influencer visits to ensure positive return on investment. (Refer https://tourismeschool.com/blog/a-destination-marketers-guide-to-working-with-digital-influencers/)</i></p>	Not a priority in next 12 months- can be reactive if SATC sends over a request but not proactive
Create + distribute relevant Visitor Collateral that will drive increased length and dispersal with the Region’s HYVP’s	2.13	<p>Audit existing Regional Visitor Guide for alignment with branding (see action 2.3), HYVPs and Niche Interest Segments.</p> <p>Work with key regional stakeholders to also review option for a new standalone Regional map – showcasing key touring routes + itineraries, trails, towns and key attractions (eg see https://www.margaretriver.com/wp-content/uploads/2019/04/MRBTA-2019MarMapPrint2.pdf)</p>	Not a priority in next 12 months
	2.15	<p>Distribute Regional Collateral (eg Visitor Guide and potential map) to all relevant HYVPs touchpoints – both on and offline</p> <p><i>Distribution Plan</i></p> <ul style="list-style-type: none"> Storage of Collateral Key Distribution Managers in the Region Monitoring metrics Re-ordering process <p><i>Distribution Implementation + Management</i></p> <ul style="list-style-type: none"> Distribution via Visitor Centres, Tourism Operators, Supermarkets, Restaurants/Cafes, Service Stations (in region and relevant neighbouring Tourism Regions – such as Adelaide, Barossa, Adelaide Hills, Flinders Ranges, Riverland, Yorke Peninsula). 	Not a priority, especially if HWR have a process- need to direct people to HWR or pick up their own at Visitor Centre?

KEY INITIATIVES	REF #	ACTIONS	COMMENT
		<ul style="list-style-type: none"> Events – eg Local Events (eg community markets), Relevant Regional Events, and via relevant Event Organisers. All Accommodation suppliers, including RV Campgrounds Online via consumer website and social media platforms. Encourage the loading of PDF Versions / link to Live Version of Visitor Collateral on operator websites, and track engagement. <p>Consumer Events – see recommendation re: attendance at Consumer Shows (action 2.28)</p>	
Increase the Region's content on third-party websites and travel apps.	2.17	<p>Educate Tourism Operators, Councils/Visitor Centres how to grow digital footprint of their product experiences in third party websites + apps, and drive visitor conversions. Key education points include:</p> <ul style="list-style-type: none"> Importance of being online bookable (and distributed on major booking websites if relevant) and managing a conversion focused website. How to claim, optimise and managed for their product listings and online advocacy (such as ATDW, TripAdvisor + Google My Business) <p><i>This action can also undertaken via action Priority Area 6 tactics.</i></p>	Not a priority this year Not a priority
	2.18	<p>Increase Regional motivational content on www.southaustralia.com aimed at the Region's HYVPs and Niche Interest Segments.</p> <ul style="list-style-type: none"> Identify opportunities to increase articles promoting the Region on the Blog. <p>Identify product listings that are missing from experience categories (example has only 3 listings https://southaustralia.com/places-to-go/clare-valley/things-to-do/family-and-kids)</p>	Not a priority
Encourage more people to become advocates of the Region	2.19	<p>Encourage locals, industry and visitors to use the destination key brand hashtags (e.g. #clarevalleysa (as per Action 2.7) and sub-regional hashtags (eg #visitburra, #clarevalleywine) when they are sharing tourism content on their owned social media platforms, through relevant industry communications (ref. action 1.6), industry training (action 6.5)</p>	Same as 2.3
Actively leverage SATC marketing initiatives	2.22	Identify marketing opportunities to grow the Cruise niche segment, by increasing the number of independent and shore excursion visitors to the Region from Wallaroo and Adelaide, via working with products in the region can pay commission (refer action 2.20)	Tried this with SATC but we are too far away from Wallaroo
Initiate/leverage relevant partnership marketing +	2.23	Identify, initiate or leverage opportunistic partnerships with Brands that align with the Region's HYVPs – Affluent Younger Couples, Families, Affluent Older Couples No Kids. Eg. Discovery Holiday Parks (Families), Wine Brands (Affluent Couples).	Not a strategic priority- get basics right first

KEY INITIATIVES	REF #	ACTIONS	COMMENT
customer specific marketing tactics to grow market share of High Yielding Visitor Personas and Niche Interest + Market Segments	2.24	Initiate strategic marketing + identify opportunistic partnership marketing for Food, Wine + Beverage experiences in the Region. <ul style="list-style-type: none"> • MOU with Clare Valley Wine + Grape Association (ref. action 5.5) • MOU with Clare Valley Cuisine (ref action 5.6) • Marketing Support for Riesling Trail as a key connector of experiences in the regions. (ref. action 2.30) • Ensure Food, Wine + Beverage experiences included in the Content + Marketing Calendar (ref action 2.11) • Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a food + wine destination (action 4.1). Expand/attract + support activation of relevant events (see action 4.1).	Support CVGWA when required Include food, wine, beverage in itinerary to SATC/ TA famils (business as usual) Covered in item 10 Standing agenda item with LGA meeting
	2.25	Initiate strategic marketing + identify opportunistic partnership marketing for History and Heritage experiences in the Region <ul style="list-style-type: none"> • Ensure History + Heritage experiences included in the Content + Marketing Calendar (ref action 2.11) • Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a history + heritage destination (action 2.16). • Expand/attract + support activation of relevant events (see action 4.1). Support industry capability training with staff responsible for marketing key heritage assets (eg Burra Passport Trail, Mintaro) – see action 6.5).	Covered in new action item 10
	2.26	Initiate strategic marketing + identify opportunistic partnership marketing for Arts + Culture in the Region: <ul style="list-style-type: none"> • Ensure Arts and Cultural experiences are included in the Content + Marketing Calendar (ref action 2.11) • Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a arts + cultural destination (action 2.16). • Expand/attract + support activation of relevant events (see action 4.1). • Advocate for the inclusion of Njadjuri storytelling in experiences Advocate for the inclusion of Njadjuri recognition on product packaging	Support CVGC and RCG, WRC council in their initiatives- but not a driving priority Arts and culture as standing agenda item for LGA monthly catch ups Covered in new item 10

KEY INITIATIVES	REF #	ACTIONS	COMMENT
	2.27	<p>Initiate strategic marketing + identify opportunistic partnership marketing to grow weddings in the Region</p> <ul style="list-style-type: none"> Partnership opportunities to support Online Wedding Directory www.clarevalleyweddings.com.au + Clare Valley Bridal Fair Relevant Media + Influencers Famils (refer action 2.12) <p>Increase content on owned + third party websites as a wedding destination (action 2.16)</p>	Not a priority
	2.29	<p>Identify, initiate strategic marketing + opportunistic partnerships to grow high yield Western and Eastern International Markets in the Region</p> <ul style="list-style-type: none"> Engage with relevant SATC Trade Marketing activities relevant to the Region. (ref action 2.20) Share relevant International Marketing opportunities with local industry (via action 1.6). Development of rich media assets to drive demand from this segment (via action 2.4). Support Wine / Tourism Brands / industry organisations who are hosting Chinese Incentive Buyers with itinerary planning and organisation. (see action 2.23) <p>Support tour operators with itinerary planning + guidance who are bringing International Visitors into the Region.</p>	Not a strategic priority- view item # 9 for alignment with SATC activity
	2.30	<p>Advocate for the inclusion of the Region in Itineraries of Tour Operators who are aligned to the Region's high yield visitor personas. These include:</p> <ul style="list-style-type: none"> Aviation Tour Operators Cruise Ship Pre/Post Tours Flinders Ranges + Outback Tour Operators Event Tour Operators (eg Birdsville Races) <p>Activation via various initiatives such as Famils (action 2.12), Trade Events (action 2.20) and Opportunistic Partnerships (action 2.23).</p>	Refer Item 9 in Action Plan
Support the marketing of key Community Managed visitor assets and experiences	2.31	<p>Support the development + implementation of a Marketing Plan the Burra Passport Trail and Riesling + Rattler Trail</p> <ul style="list-style-type: none"> Advocate for improved consumer focused websites and/or increased presence on www.clarevalley.com.au Ensure experiences are covered in Content + Marketing Calendar (ref action 2.11) + relevant Visitor Collateral (action 2.14). Relevant Media + Influencer famils (refer action 2.12) 	Not a priority without Council funding to implement- not the right year

KEY INITIATIVES	REF #	ACTIONS	COMMENT
		<ul style="list-style-type: none"> Increase content on owned + third party websites (ref action 2.16) Online Reputation Management (potentially via action 3.10)	
Successfully report on the attainment of major KPIs and marketing actions within this Plan.	2.31	Develop a spreadsheet that identifies base line marketing engagement and conversion metrics for each objective in the Tactical Measurement Table. (ref. Appendix 1) This is to allow for the monitoring and measurement of demand driving activities in this plan moving forward.	At this stage, internal document only – no need to focus-not priority – this action plan update will provide YTD update (4 years in of 5 year plan) Should be reporting to LGA regularly and visitor data should be the basis of this report?
Priority Area 3: Visitor Servicing (lowest priority as per stakeholder listening)			
Ensure Visitor Centres in the region operate with strategic intent and direction to remain agile, effective and sustainable in all operations	3.1	Review the Region's current Visitor Servicing Activities for alignment with the region's HYVP's and Actions within this Plan. <ul style="list-style-type: none"> Audit of current business operations (budgets, services, resources, revenue streams and projects) Based on review results, develop Visitor Servicing Business Plans which outlines: <ul style="list-style-type: none"> Strategy for the day to day management and running of effective visitor servicing (taking into consideration the below specific projects actions 3.14 – 3.17) Measurement Strategy (eg Visitor Numbers, Online Visitor Servicing Numbers, Visitor Sentiment via the Centre) 	Not a focus for the action plan this year as it is considered to be done well by various partner s
	3.2	Relevant staff to proactively engage with wider Regional stakeholders on specific projects, events and committees to remain informed and proactive.	Standing agenda item in LGA meeting Item 5 Auburn French Fest Gourmet Week AGL Car Rally Copper
	3.3	Implement digital capacity building training for all visitor servicing frontline staff in the Region to upskill in digital visitor servicing. Implement new learnings to activate digital visitor servicing (will allow the completion of many of the actions 3.10 and 3.11)	Complete
Develop and distribute visitor collateral that	3.4	Audit existing Centre-developed Visitor Collateral for alignment with Regional branding (see action 2.3), HYVPs and Niche Interest Segments.	Not priority

KEY INITIATIVES	REF #	ACTIONS	COMMENT
drives conversions, dispersal and increasing length of stay in the region for the Region's HYVP's	3.5	Develop new design templates for Centre-developed Visitor Collateral (flyers/brochures/maps etc) to ensure consistent look, feel and branding (see action 3.4) across the whole Region.	CVWFTC have some developed for Art, Food, Experiences
	3.6	Optimise relevant Centre-developed Visitor Collateral based on audit findings and new design templates. At a minimum optimise content with: <ul style="list-style-type: none"> 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 Intra-regional suggested itineraries for the High Yield Visitor Personas and niche interest markets.	Not priority
Provide the right visitor servicing support at the right location to the Region's HYVPs that drives real conversion of visitors + increase spend and length of stay.	3.8	Grow awareness of regional product offering with Visitor Centres outside the region , to increase Regional product knowledge and referrals from other Visitor Centres to the region. This includes: <ul style="list-style-type: none"> Leveraging the 2020 SA Visitor Servicing Conference to showcase the Region to delegates. Famils – intra and interstate opportunities Regional Visitor Guide distribution (refer action 2.14)	Complete 2020 VIC Conference – Clare Burra Discussion re intra famils commenced but LGa driven not RTM
	3.10	Reputation management of relevant online listings (eg TripAdvisor, Google My Business) as identified (via action 2.16) of Council + Community Managed visitor experiences in the region to ensure high level of visitor engagement and response to visitor enquiries and increase profile of these products in online.	Council activity not RDA
	3.11	Service visitors online via Facebook Messenger, Instagram Direct Message and Live Chat	RDA responsible for channels it managed, Council, CVWGA responsible for theirs
	3.12	Support the provision of up to date and on-brand visitor information via Visitor Information Boards/Information Bays in the region. <ul style="list-style-type: none"> Review current information boards in the Region (via relevant local communities/council) for location (key HYVP touch points), condition, branding, (ref. action 2.3), content and call to action alignments (eg. Regional Website or Visitor Centre phone numbers). Work with relevant stakeholders for Board Maintenance, Design and Information updates Potentially roll this action into Tourism Signage Audit (see action 5.16).	See Sign Audit

KEY INITIATIVES	REF #	ACTIONS	COMMENT
	3.13	<p>Engage residents to be effective visitor servicing advocates for the region by:</p> <ul style="list-style-type: none"> • Develop a residents communication opt-in database (via action 2.10) • Communication of 'What's On' or 'What's News' through local community channels (eg Council communication channels - social media, local community Facebook Groups, local media (print, radio). • Distribution of relevant Visitor Collateral at outreach visitor servicing events (see action 3.9) <p>Visitor Centre specific events (eg. Friday night drinks – CVWFTC, Open Days etc).</p>	<p>Not RDA priority CVWFTC – weekly what's on & social media CVWFTC – Friday night drinks gourmet events markets other</p>
	3.14	<p>Engage tourism operators to be effective visitor servicing advocates for the region by:</p> <ul style="list-style-type: none"> • Facilitating a calendar of intra-region famils of tourism experiences (support action 1.5 – industry engagement + education). <p>Supplying relevant collateral for distribution (refer action 2.14).</p>	<p>Via networking and Clare Valley trade show Visitor Guides – distributed Famil Calendar – not started – though discussions re inter-regional famils between VICs</p>
Priority Area 4: Events (lower priority as per stakeholder listening)			
Promote existing events to drive demand for the Region with the Region's HYVP's.	4.2	Actively encourage event managers (council and non-council) to list their events on the ATDW to get increased exposure of regional events online.	Business as usual- maybe via quarterly in region sessions?
	4.3	Actively engage event organisations to use regional branding (refer action 2.3) and also encourage regional advocacy through the promotion of the Region's user generated content policy (ref. action 2.7)	Dissemination of Brand toolkit – CVGWA lead –
Advocate for the attraction of new events or development of existing events that drive visitation by the Region's HYVPs and Niche Interest and Market Segments	4.4	<p>Support new or existing events to the Region that are aligned to the region's HYVP's. These could include events that are either stand-alone (such as Clare Valley Gourmet Weekend) or part of larger state-wide events such as SA History Festival, SALA, Tasting Australia or Adelaide Fringe.</p> <ul style="list-style-type: none"> • Support opportunities include: financial support, grant funding application support, positive policy support, in-kind support, staffing support etc as required. • Case manage by relevant regional stakeholder as relevant for each event (eg • RDAYMN or Council level). 	<p>Support when approached – business as usual CV Gourmet Week – extended to 10 day event. Copper & Stone Festival – annual event in Burra</p>

KEY INITIATIVES	REF #	ACTIONS	COMMENT
Leverage Business Events to attract more high yielding business travellers to the Region	4.5	<p>Liaise with Adelaide Convention Bureau to identify the following opportunities:</p> <ul style="list-style-type: none"> • Bidding/hosting for relevant regional business events in Region • Inclusion of the Region in relevant pre and post touring itineraries and incentive group itineraries <p>Engage relevant Adelaide Convention Bureau staff to regional famils and industry networking hosting opportunities (including as part of action 1.5)</p>	Not a priority
Advocate for the Region as a key location to host sporting events in South Australia	4.6	<p>Liaise with relevant organisations supporting sporting events to identify opportunities to identify and secure an increased number of sporting events in the Region based on facilities available. Sporting events including:</p> <ul style="list-style-type: none"> • Cycling • Running • Multisport • Horse Racing • Aerial • Motorsports – car/ motorbikes • Golf • Hiking <p>Horse Riding, Rodeo</p>	Not a priority
Leverage Major South Australian Events to attract more HYVP's to the Region	4.7	<p>Liaise with Events SA and Event Organisers to:</p> <ul style="list-style-type: none"> • Advocate for pre and post touring to the Region around Major Events outside of the Region that align with the Region's HYVPs and Hero Experiences (This could include both Adelaide based and regional based major events such as Birdsville Races, Barossa Vintage Festival etc). <p>Where relevant, work with travel trade via SATC to package the Region's tourism products for event packages.</p>	Not a priority
Advocate for sustainability of events committees and volunteer numbers	4.8	<p>Support the development of Event Volunteer Engagement + Activation program, to encourage more event volunteers or on event management committees.</p>	Not a priority
Priority Area 5: Infrastructure + Experience Development (Top 3 priority area as per stakeholder listening)			
	5.4	<p>Support the development of Hospitality Careers Pathway Plan to encourage the training, attraction + retention of quality hospitality staff and event volunteers in the Region's Food, Wine + Beverage experiences and Events.</p>	Through RDAYMN programs – again halted through COVID – starting to be discussed again – 2023

KEY INITIATIVES	REF #	ACTIONS	COMMENT
		<i>Refer Austrade Tourism Employment Plan for support in developing a plan for the region > https://www.austrade.gov.au/Australian/Tourism/Policy-and-Strategy/Labour-and-Skills/Tourism-Employment-Plans/tourism-employment-plan-advisory-service</i>	RDA focus not RTM
Grow the quality and quantity of products that enhance the visitor experience in the Region, and attract more of the Region's HYVP's and Niche Interest Segments.	5.5	Develop a MOU with Clare Valley Wine and Grape Association , to ensure collaboration and strategic alignment to this Plan for product development + marketing. Current and future project alignment opportunities include: <ul style="list-style-type: none"> • Events – Experience + Marketing Support (Clare Valley Gourmet Weekend, Clare Wine Show) • Grant Funding – Application + Project Priorities. • Commissionable Product Development • Growing China Visitation • Branding + Video Storytelling Development of CV Wine Story	No official MOU developed but much more collaboration between CVWGA & RDAYMN. RTM sits on Events committee and more cooperative marketing arrangements. RTM works with CVWGA on Regional Event Funding application
	5.6	Develop a MOU with Clare Valley Cuisine* , to ensure close collaboration and strategic alignment to this Plan. Current + future project opportunities include: <ul style="list-style-type: none"> • Expansion of Regional Produce sales and use within the region (supermarkets, restaurants, cafes) and wider SA/Australia/ + SA • Experience development with members (action 6.5) • Marketing activities (see Priority Area 2) <i>*Or relevant organisation looking after Food in the region if CV Cuisine disbands</i>	No longer an entity and not a strategic priority
	5.8	Develop a MOU with Visual and Performing Arts Association Mid North , to ensure close collaboration and strategic alignment to this Plan. Current + future project alignment opportunities include: <ul style="list-style-type: none"> • Brand Alignment + Marketing support of Clare Valley Art Trail (action 2.5) • Experience Development with VAPAA Members Marketing support of relevant VAPAA Member Events (via action 2.11)	Group Disbanded
	5.11	Advocate for/support experience development + interpretation of SA's Copper Triangle Mining Heritage with surrounding regions of Moonta + Kapunda (such as via each Council's Heritage Strategies) to encourage cross-regional product development, marketing initiatives and visitor dispersal.	2023 – Working with RCG & Moonta on application for World Heritage Listing- application is in – only waiting now
	5.13	Advocate for and support the connection of the Clare Valley Tourism Region via the current Cycle Trail Network (Riesling, Rattler, Wakefield Trails) to other South Australian Cycle Trails – such as via the propose Adelaide Wine Country Cycle Trail.	CV Wine & Wilderness Trail – to incorporate cycle trail in the future- not a strategic priority this year

KEY INITIATIVES	REF #	ACTIONS	COMMENT
	5.14	Advocate for visitor friendly opening hours (eg open on weekends/public holidays) in key visitor locations (such as Clare + Burra main streets) and attractions through collaborative communication to the industry.	Business as usual- not a strategic focus
	5.15	Review product development ideas and opportunities from the stakeholder engagement workshops, as it relates to this Plan.	Standing agenda item with LGA monthly meeting Item 5
Ensure all levels of tourism signage supports the region's visitors have a safe, engaging and easy transit around the region	5.16	Undertake regional tourism & wayfinding signage audit , and identify and priorities signage updates . Specific signage including <ul style="list-style-type: none"> • Interpretive Signs (Towns, Trails, Conservation Parks etc) • Tourism Signs (brown signs) • Town Welcome Signs • Tourism Trail Signs • Wayfinding Signs • Highway Directional Signs • Information Bays Engage with relevant stakeholders and identify funding opportunities to implement the signage upgrades based on relevant signage priorities.	Complete CGVC – undertook wayfinding SATC – brown signage update – 2021/2022 SATC – Welcome to Clare Valley signage x 4 2021/2022 Tarlee Information Bay updated
	5.17	Activate/update information bays at key visitor rest/convenience stops (eg. Tarlee) or pull over-locations to photograph (+ advocate) for the region via social media (eg Lake Bumbunga and Midnight Oil House). (Ref. action 2.7).	Tarlee Information Bay Lake Bumbunga Discussion re Port Wakefield - ongoing
Ensure visitors have safe and easy transit and parking to and around the Region.	5.18	Review visitor parking in key visitor locations for cars, bicycles, caravan and RV's (eg. Main Street Clare + Burra, Key Visitor Stopping Areas – Midnight Oil House, Lake Bumbunga) and plan to upgrade as per recommendations.	LGA focus? Not strategic priority this year
	5.19	Identify relevant Grant Programs to apply for funding to upgrade key visitor route roads to and around the Region and improve road conditions to, and around key experiences within the Region. Advocate for maintenance of, and upgrades to relevant state government roads (eg. Horrocks Highway) to and around the Region.	RDAYMN working with councils- as needs- not a strategic priority
	5.20	Audit key cycle routes for cycle friendly infrastructure including roads/safety/transit/bike parking/water stations/shelter/repair stations in key visitor locations eg. Main Street Clare, villages along Riesling/Rattler/Wakefield Trails and plan to upgrade as per recommendations.	Grants available? Council led?

KEY INITIATIVES	REF #	ACTIONS	COMMENT
Ensure public assets, such as Public Toilets, Bins, RV Campgrounds and Parks are maintained to a high standard and encourages positive advocacy of the Region.	5.21	<p>Ensure timely management of rubbish and maintenance cleanliness and maintenance of public toilets to a high standard – particularly in key visitor locations of RV Campgrounds + Visitor Parking Bays, Town Centres, Parks and Trails.</p> <p>Develop a plan also for future upgrades, and review opportunities to activate these areas to encourage visitor advocacy, such via signage (see actions 2.7 and 5.16, 5.17)</p> <ul style="list-style-type: none"> • Brand Signage – eg bins/toilets • Local Community Art Activation (eg see Cummins Public Toilets). Alignment to Arts + Cultural Strategies. <p>Placemaking Plans at a Council Level (eg current Clare and Gilbert Valley Council Main Street Activation)</p>	CGVC – updated bins in Tarlee Clare and other towns- LGA driven
Advocate for improved digital connectivity and mobile coverage in the region.	5.22	Advocate/enable continued roll out of free WIFI at key public visitor hot spots/locations to encourage advocacy for the Region.	LGA driven
	5.24	Advocate for high speed internet (eg NBN, fixed line or satellite) for businesses around the Region, to support the growth of local businesses, attract the delivery of more corporate events (reliability and speed of network) and enable the provision of WIFI by local tourism businesses to visitors.	Not RTM focus
Advocate for improved digital connectivity and mobile coverage in the region	5.23	Advocate for improved mobile network coverage across the Region's Black Spots (eg. Rhynie) to improve safety, access to online visitor information and enable increased online advocacy for Visitors.	RDAYMN – working on Blackspots- not RTM focus
Activate tourism sensitive policies in across the region in relevant Planning and Development frameworks	5.25	Advocate for relevant local council and state government policies to ensure the support of sustainable tourism development in the Region and remove unnecessary red tape where possible and relevant for new and existing tourism businesses.	RDA not RTM
Priority Area 6: Industry Capability (Priority as per stakeholder listening)			
Advocate for quality in visitor experience and customer service delivery	6.1	Encourage tourism operators to work with TiCSA for tourism accreditation, awards, training and business development (can be communicated via action 1.5 and 1.6).	Business as usual- not strategic priority Promotion of TICSA activities through newsletters and facebook groups. Finding TICSA not the easiest group to work with

KEY INITIATIVES	REF #	ACTIONS	COMMENT
	6.2	Identify and promote programs that support businesses to transition into new markets (e.g. China Ready Programs), engage in new distribution channels (eg Trade & Cruise Visitors) and develop and adapt products to capitalise on growth opportunities.	Not started due to COVID Part of advocacy and collaboration- moved from here as this is a priority but wrapped into a different action
	6.3	Connect industry with relevant grant opportunities (via industry comms - action 1.6)	ATDW workshops + storytelling workshops facilitated One more activated this year (Regenerative tourism) – not a strategic priority beyond
Priority Area 7: Promote the Value of Tourism (lower priority as per stakeholder listening)			
Take a lead role in advocating Tourism as an economic driver for Clare Valley Tourism Region	7.1	Present new Tourism Plan Snapshot to all relevant Regional Tourism Industry stakeholders (via actions 1.5, 1.6) to encourage ownership and activation where relevant.	Plan presented to 3 x councils, CVBTA, CVWGA, SATC.
	7.2	Ongoing liaison with SATC for the most up to date visitor data and website referral data from www.southaustralia.com	Business as usual
	7.3	Investigate the implementation of the Tourism Sentiment Index (TSI) as research to benchmark the Region's reputation and visitor experience against similar global destinations.	Had discussions with Destination Think – do not have budget at this stage- not a strategic priority this year
	7.6	Develop and implement a Local Advocacy communication plan to keep residents informed of 'good news' tourism stories in the Region and encourage their advocacy with Visiting Friends + Relatives (Ref action 3.13)	Not a strategic priority

